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DECREASING UNCERTAINTY IN LONG-TERM URBAN DEVELOPMENT

by

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Declaration of Authorship

We, Andreas and Jakob, declare that this master thesis and the work presented in it is our own.

- The report is done entirely by the authors unless otherwise is cited.
- For citation the Harvard method is used in square brackets: [Author, Year]. The literature can be found in the end of the report in the bibliography.
- Where quotes or illustrations are used from the work of others, a reference with page number is given.
- Figures and tables are numbered after what chapter and section they appear in. E.g. if a figure is in chapter 5, the figure will have the number 5.x, x being the number of the figure in that chapter.
- Quotes from interviews and planning documents has been translated by the authors from Danish to English, and the authors are therefore responsible for any errors of translation or interpretation.

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Abstract

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This report is a Master Thesis in urban planning concerning the complex situation of planning for long-term urban development. The research conducts a critical case study of the Lisbjerg development in Aarhus Municipality, Denmark, as the small town is scheduled to grow from 800 citizens to 25.000 in the next 65 years. The case is interesting when analysing how planning is to meet goals of sustainability and livability in the future society. These goals are complex concepts that brings uncertainty to the planning process, especially between the authority, the municipality, and the private market, the developer. This relationship is highly relevant at the Lisbjerg development, as the municipality is the landowner and sells to private developers.

This report is a research of how Aarhus Municipality is decreasing uncertainty for the developers in the planning process, and in extension of that, the report becomes a research of a changing planning profession. A planning profession that is under change as it tries to adapt to the new complex situation through Strategic Spatial Planning that are Complex Adaptive Systems and a new generation of planning tools that are changing in function and use.

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Chapter 1

Introduction

Societies are, and has always been, changing in order to adapt to different kinds of situations such as technological development, challenges of structure or behaviour, or simply just to modernise. Our present society is facing multiple challenges in a time of urbanisation and climate challenges which puts pressure on planning, since a correction involves fundamental changes for our societies and behaviour. This project is a research of planning in a changing environment and how the planning profession deals with the uncertainty that comes with an ever changing planning field.

50 years ago, planning was dominated by rationalism and modernism in a time where cars became ever more popular, which lead to many cities prioritising automobile infrastructure (Mumford, 1981). This has left its mark on our cities and created a planning shift towards a more sustainable urban development, which is seen by this research as a fundamental shift of behaviour and planning approach, a change of perspective, as factors of sustainability and livability are critical for future development (Lehmann, 2013) in order to accommodate for - and limit the consequences of - climate changes and urbanisation, which is today's major challenge. Sustainability and livability are seen as end goals for planning to comply with challenges, known and unknown, and to have a successful urban development.

This seems to cause a change in the planning profession in order to adapt to the changing reality, as new approaches to urban development are needed to comply with goals for the development of society. Urban development comes with a set of challenges as land-use is becoming an exhaustible resource while population is increasing, forcing cities to become more efficient and compact, in combination with a future goal of creating societies with close to zero environmental impact (Lehmann, 2013), which sustainability is partly about. This creates a complex situation for urban planning, as it has to incorporate many aspects and make adjustments in proportion to many different challenges.

Challenges that urban development can be a solution to while meeting complex goals of sustainability and liveability. Such a complexity forces the planning approach to have a long-term perspective, political investment and strategic planning in order for physical development to comply with the challenges urban development is facing (Searle, 2017; Rauws, 2014; Hillier, 2017a). With society constantly changing over time it becomes increasingly difficult to predict the future, and nearly impossible to know what kind of development is right for future societies. This makes long-term planning very uncertain as no one can know the right way of development, making investments more risky. So how to make sure that these new developments can attract investments from the private developers? How do we create the livable city which meets the demands of today and in the future? And how does the uncertainty and methods used to decrease it influence the planning practice? These are questions of which this research is going to evolve around.

To understand the complexity of sustainability and livability, the research is looking to other scholars to better understand these concepts that are difficult to plan for in practice. Lowe et al. (2015), Howley et al. (2008) and Langdon (2000), are dealing with these concepts in the context of urban development, as goals to plan for and eventually achieve. By using these scholars the research is getting a stronger understanding of how sustainability and livability are complex concepts that binds political strategies to spatial environments both as physical developments and as conceptual 'livable' communities.

The report sees Strategic Spatial Planning as a planning method to add more certainty to the long-term process of urban development as it works with a holistic, flexible perspective, where strategies are used to 'solve' challenges of society e.g. climate changes and sustainability (Lehmann, 2013). Strategic Spatial Planning is about creating political strategies on how to deal with complex situations and challenges that society is facing, forcing rethinking and new perspectives in its wake (Hillier, 2017b). SSP is not a new way of doing long-term planning, but its use has changed over the years and is still changing today. As an attempt to increase the certainty of SSP, planners try to incorporate the increasingly popular planning tools to create a connection between the strategic level and physical planning (Jensen and Elle, 2007).

Planning tools tries to reduce uncertainty by simplifying complex concepts like sustainability and livability (Lowry, 1967; Runhaar and Driesssen, 2009). Tools have the function of specifying planning strategies through e.g. indicators or physical elements and thereby making the planning process more manageable. Planning tools are able to evaluate strategic plans and create a connection between strategies and the local planning scale, and thereby linking the two concepts together to one purpose; urban development. These tools then become a template for sustainable planning. But what does this tendency say about the state of planning? When planning is made into a tool,

does the planner lose importance or are they able to steer the plans in a more holistic, sustainable direction? Do we have to accept a limited amount of certainty to keep planning relevant, or can planners simplify their work and still keep planning at its place in society?

The report will research the questions put forward in this introduction throughout the Literature Review chapter, as it creates a hypothesis that the planning profession is going through a change. This is believed by the authors to be a consequence of the complexity and uncertainty that is within urban development, managed through the use of Strategic Spatial Planning and planning tools to meet challenges and goals in society. This is assumed to lead to less focus on process and consensus and more focus on measurable indicators and numbers, so planning can show progress in this field.

In order to further research this hypothesis the project will conduct a case study. It will be used analyse tendencies in planning and uncertainty in urban development. The case study will be about an urban development project in Aarhus Municipality, Denmark, called Lisbjerg. The case is a 'one of a kind' development in Denmark, since the Lisbjerg development is the largest urban development project in the country, turning a small satellite town into a city just north of Aarhus with a goal of being home to 25.000 residents over the next 65 years (Aarhus Kommune, 2017b). Furthermore, Aarhus Municipality's planning approach reflect key elements from Strategic Spatial Planning when planning long-term. See figure 1.1 for geographical insight of the case study.

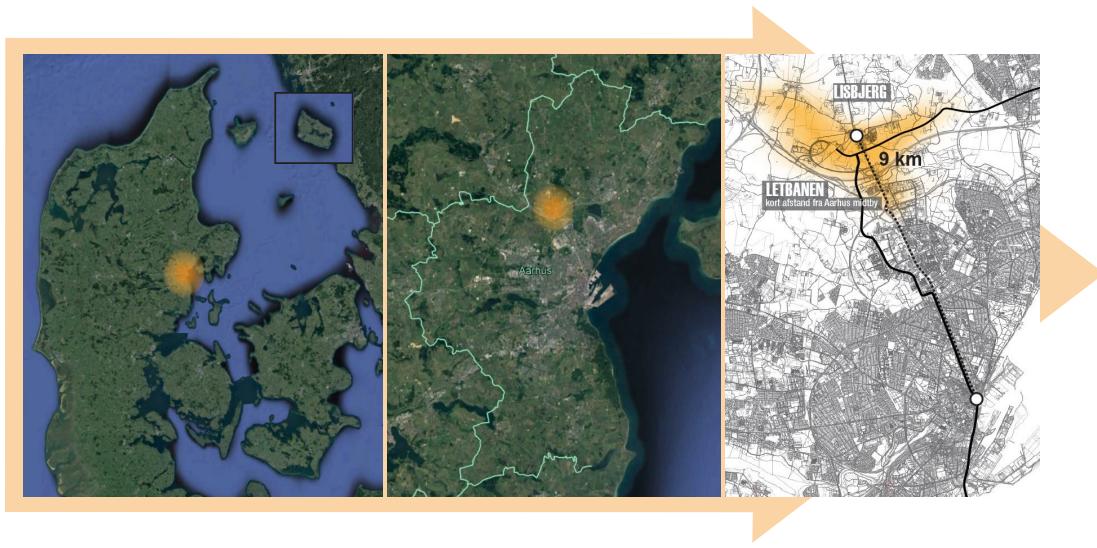


FIGURE 1.1: Map of Denmark, Aarhus Municipality, and the Lisbjerg development.
(Google Inc., 2018; Aarhus Kommune, 2017b)

When finished, Lisbjerg will contain everything that is needed in a small city and be accompanied by a light-rail line running directly to the centre of Aarhus. The process

and plans behind the Lisbjerg development are made with spatial strategies and the development will use a newly created planning tool called the 360-degree tool to evaluate every single local plan in the area. A successful strategic plan for Lisbjerg is much needed since the first plan for the area was drawn up in 1966 (Aarhus Kommune, 1980). This makes Lisbjerg a great example of the difficulties and uncertainties of long-term planning, as well as to understand the assumed changes in the planning profession.

The Lisbjerg development project is of such magnitude that a controlling vision is necessary to secure the direction, and thereby certainty, of the development. This vision is as follows:

"The strategy is a creative way of seeking out the best in the village's community, the privacy of the family homes and the city centre's diversity and integrate those functions that takes part in creating a city. The strategy is ongoing identifying different needs as a bedrock to transform the vision into reality and thereby adapt to the needs of Aarhus." (Aarhus Kommune, 2017b, p. 6)

The vision is accompanied by stages of development and strategies that are flexible and adaptable to the needs of Aarhus. Aarhus Municipality is using Smart Growth as their vision for long-term urban development which incorporates sustainability and livability (Aarhus Kommune, 2017f).

This introduction has presented the search for certainty as the main empirical problem of this report, as it might be leading to a changing tendency in planning. To investigate this empirical problem, the research is going to investigate the Lisbjerg development. With this research and case study the report to find an answer to the following research question:

Is the Lisbjerg development a case of a new planning approach to manage the uncertainty of long-term urban development and how is this change reflected in the planning profession?

This problem will be elaborated through a literature review which is done as an investigation of what have already been studied within this field of research, and further review critical concepts presented in this introduction to create an understanding and definition for the analysis later in the project.

Chapter 2

Approaching Uncertainty

The following chapter will be a literature review of existing research to gain a better understanding of the ideas and theory behind the elements presented in the introduction. The literature review will explain and elaborate these concepts and create an understanding through a framework for the research to come.

The first section looks into uncertainty in urban development, where it stems from, and how to address it, creating a framework for sustainability and livability along the way. The same section will expand the thoughts behind Strategic Spatial Planning (henceforth referred to as SSP) and what role uncertainty plays in planning. Then a literature review regarding Planning Tools, described as a method to decrease this uncertainty, will be reviewed with a perspective of a possibly changing function. These subsections will be summarised in the end and illustrated on a figure to construct a framework. As the research move forward in this literature review, a hypothesis will start to take shape and be elaborated on in the summary section. The knowledge behind these concepts comes from relevant literature, where especially the book by Albrechts et al. (2017) has been helpful in understanding SSP and to broaden the field of research. This approach will be elaborated later in the report, in Methodology section 3.4.1.

2.1 Uncertainties in Urban Development

As shown by the introduction, two concepts of complexity keeps repeating when talking about long-term urban development. These concepts are sustainability and livability, which are seen as end goals for urban development and solutions to the present challenges planning stands against. This makes sustainability and livability concepts of future societies which planning is meant to achieve in order to fix some of today's problems. The

following section will elaborate and specify these concepts to create an understanding for the research to come, as it is going to analyse plans and interview planners which are planning for these complex concepts.

Planning has gradually changed over the last decades. In the postwar welfare nations, planning was used to promote the social-democratic agenda, which included a higher level of state-control than the now prevailing agenda; neo-liberalism (Salet, 2017). Planning was intertwined with the postwar states, planning became planner-centric, as it was believed that planning was an individual exercise done by scientists, and not a collective effort with inputs by different actors, as it has developed into today (Salet, 2017). In this way, planning has developed a stronger relationship to social science. The planners were held as experts, who were supposed to make large plans that could control the massive growth seen in the 50's and 60's. These decades also saw an enormous technological development, which led to people believing that technology would somehow solve the challenges of that time. This was also seen in planning, where early computers became a part of the profession. It was believed that planning could achieve certainty by being rational. Today, modern planning, as it is now known, is in some way shunned in planning, with many projects causing present problems, such as ghettos, urban highways, and urban sprawl. A classic example of such a modern development from the 50's can be seen on figure 2.1.



FIGURE 2.1: One of the now famous modernist developments, Pruitt-Igoe in St. Louis. The entire development was torn down 15 years after completion. (United States Geological Survey, 1970)

One of the goals of sustainability is to prevent this kind of planning in future urban development. But this concept of sustainability brings uncertainty to the planning

process, and it is the planners role to create certainty for developers and investors. Here, the authors of this report leans towards the following descriptions:

"It (certainty) often involves notions of inevitability, predictability, removal of doubt that something is or will be true, is happening or will happen."
(Hillier, 2017a, p. 300)

"(S)tabilising or lending certainty to developers and investors, setting priorities, co-ordinating actions and justifying choices" -, (Healey, 2010, p. 165)

The focus is on establishing certainty between the authorities and developers, through priorities, actions and choices. How these are set, made, and chosen is described in this chapter. Removing doubt and increasing predictability can be seen as a purpose of the SSP. Looking at the two quotes, it is easy to see that certainty has multiple meanings, moving from establishing inevitability to stabilising the understanding and demands of developers. Certainty is understood by the authors of this report to be found somewhere in between the definitions expressed in the quotes. Furthermore, *The worlds which planners attempt to plan can and do change rapidly, with uncertainties (especially economic uncertainties) produced by the behaviour of the actors themselves* (Hillier, 2017a, p. 301). Then uncertainty both stems from within planning as well as from the outside world, constantly affecting and challenging planners as they have to adapt to these. Because of all the factors that provide uncertainty, the authors of this report acknowledge that complete certainty cannot be found.

As already made clear, sustainability and liveability can be seen as two factors providing uncertainty. Through their influence on planning they are constantly changing the actions of the actors and thereby increasing uncertainty. Why this is the reality will be described in the coming section.

2.1.1 The Complexities of Sustainability and Liveability

When talking about visions for urban development, they are usually connected to broad concepts like sustainability and liveability, which Hillier (2017b) defines as undefined global concepts that gives justification and direction to the short term planning. The justification comes from the fact that both are highly relevant, e.g. in the 17 Global Goals for Sustainable Development (United Nations, 2018), and in the report from the World Commission on Environment and Development (1987), which was the first attempt to define sustainability.

Cities are pursuing more sustainable ways of living, which are often adapted as livability, since livability often includes improving the conditions for active transport, urban life, and social equity (Herrman and Lewis, 2017). Creating concepts of sustainability and liveability is to create a direction for planning, in order to have end goals of what society wish to achieve. The authors sees sustainability as a planning goal to achieve at a meta scale, while livability is to be achieved on a micro scale, such as the neighbourhood, which makes livability essential to create sustainability on the larger scale. In order for something to be sustainable there has to be a balance between utilisation and preservation (Lehmann, 2013). Urban development is to be sustainable, and in order to be so, it has to take account for environmental-, social-, and economical sustainability (World Commission on Environment and Development, 1987).

Howley et al. (2008) and Langdon (2000) are both approaching liveability in local planning as liveability seems to be a concept on the neighbourhood scale. These scholars debates pros and cons of creating the compact city, as the compact city seems to be unavoidable when discussing sustainability and liveability in urban development because of urbanisation and an increasing population (Hillier, 2017b; Howley et al., 2008; Langdon, 2000; Etezadzadeh, 2016; Mazumder, 2018). Costley (2012) concludes in her article that relevant services are necessary within relatively short distance in order to create a livable area in the compact city, and that especially schools and community centres are important services in order to create a connection between people and the neighbourhood they are a part of. It is important that this compact development is monitored by a authority such as the local government or state to secure the necessary services and services that provides the urban environment with life and interaction. Furthermore, its important to have mixed type of housing to create different forms of interaction at different times of the day, which also secures diversity and avoid exclusion of certain social groups (Costley, 2012). For a neighbourhood to be liveable, the residents needs to feel safe in the urban environment and connected to the local community (Costley, 2012; Langdon, 2000), by constructing on a human scale with short distances to everyday services. Aarhus Municipality defines in their municipal plan, that urban development "*has to be Smart Growth. By 'Smart', we mean sustainable development - social, economical and environmental - in combination with development of better urban quality and better possibilities for the good everyday life. In short; Liveability*" (Aarhus Kommune, 2017f, p. 1).

The two concepts are therefore interacting and affecting each other as an urban area cannot be sustainable if it is not livable and vice versa. Both are not to be defined by one simple definition as it depends on the area and planning situation, but the presented descriptions and understanding gives the concept direction and sets a frame of understanding. Sustainability is meant to be adaptable to the specific urban development

situation and livability is meant to make sustainable adaptations attractive for the people who live in or are interested in moving to a specific area. Sustainability is on a meta planning level because it has a more general definition about environmental impact, and solutions working at all scales, as it concerns planning from e.g. public transportation to local management of rain water to economical feasibility. Sustainability is to affect development to meet today's challenges while not creating challenges for the future society in the long-term perspective, and at the same time creating liveable neighbourhoods in the micro scale of urban development. Creating a sustainable urban development also means to create a functional city where different types of people want to live and interact with the urban environment, also known as 'social sustainability' (Jones and Nam, 2013). The covered literature emphasises that services should be within biking/walking distance or at least reachable through 'easy to use' public transportation. The close-by society does not only contribute to a lively neighbourhood, as more people is likely to interact with the urban environment, but also makes societies less car dependent which reflects a development based on sustainability and liveability is meant to contribute to behavioural change in terms of how citizens should transport themselves and use the local neighbourhood.

In order to create a sustainable future, Lehmann (2013) argues that we need behavioural change, both in planning and as citizens in society. Waste management, recycling, fossil-fuel free energy and zero emissions are essential factors for a sustainable future, and these affect how we plan our cities and how planning helps people transform from being consumers to responsible citizens, part of creating the sustainable society (Lehmann, 2013). Therefore, in order to achieve sustainability, we are not only to plan our way out of challenges, but just as much involve the public to meet the end goals.

Similar to urban development, technological development is going to have a major impact on tomorrow's society. Digitisation and new unknown solutions are going to affect how we plan for the society through 'smart' solutions. Hereof the concept of a Smart City. The concept of Smart City is not to be elaborated as such in this literature review, as the project is taking the understanding of Etezadzadeh (2016) where the concept is to be understood in a broad term that deals with challenges of urban development. These challenges are defined by concepts of urbanisation, environment, sustainability and technical solutions (Etezadzadeh, 2016), which the project already defines through the understanding of sustainability and liveability. The smart city is therefore part of creating the future sustainable society and liveable neighbourhoods. A critical note taken from Etezadzadeh (2016) is to remember the importance and influence of technological development on urban development. The Smart City is therefore seen as a general expression for future urban planning where challenges are met in a more digital society which is both sustainable and liveable (Etezadzadeh, 2016).

As a final note of framing this research's understanding of these complex concepts the project presents a quote from Robin Mazumder, an urban scientist, who unifies these concepts in the context of The Smart City:

"In my opinion, a Smart City is one where a resident can feel safe and dignified walking on their streets. Where a child can ride their bike to school in a separated bike lane. Where transit is accessible and more appealing than driving. While we move ahead with these smart city initiatives, its imperative that we bring our urban design up to speed." (Mazumder, 2018)

Having complex concepts as such a major part of planning decreases the certainty of plans. Aarhus Municipality has tried to make their own definitions through the municipal plan and "Smart Growth", but these definitions still needs to be transferred to long-term planning, something the next part takes departure in.

2.1.2 Long-term Planning

After establishing an understanding for sustainability and liveability, and showing how they affect certainty, the report will now move on with how to plan for this uncertainty in long-term planning. As it has been introduced in the Introduction, SSP is a planning approach for long-term urban planning. This section will expand the knowledge and understanding of SSP and give an insight into its flaws and possibilities to better understand how it deals with uncertainty.

The introduction to this chapter mentioned that rational planners thought they were able to control their plans and this, combined with the grand scale of planning in the modern era, meant that SSP's were often used to guide the spatial growth in new urban developments, with a planning approach based on rationalism and modernism. The report takes the view of Albrechts and Balducci (2017) when describing SSP:

Strategic spatial planning focuses on a limited number of strategic key issues; it takes a collective critical view of the environment in terms of determining strengths and weaknesses in the context of opportunities and threats. Strategic spatial planning focuses on place-specific qualities and assets (social, cultural and intellectual, including physical and social qualities of the urban/regional tissue) in a global context. - (Albrechts and Balducci, 2017)

In the same way as modernism was shunned, the use of SSP has decreased. This is related to the experience that it has difficulties solving the problems that it was intended to address in the first place (Salet, 2017). What was discovered in the years after modern

plannings hay-day was that cities could not be calculated and rationality did not achieve certainty in the long-term perspective. There were too many variables, opinions, and outside influences than SSP could handle rationally to be certain of the future for the next 10, 20, or 50 years. Hence planners with computers could not solve the wicked problems, which planning had tried to solve through the entire modern planning period (Balducci, 2017).

One reason that SSP cannot achieve certainty on its own is because of the factors that are not included in SSP, but still influences it. These are known as "out-of-field" factors, an expression coined by the French philosopher Gilles Deleuze (Hillier, 2017a). These out-of-field factors influenced planners to stay within their known methods and practices. This led to similar solutions, and thereby similar cities and issues, around the industrialised world. It also meant that innovative possibilities were not investigated, leading to an even more monotone planning style (Monno, 2010). Even though SSP obviously has its mistakes, it looked like a method to handle the larger issues facing the world such as global warming and fast growing cities, but SSP has not played the role it could have (Searle, 2017). This is down to multiple factors, since SSP has evolved through the years and have held different roles, but its role as a way of making large, static plans is over and the concept have had to find a new identity.

Creating Certainty Through Strategic Spatial Planning

Using SSP as a method for long-term planning is not an outdated approach and it is still used frequently today, though in a slightly different manner (Albrechts et al., 2017; Albrechts and Balducci, 2013). Planners have recognised that in order to create a functional SSP, the focus should be on strategies that gives direction to physical planning, instead of creating a long-term spatial blueprint. This is done to create a higher degree of flexibility (Hillier, 2017a; Albrechts and Balducci, 2013).

