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URBAN DESIGN MANAGEMENT

*Using integrative negotiation to create value at
the intersection of urban planning, city design,
and real estate development*



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jointly explored with other stakeholders maintaining low level of commitment as potential solutions are created.

The next part of the research offers some potential ways to move from interests to solutions. However, the methods for exploring the frontier between interests and solutions should be studied further in the early phases of ongoing developments and planning activities. Such methods could include technical audio-visual tools and process descriptions, or combinations of both, such as organizing workshops, excursions, on-site events or demonstrations, or even ways of telling stories as shared experiences.

Future research on interests in urban developments should approach similar material using other methods. For example, in conjunction with practice, action research could be used to study at least the early phases of development negotiations. The problems related to the use of action research are unpredictable development schedules and a need for significant research resources. However, the scope of further research on particular development or planning phases can partially remove these obstacles.

The characteristics of professional mediators, or designers and planners with mediation skills, could also be studied in the setting of action research. The HHG model could be the analytic method for building a common framework of mediator characteristics in development and planning activities. For example, the characteristics of mediators could be studied by de-briefing mediators who have conducted training sessions and getting feed-back from the participants. This approach would also be a way for practitioners to improve their mediation skills.

Implications for practice

The case studies indicate that stakeholders used a variety of strategies to pursue their interests, and that there are integrative and distributive aspects in all the negotiations that took place. Increasing mutual value with planning and development negotiations in a single project requires expanding awareness of all the actors about the possibilities of pursuing "enlightened self-interest." For example, the adoption of an integrative approach to development can help a developer gain access to more attractive locations and trigger negotiations that can lead to a better outcome for the firm.

Capacity building among initial stakeholders is essential in moving toward Integrative Development. Both public and private organizations can learn to practice more sustainable and cooperative development strategies, and discover mutual value in development opportunities by deliberately choosing the Integrative De-

velopment approach. The finding suggests that the theoretical claims of Consensus Building and the Mutual Gains Approach to Negotiation can be applied to strategic decision making in the fields of real estate development, city design, and urban planning.

The key is to get real estate developers, city managers, urban planners, and city designers to realize that they actually are in sustained negotiations at multiple scales. Reframing the conflict-oriented mindset of the key stakeholders has to begin before planning for a development begins. Later, negotiations regarding a particular development need to be approached as a joint problem-solving process rather than as win-lose battle.

All Integrative Developments should begin with an extensive preparation phase. During this preparatory phase the negotiators need to identify their interests, their key concerns and needs, and their uncertainties. The identified interests should then be discussed with the other stakeholders. Later, the negotiators can also discover diverse concerns and uncertainties in a joint design development.

The current praxis, for example in the Austrian retail sector, shows that locally sensitive solutions have also been produced through attempts to strive for "enlightened self-interest." An Austrian supermarket chain, MPREIS, provides an example of a retailer who has been able to produce a variety of solutions that have created value for other stakeholders. MPREIS has made its alternative approach a part of its corporate values and success factors in fulfilling its profit-making interest.

MPREIS developments avoid rigid concepts for physical solutions and unified appearance that ignore the local context – for example, a red cube is incorporated into the design as the only common element signaling the function of the building.

In reality, not all MPREIS developments have necessarily been a 100% success and in some cases, unclaimed value may have been left on the table. However, this corporate experience suggests that successful samples of alternative framing to retail development exist. These developments have embodied solutions that are sensitive to the problems and opportunities of a locality.

A willingness to practice alternative development leading to integrative solutions occurred also during the course of this research. Food Kesko has taken action to adopt Integrative Development approach and VVO Developer has expressed an interest in applying integrative negotiations in practice. This implies that a transi-

tion to Integrative Development is possible and that eventually a more sustainable development culture may evolve. The transition towards the "joint strategy" of Integrative Development, however, needs to be mediated by someone who can raise the awareness of stakeholders regarding alternative practice.

In the context of Integrative Development, mediation can take place at least on two levels: developmental mediation can raise organizational awareness and build capacity before a particular development gets underway, and mediation of actual developments. The two levels of mediation can intertwine or exist independently. Developmental mediation can be intertwined with actual developments by looking at real-life cases. Similarly, the mediation of actual developments can provide opportunities for stakeholders to learn from experience. However, developmental mediation doesn't necessarily have to involve other stakeholders; an organization can choose to build its capacity independently. Furthermore, the mediation of a project does not have to include the objective of training the stakeholders.

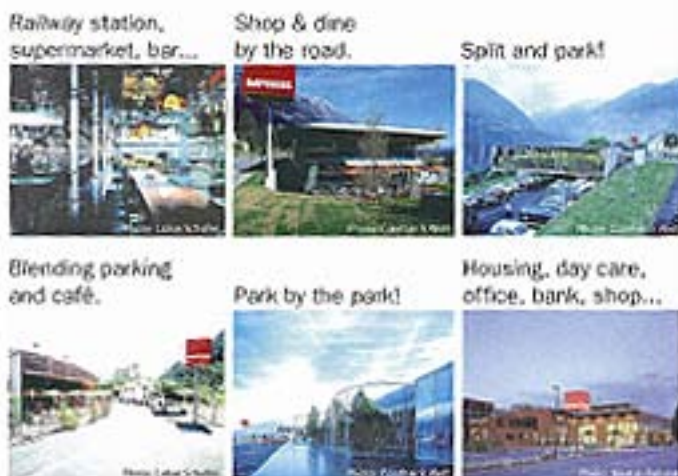


Figure 4: Interpretations of local solutions for MPREIS supermarket chain

On both levels, the mediation can take place in at least in three ways. A group member may step into the mediator role; a supporting primary party such as a consultant can adopt the mediator role; or the stakeholders can engage a neutral third-party, having no responsibility for the outcome, to mediate the process. In all three situations, the mediator practices UDM to achieve and sustain Integrative Development. All these forms of mediation may be applicable depending on the situation, but issues such as trustworthiness, resources, and knowledge affect the selection of a viable form of mediation. The selection itself calls for increased awareness about the practice of mediation. In order to mediate the transition towards Integrative Development, the practitioners should seek available advice – whoever orchestrates the mediation. The fifth part of the research focuses on prescriptive advice for those undertaking Urban Design Management.

In this dissertation Harry Edelman introduces the theory of Urban Design Management. In conventional urban development and planning activities the stakeholders commonly use positional bargaining. This leads to compromises and loss of value that could be distributed among the stakeholders with the help of a mediating architect consultant. Urban Design Management involves mediation among a range of self-interested stakeholders involved in the production of the built environment. Such mediation can encourage a joint search for mutually beneficial outcomes, or Integrative Development. Integrative Development links stakeholders at diverse scales and in multiple contexts. Integrative Development aims to produce more sustainable solutions by increasing stakeholder satisfaction with the process and context of urban development. Urban Design Management is grounded on integrative negotiation theory and case study research. It provides prescriptive advice for city planners, developers, and other key stakeholders, how to practice Integrative Development.