"There is thus a demand for planning theory and practices that embrace incompleteness and uncertainty, multiple possible alternative futures, that people's desires are likely to change over the life of a strategic spatial plan, and that many decisions need to be flexible, exploratory and experimental."
- (Balducci et al., 2011, p. 485)

This shift in SSP has changed the overall goal with a SSP, which today is to create long-term strategies that is coherent and coordinate visions to complete the overall spatial development and logic of preserving resources, regulation, sustainability and spatial quality (Albrechts, 2017). In the urban development process SSP contributes with an overall vision for an area, that in cooperation with short-term 'fixed' planning,

approaches challenges with a coherent strategy to make more intelligent and informed decisions to create more certainty in planning (Friedmann, 2004). First of all, doing this involves accepting that SSP are complex systems which operates in Complex Adaptive Systems (henceforth referred to as CAS). Theoretically complex systems themselves are;

"...incomplete in that we have no certainty that we have identified all the key components that are necessary for an acceptable understanding." (Batty and Marshall, 2012, p. 43)

Furthermore, CAS are complex systems which changes when variables adapts to the systems as the world constantly changes and new opportunities and threats arise (Rauws, 2014). This can be seen on figure 2.2. Here, the figure shows how the SSP is constantly changed based on out-of-field factors and the influence of actors, through Complex Adaptive Behaviour. Complex Adaptive Behaviour is all the factors which affect the SSP from the outside, something the SSP cannot control itself, e.g. human behaviour. The local environment can be understood as the physical environment, constantly being affected by new actors and ideas, which have to be incorporated into the SSP.

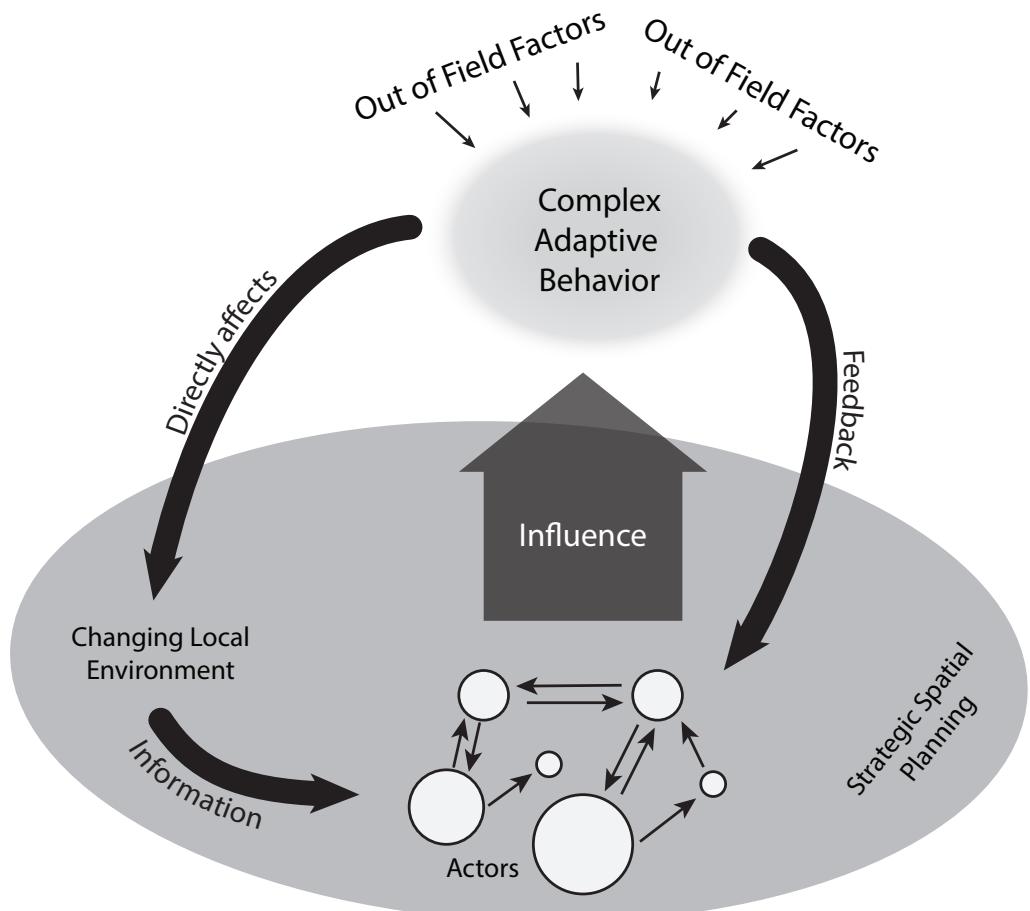


FIGURE 2.2: An illustration of a CAS adapted to SSP. Inspiration from Graham (2013).

When there are key components that have not been identified and the variables keep changing, it is understandable, that a SSP needs to be flexible, otherwise the variables changes and the plan stays the same, leading to a plan that is further and further from reality. This new way of doing SSP is long-term planning, since it combines strategies for large urban developments, cities, or regions. These cannot be completed over a few years, which leads to higher uncertainty, complexity and more difficulties, since they are CAS, and an ever decreasing chance of ever completing the original plan. To gain more certainty, the SSP should be entirely a flexible long-term plan, which then can be supplemented by small, short-term, fixed spatial plans. The strategies then becomes pure strategies and the drawings guiding, which together with the smaller, short-term plans ensures a "less risky" investment, as explained in the quote below, which also points out the position of the authors, that certainty can never be completely assured:

"Plans cannot ensure certainty and should not pretend to do so, though short-term plans and project briefs can perhaps offer clues for 'less risky' developer investment. The mutual pursuit of multiple needs and desires requires that planners regard longer-term plans as contingent and capable of adaptation." - (Balducci et al., 2011, 497-498)

But when is a SSP simply too abstract to be called a plan? Rauws (2014) points out three critical issues with SSP:

- A plan has a flexibility limit.
- It is impossible to foresee all possibilities, acknowledging the view of Balducci et al. (2011), that complete certainty is not a possibility.
- There are spatial limits to the sizes of both the small short-term planning and the larger long-term planning.

These are difficult issues to address, partially because planning is not a Newtonian-science where an answer can be used everywhere in the world. Still, Rauws (2014) gives three answers, which are, respectively, having a focus on both robustness and flexibility, understanding that path dependency limits the possibilities which otherwise could be endless, and finally that there always is some sort of spatial self-organisation and room for spatial diversity, from the most chaotic of slums to the strictest of plans. If these questions can be answered positively, a SSP will always have some degree of certainty.

Finally, Rauws (2014) gives three main lessons as to how to make a SSP in a CAS-perspective:

"First, designing a development plan requires a distinction between the visionary elements and the implementation measures incorporated in the plan. If visionary elements are not sufficiently linked to implementation measures that would promote flexibility to respond to changes in context while appreciating the future posited by the plan rigidity becomes a serious risk." - (Rauws, 2014, p. 148)

The emphasis on flexibility is clearly visible. If a SSP is to succeed, it is important to make room for changes and revision, but simultaneously keep an eye on the vision and strategies, to not lose sight of the purpose of the plan. This can only be done if the vision and the implementation are separated and flexible.

"Second, four CAS-based principles can be distinguished and used to derive such implementation measures: small sub-plans, incremental development, carrying structures and loose rules. The combination of these principles would result in development plans which provide a direction for development and have a persuasive and motivating effect, while enlarging the opportunities to adapt to volatile contexts." - (Rauws, 2014, p. 148)

Here, the implementation is in focus. As mentioned earlier, a SSP should not be a spatial blueprint, instead it should follow the second lesson and make room for smaller, incremental plans, which still carries the structure from the vision and strategies. As flexibility is key in a long-term SSP, the rules need to be loose to adapt to future challenges as there is not one right way of planning.

"Third, when upfront investment which reduces the flexibility of a plan is nonetheless considered inevitable, it can still be made when actors agree this is the only way forward. However, the actors involved also need to be transparent about the limited future paths this investment could accommodate, the risks associated with this and the unexpected effects it may have. Put differently, the degree of flexibility in development planning is a choice and therefore the associated risks should also be presented as a choice." - (Rauws, 2014, p. 148)

Even though planners follow the two first rules, the third one will always be relevant, as these upfront investments are nearly always present in any SSP. These could be e.g. infrastructure or public services that is constructed to increase the attractiveness of the area or simply to make construction possible. Such investments limits the future possibilities as it is quite difficult, or at least expensive, to remove already established infrastructure such as roads or water mains, or to tear down a new school or daycare centre.

These lessons are important to the framework surrounding SSP. If a SSP does not live up to these lessons, there is a higher risk that it will fail, as it is not flexible enough or accepting of its limits. The arguments made by Rauws (2014) are expanded by Searle (2017) who explains that legislation coming from "above", e.g. regional or state level, is harder to accept at local level. If the SSP is made in cooperation, it is more likely to pass through. Statutory plans are then again, as explained in the earlier section, not the main issue, as long as flexibility and cooperation are worked in to the SSP. Simultaneously, if the local level is larger and more powerful, it will both gain more influence but also gain more responsibility for its own area, making it easier to push plans through.

Finally, SSP has been changed from planner-centric to being more entrepreneurial and including for both citizens and developers (Salet, 2017). The increased inclusion of developers has been challenged by Servillo (2017) as being unethical and neo-liberal, but as he mentions, this might be the price for keeping SSP as a planning concept and thereby keeping the planner in the spatial strategies. In this way, SSP has been moving like a "karst-landscape" (Servillo, 2017), where it has found its influence in planning by adjusting and adapting. Not only can a SSP be a CAS, but the entire planning system, including SSP, is constantly changing and adapting, being a CAS in itself. Since SSP is changing, it can incorporate transformative processes, where new ideas are brought in, which as earlier mentioned, used to be an issue in SSP (Servillo, 2017). These transformative processes are comparable with the multi-level perspective introduced by Geels (2002). As the planner no longer needs to be the expert and centre of the SSP, they can engage themselves in processes and be driving forces in spatial projects, instead of being the agitator (Salet, 2017).

Strategic planning is not only limited to urban planning. It is an important part of management and business terminology, where the term originates from (Albrechts et al., 2017). Here, writers discuss how strategies can be used to grow a business or find new ways of gaining profit. Often this is done through scenarios, listing these from best to worse and establishing the certainty of each, before making a decision. Not all of the theory from this field can be translated to urban planning, since urban planning has become more of a social science, supposed to be about people and the environment they live in, but the two fields have borrowed from each other. This can be seen in Godet (2000), where he discusses the use of tools:

"Of course, the utility of the tools used in the strategic prospective approach is fivefold: stimulate the imagination, reduce inconsistencies, create a common language, structure collective thought, and enable appropriation by decision makers." - (Godet, 2000, p. 8)

As the quote shows, tools are used to decrease uncertainty. This is one of the reasons to use tools in urban planning, which it shares with business management. He goes on to explain "*The nail's dream and the hammer's pitfall*" (Godet, 2000, p. 8). The nail's dream is to be hammered in, but if you do not know of the existence of the hammer (in this case an appropriate tool), it will remain a dream. In the other case, you use the hammer (tool) to do everything, since you believe everything is a nail.

2.1.3 A Growing Uncertainty in Planning?

Before moving on with planning tools, a quick summary of the concepts and arguments from this section, which are used further in the report, is presented.

Sustainability and livability has provided planning with a new set of abstract goals, which has helped to legitimise planning, but also increase the uncertainty in planning as they are both complex concepts that are hard to define. This has lead to planners defining them for themselves in the individual authorities, definitions that can differentiate from location to location. This is why Aarhus has their "Smart Growth", as it is an attempt to conceptualise these. But there are ways to work with this uncertainty, both in traditional planning through the use of SSP, as long as it is accepted that uncertainty is something that needs to be managed and not always removed. This is further summarised into the following points:

- Planners have changed from being experts to being facilitators, as rational and modern planning has been heavily criticised.
- Sustainability has become an important goal at a global scale, becoming an important part of planning, as planning is part of the solution to create a more sustainable world.
- Cities that are sustainable also need to achieve livability at micro scale, as livable neighbourhoods are part of creating sustainability and thereby critical for urban development.
- To plan for sustainability and livability, there needs to be a model for long-term planning. Strategic Spatial Planning is a way of addressing and comprehending the uncertainty brought along by the complex process and concepts.
- SSP are CAS, which are to be flexible enough to adapt to a changing society, but also fixed enough to provide vision and strategy for the development in order to create certainty for developers and investors.

- According to Rauws (2014), SSP needs to do three things: Contain a distinction between vision and implementation methods, combine the four CAS-based principles; small sub-plans, incremental development, carrying structures and loose rules, and be transparent about the investments which limit future flexibility.

2.2 The Evolution of Planning Tools

The chapter will now move on to planning tools, which are used to evaluate the choices made in the physical plans, and ultimately reducing the uncertainty in the SSP.

In the recent years tools for sustainability has developed an increasingly important role in urban planning (Jensen and Elle, 2007). Sustainability is seen as an especially good field for tools, because it is abstract and complex and planners need to limit its variables to make it understandable and usable in order to navigate and manage the uncertainty it contributes. The same thing can be said about liveability, making it a relevant subject for tools as well. This is explained by Runhaar and Driessen (2009);

"Planning tools are heuristics that assist planners in accomplishing their planning tasks." (Runhaar and Driessen, 2009, p. 418)

Or as Lowry (1967) described it 50 years ago in his essay about urban models, an early ancestor to planning tools; *The art of model-building is above all the art of simplifying complicated problems* (Lowry, 1967, p. 2). Planning tools are then a way of simplifying the planners task by giving them a template of former experience and theory, so the next task should be a little easier. This simplicity should help with the uncertainties brought on by sustainability and livability. But if the tool becomes too simple the answer to the following question cannot be answered affirmatively:

"How well should it work considering those aspects of the market process which are ignored or subordinated? Suppose the model were provided with accurate data and the parameters were fitted by exemplary statistical procedures: Does it capture enough of the structure of the market to reproduce market results?" (Lowry, 1967, p. 47)

Once again, Lowry uses a different perspective as he focuses on the market. The statement is not focused on sustainability since the concept, in its present expression, did not exist 50 years ago. Lowry's question is still relevant today, as sustainability is abstract and hard to calculate, just as the market consists of many variables which makes it a complex size. Any planner trying to evaluate it in urban development cannot possibly include everything, resulting in the many different urban models (Lowry, 1967).

In a more present context, planning tools includes a focus on sustainability, which is explained by (Jensen and Elle, 2007) in the following:

"Tools can be seen as ways to create more continuity and involvement in the process of sustainable urban development. Another perspective is to see the emergence of tools as the establishment of a number of voluntary rules and standards since there is an absence of public regulation in the field." (Jensen and Elle, 2007, p. 235)

Hence, as Lisbjerg is an attempt to construct a sustainable, liveable, and smart-growth development (Aarhus Kommune, 2017f), planning tools becomes important. Since there are few rules in this field it is seen as a way of securing sustainable and liveable elements in urban development. In order to get a better understanding on how planning tools works, the project are to look into how they are constructed. Planning tools themselves can be divided in to different groups (Runhaar and Driessen, 2009): Substance-oriented, which were the first generation tools, process-oriented, that were the second generation, and the newest, third generation, hybrid-orientation that combine qualities from the first two generations. The three orientations can be seen on table 2.1.

	First-generation, substance-oriented planning tools	Second-generation, process-oriented planning tools	Third-generation, hybrid planning tools
Main focus	Substance	Process	Substance and process
Main aim	Scientification	Socialisation	Pragmatism
Main output	Knowledge on state of the area Predefined indicators	Process management, outcomes are not known No predefined indicators	Area-based visions and strategies based on expert and stakeholder knowledge Action plans No predefined indicators
Main assumptions	More scientific knowledge results in better decisions	Interaction and negotiation result in learning, trust, and support for action	Planning should be based on expert knowledge and early stakeholder interaction
Certainty	Based on rationality	Based on consensus	Based on pragmatism and dialogue

TABLE 2.1: The three orientations of planning tools. The table is made with inspiration from (Runhaar and Driessen, 2009, p. 420).

As the table shows, the first generation corresponds quite well with the original, rational SSP. Robust, scientific knowledge would lead to better decisions based on predefined indicators, reflecting the rationality dominating planning when this generation was developed. These met issues when the indicators turned out to limit planning, since the plans would then focus on what could be measured, and as already mentioned earlier in this chapter, there are too many out-of-field elements that can affect the indicators, decreasing certainty. There is a different sort of tools in this first category, that is still used widely today, the EIA (Environmental Impact Assessments), which are used to evaluate the environmental impacts of a project or plan (Runhaar and Driessen, 2009). The EIA is different from a SSP, since the EIA is an evaluation of the multiple alternatives for e.g. the placement of a highway, examining the impacts of each different alternative and coming out with a preferred alternative, and not an actual plan. In this way, the EIA creates certainty around the alternatives, but since urban planning seldom can be reduced to a few alternatives, it is not relevant for further research.

The second generation tried to learn from the mistakes of the first by being more inclusive and, as the name suggests, more process-oriented. Trust, learning and understanding were more important than scientific calculations. It was about facilitating planning and creating groups of people, ranging from planners over developers to citizens, who could sit down and come up with new visions and ideas (Runhaar and Driessen, 2009). It is not a coincidence that these became popular in the neo-liberalistic times of the 90's, since the planner in this case was demoted to being part of a group, where developers could discuss their ideas on a level playing field. As (Runhaar and Driessen, 2009, p. 419) describes; "... *their focus on consensus may be at the expense of environmental ambitions in urban planning issues.*"

This leads to the third possibility, the new generation of hybrid-orientated tools. As the name suggests, it is a combination of the two former orientations. This orientation does have a distinct difference from each of the other two. It is not used to generate outcomes, as is the case with the substance-oriented tool. Instead, it "*take[s] a more pragmatic approach and help to come to implementable and feasible solutions*" (Runhaar and Driessen, 2009, p. 421). Whereas a process-oriented tool is focused on gaining a consensus, the hybrid-tool tries to facilitate "*integration of environmental and urban planning*" (Runhaar and Driessen, 2009, p. 421). Runhaar and Driessen (2009) focused on tools with an environmental tools, but the definition of a hybrid-tool can be used in an analysis of any modern tool. The fact that it is called a hybrid tool clearly shows that this generation is moving back towards the aspects of the first-generation. Pragmatism has replaced rationality and dialogue has replaced consensus, but the signs are clear. Planning should incorporate more expert knowledge, bringing back the planner as an expert.

Finally, (Runhaar and Driessen, 2009, p. 428-429) comes up with three requirements to be met, before a tool should be used:

- *"The tools should be targeted more on political controversies."*
- *"The tools should allow for a flexible use."*
- *"The tools should also assess financial implications."*

(Runhaar and Driessen, 2009, p. 428-429)

Planning tools are numerous and often adapted to a single municipality or project (Jensen and Elle, 2007). One of the main reasons why planning tools are popular is that sustainability is hard to measure and regulate, so there is a need for a simplification or measurement, which can be provided by a tool, as explained earlier. In (Jensen and Elle, 2007, p. 238-241) they list the motivations behind using tools to secure sustainability in plans as the following:

- *"Legislation and Demands"*
- *"Providing a Clearer Statement of the Existing Problems and Possible Alternatives"*
- *"Legitimisation and Labelling"*

(Jensen and Elle, 2007, p. 240-241).

The first motivation is quite simple, here the tool has to be used to follow the law. This could e.g. be an EIA as previously introduced, but there also exists national or regional legislation that requires other tools to be used in plans. The second motivation comes from the developer or owner themselves and is used to gain an overview of the plan and possible alternatives. Establishing a higher degree of certainty could be said to be the main motivation at this point. It is also the motivation behind monitoring programs in e.g. water conservation directed towards the public (Jensen and Elle, 2007). The latter motivation comes from the different sustainable labels, such as DGNB or LEED, where the plan/building will get a certificate that can be used in negotiations with future users. This is a set of tools which is not used further in this report, but functions as one of two different tool-sets in the analysis of Danish Planning Tools in appendix A.

To include an additional perspective, Jensen and Elle (2007) also describes the benefits of using tools and the barriers that prevents planners from using them. The benefits are e.g. *"The use of tools can make decision makers aware of more sustainable solutions available"* (Jensen and Elle, 2007, p. 241) or they can *"motivate the users and owners to make improvements"* (Jensen and Elle, 2007, p. 241). Labelling tools might even be an economic benefit for the developers, since it can be used in the promotion of the project. The barriers are numerous and include lack of motivation, scarce knowledge

about available tools, tools being too complicated, or none-accessible data (Jensen and Elle, 2007). In fact, the large number of available tools is a barrier in itself, since it is then more difficult to compare results across different plans and to find a legitimate tool, when only a few are peer-reviewed (Jensen and Elle, 2007).

To break it down, the motivation behind using tools can be compared to the need for certainty. When tools make decision makers aware of more sustainable solutions or motivate them to make improvement, it is reflected in the certainty that these solutions and improvements will make a better project with a better economy in the end. Simultaneously, the barriers are comparable to uncertainty as they relate to scarce knowledge of tools and a high number of tools. The decision makers become uncertain of which tool to use and why to use it and therefore dismiss the idea.

2.2.1 The Role of Planning Tools

Planning tools are getting a bigger influence in planning as they create a higher level of certainty in the physical development. By the research of planning tools it seems that tools are moving into a new generation of a hybrid type, substituting the more process-oriented second generation tools, and thereby part of changing the planning practice. Although it is impossible to define that planning tools are the method that changes planning practice, and not the other way around, as it can be difficult to see if planning practice is changing to adapt to meet these new challenges. But a change can be seen, as tools are trying to increase the certainty of the plans.

- Tools have developed an increasingly important role in planning in the recent years, as sustainable planning seems to need the company of a more specific planning method. Planning tools are not a new concept, they have been around for decades, changing their role with the changes in planning.
- Tools can be seen as a way of incorporating rules and standards to sustainability, and thereby a template and framework for the complex concept.
- There are three generations of tools, from the substance-oriented resembling rational planning, the process-oriented of neo-liberalism, to the hybrid planning tools that are emerging today.
- This shows that tools are developed to fit into the planning practice, thereby showing that planning is changing presently, as planners are trying to adopt a new type of tools.

- Before using a tool a planner needs to meet three requirements, established by Runhaar and Driessen (2009); They need to target political controversies, allow for a flexible use, and assess financial implications.

2.3 Hypothesis for a Changing Planning Profession

The literature review sat out with a goal of researching the field of uncertainty and Strategic Spatial Planning and what role it has in the planning profession. This has opened an interest for researching planning goals which are to be met in order to do successful planning, by using SSP and planning tools to create a planning approach. This chapter leaves the research with a hypothesis of a changing planning profession, as the before mentioned approach is used to create less uncertainty through more pragmatic planning with a fusion of present and previous planning approaches, creating a new pragmatic and hybrid approach based on CAS principals.

The chapter started out by researching complex concepts of sustainability and livability which are seen as planning goals that are to be achieved in order to meet some of society's challenges. The section found that sustainability and livability is by themselves difficult to put on a formula with one specific description and planning for these concepts therefore brings a lot of uncertainty to the planning profession. Sustainability is more comprehensible than livability, as it has been around for longer and is used on a greater geographical scale. Livability is a way of introducing sustainability to the local scale through active transport, urban life, compactness, mix-use, i.e. The concepts are intertwining, but not alike. SSP is a way of addressing the uncertainty, accepting that long-term planning is uncertain, which can be planned for, as long as the SSP is flexible enough to meet the needs of this CAS-perspective.

This perspective includes using a vision that shows the direction for the strategies and physical planning, providing the values for planning tools. Tools then become a template for sustainable development, as they try to establish rules and standards. This is a new way of using tools, moving on from the process-oriented uses of neo-liberalism and showing a change in the planning practice, which is most likely being aided by the introduction of these new hybrid-tools.

So, as far as the literature uncovers there is a possibility for a change in the planning profession. In order to uncover these aspects in planning practice, the research is going to research the same hypothesis on the case study of the Lisbjerg development, to prove or disclaim it. The report will do so by researching uncertainties regarding planning in Aarhus Municipality and the Lisbjerg case to find evidence of a changing approach in

order to decrease uncertainty in urban development. By conducting an analysis of the planning approach in Aarhus municipality and of the Lisbjerg development, the authors sets out to research if the case reflects the same pragmatic planning approach and hybrid tool-orientation which the literature in this chapter has reflected.

In order to create an unified understanding of this research, figure 2.3 illustrates a framework which shows how the planning approach decreases uncertainty through different steps of planning.

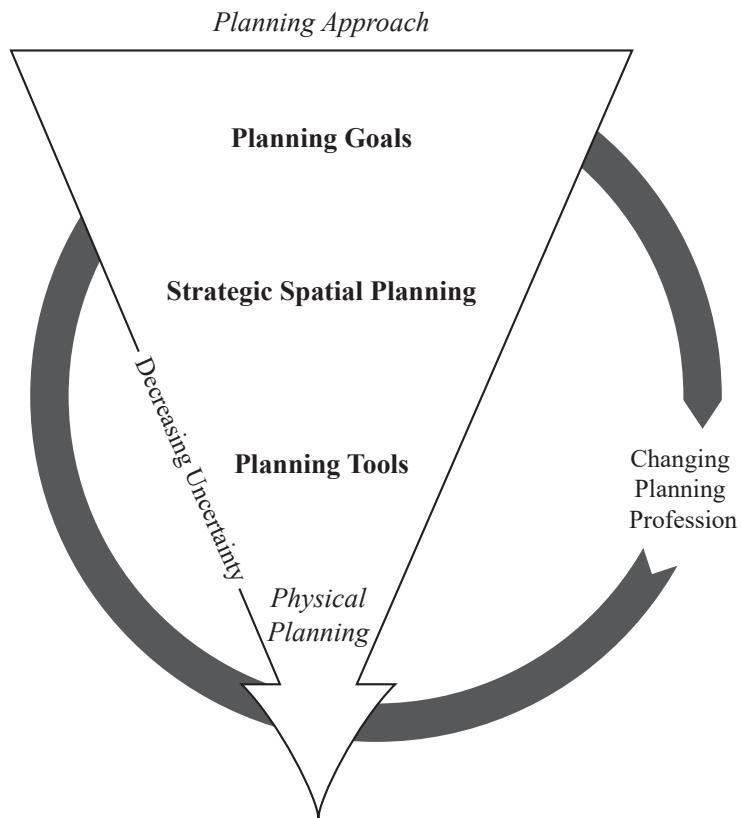


FIGURE 2.3: Theoretical Framework consisting of the topics of the Literature Review.

In order to fully understand the framework it is important to understand the large downward arrow symbolising a planning approach which is a process of decreasing uncertainty. Within this approach, and following this process of decreasing uncertainty, the research position three overall steps highlighted in bold text. These steps are to decrease uncertainty in order to create physical planning in the end. Surrounding this planning approach is an ever changing planning profession, constantly coming up with new ideas and reinventing old ones.

When applying this framework to the case study, the analysis will try to uncover how uncertainty is influencing planning practice and how this is visible in Aarhus Municipality and more specifically, in the development at Lisbjerg?

Chapter 3

Methodology

The Research Design, Positionality of the authors, and Data Generating Methods are described in this chapter. The Research Design includes a table of the research design and the Data Generating Methods include the three methods used to gain empiri; Case Study, Document Analysis and Interviews.

3.1 Positionality of the Authors

It is well known in the planning world that most planners, especially students, have a "save the world" mentality (Farthing, 2016). This is also the view of the authors of this report, which can be seen through the focus on sustainability and livability. The fact that this report is trying to work on a theoretical level to help improve implementation of a complex concept as sustainability into already uncertain long-term plans only makes this more visible, as the results of this report should be possible to use across planning.

The idea of creating Lisbjerg as a 'new' satellite city, in order to create the sustainable and livable city, is what draws our attention. Simultaneously, it is a one of a kind case in a Danish context which adds to the complexity of this urban development, as the development will happen over a long time period and be without Danish comparisons. The compactness of the Lisbjerg development and the emphasis on public or active transportation makes it different from most greenfield developments, which, at least in Denmark, have shown through time to be developed with single-family housing or offices along a highway, an urban development that could easily be described as sprawl. Urban sprawl is politically not seen as sustainable planning, and neither by the authors of this report. Being in a time of planning, and generally the world, changing to become sustainable, methods and approaches to development are within a change as well.

This is a change, which the literature review in the last chapter described as becoming more pragmatic in a post-modern time, which is where the authors of this report position themselves. Planners are not to create a static 1:1 template of how to plan sustainable as planning and planning situations are more dynamic and influenced by time, context and the planners subjectivity itself.

When accepting that we as planners have a world view that will always affect our research, it becomes easier to understand why we choose certain methods and literature. Planning research can seldom be seen as positivist since it is done in an ever changing environment, a post-positivist view. Here, we take the stand of Fischer (2003), who defines a reality for planning, "*but a reality that can never be fully understood or explained*" (Farthing, 2016, p. 32). This is reflected in the literature review section 2.1.2, assessing uncertainty in long-term urban development.

Thereby the authors, with both post-modernism and post-positivism being the stand for this report, follows Berger and Luckmann (1967) and their take on social constructivism. Social constructivism is a scientific approach that sees reality as being a construction of society reflecting peoples interpretation and not peoples individual interpretation creating the reality. To follow Berger and Luckmann (1967) description of social constructivism, the research accepts that reality is a quality that is constructed by the society, by peoples unified perception and life-world, meaning that knowledge is developed and generated through interaction between individuals (Berger and Luckmann, 1967), which fits with the hybrid planning approach, which is about finding the best solution in co-operation. Therefore it is impossible to create one simple understanding and definition of concepts like sustainability and livability at the development of Lisbjerg. There exist no 'true' sustainability or liveability, but instead our understanding is that there are planning strategies that navigate and are interpreted through several actors, such as the municipality and the developer.

In this way the research is able to look at the relationship between these two actors and create an understanding of urban development from both sides, and how, or if, uncertainty is reduced in this relationship. This also supports the planning research made in the literature review, and the view of a SSP, which accept a reality, but a reality which can be looked at from different angles and a reality that changes over time, especially at a long-term development as Lisbjerg where ideals might change as society develops. Therefore is it likely that the research won't end in a single answer about a changing a planning profession, but possibly end in a discussion of if and how it is changing. It is also important to accept that e.g. liveability can mean different things for different actors as it is a subjective opinion that defines the specifics for what a liveable urban area is and is not. This is especially relevant for this research as it

is going to look into the planning process of simplifying flexible strategies through a planning tool such as the 360-degree planning tool, which is used by the involved actors to evaluate the physical planning.

With this scientific approach the following section is presenting the overall research design and divides the research question into sub-questions to create an approach and structure of the analysis.

3.2 Research Design

In order to get a deeper understanding of how the research is designed, the following section will illustrate and describe a research design, table 3.1, and an analysis structure, by dividing the main research question into three sub-questions.

The research design illustrates the origin of the overall problem which starts by presenting an empirical, conceptual and methodological problem from where the main research question originates. The introduction, section 1, sat the stage for the empirical problem of this research, the hypothesis created through a literature review conceptualise the problem, and the rest of this chapter is creating the methodological problem.

The research question is split into three sub-questions to make a more manageable research and make the analysis more foreseeable and approachable. These three sub-questions are constructed so, as the analysis moves forward, they will get deeper and deeper involved in the field of research. The sub-questions are as well creating a structure on how the analysis moves forward which will be elaborated after the research design.

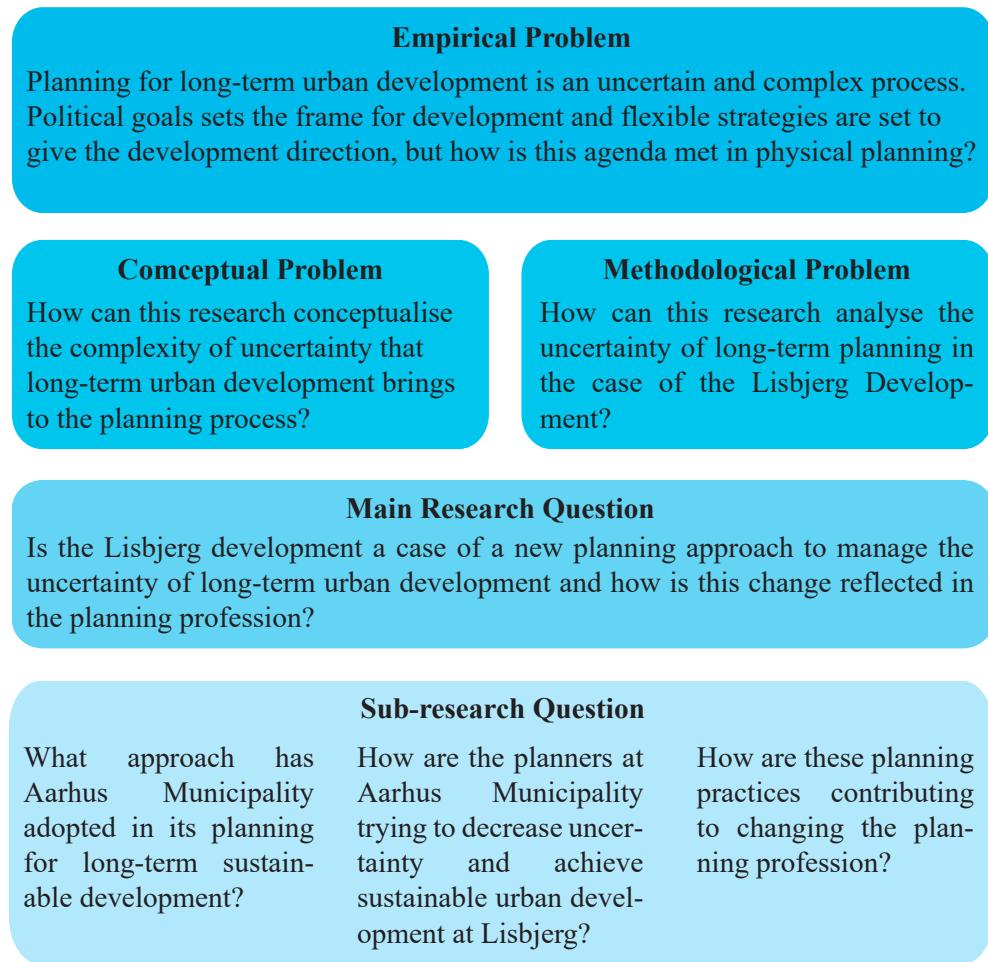


TABLE 3.1: Research Design.

The empirical problem sheds light on the overall field of research and the complexity of planning long-term and 'solve' challenges of society, both now and the ones to come. The approach to address these challenges in Denmark, is by establishing long-term political goals to navigate the direction of development. These goals are processed at every level of the planning hierarchy, and becomes more specific the closer one get to the actual physical planning. The political goals are often just concepts at state level, e.g. by stating that the municipalities are to do sustainable development (Miljøministeriet, 2013). At the municipal level they often formulate their own vision for what sustainability covers, e.g. as Aarhus Municipality has created "Smart Growth" for urban development (Aarhus Kommune, 2017f).

Critical points of the research are questioned in the conceptual and methodological problem which helps the research to specify the important and critical parts. These are anchor points for the report to keep the intended direction. The conceptual problem is to create an understanding of what makes long-term planning a complex process, and how planners can make this process more manageable, which was found to be done

through Strategic Spatial Planning and planning tools. A hypothesis was made to find out if the increasing use of these templates in planning were changing the planning profession. This was described through the literature review, where, a framework for sustainability and livability was established together with an understanding and review of SSP and planning tools. These are to be used to decrease uncertainty which represents the conceptual problem. The methodological problem establishes how the research is going to investigate this complexity, which will be through a case study of Lisbjerg, a long-term development project where flexible strategies and planning tools are part of the process.

This leads to the main research question which assembles the described aspects to one specific and precise question where an answer to this will be the final conclusion to the research. Thereby, the research question will take the research to the field of long-term urban development. The research question is accompanied by three sub-research question.

The first sub-question will analyse the planning approach of Aarhus Municipality to achieve knowledge and understanding of how they, in their municipal plan and the Lisbjerg development plan, are setting visions and strategies for urban development. By doing so the research will create an understanding of how the municipality is dealing with sustainability and livability through strategic spatial planning and use of Development plans.

The second sub-question will then take this understanding of the planning approach by analysing how the municipality is decreasing uncertainty between stakeholders in the urban development at Lisbjerg. It will do so by incorporating interviews with key actors dealing with this planning approach and furthermore analysing their newly developed planning tool, the 360-degree tool, as its function is to create a better foundation for dialogue and process between parties.

Finally, the third sub-question will be a discussion of the knowledge gathered in the first two questions to broaden the perspective towards the planning profession. Here, interviews will be essential to understand if there are any changing tendencies, based on the Lisbjerg development. By interviewing both developers and municipal planners and compare their views and statements to the analysed planning approach.

3.3 A Critical Case Study

In order for this research to answer the empirical question, the project is using a case study to get specific knowledge of long-term urban development. As already mentioned,

this case study revolves around the Lisbjerg development, the SSP, and planning tool.

For many years the case study was frowned upon as a research method, since it could be difficult to reproduce. There are not many development plans mirroring the one at Lisbjerg, so how to prove that others would get the same results? But since the book by Flyvbjerg (2001), where he disproved five misunderstandings about case studies, they have been regarded in a different light. Flyvbjerg (2001) describes them as: "*a detailed examination of a single example*" (Flyvbjerg, 2001, p. 66), which can be said about the case of Lisbjerg in this report. If the project is to achieve any knowledge from a development such as Lisbjerg, it is necessary to look at it in this context-independent view. This development only happens once and in one location, a common consideration of the case study. If the purpose of this study was to create a general theory about SSP or planning tools, one case study could be problematic as the data foundation would be too narrow. But the purpose of this research is to understand how to deal with uncertainties in long-term planning and where the planner finds themselves in such a development, gaining a higher understanding of these uncertainties and plannings current tendencies, which has to be approached through specific studies. It would be difficult to say anything definitely about planning based on this research, but it is a snapshot of planning in its constantly changing environment.

At this point another misunderstanding comes into play, the idea that a case study is commonly used to prove the researchers prejudices. Flyvbjerg (2001) finds that when the researcher goes deeper into their study, the opposite is often the case. As the hypotheses is that planning is changing to become more pragmatic and dialogue-oriented, the analysis might find the exact opposite. The planner might get more room to work and improve the plans since everyone involved in the process knows the process and where to focus.

Finally, Flyvbjerg disproves that case studies cannot be used to generalise, but this depends on the case. Lisbjerg would be what Flyvbjerg (2006) describes as a critical case, since it is the largest development project in Denmark, meaning that if there is a change in the planning profession through the use of SSP and planning tools, it must be possible to find it here. To use Flyvbjerg's own argumentation; "*If it is valid for this case, it is valid for all (or many) cases*" (Flyvbjerg, 2006, p. 230). Aarhus Municipality is also a large municipality in Danish terms, giving more planners to interview. Finally, the 360-degree tool is completely new, putting the planners in the middle of their changing role, which the authors believe to be the case.

3.4 Data Generating Methods

3.4.1 Literature Research

The knowledge from former research is necessary to write a master's thesis in urban planning (Farthing, 2016). The Literature Review in chapter 2 illustrates the results of this search, the method behind this search will be further elaborated in this part.

Most of the initial references are generated through search engines designed for scholarly literature such as Google Scholar or AAU's own virtual library, www.aub.aau.dk. Here, certain keywords, such as "urban planning tools" or "long term planning" were used to collect articles, journals or books of relevant research. Some of these articles are seen as references, while others were discarded. The background knowledge gained from the discarded articles are still an important source of information as they contribute to specify the research, but they were not found to be relevant for any specific subject in the report.

One specific piece of literature for the review is the book by Albrechts et al. (2017), which is a collection of several scholars' thoughts and opinions of Strategic Spatial Planning, both in specific cases and as a theoretical concept. The articles used from the book can be seen in table 3.2. The articles which was found to be relevant are mostly from the second part of the book, "*Conceptual and critical nodes in strategic planning*". This book formed the groundwork for our continued efforts to understand and unfold SSP, but also contributed as a literature generator in it self to find even more information by looking at the references found in the book. In this way the project "chain-read" through articles, which is a great way of gaining a higher level of knowledge and understanding (Buus et al., 2008).

Author	Document	Pages
Louis Albrechts and Alessandro Balducci	Introduction to Part 1	15-21
Jean Hillier	Introduction to Part 2	293-297
Jean Hillier	Strategic spatial planning in uncertainty or planning indeterminate futures?	298-316
Glen Searle	Strategic planning and land use planning conflicts - The role of statutory authority	317-330
Louis Antonio Servillo	Strategic planning and institutional change - a karst river phenomenony	331-347
Raine Mantysalo and Kristi Grisakov	Framing evidence and scenario stories in strategic spatial planning	348-361
Alessandro Balducci	Strategic planning and trading zones	362-372
Willem Salet	Reinventing strategic spatial planning - A critical act of reconstruction	373-385

TABLE 3.2: The articles from Albrechts et al. (2017) used in the report. All articles are from 2017.

The first thing done when an article was found, was to go through the abstract to see if any interesting information could be found in the article. The year the article was published in was also a key in deciding the relevance of an article, since newer articles was found to be more relevant, to accommodate challenges of today's society. This is mostly due to the fast development in planning tools and SSP, e.g. none of the tools described in appendix A are older than 2012. Simultaneously, the sustainability and livability concepts are constantly evolving. Articles which were more than 10 years old were looked at as less relevant, but could still be part of the research, if they showed to provide interesting information.

3.4.2 Document Analysis

The second topic in this section about data generating methods, will be concerning document analysis, as this is going to create the foundation from where to build the research. As this research is of a case study, a document analysis is a critical and important part of the method, as it creates the foundation from where the analysis take its beginning.

Some documents were known to be important for this report, even before any kind of search had been done. This relates especially to the official planning documents for the development at Lisbjerg. The most important documents the municipal plan (Aarhus Kommune, 2017f), the development plan (Aarhus Kommune, 2017b), and the plan for stage one (Aarhus Kommune, 2017d), were some of the first to be found and read.

When going through and analysing official planning documents it is important to know who the producers of the document is, and in what content the document is presented. This is important to the research as official documents concerning the development of Lisbjerg will be created from a political agenda, as the municipality is the producer of most of the documents. By 'reading into this' the research will get a better understanding of the authors interpretation of world-view (Farthing, 2016). And by using and analysing different types of documents like official plans, articles and books from different sources, the project creates a more comprehensive understanding of perspective. Table 3.3 creates an overview of the planning documents that the research is going to analyse in order to achieve the comprehensive understanding of the planning situation at Lisbjerg. The documents is presented as they accrue in the planning hierarchy.

Document	Year	Authors
Aarhus Municipal Plan	2017	Aarhus Municipality
Future for Lisbjerg - Development Principles	2014	Aarhus Municipality
Lisbjerg Development Plan	2017	Aarhus Municipality, COWI, Vandkunsten, and Pluss
Lisbjerg Stage One	2017	Aarhus Municipality, COWI, Vandkunsten, and Pluss
Local Plan 998	2014	Aarhus Municipality & COWI
Local Plan 979	2015	Aarhus Municipality & Aarhus Arkitekterne

TABLE 3.3: Planning documents analysed in this research.

The documents used in this report has mostly formed the groundwork for background knowledge and preliminary analysis. Along with the planning documents, the document describing the 360-degrees tool will be analysed. Without a proper document analysis any sort of theoretical framework would not have been possible, along with a very limited understanding of the chosen case, as the research would not have an idea of which direction to develop. In the later stage of analysis, the framework forms the

underlining understanding for concepts and language. Interviews becomes the main source of information, as the report moves from a more objective level to a subjective, planner level.

3.4.3 Interview

Interviews plays a critical role in data generation to this research because much of the analysis is going to be based on planners' interaction with the long-term Lisbjerg development. In order to get insight knowledge on the planning agenda of Aarhus Municipality, the Lisbjerg development plan, and the creation and function of the 360-degree planning tool, expert interviews will play a central role in expanding the knowledge achieved from the document analysis.

Selection of the right interviewees is an important step in this section, as much of the analysis will be based on these interviews. In order to get full insight in, and data for the research problem to be answered, the research finds it necessary to investigate three overall topics that interviews are to elaborate on; municipal development, the Lisbjerg development plan and the 360-degree planning tool. The selection of these topics and critical notes will be explained in the following. The interviewees are presented in table 3.4.

Name	Profession	Workplace	Reason for Interview
Anne-Marie Agermark	Civil Engineer, Urban Designer	Aarhus Municipality, Planning Department	Part of the group responsible for the 360-degrees tool
Michael Tolstrup	Project Leader, Special Consultant	Aarhus Municipality, Housing and Project Development	Responsible for the Lisbjerg development
Peter Boe Hauggard-Nielsen	Studio Boss, Plumbing Engineer	Tækker Group	Responsible for the Nye development

TABLE 3.4: Interviewees for this report.

Urban Development in Aarhus Municipality

To understand the driving forces behind how Aarhus Municipality is doing urban development with the use of visions, strategies, development plans, and master plans, this topic will be elaborated through the use of interviews. Interviews within this topic has the possibility to elaborate the municipal plan and therefore this topic is seen as

possible to be part of an interview with any planner at Aarhus Municipality, as it is expected that all planners in the municipality has knowledge hereof. Both Anne-Marie Agermark and Michael Tolstrup are therefore relevant interviewees for this topic and it gives an interesting perspective to have Michael Tolstrups general planning perspective, and Anne-Marie Agermarks more specialised perspective. This is also to get elaborated argumentation of the information extracted from the document analysis of the municipal plan.

The Lisbjerg Development Plan

The development plan for Lisbjerg is a critical part of the research, and likewise is a interview regarding the development of Lisbjerg, as this is to give insight in the process that lies behind the development plan, both in terms of strategies, physical stage plan, and local planning. The essential of this topic is to get knowledge about how and why strategies is used to develop Lisbjerg and how these are planned for in the different planning processes. The authors reached out to Michael Tolstrup, the planner in charge of the Lisbjerg development, to get his thoughts on the development plan. Tolstrup being a 'development plan' planner in Aarhus Municipality makes him a great source of empirical knowledge, as he is will be able to put the development of Lisbjerg in perspective to the municipality's change in planning approach. It is important for the project to remember that Tolstrup is head of the development for Lisbjerg, and an employee of the municipality, and therefore not be willing to look at the development with a critical perspective. Furthermore, there might be subjects that he cannot or will not answer.

The 360-degrees Planning Tool

This topic has two perspectives to it, as the research is interested in both the process and intentions that the planning tool is build upon, and then a practical perspective of how planners are using the tool when developing for Lisbjerg. Process wise it is interesting to know how Aarhus Municipality have created the selected indicators for the planning tool and its intention. At the physical perspective, an interview supporting both the municipality and developer side of the planning process brings an interesting angle to the research, as the tool is meant to be used by both sides of the table. From the municipal side Anne-Marie Agermark from the planning department was interviewed. Agermark has been a part of the group that created the 360-degrees tool and has been on a tour, presenting the tool for other planners in the municipality and for private developers. Agermark might be highly positive of the implications of the tool and her status as employee at Aarhus Municipality gives her the same limitations as Michael Tolstrup. Michael Tolstrup might have interesting perspective on how the tool is going to be used at the local planning in Lisbjerg, although he also might not have significant knowledge

about the specific use, as there has not been approved any local plans after the creation of the 360-degree tool.

To get a developers perspective of the 360-degree tool the project sets out to interview Peter Boe Hauggaard-Nielsen, who works at Tækker Group. Tækker is constructing the new city of Nye, right next to Lisbjerg. Nielsen has experience with the tool and is updated on its function. Therefore, his perspective is relevant for the research, both regarding the tool but also SSP, as that is used to create a development plan for Nye. Since his perspective is as a private developer, he works for a company that, in the end, needs to turn a profit, which might impact his views of the municipal planning strategies. His knowledge of Lisbjerg could be limited, since he does not work with the area directly.

In order to create the best selection of interviewees, interview guides are created to each interview, to clarify what the research needs knowledge about. These interview guides can, together with transcriptions of the interviews in Danish, be found in the appendix chapter B. The more general perspective of how Aarhus Municipality is doing urban development will be reflected in all interview guides as a point of departure. The interviews will be carried out face-to-face with a semi-structured interview form, which allows the interviewee to elaborate on specific categories which may not be part of the interview guide (Kvale, 2007). Face-to-face interviews is preferred as it creates a better connection to the interviewee where it will be possible to read body language and communicate more relaxed (Kvale, 2007).

Chapter 4

The Context of the Lisbjerg Development

To establish a common understanding of the situation in Aarhus Municipality, and especially Lisbjerg, a context chapter is presented in the following, before the analysis starts. The purpose of the chapter is to create a context of how planning is done in Aarhus Municipality, and afterwards shortly present the planning history of Lisbjerg, as it has been a long and complex process reflecting a lot of uncertainty in the long-term perspective. In the final section the chapter will introduce the present planning agenda for Lisbjerg.

4.1 Urban Planning in Aarhus Municipality

Aarhus Municipality is growing in residents which adds pressure on the urban development. The attraction to the municipality is mainly due to Aarhus City, which is the second largest city in Denmark with approximately 270.000 citizens living within the city border and a total of 341.000 in the municipality (Danmarks Statistik, 2018). Just last year it was expected that the city would grow by about 4.000 new citizens, 2.000 new jobs and 2.000 new accommodations yearly (Aarhus Kommune, 2017f). The municipality has since December 2017 recalculated the projection by a yearly estimated growth by about 1.4% (~ 4.800 people) (Aarhus Kommune, 2018a), as Aarhus made a new record in job-creation by adding 6.562 new jobs from 2016-2017 (Brøgger, 2018). This goes to show how projecting can be a complicated matter when the growth is this intense, and further how to meet this growth in urban development that has to be ever more compact due to limited space resources. Innovation for urban growth has to be made and new strategies are needed to meet the future demands of society. Aarhus

Municipality has appointed strategies for urban development and growth in their new Municipal Plan 2017.

Aarhus Municipality defines urban development as a critical factor for growth; if housing or jobs cannot be provided for new citizens, they are not moving to Aarhus (Aarhus Kommune, 2017f). Aarhus Municipality sees urban development as a critical factor for generating more growth as it wants Aarhus to become a big city with international appeal which is attractive for new citizens, both in the coming years and in the long-term perspective (Aarhus Kommune, 2017f).

As already showed, planning and developing long-term is a complex process as predicting the future is more or less impossible. To secure continuous development and growth in the municipality, they have defined their own strategy called Smart Growth. Smart Growth is build on three fundamental aspects; core values, sustainability and attractiveness. These aspects are intertwined as one affects the other. They all have the same goal of securing better conditions for economical growth and an attractive everyday life for citizens. The municipality tries to incorporate Smart Growth in both private plans and their own projects through general planning or development planning. The municipal plan is used to create the framework for development in all urban areas. By creating frames that support sustainable urban development the municipality is aiming towards a liveable urban environment as sustainability means less environmental impact, and greater economical and social consideration. This resembles the view of Mazumder (2018) quoted in the literature review section 2.1 and is visible in the quote below:

"By 'smart' the intention is to develop sustainable - socially, economically and environmentally - in combination to a better created urban quality and better settings for the good everyday life. To put it briefly: Liveability."
(Aarhus Kommune, 2017f, p. 1)

Aarhus Municipality is using liveability as an overall goal for future urban development with a more dense development to fit the prospect of increased citizens. The city of Aarhus is to develop from a city structure called the Finger Plan (Aarhus Kommune, 2017f), as the city structure is to illustrate a hand where the city develops in infrastructure-lanes going out from the inner city. This is visible on figure 4.1. In between the fingers, green structures are to dominate the landscape to combine nature and urban environment.

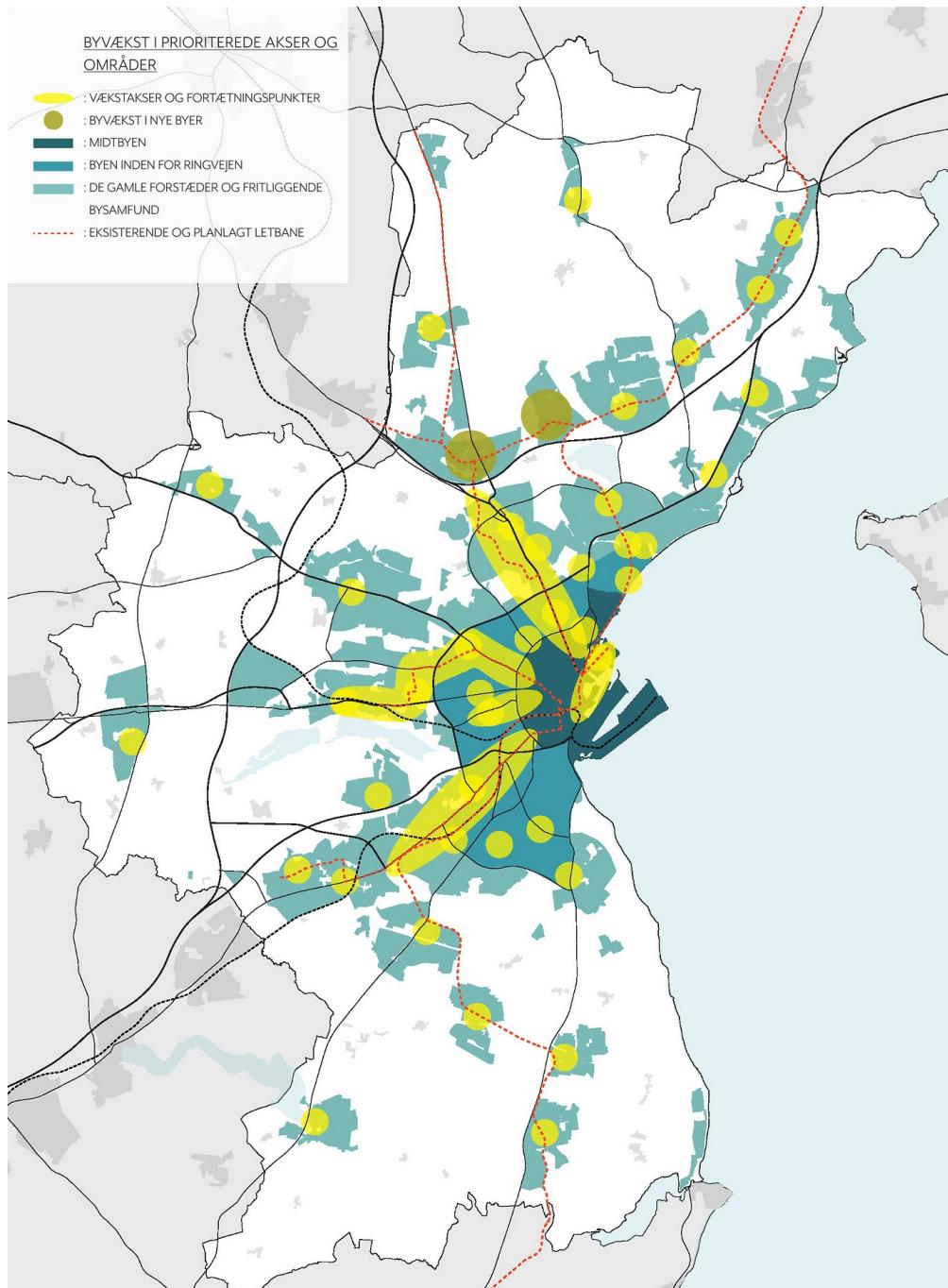


FIGURE 4.1: The structure of Aarhus Municipality. Lisbjerg (left) and Nye (right) are visible as the brown dots to the north of the city (Aarhus Kommune, 2017f, p. 80).

The main gateways are used as growth axes for the development of Aarhus City, especially in the north. The light rail will support both Lisbjerg and Nye, two new satellite city development projects. The principles for new urban development is to develop town centres near stations with all essential services located within bikeable distance and thereby create a society that is less depended on car transportation. A dense and

compact city shall be the driving force of the future society and be focused around stations as centre points for businesses, shops and other services that generate urban life. Depending on where the development is taking place the density shall fit the area, which leads to different levels of density in the inner Aarhus city compared to a satellite town such as Lisbjerg or Nye. In these ways, the municipal plan is important when it comes to certainty, as it shows where to expand or redevelop the city.

The case study in this report will focus on Lisbjerg and not Nye, since Lisbjerg is a municipal development and larger than Nye. Since the municipality is the owner of the development at Lisbjerg, and therefore responsible for plans and process, more information is open to the public and their methods of development is public as well. The fact that the development is larger only makes it a more critical case and makes it more complicated and uncertain.

4.2 The Story of the Lisbjerg Development

Lisbjerg is not only a good case to examine because of the present large development project, but just as well because of an interesting history that illustrates how uncertainty affects long-term planning. Development of the areas at Lisbjerg should have started nearly 50 years ago, but the circumstances would have it other ways. These circumstances are elaborated in the following part.

Planning of a new urban area in Lisbjerg can be dated back to 1962 (Aarhus Kommune, 1980). In this year, Lisbjerg- and Skejby Parishes became a part of a fast growing Aarhus Municipality, that needed areas for urban development as a consequence of a rising population. The situation was then very similar to the present situation. The strained area conditions were addressed in the regional plan of 1966, where Lisbjerg and Skejby were zoned as housing and centre areas. Today, this plan is presented by Nielsen (2017), a professor at Aarhus School of Architecture, as a "*traditional modernistic growth oriented masterplan*" (Nielsen, 2017, p. 36), an example of the SSP of that time. Then came a lengthy planning process, where the area at Lisbjerg was further analysed, and a concrete plan was presented in 1973 (Aarhus Kommune, 1980), which can be seen on figure 4.2.

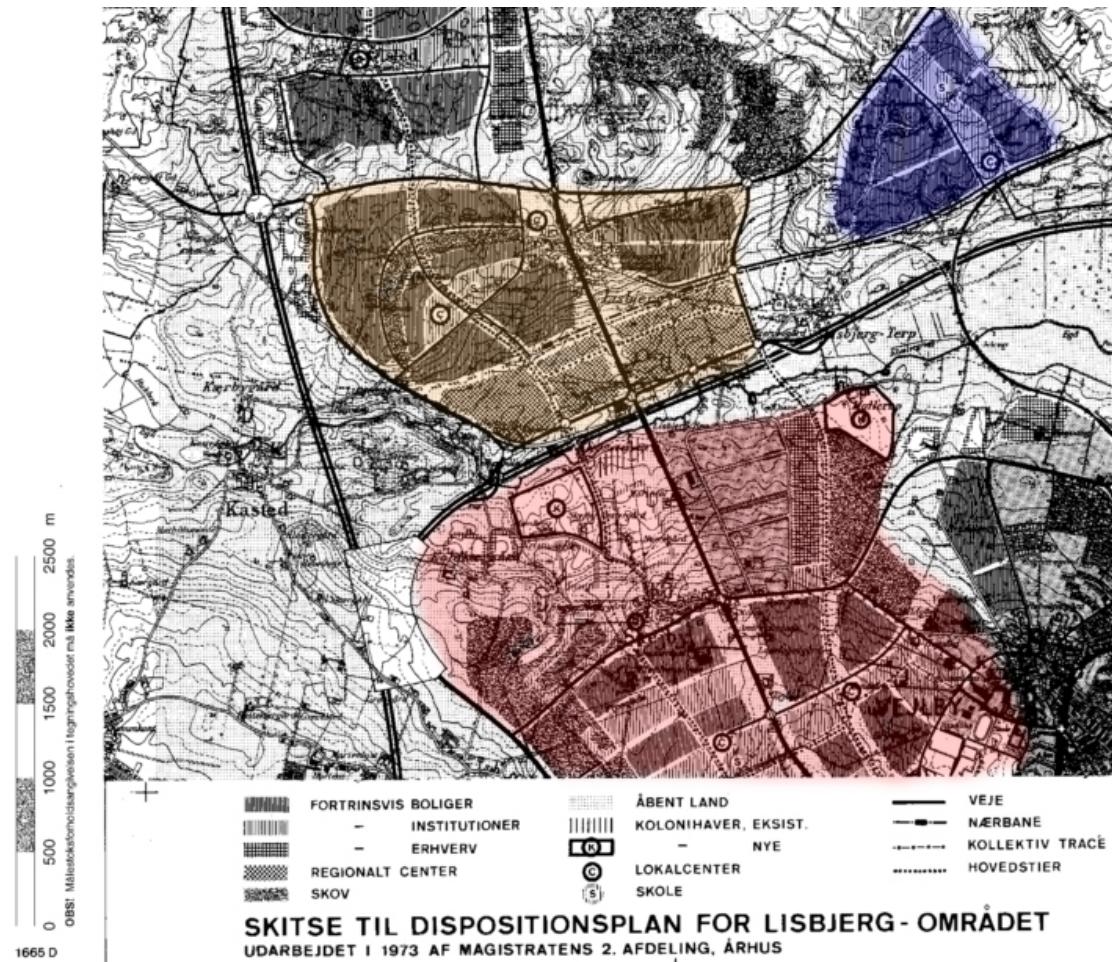


FIGURE 4.2: The original masterplan of Lisbjerg. Lisbjerg is yellow, Nye is blue, and Skejby is red (Aarhus Kommune, 1980, p. 21)

As it can be seen on the sketch, most of Lisbjerg were zoned for housing with a centre area towards the future highway to the south of the city. In order to read the figure easier, the authors have collared the three different areas; Lisbjerg is yellow , Nye is blue, and Skejby is red. Skejby was to be developed as well with a mix of housing and institutions. Today, Skejby is a large business park with only a few housing projects and institutions, with the main features being Aarhus University Hospital, a large retail area, and offices. Lisbjerg itself was supposed to be primarily single-family housing and terrace housing. The building percentage was no higher than 40% for any area (Aarhus Kommune, 1980).

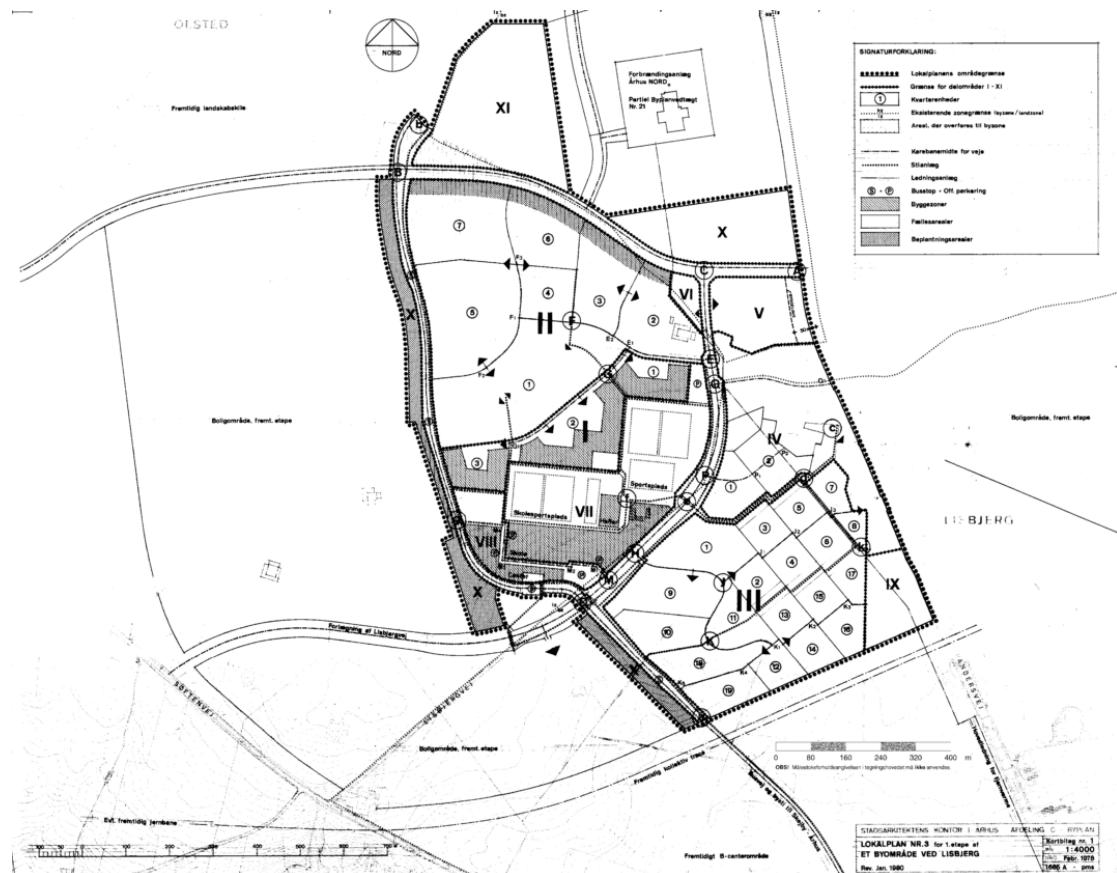


FIGURE 4.3: An example from the first local plan in Lisbjerg. (Aarhus Kommune, 1980, p. 44)

A part of this sketch for Lisbjerg was made into a local plan in 1980, which can be seen on figure 4.3. Not a single one of these housing areas were supposed to be denser than the mentioned 40% and a large part of the central area was meant to be a school with football fields adjoined. A bus road through the city was supposed to be the main public transport to the new city (Aarhus Kommune, 1980). Even with a bus road, the original plans are great examples of the urban sprawl which was prevailing in Denmark at this time.

Neither the local plan nor the sketch for a new city were ever seen through, even though many elements from these plans can be seen in the newer plans, such as a light-rail, instead of a bus road, and a focus on housing. The reason for this might be that Aarhus Municipality grew enormously in 1970 doing the municipal reform, swallowing up 20 other municipalities to form one Aarhus Municipality (Kaiser, 2017). This gave the once highly dense municipality many other expansion options than Lisbjerg, putting Lisbjerg back in the line, an example of an out-of-field factor influencing a long-term plan.

After the plans from the 1970's were discarded, another local plan, this time just for a small part of the coming city, and only containing businesses, was approved in 1992 (Aarhus Kommune, 2013). This was the first part of the 'new' masterplan. These areas slowly evolved through the 1990's, culminating in a competition for the development of Lisbjerg, which was completed in 2003 (Aarhus Kommune, 2011a). The ideas from this competition laid the groundwork for another master plan which pointed out three areas for stage plans, approved in 2005, leading to the development at Lisbjerg being a part of the municipal plan from 2009 and building on 7 core values (Aarhus Kommune, 2009). The area for the first stage plan was in 2011 developed into a disposition plan, an addendum to the 2009 municipal plan. The disposition plan was a more detailed SSP where strategies were more flexible but still with foundation in the 7 core values (Aarhus Kommune, 2011a). The disposition plan could fit 25.000 people when completed and the illustration for the first stage can be seen on figure 4.4.



FIGURE 4.4: The original illustration for the first stage from 2011. (Aarhus Kommune, 2011a, p. 23)

The process was slow at this stage as the financial crises affected the development and only minor projects has been completed from this plan. As a part of the masterplan from 2005, a school, visible on figure 4.5, was constructed in 2008. Based on the detailed disposition plan from 2011, a local plan for a housing complex was approved in the same year. This local plan was never carried out, but shows the original thoughts for the Lisbjerg development. A visualisation of the local plan can be seen on figure 4.6. It was made in the middle of the financial crisis, and the municipality had done the plan without many inputs from developers, which meant that the financial climate the local plan and disposition plan was approved in 2011, was not nearly as economically friendly as when the municipality finished the first masterplan in 2005 (Aarhus Kommune, 2014a). These issues were elaborated by Michael Tolstrup:

"In addition, the plan for Lisbjerg also required some very large terrain regulations and at the same time demanded developers and builders to a great extent to construct underground parking. And it meant that when you started to approach the market after planning, it became apparent that there were, first of all, not that many people who wanted to live in apartment buildings on the edge of Aarhus. (...) It is hugely expensive to work with underground parking. And in terms of which building prices you could get, what people were ready to pay to live in Lisbjerg, there was just no balance." - (Tolstrup, 2018)

Once again, an out-of-field factor, this time a financial crisis, was partly responsible for halting the SSP. Simultaneously, a changing demand from buyers and a higher focus on other values meant that the plan was discontinued.



FIGURE 4.5: Lisbjerg School.

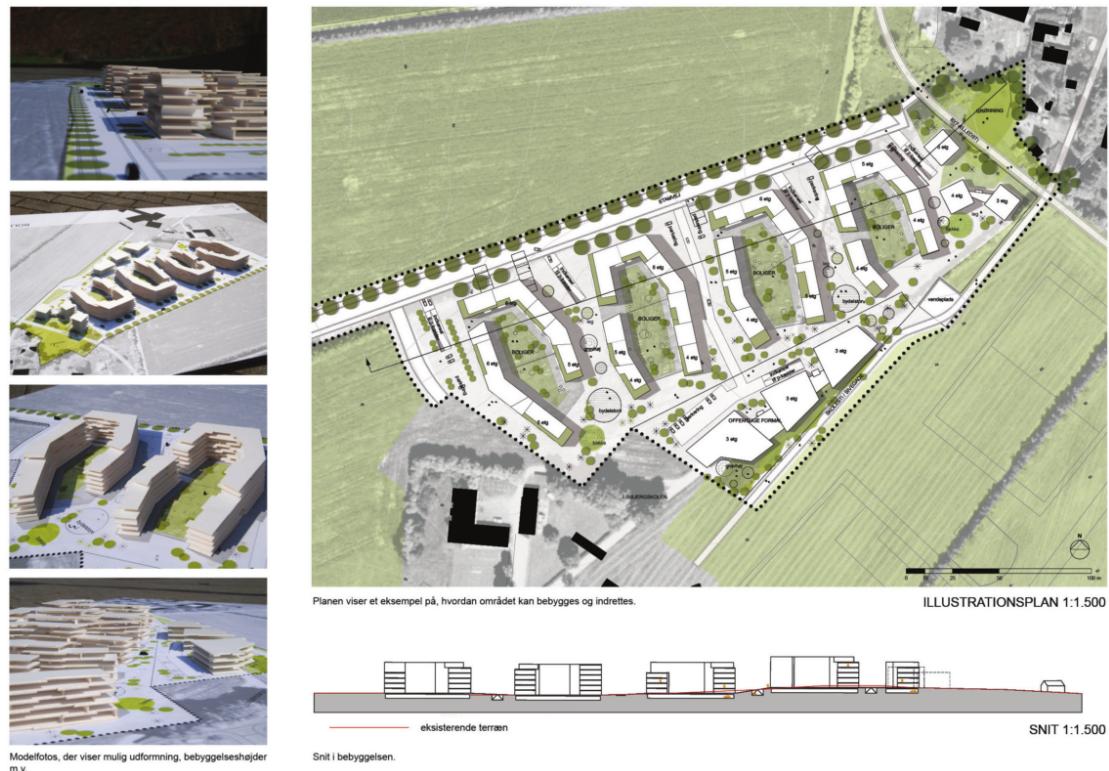


FIGURE 4.6: Housing approved in Local plan 828 from 2011. (Aarhus Kommune, 2011b, p. 9)

After the disappointment of not being able to fully complete the first local plan, the municipality tried a completely new approach to the development of Lisbjerg. From now on the approach would be market driven, with smaller and lower buildings, which was to be build denser, if the goal of 25.000 inhabitants in the entire city was to be achieved (Aarhus Kommune, 2017b). The new approach was incorporated into a collection of development principles from 2014. The massive housing projects were removed and turned into smaller plots, a centre area and more dense terrace housing. The old masterplan contained large roads, which were replaced by smaller roads in the new plan and a higher emphasis on urban life and human scale (Aarhus Kommune, 2014a). Parts of the masterplan from 2005 were kept, such as some roads, light rail, which connect Lisbjerg to the business park and university hospital at Skejby and downtown Aarhus. And the 7 values from the municipal plan 2009 has persisted as well. The new development plan of 2017, which will form the basis for the case study, will be presented in the coming section.

4.3 The Present Situation at Lisbjerg

The following section will elaborate on the present situation at Lisbjerg, and the newly approved development plan for the satellite city. The long process that was presented in the previous section, have just increased the pressure on urban development at Lisbjerg, but the process have also given knowledge and experience to the municipality.

The development principles from 2014 has recently been developed into an updated development plan and, more concrete, a plan for the first stage of Lisbjerg laying out the zoning for the first 233,900-278,000 m^2 of buildings with not a single building higher than five floors and most consisting of low apartment buildings and terrace housing (Aarhus Kommune, 2017d). This first stage will support around 8.000 inhabitants. An illustration from the new development plan can be seen on figure 4.7.

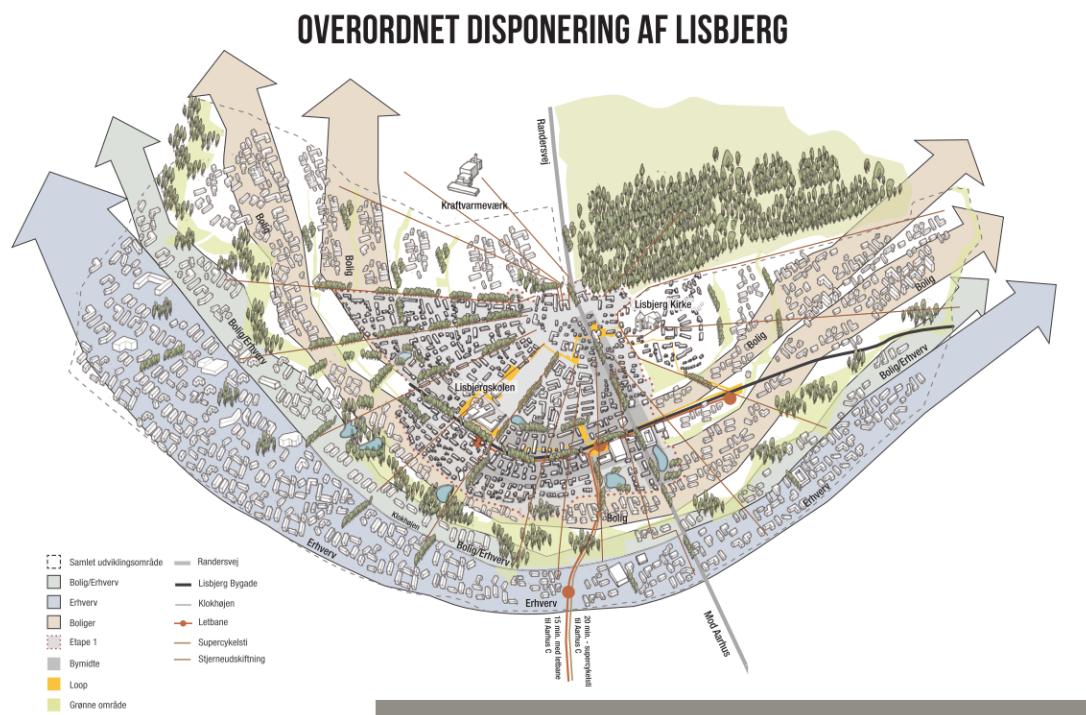


FIGURE 4.7: Disposition of Lisbjerg from the 2017 Development Plan (Aarhus Kommune, 2017b, p. 15).

As mentioned, the new plan focus on urban life and, in many ways, tries to be a modern suburbia that is constructed from the bottom-up as sustainable and liveable (Tolstrup, 2018). A city, where there is no single-family housing, but instead terrace houses and townhouses and where most daily needs can be met by active or public transport.

"And this means today, after an expanded market dialogue and long-term planning, we have actually reached a plan which, instead of a little higher

construction with the solitary scattered housing, we've applied a bit of "pressure" and has come up with lower buildings."

"The first target group we are addressing here is very much the families with children, who either want to move to Aarhus and do not necessarily have the desire or can afford to live in an apartment building in the city centre, and it is those who today lives in the middle of town and who might plan to move out to get more space." (Tolstrup, 2018)

To reach these goals, the municipality uses different tools, which will be elaborated later in the analysis. These tools are supposed to simplify sustainability and livability, creating a higher degree of certainty along the way. The first stage of Lisbjerg is divided into different neighbourhoods, which can be seen on figure 4.8.

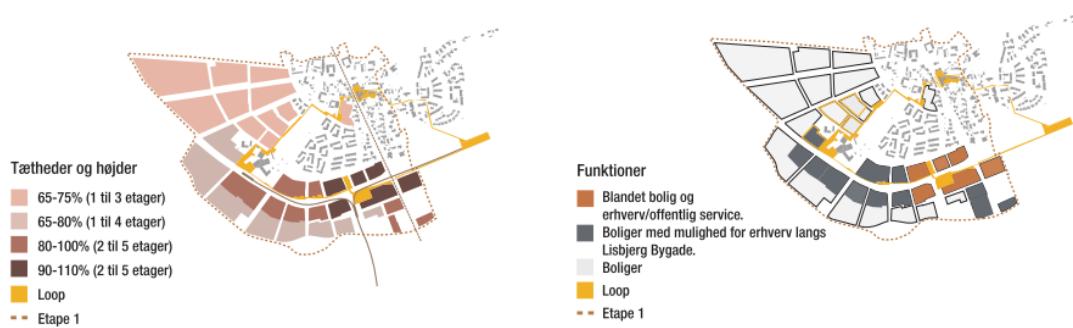


FIGURE 4.8: An overview of the different areas in the first stage. (Aarhus Kommune, 2017d, p. 14)

The highest buildings will be in the centre, with the village and the new housing areas surrounding them. This will give Lisbjerg a much higher building percentage than a normal single-family housing area, ranging from 65% in the more sparsely developed areas to 110% in the densest, but nowhere near the densities of downtown Aarhus (Aarhus Kommune, 2017d). Lisbjerg is then far away from the ideals of a dense city centre, as the criteria for downtown Aarhus, but living up to its own ideals of being a modern suburb or satellite city. The tallest buildings will be build first to complete the "opening steps", which include the first centre buildings, beautification of the old main street, a pedestrian loop through the city, and new roads and paths. All this is done to support the vision of Lisbjerg, which is:

"The strategy is a creative way of seeking out the best in the village's community, the privacy of the family homes and the city centre's diversity and integrate those functions that takes part in creating a city. The strategy is ongoing identifying different needs as a bedrock to transform the vision into

reality and thereby adapt to the needs of Aarhus.” (Aarhus Kommune, 2017b, p. 6)

This was the background the municipality used to construct seven strategies, which have been connected to Lisbjerg since the municipal plan from 2009 (Aarhus Kommune, 2017b, p. 16):

- City quality, city life and urban spaces
- Sustainability
- Infrastructure, accessibility and mobility
- Nature and landscape quality
- Architectural quality
- Historical anchorage and identity
- Citizens involvement and temporary infrastructure

Whereas the vision is settled and cannot be changed, the strategies are flexible and subject to change, if it turns out to be preferred. It is interesting that the municipality chose to maintain the strategies when the plans were altered, but this shows the flexibility of the strategies. The new plan can be seen as another way of fulfilling them. All in all, the vision and strategies for Lisbjerg are sustainable and liveable, but not groundbreaking in comparison to the older plans presented in the previous section or other urban developments. One of the strategies is even called sustainability and the rest contains sustainable framework or initiatives such as mobility based on public transport, a circular economy construction program, and Sustainable Urban Drainage Systems. The strategy called "Sustainability" addresses the three sustainabilities, defined in section 2, and the municipality's smart city commitment Smart Aarhus, which are seen as vital to Lisbjerg. Livability is addressed in the strategy of "City quality..." with the following part:

“In order to create the attractive and vibrant city filled with liveability and activities, Aarhus Municipality wishes to support and influence a diversity of city life activities that will increase not only the social and cultural city life quality but also the long-term economic value of the city. For Lisbjerg, special emphasis is placed on communities, urban spaces and identity-creating architecture as the framework for the good city to inhabit, live and work in.”
(Aarhus Kommune, 2017b, p. 28)

One of the new initiatives are to make smaller plots, which will give individuals the possibility to bid for them, and not just developers or similar organisations. This is done to secure diversity in the buildings, supporting the identity-creating architecture, which adds to the sense of attraction and urban life. This might resolve in lower prices in the area, since individuals often cannot afford the same as developers. This is an example of how livability might increase uncertainty, as it would be cheaper and easier to sell off large plots to developers. This also shows why it is important to have an understanding of these concepts before moving on to the physical planning, a reason for the use of tools, since tools form the template which should guarantee livability.

Overall, Aarhus Municipality wants to capture the best of different types of towns and cities and thereby create a new city which can accommodate the families who today often move out of the municipality, since they cannot afford to buy single-family housing or get more for their money in the neighbouring municipalities. Because of this, and the large amount of prestige and money invested in the project, Lisbjerg becomes an essential development in Aarhus Municipality in the coming years that cannot be allowed to fail again.

Summary

Lisbjerg has been an area for urban development in Aarhus Municipality since the first plan was presented in 1966. Through these years multiple master plans and local plans has been approved and discarded, as they were found to be out-dated or affected by out-of-field factors. To show the process of the area, a time line can be seen at figure 4.9 with essential documents which has been presented in this chapter.

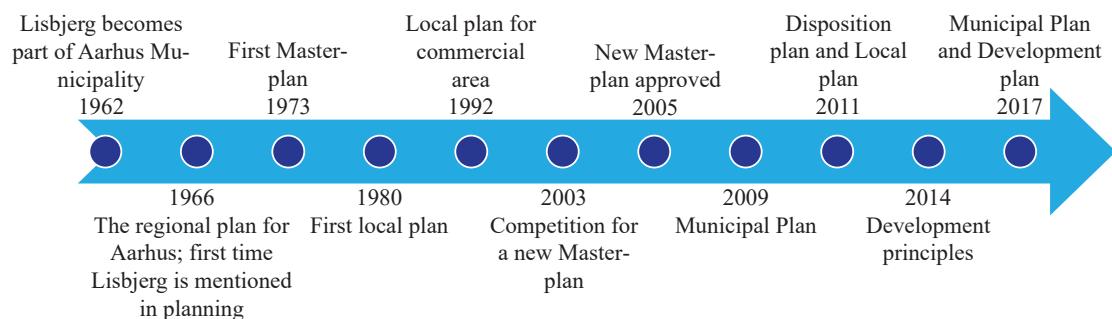


FIGURE 4.9: Time line of plans for Lisbjerg.

Now it seems like the municipality has finally created its completely new development plan for the area. This development plan, and the planning approach surrounding it, will be the focus of the coming analysis.

Chapter 5

A Case Study of the Lisbjerg Development

This chapter will analyse the case of the Lisbjerg development in the context of Aarhus Municipality's planning approach presented with the new municipal plan 2017. The analysis will conduct a research of two of the three sub-research questions and the structure of the analysis is illustrated on figure 5.1.

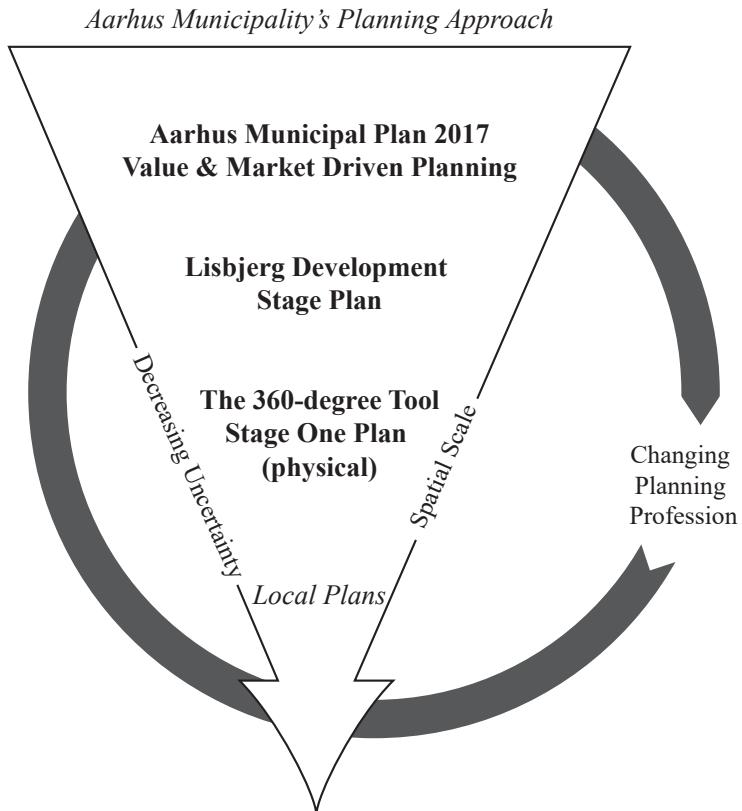


FIGURE 5.1: Structure of the Analysis.

Going through the first two parts of the analysis, the focus will shift from the municipal scale to the local scale of Lisbjerg. Furthermore, how these steps are decreasing uncertainty is described. This structure is illustrated with figure 5.1, which shows a decreasing uncertainty as the analysis moves forward and closer to the development of Lisbjerg and the physical planning. The analysis will do so through document analysis of the general planning level and the local level, while assessing the results with knowledge gathered from interviews done with actors relevant to either the planning approach, the development plan, the tool or a combination of these. The spaces between the plans in figure 5.1 are meant to show the differences between the plans in the planning hierarchy, which is explained in the municipal plan. The analysis therefore starts out by analysing the municipal plan of 2017 and how the municipality is constituting Strategic Spatial Planning to get an idea of their planning approach.

The second part of the analysis moves into the development happening at Lisbjerg by analysing the Development Plan 2017 and the overall stage plan which is part of the development plan. Then the analysis moves on to analyse the 360-degree tool and how it works as a local planning tool. Furthermore, the physical plan for stage one; an overall local plan for the first stage of development is described, and then ending the section by analysing the two local plans that have been approved presently.

Finally, the conclusions from the two parts will be used to validate the hypothesis and look into a verification. This will function as a conclusion to the analysis, which will then be discussed in the next chapter.

5.1 Planning Approach of Aarhus Municipality

The following section will start out by analysing the present planning situation of Aarhus Municipality and how they have orchestrated their planning approach through the recently created municipal plan.

By approaching Strategic Spatial Planning in Aarhus Municipality through an analysis of official documents from the municipality, the research is developing an understanding of the planning process. The section is divided into two overall parts, respectively a document analysis of the municipal plan and then an analysis including quotes from the interviews, which elaborates on how this is creating more certainty for developers. By doing so the first section of the analysis seeks out to investigate the first sub-research question of:

What approach has Aarhus Municipality adopted in its planning for long-term sustainable development?

5.1.1 Aarhus Municipal Plan 2017

The municipality aims to create a planning structure with the Municipal Plan 2017 and a planning approach and direction for urban planning and development. This is directed both inwardly and outwardly, so stakeholders in the municipality gain a better understanding of this planning direction. The function of the municipal plan is to create an overall planning document on how to do physical planning in the municipality. Doing so by stating core values, goals, guidelines, and physical framework for how 'Smart Growth' is to be met physically and develop over the following 12 years (Aarhus Kommune, 2017f). Smart Growth is thereby the first level of strategic planning in Aarhus Municipality, supplying the planning goals of the municipality. Smart Growth has a resemblance to the Smart City ideals of Mazumder (2018), which was presented in a quote in the literature section 2.1.2, justifying the name of Smart Growth.

Because of this, the municipal plan is the first step in the process of increasing certainty as it gives direction for development and planning. Aarhus Municipality starts reducing uncertainty themselves in the municipal plan. In this document, they present their planning for the urban environment to meet the significant population growth the municipality faces. As the context section 4.1 mentions, the population projection has just increased to 4.800 new citizens yearly in the municipality.

The municipality writes in their municipal plan that this is due to "*one of the worlds best universities, innovative businesses and a cultural life in world class.*" (Aarhus Kommune, 2017f, p. 1). The same section includes an illustration of the future structure of the municipality, figure 4.1, where the municipality has drawn up where the growth is supposed to happen. The structure has already been described in the context section 4.1, and contains a very classical Danish finger structure and growth axis, but also an untypical planning methods, in Danish terms, for completely new city development. Not many Danish municipalities plan for new cities. While many plan for large expansions of existing downtown areas through e.g. redevelopment of former industrial lands such as harbours, what is known as inside-out densification, entirely new cities are rare. This might be because of the challenges and risks associated with new cities, such as large initial investments and no existing livability or urbanity to attract new inhabitants. These can only be met by a large municipality or development corporation with the liquidity, and attractiveness, to carry a task of this size. Simultaneously, the Danish government addresses the municipalities to build from the inside out, making it difficult to gain permission for such a large greenfield development (Miljøministeriet, 2013). But as mentioned in the context section 4.2, Lisbjerg has been a part of the long-term plans in Aarhus for 50 years, making it easier for the municipality to get approval for this kind of development.

Strategic Spatial Planning in Aarhus Municipality

To get an understanding of how the municipality approaches planning generally, the municipality have created a planning hierarchy that reflects it. This structure is shown below with figure 5.2.

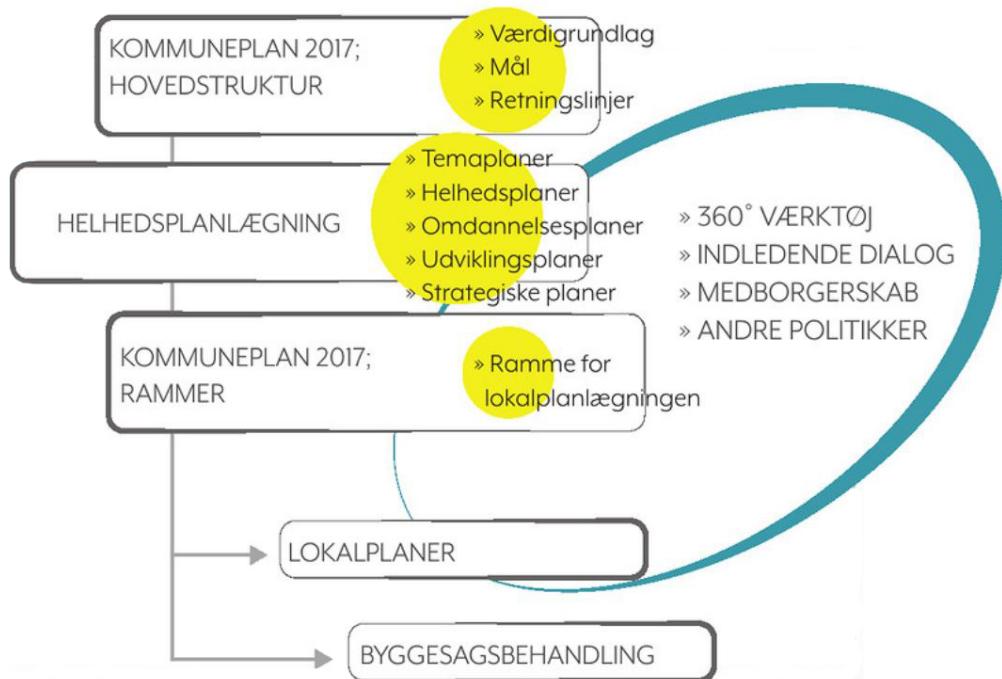


FIGURE 5.2: Planning structure for Aarhus Municipality (Aarhus Kommune, 2017f, p. 9).

The planning structure is to be read from the top down. The rectangular boxes represents planning steps and the yellow circles highlights the essentials within the specific step. The blue circle represents a circular process of dialogue with relevant actors, illustrating that these bullet points are relevant at all steps of the way in the planning process and shows the incorporation and importance of the 360-degrees tool. The planning hierarchy can be seen as rational planning, since it makes for a clear and rigid form of planning. All plans have to fit in the one above, making the municipal plan a blueprint for development, if this was the entire case. But as the following section will show, the guidelines from the municipal plan are more or less used as guiding values, even though it is a legal document. Besides the guidelines, the municipal plan consists of frames for physical planning. The holistic plans are an extra level between the legal documents, forming the local guidelines for the framework that links the municipal plan's guiding principles to the local plan's legal requirements for the smaller, local area. Since local

plans are rigid, legally binding documents, they are on a level of their own. Local plans are more an end of the decreasing uncertainty, meaning that the process of decreasing uncertainty is done to make a local plan which fits into the area and can be used by a developer.

The municipal plan is divided into two levels in the hierarchy. At the first step the three bullet points; core values, goals and guidelines are to have the highest order in the municipality's structure, meaning that all other planning is to follow these points. These points are what makes the composition of the main structure of the municipal plan and are elaborated throughout the 160+ pages. Although the municipal plan does not provide a short form of definition for these bullet points, the authors has created a conceptualisation defining them in the following points:

- Core Values

Smart Growth is a central concept creating the core values of the municipal plan, as the municipality wish to continue to have and create an attractive municipality and city that secures the right frames for economical growth, secures a city in social balance, that saves natural resources, and secures a robust city.

- Goals

To meet these core values, urban planning is to achieve goals of Smart Growth, sustainability, and liveability through urban development.

- Guidelines

To plan for the core values and goals in urban planning, the chapters in the municipal plan provides guiding through a variety of focus areas and guidelines.

These points are how the authors interprets and simplifies the foundation of which the municipal plan is build upon, but reflects how the municipality is approaching planning and focuses especially on growth and urban development. The aim of the plan is to create overall guidelines for how growth and development is to be planned for, especially towards Aarhus city and its surroundings. This aim is anchored in the intention of creating a new planning approach with the 2017 municipal plan; to set the goals for the long-term planning situation, represented as growth, both economically and population-wise. Besides the main structure and its guidelines, the municipal plan consists of a second level, the physical frames, which shows the municipality's wishes for every part of the municipality. These frames are made on the basis of the guidelines, e.g. if the municipality wishes more dense development, they would make it possible to

convert existing low-density buildings into higher-density. The municipal plan is a legal document, meaning that the municipality must follow the values from the municipal plan. The municipality can, however, make an addendum if they want to change any of the frames for local planning. As the frames are sat below the holistic planning, frames are to be changed to fit into the framework of holistic planning, meaning most guidelines from the holistic plans would be used to make frames, which would fit in an addendum.

Looking at the municipality's planning structure at figure 5.2, it shows holistic planning as planted just below the main structure of the municipal plan. Holistic planning covers different planning methods the municipality can use depending on the planning situation. These are not legally binding to either municipality or developer. Within this categorisation their strategic planning methods exists, labelled as master plans and development plans. This makes these planning methods critical for planning in the municipal and is a new addition to the hierarchy structure of the municipality's planning approach.

Master plans and development plans have a powerful position in the planning structure and these types of plans can determine the direction of the physical planning, as they have 'power' over the physical frames and the local planning level. Within this holistic planning step, several forms of plans exist for different purposes, where master plans and development plans are relevant for this research since they are the only ones reflecting SSP at this step. Simultaneously, none of these holistic plans have any legal status and are only powerful to the extent which the municipal planners want them to be, or uses them to make municipal plan frames, meaning that the guidelines can be bypassed, without creating legal issues. It would, however, probably create issues with the citizens if holistic plans are bypassed, as they are approved in the city council and meant to show the municipality's intentions for the area.

Master Planning and Development Planning functions on larger planning areas where the planning period is spanned over a long-term time frame. The two plans have similarities as they both set out to create and secure a harmonious and continuous development for a project area, in order to achieve the holistic urban development. They do so through strategic planning in order to secure the right type of development in a fast developing municipality where investors and developers can be difficult to control:

"As a city planner, I think we are pampered here in Aarhus because there are so many stakeholders who wants to develop the city." - (Agermark, 2018)

This situation was also addressed in the interview with Tolstrup (2018), where he reflected that the municipality uses holistic planning to deal with the immense interest from developers, which seems to pressure planning and urban development in Aarhus

Municipality. These methods makes it easier for the planner to create a direction for specific projects, but especially for reaching the overall goals, as there is more freedom in the planning approach, which can be contributed to the focus on values.

Master Planning establish planning principles for the perspective of local communities, parts of town or neighbourhoods that have multiple owners. They are strongly connected to political decisions as they need to be adapted to the overall guidelines from the municipal plan. The functionality of master planning is to create a harmonious correlation across a large spatial area to secure connection between smaller developments. Master planning simplifies the complexity of developing for a large area, and makes sure that development project B fit development project A and is often used in connection to redevelopment in an existing urban area. It is important that this process has to involve all of the municipality's divisions and areas of expertise. (Aarhus Kommune, 2017b)

Development Planning is, like master planning, used on larger urban areas and often when planning involves long-termed development prospects with only one or a few owners. This form of approach works with visions that sets the direction for urban growth, which is similar to the municipal plan, but the visions are now area specific. The long-term development is often broken into strategic plans, economical plans, smaller stage plans or time frames or a combination of these. The visions are, like master planning, reflecting the political goals, since development planning is often used for areas owned by the municipality. The major difference from master planning is the ability to be flexible in the long-term development process and that it builds on a strong partnership with both citizens and developers, as well as only one or a few owners of a large area. Like master planning, the development planning process has to involve all of the municipality's divisions and areas of expertise. (Aarhus Kommune, 2017b)

The planning hierarchy, as shown on figure 5.2, clearly shows how Aarhus Municipality sets the direction for local planning. By positioning values and guidelines, such as Smart Growth and holistic planning, above the physical frames of the municipal plan, values are prioritised and the physical plans needs to adjust. This shows that even though there is still a planning hierarchy, which can be seen as a rational planning method, the structure of this hierarchy has changed, as the physical is subordinate to the values. A combination of these two forms of planning, rational and process-oriented, which resembles the value based planning as it is build on trust and learning rather than law, is an example of the hybrid-planning orientation.

A Market Driven Approach

To understand how Aarhus Municipality ended up with this planning approach, and how these values are reflected through the use of Strategic Spatial Planning in the municipality, it is important to know where these ideas started. They were first presented in the municipal plan from 2009, which was the first municipal plan in Aarhus to really address the issues of urban sprawl (Aarhus Kommune, 2009). Developments should be more compact and mix-use from now on, allowing more people to live and work in a smaller area. The municipal plan from 2009 also includes parts about Lisbjerg, describing it as an area that is important if the municipality is to cope with the population growth, but as the context chapter showed, this development was never realised. Simultaneously, a growing economy and a higher than predicted population growth in the years following 2009, meant that housing prices in Aarhus started to rise sharply, forcing young families out of the city. This was described in a report by Fremtidsforsk (2014), which was used to form a new housing policy that is partly responsible for the new emphasis on building more housing for young families (Aarhus Kommune, 2016).

Because of the rising housing prices, Aarhus Municipality became more interesting for developers. It was already made clear by Tolstrup (2018) in the context section 4.3 that Aarhus Municipality is interested in working closely with developers and focusing on a more market driven approach, which is elaborated in the following quote:

"Therefore, we constantly have this ongoing professional broker assessment present with us. We use it all the time, we use it together with the mayor's department all the time to check what can be done. A good example is the (physical) plan that you have seen, this stage one. It was also a question of testing whether it was actually the right product." - (Tolstrup, 2018)

This is a fundamental shift in the planning approach in Aarhus Municipality, which Tolstrup (2018) went on to describe:

"I do not know if it was a mistake, because it's a tradition that has been. There are many areas where there are plans that were never realised. Where one had to reconsider them because they might have been drawn without a glance for the economic reality." - (Tolstrup, 2018)

The "it" is the traditional, physical planning, which was visible at Lisbjerg before these new plans were presented. The focus on the economic reality involves more cooperation with private investors and consultants to get an idea of what the market wants. The shift seems to have been made around the financial crisis, which corresponds well with both the literature about SSP and the hypothesis that planning is undergoing a change,

moving from modernism to post-modernism. It also corresponds with the municipal plan of 2009 being approved. This is a shift that has been visible in other ways, such as planners losing their role as experts and developers and citizens gaining more influence. A shift, which was also visible in the conclusions about the 2017 municipal plan above.

But as the literature review has shown, this is a change that has not happened in SSP until the recent years. This change, together with the financial crisis, was also what was responsible for the development plan from 2009 to be discarded. It simply became outdated because of a shift in the economic trends and a higher focus from planners to include the economic reality in their plans. The market driven approach meant that the municipality needed to make their development plans in a new way, which lead them to look into the methods of an atypical Danish development company.

Inspired by the Realdania-model

This is visible because Aarhus Municipality, when doing development planning, follows the Realdania-model, as it was pointed out by Tolstrup (2018):

"In fact, we have introduced the use of Realdania's development planning tool, which complements much of the previously somewhat more classic physical planning with a number of strategic and economic elements, among other things, and introduces a greater degree of flexibility... And planning, which is more guided by values and qualities than by established lines on the map."
- (Tolstrup, 2018)

This is a model made by Realdania, which is an old mortgage union. When the mortgage union was bought by Danske Bank in the year 2000, the 10. bil. DKK made from the sale was not allowed to be payed out to the members. Instead, a nonprofit organisation designed with the mission of "*creat[ing] quality of life for all through the built environment*" (Realdania, 2018) was created. To fulfil its mission, Realdania has been involved in renovations and urban life projects all over the country.

Realdania created a subsidiary, Realdania By & Byg, who is responsible for their larger urban developments (Realdania By & Byg, 2018). This has since lead to Realdania being responsible for four different developments around Denmark, all based on the same model. On top of this, Realdania has developed both a guide on how to do SSP and a tool on how to do sustainable development. The guide revolves around 12 Danish SSP-cases and Realdania narrows them down to four different classes: Facilitator, Stakeholder, Company, and Owner (Realdania, 2016). All of these reflect municipal-developer models, where the cooperation between these two are the focus of each model. The Owner-model

is used for development planning by Aarhus Municipality, since the municipality often owns the area, giving it a high amount of freedom to plan the area, one of the advantages of the Owner-model. This is mostly attractive for larger municipalities and developers, since it demands a lot of resources, both in manpower and liquidity.

The Owner-model consists of a vision and four different types of plans; Strategic Plan, Physical Plan, Stage Plan, and Economic Plan (Køge Kyst P/S, 2011), which can be seen on figure 5.3. The vision cannot be changed and the plans have to work for the completion of the vision. The strategic plan is not a SSP, the entire model functions as a SSP, the strategic plan only contains strategies that are to be completed to fulfil the vision, and has no spatial function. These strategies could be concerning traffic, urban life, temporary activities, sustainability, etc., but are subject to change if that is needed to fulfil the vision. In other words; they are meant to be flexible. The other three plans are exactly as their name implies, but are also made in the start of the project to fulfil the vision and are also subject to change. In this way, the model is created to work in a CAS-situation, since it has a stable vision with strategies that can adapt. This leads to a dynamic SSP, but a SSP that is still limited by a vision and guided by strategies, which is one way to make a SSP that should contain a high degree of certainty.

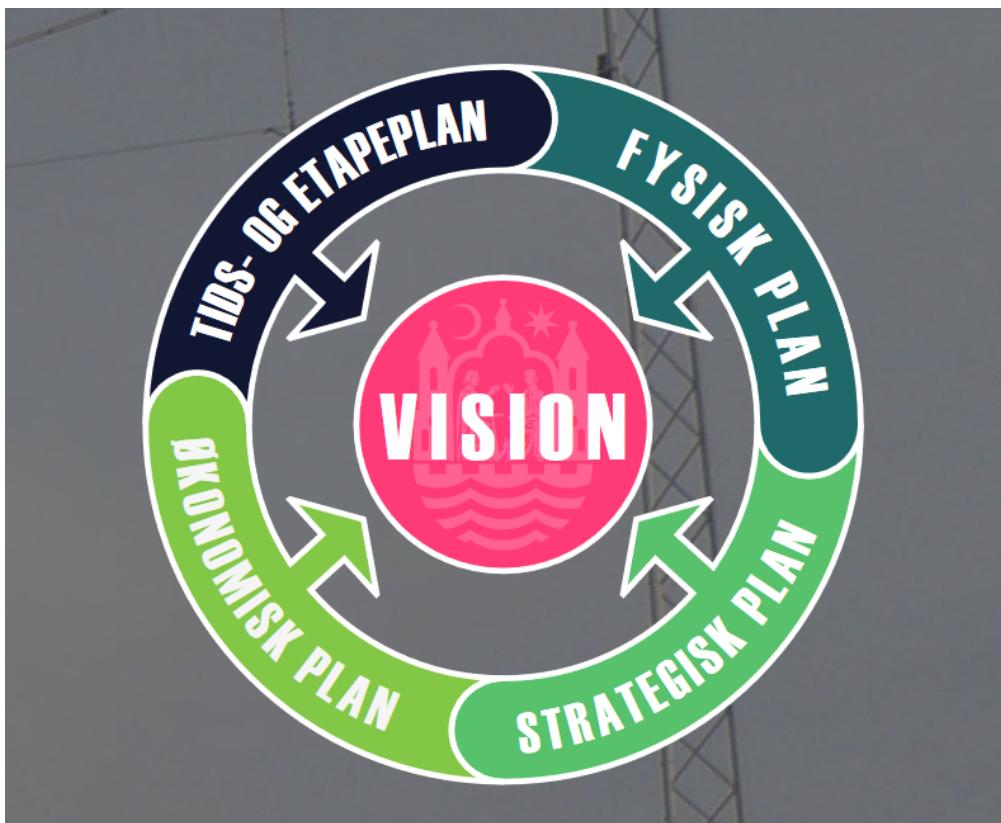


FIGURE 5.3: The RealDania Owner-model as it is adopted by Aarhus Municipality (Aarhus Kommune, 2017e, p. 7).

By taking inspiration in this planning approach and these methods for development, the municipality shows developers and investors what intentions the municipality have and what specific qualities they want reflected at a specific area or development project, e.g. as with the Lisbjerg development plan, which is another reason why Lisbjerg is an interesting case.

"What the city council did was that it gave us a test offer, where we were allowed to offer up to 20,000 square meters back in 2016. To test whether we have hit the target right. It turned out in all the offers we received that we had. There was a market for it. And only then did we finish the plan. It was a way to put a stop and go thing in, get the test if you got something right here. Here, a development plan tool, unlike the classic physical plan, has a host of other forces. Without removing the physical in it." - (Tolstrup, 2018)

In that way the developers have knowledge about what kind of development the municipality sees as Smart Growth development in order to achieve goals of sustainability and liveability. Simultaneously, the municipality has the possibility of testing their ideas because of a willing city council. And by using the Realdania Owner-model the municipality has the possibility to create an early dialogue with the developers on how to physically meet the strategies, bringing in developers to help form the plans. This is another example of the municipality's increased focus on market driven planning and their wish to include developers.

5.1.2 Summary

This section set out to answer the sub-question: *What approach has Aarhus Municipality adopted in its planning for long-term sustainable development?* This approach was found through the interview with Tolstrup (2018) to be going through a change, from traditional, classic physical planning to a more market driven and value based planning, with a higher use of SSP. The reason for this was twofold, a general change in planning and the fact that the municipality had experienced mistakes in the years leading up to and during the financial crisis, where plans were impossible to complete.

The new municipal plan emphasises that values are prioritised above physical frames, which shows the direction of urban development in Aarhus Municipality. A shift towards market driven planning has lead to an increased focus on SSP, including more and earlier dialogue with developers, which aims to increase the certainty of the planning process. The wish to include developers in the start of development plans is visible in their choice of SSP, the Realdania Owner-model. It is also clear that the municipality is interested in

the private market knowing their planning approach better, with the focus on describing sustainability and livability through Smart Growth and the guidelines in the municipal plan.

This change in both direction and SSP from Aarhus Municipality shows that the municipality is moving towards a hybrid-planning structure. The planning hierarchy is still very much in place, but the structure and the substance has changed towards values and strategies, showing how the rational combines with the process to form a hybrid. Simultaneously, the developers have been invited "inside" the planning department to help form the holistic plans, based on the values from the municipal plan. This makes for market driven and value based planning.

5.2 Managing Certainty at the Lisbjerg Development

After establishing how Aarhus Municipality approaches planning, the analysis now moves on to the specific case of the local scale planning and how this approach tries to increase certainty at Lisbjerg. How this approach is able to establish a direction for the developers so that the municipality can get their visions and ideas through, is also addressed. Building upon the first question, the second question focuses on Lisbjerg. This section moves a step down the planning level and includes some of the subjects that make this development uncertain, which is expressed in the sub-question:

How are the planners at Aarhus Municipality trying to decrease uncertainty and achieve sustainable urban development at Lisbjerg?

Now that the municipal planning approach is known, and therefore the methods they use in this approach, the focus shifts towards creating certainty. The development plan for Lisbjerg is the next step in order to understand what sustainability and livability means at this area. A document analysis of the Lisbjerg Development Plan, including the stage plan, the 360-degrees tool, the physical plan for stage one, and local plans will show how the municipality has chosen to approach these, and interviews will elaborate them. When the research has shown why it is so difficult to achieve certainty at Lisbjerg, it will be easier to see if the uncertainty, and the methods used to manage it, are influencing planning in any way. By interviewing a developer the research will show why certainty is an important part at this step.

5.2.1 Lisbjerg Development Plan

The analysis will set the Lisbjerg development plan in relation to the theory of Strategic Spatial Planning, especially the three lessons by Rauws (2014). By doing so, the aim is to get a greater understanding of the municipality's use of SSP as a planning method in correlation to the CAS-lessons.

For Lisbjerg, the municipality has chosen to use *Development Planning* as planning method, since most of the area is to be build from the ground up and the municipality is the land-owner and therefore have a greater responsibility and possibility to create their own planning process. The development covers a large greenfield area, and is therefore suitable for a development plan, as it will be developed through several stages over a long period of time. As mentioned in the context section 4.2, the area of Lisbjerg has been scheduled for urban development since 1966 and the current development plan illustrates a critical need to move from the planning process and into physical implementation. The development plan points out that urban development at Lisbjerg no longer can be postponed, if Aarhus is to meet the demand for housing of young families and other people with similar wishes. The municipality has therefore made a dramatic change to their planning approach as the new municipal plan directly links to the Lisbjerg development as an anchor for urban growth. The development plan has been approved once by the city council and has been out in a hearing. Presently, it is waiting to go back to the city council for final approval, but since it has already been approved once, the authors finds it possible to use in this report.

One example of this direct link is visible on figure 5.4. Here, a similar planning hierarchy to the one from the municipal plan on figure 5.2 is adopted. The development plan is the SSP controlling the entire development, similar to how the municipal plan controls the entire municipality. This forms the guidelines for the stage plans, which then directs the physical forms and sales agreements, which are to finally form the frames for the individual local plans for each plot.

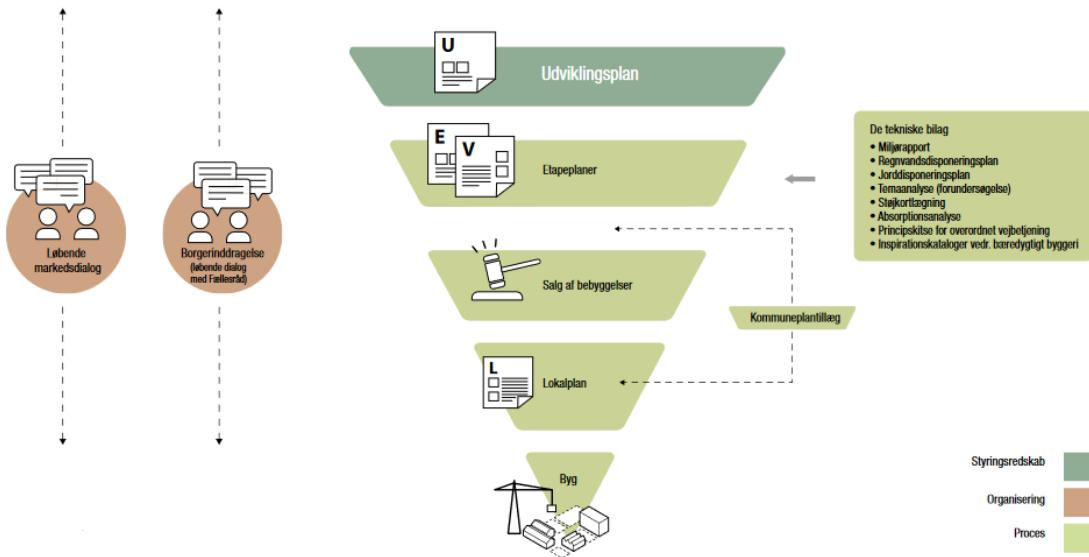


FIGURE 5.4: The planning hierarchy and structure at the Lisbjerg development (Aarhus Kommune, 2017b, p. 7).

As the development plan is build on the planning strategy from the municipal plan, the same planning strategies and goals are reflected through the Lisbjerg development plan, but orientated towards the specific and local context. The development plan sets its own vision and strategies for the urban development at Lisbjerg which are meant to make the process flexible to adjust for a future planning profession, new technical planning solutions, and changing ambitions. This was elaborated by Michael Tolstrup from Aarhus Municipality:

"We have defined clear values and qualities in the development plan, which makes it flexible and spacious enough to change physically along the way if it becomes necessary without losing what is actually the identity and quality."

"There is also another aspect to it, which is that of developments in technology, business cycles, architecture and more, providing a greater degree of flexibility. And it's our area so we can react faster." - (Tolstrup, 2018)

These are new aspects compared to older versions of planning for Lisbjerg, as the older plans reflected a more static structure and planning approach which quickly made the master plans outdated. Another new aspect of the Lisbjerg development plan is the fact that it is made with inspiration from Realdanias Owner-model. This is visible through the use of a vision, a strategic plan, physical plans, and stage plans. The development plan is meant to cover the next 65 years of planning, while the individual stage plans are meant to plan for a period of 5-10 years.

The Owner-model corresponds well with the three lessons by Rauws (2014), which are found in the literature review section 2.1.2. These consists of a distinction between vision and implementation methods, a combination of the four CAS-based principles; small sub-plans, incremental development, carrying structures and loose rules, and transparency about the investments which limit future flexibility. Therefore the development plan will be analysed according to these three lessons, to evaluate the chance of failure of this SSP and thereby its certainty.

The first of the three lessons from Rauws (2014) is essential for a SSP and should be fulfilled. At Lisbjerg, Aarhus Municipality has established a vision with strategies, that are the visionary elements of SSP. To create the distinction between these and the implementation measures, which at Lisbjerg consists of the physical stage plans and local plans, the development plan leans up against the Owner-model and its four different plans (Strategic Plan, Physical Plan, Stage Plan, and Economic Plan (Køge Kyst P/S, 2011)). In this way, the local planning at Lisbjerg will be made on the basis of the stage plans. The stage plans are made by the municipality on the basis on the development plan for Lisbjerg. The stage plans works as a link between the development plan and the developer, sort of an idea catalogue of what the municipality would like to be in the physical planning. This was explained by Tolstrup (2018):

"Therefore you see this change where the planning is being more controlled by values and qualities, some pictures of wishes from the city council about what this city should be, what should it do, who will it speak to and so on. How it is shaped in physics, we choose to do within a time horizon where we can actually say something gifted. We have stage one, the plan here, which is now working on a time horizon called 8-10 years." - (Tolstrup, 2018)

Secondly, the four CAS-based principles should be achieved. These consists of the implementation measures, and are therefore mostly a part of the stage plans and the local plans. The implementation measures in these local plans are incrementally developed inside the stage plans, which themselves are also incrementally developed as a part of the development plan. Both stage plan, the physical plan for stage one, and local plans are build upon the structure and framework presented in the development plan, which is working as the overall document for these plans by setting the structure and 'rules'. Simultaneously, the guidelines from the municipal plan concerning Smart Growth must be followed, providing even more structure to the planning process. The second lesson should also be met by the development plan.

Finally, the upfront investments which limit the flexibility of the SSP needs to be transparent and agreed upon by the involved actors in the area. At Lisbjerg these actors

consists of municipality, interested developers, and the citizen council in the existing town. The municipality has put forward six opening moves, which can be translated as the upfront investments. These opening moves must be presented with the risks and limits they impose for future possible outcomes. Five of the opening moves are physical changes, while the last one is a wish to strengthen the cooperation with the organisations in the area, to include them as actors in the future planning, as explained by Tolstrup (2018):

"You have one of the perhaps most active citizen councils in the municipality, they are very strong. They have engaged enormously in the work, both in the past and in the present, and are an extremely important sparring partner."
- (Tolstrup, 2018)

These actors can change over the years, as actors come forth and others step back, so the risks can change over time. At the moment one of these risks are visible at Lisbjerg:

"(I)t must not be the current 600 residents who decide how the city of 20,000 people will look. So, therefore, we are constantly trying to complement the present city with what we imagine." - (Tolstrup, 2018)

The quote reflects the issue of trying to plan for such a large city without actually having anyone from the target group living there. This strengthens the reason behind including the cooperation with coming organisations in the area, since these are more likely to include citizens of the new city.

The five physical changes that have been approved presents a higher risk, since they are much more difficult to change when they are a reality. One of them is the construction of a smaller path and the risks here are very small. The four remaining presents limits to the future planning, with the placement of the coming retail and central area for the entire development at Lisbjerg as the most risky. By already determining, and building, the future downtown area the municipality risks limiting all other areas of the city from these uses, decreasing their opportunity to create urban life. Mix-use is, as described in the literature review section 2.1, important in livable neighbourhoods. Secondly, building a retail area for a city of 25.000 inhabitants which presently only contains less than 1.000 citizens, must make it difficult for developers to rent out the square meters, since there simply is not enough customers for the shops. The municipality risks ending up with a empty shopping street, which is not exactly attractive for future investments or creates any livability at time of its construction. All the opening moves are summarised on table 5.1.

Name	Function	Class
Beautification project for Randersvej	A rebuilding of the existing main road through the village of Lisbjerg, including more urban life functions and safe crossings	Physical
The Gate to Lisbjerg	Construction of a downtown area in the new city, including retail, culture, a light-rail stop, and urban life functions	Physical
Relocation of main road	Construction of a new road, which would lead heavy traffic around both the new city and the old village	Physical
Establish the Lisbjerg Loop	A safe path for pedestrians and cyclists, connecting the most important city functions such as retail, school, and sports facilities	Physical
Establish the church path	Construction of a path to Terp, a small village close to Lisbjerg	Physical
Reinforced organizational cooperation	An increased cooperation between the existing and future organisations in Lisbjerg	Social

TABLE 5.1: The six opening moves (Aarhus Kommune, 2017b).

On top of the opening moves, the light-rail, a school, and larger roads have already been constructed, as it can be seen on figure 5.5, limiting the possibilities even further. These moves were part of the old development plan, but are still affecting the area and the new plan.



FIGURE 5.5: Picture showing the light-rail stop next to the school, in the middle of the City Street.

Additionally, the development plan includes a new road around the city and a loop inside the city, which is to lead pedestrians to and from the most important urban facilities such as the school, church, retail area, and light-rail stations. This loop seems to be inspired from a Realdania-project, the Nærheden project, showing that Realdania's influence in Aarhus Municipality does not end with the Owner-model. The road will lead heavy traffic away from the centre of the current village, while the loop is to make active mobility between the most important public areas easy.

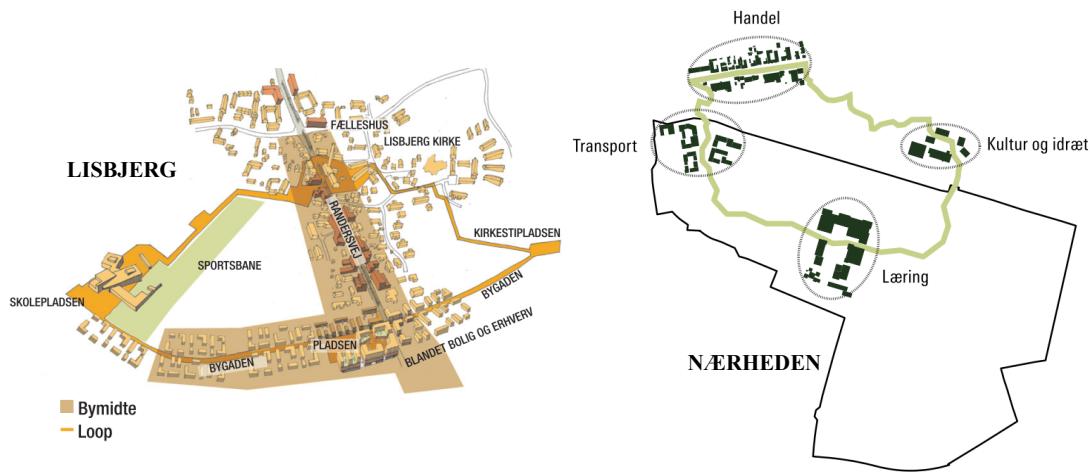


FIGURE 5.6: The loops at Lisbjerg and Nærheden connecting retail, public transport, culture institutions, and education (Aarhus Kommune, 2017d, p. 17) & (Nærheden P/S, 2015, p. 11).

None of these risks, which this analysis have brought forward, are mentioned in the development plan, removing all transparency on how these limit future possibilities. The need to provide retail and a rebuilding of the old village centre, which is a part of this project, are recognisable and understandable, but the risks should have been explained in the development plan, as it can created a greater level of certainty and made for a better SSP. At the moment they might create certainty for the mentioned opening moves, but when the consequences are not visible, any investor interested in buying these areas from the municipality needs to make their own assessments of these risks, increasing the uncertainty of the development plan. They were, however, addressed by Tolstrup (2018) in the interview:

"The fact that the municipality of Aarhus actually has the economy to make some initial investments in the form of public services such as school, infrastructure and other things, it does a lot (for the development). We are absolutely sure that it is a huge strength. We know that they (developers) are asking for it in a lot of other urban development projects, "if just there was the economy to make the first investments", because it will be a reason

to go for a lot of developers that the municipality of Aarhus actually believes in this." - (Tolstrup, 2018)

Since they are aware of the dangers of their choices, they should have described them in the development plan, if they were to live up to all there lessons from Rauws (2014). But at least they are aware of the issue, as Tolstrup (2018) also told later in the interview:

"So yes, we make some opening moves that should create a frame that needs to be filled out. So, one must hope that we get the opening moves straight and realise them at a proper level, because that's the drawback." - (Tolstrup, 2018)

Two of the three lessons can be said to be achieved, but the risks of the opening moves has not been highlighted in the development plan. They are assessed by the municipality, but are not articulated in the plan the plan itself and therefore not visible for developers. By only living up to two of the three lessons, the SSP has a slightly higher chance of failing, increasing the uncertainty of the entire plan.

5.2.2 The Stage and Time Plan

After having analysed the development plan, the report will now zoom further in on Lisbjerg. Besides the physical plan for stage one, which was approved together with the development plan and therefore a product of the same planning, the development plan consists of four coming stages. Three housing stages; Stage West, East, and North, and a commercial stage. These together form the stage plan of the Owner-model. The commercial stage will be build continuously, while the order of the three housing stages has not yet been decided, hence the names of the corners of the world and not numbering. Each stage will be build within a time-span of 5-10 years, but as the time-span of the entire area is 65 years, it indicates that some of these stages might be split up into additional stages. The stage plan can be seen on figure 5.7, of which the first stage will consist of around 280.000m² of buildings (Aarhus Kommune, 2017d), while the completed development plan has space for around one million m² of housing (Aarhus Kommune, 2017b). On top of the one million m² distributed on the four coming stages, the commercial stage will consists of 250.000m² of buildings.

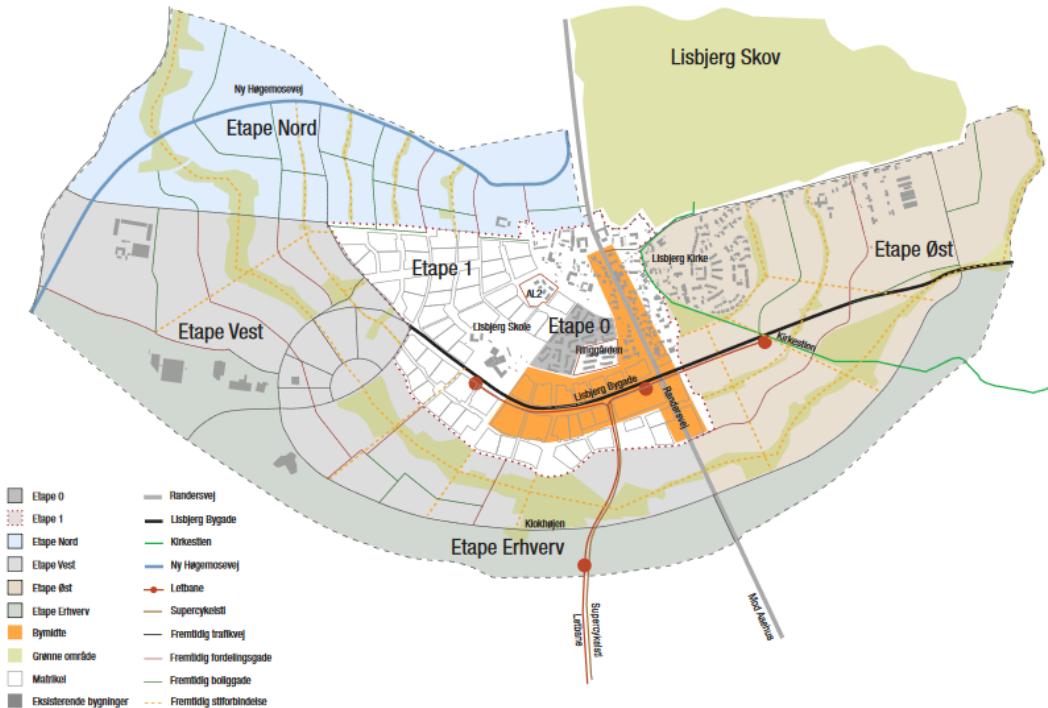


FIGURE 5.7: The stage plan for Lisbjerg (Aarhus Kommune, 2017b, p. 47).

This makes for a more flexible development plan, since the municipality can wait and see how the first stage develops and gain a better understanding of the demands in the area. It also means that the development plan will have to be assessed before any stage two can be planned, which only makes the development plan even more flexible. Both takes increase the certainty, since the development plan can be adjusted to future demands and restrictions. It is the same course of action as Tækker uses at Nye, as explained by Hauggaard-Nielsen (2018):

"Now we have started building out there and finding out the good and bad things about such a local plan. What do we have to remember next time, etc. So, we start with stage two in a while, and as part of it, there is actually a revision of the whole plan before starting the detailed planning for stage two." - (Hauggaard-Nielsen, 2018)

That this flexibility is good for certainty is mentioned by both Tolstrup (2018) and Hauggaard-Nielsen (2018):

"But I think in relation to a development plan, and in relation to such a project as Nye if you have an overall plan made in 2011, and we think it takes a 20-30 years to build Nye, I do not think we will sit in the year

2030 and look back on a 20 year old development plan disregarding the social development that has been.” - Hauggaard-Nielsen (2018)

“(Y)ou can turn it around and try to look 45 years back in Aarhus and see if you could predict where we are today. There are planners who would love to see the completed city in advance, but we also know that it is false security, we know we will have to redo it just because of everything we cannot predict.”
- Tolstrup (2018)

These are also reflected in the four CAS-based principles, which the development plan at Lisbjerg lives up to. The municipality is aware of how important flexibility is for certainty, increasing the probability of success of the new development plan. Now, this flexibility will have to be shown through the physical plans and reassessments of the development plan, but since there has only been a plan for the first stage, this plan is what will be analysed later on. Before being able to analyse the physical plans, an analysis on the 360-degrees tool, which is the tool that Aarhus Municipality uses to evaluate its physical plans.

5.2.3 The 360-degrees Tool

This part will focus on the 360-degrees tool and its users. First up is a document analysis of the tool, to gain an understanding of what is publicly available to actors in Aarhus Municipality. Then two interviews, one with a municipal planner, Agermark (2018) and one with a developer, Hauggaard-Nielsen (2018), are compared to the document and each other, to see if the tool is perceived differently between the two types of planners.

The 360-degrees tool is Aarhus Municipality’s own tool for physical planning and was approved together with the new municipal plan in December 2017 (Aarhus Kommune, 2017c). The municipality describes it as a *”dialogue- and process-oriented tool”* (Aarhus Kommune, 2017a, p. 1) and a *”common platform to secure quality and holistic thinking”* (Aarhus Kommune, 2017a, p. 1), which resembles the values of a hybrid-tool. It also shows complete certainty might not be the goal, but understanding and dialog is more important. This shows what has already been confirmed in both the literature review and the municipal section, that the municipality is interested in more dialogue to decrease the uncertainty. The goal of the tool is to fulfil the Smart Growth ambition of the municipal plan, as mentioned by Agermark (2018):

“Here, the 360-degrees tool is a good tool for presenting and getting around the visions and strategies the city council has for development in Aarhus.” - (Agermark, 2018)

To accomplish this, the tool has two stages. First, the developer will discuss and fill out the three topics of the tool; *"Aarhus - a city and urban region in growth"*, *"Urban quality and livability for all"*, and *"Ready for the big city"*, which in total makes up 14 indicators (Aarhus Kommune, 2017a, p. 2), visible on figure 5.8. These indicators are not predefined, as they must be adjusted to the concrete project, but the main question in each indicators stays the same, e.g.:

"Are there particular cultural traces in the area which can be used actively to improve the quality of the plan/project - and how?" - (Aarhus Kommune, 2017a, p. 4)

In the end, filled out answers to all 14 indicators will then be handed over to the municipality, which will use them as a starting point for dialogue. In the second stage it is the municipality's turn to grade the indicators as a way of documenting the development of the project, since the goal is to *"clarify the compromises and choices that have been made along the way"* (Aarhus Kommune, 2017a, p. 3). In this way, the results from the first draft of the project until the final permit is visible and documented.

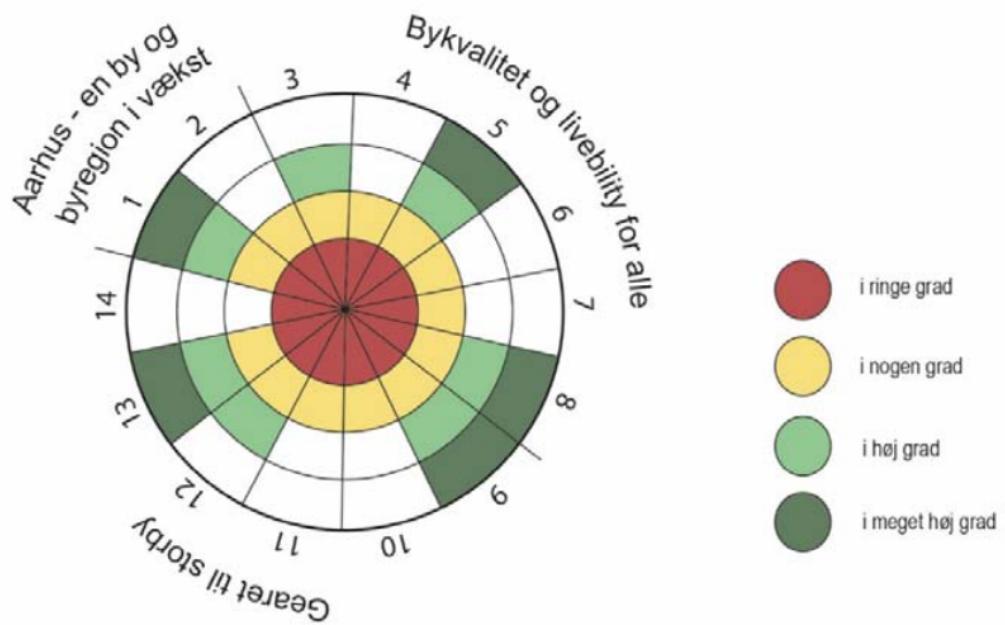


FIGURE 5.8: The three topics in the 360-degrees tool (Aarhus Kommune, 2017a, p. 2).

The tool can be seen as a method the municipality uses to communicate with the developers, setting them against the goals that has been described in Smart Growth. It is

therefore an important part of the change in planning that has been seen lately. The fact that it is called a dialogue tool only emphasises that the municipality is trying to increase the dialogue between themselves and the developers, using the dialogue to decrease uncertainty and increase the common understanding between the actors. By doing this the municipality can show the developers what it wants from the developments and the developers get a better knowledge of what will be approved by the municipality. Since the tool sets the first concrete goals for the planning in Aarhus Municipality, it will be one of the most important approaches to decrease the uncertainty. It is also a clear reflection of a more market driven approach, where the developer is entering a dialogue and the project can be negotiated on the basis of Smart Growth and the wishes of the developer, before being presented to the public. As this will be done for all physical plans, trying to fit them into the surrounding area and give back to its neighbourhood, it will have to be done pragmatic, sometimes allowing projects to cross the limits of the municipal plan if it can be done with a positive fingerprint at the neighbourhood scale. The tool then consists of both factors for decreasing uncertainty from literature review table 2.1, dialogue and pragmatism, clearly showing the transition to a new planning approach as it is a hybrid-tool.

Because of the significance of the tool, it is important to gain a better description than the seven-page paper, which presently is all the municipality has presented. This led to an interview with Agermark (2018), one of the planners responsible for the development of the tool. Here, first of all, Agermark made it clear that the 360-degrees tool is part of the planning process to create dialogue:

"It is a dialogue tool that will help open the eyes to the fact that there are many other parameters that are important in urban planning beyond just planning and economics. When I enter into dialogue with the developers, which is typically where we first use the tool, in the initial dialogue, I urge them to focus on some values instead. Focusing on value-based parameters, you can better ensure flexibility in long-term planning, not just thinking what the need is right here and now." - (Agermark, 2018)

Here certainty becomes relevant. The dialogue is used to gain a common understanding of the area and the project between the developer and the municipality. Moving their projects from a physical scale to a more value-based level. This is needed, since the municipality wants the projects to give something back to the city and the neighbourhood they are a part of. It was made clear by Tolstrup (2018) that when the municipality does larger, internal projects, such as the Lisbjerg development, the tool is kept in mind, but is replaced by a interdisciplinary group:

"When we work with projects internally in the municipality, the 360-degree tool is included in our consideration, but when we make major development plans, we are typically organised such... That they are prepared in a larger project group." - (Tolstrup, 2018)

This group consisting of planners who have all been introduced to the tool then produce the larger plans. In this way, the different plans will still correspond with each other as the 360-degree tools indicators are created from the guidelines of the municipal plan and by planners who know the tool, just as any holistic plan is.

The tool reflect the increasing demands from the municipality to the developers, as the tool have a strong focus on Smart Growth and how to plan for this which forces the developer to commit oneself to the values. This is possible because of the amount of developers that are 'waiting in line' to do development in Aarhus, as presented earlier from the municipal planner Agermark (2018), which is an effect of the economic boom occurring in Aarhus in these years. To create an understanding between the actors, showing the developers where to improve, the tool uses scores:

"What I emphasize is the answer and not so much the "score" in the tool. Typically, the developer will give himself a higher score than we as a municipality will do. When the developer has completed the form, most of the points have got a high score. So, of course, you can discuss whether it makes sense to use the tool? But based on the good dialogue, we can then talk about what the developer can do to really achieve this score."

"The dialogue tool allows you to compare scores. In this way, a clear picture of what the Municipality of Aarhus emphasises and what the developer emphasises is drawn up. Together, we try to approach each other and create the best possible project based on the given framework."

"I do not see it as a checklist, nor do I hope that the developers do." - (Agermark, 2018)

This puts more emphasis on the fact that the tool is used for dialogue and that it can be pragmatic in its search for certainty. This shows that the scores might not be as important as they are described as. This can become an issue since a score can become dominating in a political decisions process;

"In the end, we make a joint assessment of the project. And then it goes on to the city council, to document the process that has been. What has happened, what things have been discussed and changed?" - (Agermark, 2018)

If city council only gets to see the results, accompanied by the score, they might end up putting a lot of importance on the score, since it is the visual element, and not on the process. Agermark (2018) did not see this as a major issue, since all plans should end up with a good score, or at least some good explanations for a low score, but for a developer presenting a plan to a city council, a low score would always assure a lower certainty, since it could mean a higher risk of being outvoted. Still, the importance of creating this certainty between developer and authority, and later on being able to show the citizens that this project has been through a process to make it live up to the demands of Smart Growth, makes the tool highly relevant.

To see how the tool has been received by the developers as it was meant to, an interview with Hauggaard-Nielsen (2018) was conducted. It quickly became clear, that this developer had understood the purpose of the tool:



FIGURE 5.9: Visualisation of housing at Nye (Tækker Group, 2016).

"I also think that such a tool, regardless of whether you use the score, or whatever it is, it's very good just to get the dialogue in such a forum. What's really going on here?"

"But I can see that the 360-degree tool, it has at least made you start talking about some other things before talking about building percentages and volume." - (Hauggaard-Nielsen, 2018)

As the quote shows, Hauggaard-Nielsen (2018) understands that the score is less important than the dialogue. The early dialogue gives the developer a framework to work

from and a certainty that these are the demands from the municipality, as is elaborated in the coming quotes:

"I think it made the planning easier, so it's a little easier to get a little wiser about what's really important?"

"Easier to understand their visions. Yes, easier to set an ambition level, which means that you simply do not get through with square boxes with flat roofs. You'll have to do something more than just a couple of windows and a kitchen and a bathroom."

"(T)here is a lot about the fact that some developer with some money has bought a plot and then he has to earn all the money he can. (...) And if you have such a 360 degree tool, you can not get through with the lowest common denominator. So I think it's also a way for the municipality to say that if you want something, if you want to build something, you also have to bring something that is proper and give back to the city. For that, I think it is successful." - (Hauggaard-Nielsen, 2018)

That the tool has given a higher degree of common understanding of planning approach in Aarhus Municipality is a very important fact. The interview showed that the tool has already decreased uncertainty by providing this understanding. Especially for developers that are not used to work in Aarhus, and who might not create a project that fits the values of the municipality. They will now know what the municipality emphasises. This should save time, and money, for both sides, because the certainty has been increased. The only place where the developer and the municipal planner were not on the same level was whether the tool can be used as a checklist:

"But it's not something we see as an obstacle, it's more of a good checklist of whether we remembered it?" - (Hauggaard-Nielsen, 2018)

The developer was asked, if he sees the holistic view of the tool as an obstacle, and the answer showed that he did not, but it worked as a good checklist for the planning process. This should not be a problem, as long as the developer is aware of the original meaning of the tool.

The 360-degrees tool is increasing the certainty between developer and municipality, by providing a framework for Smart Growth and uses this to improve the dialogue. The score is seen as less important than the dialogue, by both developer and municipality, which leads the authors of this report to question of why not just get rid the scoring system and use the tool to form the frame for a dialogue? Agermark (2018) explained that this was one of the things that a future evaluation would look into, but she saw the scores as a good method for communication. This can be the case if the score

is only used for communication and not as the critical part of a final approval of the project. The scores could provide a higher degree of certainty since it will be easier to understand where the project needs improvement by making it easier for the developer and municipality to understand each other.

But the use of a scoring-system in the tool is still seen as unnecessary by the authors of this report. The tool is not supposed to give any sort of certification or final grade, which means that the scoring-system is not needed. The dialogue should be enough, since it forces the developers to describe their project in the perspective of the 360-degrees tool. The municipal planners must be able to give feedback in a more productive way than by four random colours. Colours, that might end up having a larger effect than proposed, since they could take the attention of visually-oriented council members, who might not have had the time to go through the written process from the tool. The colours could also create misunderstandings between municipal planner and developer, since there are only four different scores. Any score will be influenced by this lack of nuance, which might be a bigger issue than originally believed by the team making the 360-degrees tool, but the authors of this report still sees it as a challenge for the tool. Even though the score is only used for "teaching" purposes, visual presentation is a powerful way of showing the results. And each individual planner might not even give the same score, increasing the uncertainty for the developer, since the score of their project might be based on the wrong understanding. It is all hypothetical, but if the tool is only to be used in the dialogue between developer and municipality, they might as well remove the score and take away something that might only cause the planning process to be more uncertain.

5.2.4 The Physical Plan for Stage One

After analysing the tool which will evaluate all physical plans, the research can now focus on these plans. Starting out is the physical plan for stage one. The municipality has approved this plan simultaneously with the development plan. To gain a better understanding of how certainty is reached at Lisbjerg, this physical plan for stage one, which will form the frame for the coming local plans, will be further analysed in this section.

The plan for stage one can be seen as a mixture of physical planning and an idea catalogue for developers, showing what the municipality sees as the ideal development at Lisbjerg, as mentioned in section 5.2.1, and to create a harmonious development across different developers. Simultaneously, the plan will include some of the opening moves, especially the loop and the retail area, the future downtown of Lisbjerg, as Aarhus

Municipality explains in the quote below about the stage plan and as it was discussed in the interview with Tolstrup (2018).

"The first stage of up to 280,000 square meters of construction is distributed for Residential, Retail, Public and Private service functions, cultural purposes and opportunities for offices and other professions."

"Stage one will thus form a framework for both a residential city (primarily in the northwestern part of the stage) and the city center, with retail functions concentrated around Randersvej and Lisbjerg Bygade, infrastructure nodes in the shape of light rail stops, a super bike path, cultural and public purposes as well as Lisbjergskolen. In other words, we are building Lisbjerg's upcoming city center in Stage one." (Aarhus Kommune, 2017d, p. 6)

These opening moves have already been analysed earlier on, and are deemed to provide certainty as long as the municipality is aware of the risks of building the downtown area so soon in the project.

The plan for stage one has its focus on social sustainability. Especially the urban life and livability is addressed here, with many pages for the architectural quality and possible solutions for edges, streets, and parking in the area. The architectural part is elaborated in the strategy "Architectural quality", where architectural principles, which resembles the ones made by Jan Gehl in his book "Cities for People" (Gehl, 2010), are highlighted. This was visible in the interview with Tolstrup (2018):

"We have changed our track... The municipality of Aarhus is currently working under the motto we call "Life, before urban spaces, before buildings"." -
(Tolstrup, 2018)

This sentence was first coined by Gehl and is often used when a developer or municipality wants to create urban life. But some of these can be expensive and thereby limit the propensity to invest, since these investments might lead to less building space or increased spending on urban areas. Still, they are assumed to pay the money back in the end. The municipality tries to live up to their architectural principles by claiming that plots can be sold based on the quality of the project and not just to the highest bidder, as Bente Lykke Sørensen, the director of the municipality's Housing and Project Development department, describes it:

"There will also be possibility for it, if for example a group of families or a group of seniors who wants to build something go together to develop their own project. We are not going to sell plots for single-family homes, but we work with models that are so flexible that there are opportunities for both the

big professional investor and for smaller builders and groups of individuals.”
(Svith, 2017)

The municipality is serious about using their opportunities as landowner, which was elaborated by Tolstrup (2018):

“How do we ensure that no one is cutting corners, or that you get some construction that does not live up to it (the vision and strategies of the development plan)? (...) That organisation and management is why the municipality of Aarhus chooses to have this unit Housing and Project Development, which aims to develop and sell. It is a wish and a belief that, just by owning the land the municipality can to a greater extent control that the vision also becomes a reality.”

“When you own the land, you have the part that you can control through the sales agreements. One can secure another part of it, even in the realisation, which binds developers. So that is clearly what is the basis of the city council.” - (Tolstrup, 2018)

These opportunities appear as e.g. different sized plots, giving more investors an opportunity to buy areas at Lisbjerg. These plots are part of a block, and the blocks are part of a neighbourhood, finally forming the first stage. An example of how the blocks can be adapted in the first stage is visible on figure 5.10. This also shows the physical plans role as idea catalogue.

By showing the investors what kind of architecture and urban quality the municipality seeks, it is framing the social sustainability. By framing the social sustainability, and by doing it ambitiously, the uncertainty is decreased, since investors now know what the municipality is looking for, which must mean, that if you invest in a project with a high degree of architectural quality and urban life, you can be fairly certain that the neighbouring project will also be of a high quality with a high level of livability. This raises the economic sustainability, at least for the municipality, as they should be able to ask a higher price. The issue here is that by making too ambitious demands, the municipality risks pushing cheaper and more affordable projects out of Lisbjerg. A focus on bringing public housing to the area is therefore important for both economic and social sustainability.

The environmental sustainability is secured through different rules and physical structures in the development plan, such as the light rail and a demand to always *strive for the highest level at any time in terms of sustainability in construction, in energy forms, in choice of materials, and in the use and handling of rainwater* (Aarhus Kommune,

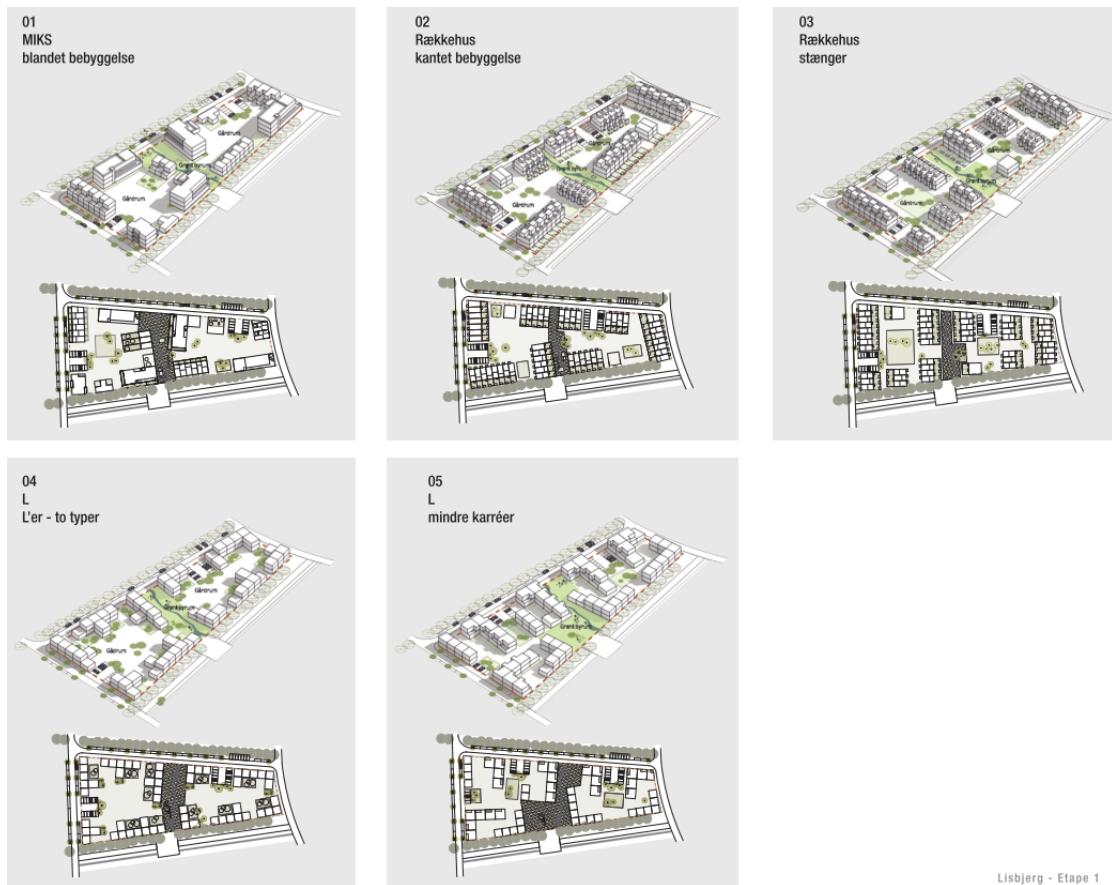


FIGURE 5.10: The five different examples of blocks (Aarhus Kommune, 2017d, p. 33).

2017b, p. 30). Simultaneously, the municipality has been lucky with the first local plans for Lisbjerg being highly environmentally conscious (Tolstrup, 2018).

This focus on framing sustainability from the municipality is a great way of decreasing uncertainty, as the report has already showed that sustainability and livability are increasing uncertainty because they have not been sufficiently framed. This framework will make the understanding between municipality and developers easier, meaning that dialogue will start out on a more common ground. This should be visible in the local plans, even though they were done before the development plan and stage plan were approved, since these ideas already were put forward in the initial development plan (?).

5.2.5 Local Planning at Lisbjerg

The following subsection deals with the effects of this planning approach by analysing local planning at Lisbjerg, as two older local plans already exists. These can be analysed, as they are build on the same 7 values as the current development plan for Lisbjerg. As presented in the context section 4.2, there has been older plan versions and principles

for the development at Lisbjerg, but the 7 values for the development have persisted through the changes and updates. No local plans have been created from the newest approved development plan or municipal plan from 2017 yet, but the process of local planning has started. The two local plans that have been created in the area are Local plan 998 from 2014 (Aarhus Kommune, 2014b) and Local plan 979 from 2015 (Aarhus Kommune, 2015), both planning for housing. The following will therefore shortly analyse these two as they are a product of the certainty that has been created in the planning process till now. Furthermore, it is also the only example of physical development since the development process started. The areas can be seen on figure 5.11.



FIGURE 5.11: Map of Lisbjerg, with local plan 998 and 979 drawn in. (Styrelsen for Dataforsyning og Effektivisering, 2018)

The 2014 local plan is made in connection to the municipal plan of 2009 and more specifically to addendum no. 9 to the municipal plan from 2011 (Aarhus Kommune, 2014b), which was presented in section 4.2 in the context chapter. This addendum is a detailed disposition plan for the first phase of development at Lisbjerg, and the first stage plan made from this addendum was approved in late 2011. This created the framework for Local Plan 998, which was approved in December 2014. This is quite interesting since already in the same month a new version of the disposition plan called "The Future of Lisbjerg - Development Principles" (Aarhus Kommune, 2014a) was published. The "The Future of Lisbjerg - Development Principles" is an outcome

of a continued failed planning process where the previous plans were too structured and static, as the context chapter has presented. The 7 values for Lisbjerg has persisted through all planning documents, but the big difference lies in the planning approach that was presented with the Development Principles, which was a new direction for planning in Aarhus. This is supported through the interview with Michael Tolstrup, who explains that the planning structure definitely have changed:

"There is no doubt about it. To change from classic, physical holistic planning to development planning is significant. I don't think we are removing the physical holistic planning, but we are supplementing it. That is what we call value based planning and it is a significant change." - (Tolstrup, 2018)

The municipality gained experience from the development at Aarhus Ø, a harbour re-development in the centre of Aarhus, which led to rethink the original master plan from 2005. Simultaneously, the financial crisis had an impact on how to do urban development, resulting in a master plan, where the plots could not be financed by the investors. The municipality experienced that it had to be more holistic and interdisciplinary, and adopted the planning approach of Development Planning (Aarhus Kommune, 2014a). This is the same change as seen earlier, where the understanding between developers and municipality is increased through dialogue, this time through an interdisciplinary process. This process could very well involve professional brokers or developers, trying to get a common understanding before making the plans, decreasing the uncertainty in the end. It is therefore a part of market driven planning as mentioned earlier. This is what is referred to as value based planning, since the municipality tries to get their values across and not as much getting the exact drawings or volumes through (Tolstrup, 2018). These can be adjusted to the project, it is the values which are important. This shows how pragmatic this market driven, value based planning has become. To get an idea of how it is used, the Development Principles are presented here:

- History - Consideration of Lisbjerg's planning history and learn from it
- Ground Values - the 7 planning values for Lisbjerg. These are the strategies which have persisted through all the plans.
- Adaptation of Existing Planning - existing town, planning, citizens and services
- Realisation Strategy - Critical topics that are to be considered in order to create the intended development
- Livability and Urban Quality - Departure in the existing identity and characteristic of Lisbjerg, chain development to avoid a incoherent city and more

- Future Development Process - Realisation over the next 50+ years, visions and goals, stage planning
- Management of Projects in Process - Awareness of the development happening with local plan 998 and 979, adjustment of light rail stops and railway

The change of planning approach is visible when analysing the two local plans, even though there is only about 6 month between the plans. The first local plan from 2014, local plan 998, seems to be created in order to get the physical planning process started by having an architectural competition in 2013 to find developers for an area at the Lisbjerg development (Aarhus Kommune, 2014b). The first local plan covers a somewhat large area of 10.600 m² (Aarhus Kommune, 2014b) which is further divided into two subareas, one for large lots and one for a public park area. At subarea one the local plans allows up 10.000 m² of large lots to be build on a 8.260 m² ground area, with 3, 4 and 5 floors depending on the location in the terrain, as it is visible on figure 5.12. It is therefore safe to say that the area is going to be dense and high for Lisbjerg standards, as it is the highest amount of floors allowed.

The 2014 local plan reflect softer demands towards the development, being less specific than the 2015 local plan. It is stated in the local plan that the 7 values has to be essential to the project within the local plan, but it is vague on specifying these, especially when comparing to the 2015 local plan. Both plans are of cause setting the legal provision for its areas, and are therefore as certain as planning needs to be in a Danish context. But the 2015 local plan shows a higher level of commitment to the 7 values, and thereby also a stronger demand towards the developer, by being more detailed towards how the values are to be planned for at the site. A critical note to this analysis, is also to be aware that the two local plans are created in cooperation with different partners. The 2014 local plan is created in partnership with COWI A/S (Aarhus Kommune, 2014b), and the 2015 local plan is created with an architectural firm called 'aarhus arkitekterne A/S' (Aarhus Kommune, 2015). This is seen as having a significant impact on the differences



FIGURE 5.12: Illustrations from the two local plans. Local plan 998 to the left (Aarhus Kommune, 2015). Local plan 979 to the right (Aarhus Kommune, 2014b).

of the local plans, as the significance lies in the level of detail and self-confidence the 2015 local plan reflects. The authors estimates this to be because of the guiding Development Principles and values that defines the direction planning needs to move in order to be ambitious enough.

The analysis of the two plans shows how the municipality's change of planning approach to be supplemented by planning principles that guide the planning direction has, in the presented example, a positive effect on the local planning scale as it seems to be more ambitious and detailed in what to achieve in physical planning.

5.2.6 Summary

This section set out to answer the question:

*How are the planners at Aarhus Municipality trying to decrease uncertainty and
achieve sustainable urban development at Lisbjerg?*

The answer can be simplified to one thing: A greater understanding between the actors. This is of cause a bit too simple, since this understanding is reached through dialogue and framework, constructed by different plans and the 360-degree tool. By reaching a greater understanding, the municipality tries to "teach" the developers what they expect from their projects, and the developers can communicate with the municipal planners and learn, what they can do to improve their project, so it attributes to the entire neighbourhood. This makes the spatial planning process a unified job between municipality and developers, in order to create the best outcome with experience and knowledge from both parties.

This common understanding must be achieved around values and not around blueprints, a clear resemblance to the new planning approach in Aarhus Municipality. On top of this, the new development plan was made with input from private developers and professional brokers, a clear example of the market driven planning. Basically, the Lisbjerg development plan is made in the new value based and market driven planning approach.

The new planning approach is also clearly reflected in the 360-degrees tool, which the authors defines as a hybrid-tool. This fits into the planning approach, which already has been defined as a part of this hybrid planning, where the planner involves actors earlier in the developments, which the planners in Aarhus then use to make larger, holistic planning. This is visible at Lisbjerg due to the focus on the 360-degrees tool and the fact that the development plan is made on the basis of the Realdania Owner-model.

It has also been discovered that the planners are not trying to increase certainty, but rather to decrease uncertainty. This might seem alike, but the difference is, that certainty can never really be achieved, so it is a better idea to deal with the issues which create uncertainty, rather than to create specific and binding plans which try to be certain, but end up failing.

5.3 Verification of Hypothesis

The literature review ended with the creation of a hypothesis as the literature showed a possible change in planning approach with the use of new types of SSP and planning tools in long-term development projects. The hypothesis questioned if these approaches are "used to create less uncertainty through a more pragmatic planning approach with a fusion of present and previous planning approaches, creating a new pragmatic and hybrid planning approach based on Complex Adaptive System principals." [Section 2.3]

As mentioned in the introduction to the analysis, chapter 5, a validation of this hypothesis would end it. Through the last two sections of the analysis it has been established that the planning approach in Aarhus Municipality is going through a change with the use of a new form of SSP and the new 360-degree tool. The planners are replacing a traditional, physical planning approach with a more value based, market driven approach. The benefits of this approach has been determined as a higher degree of early dialogue, settling a framework for sustainable and livable urban development between municipality and developer. This means that developers experiences less uncertainty, since they know the demands of the municipality before handing in any application for a project, knowing that the project is now more "correct" in the eyes of the municipality.

What is meant with "correct", is how the project follows the framed visions and strategies that builds on the principles of Smart Growth. If the process of dialogue fails with one developer, and the municipal planners are not satisfied with the final project, they still have the position to dismiss it, simply because there are so many developers who wishes to invest in the municipality. This makes it a great time for the municipal planners to introduce their understanding of sustainability and livability at the local scale through the 360-degrees tool, as the municipality can more or less pick and choose between developers, and furthermore create less uncertainty towards the developer. This is only possible because of the current economic climate, as developers are forced to accomplish these values if their projects are to be completed. With this approach the municipality and developer are working together in decreasing uncertainty and creating sustainable urban development by cooperating early in the process. It is also the reason

why value based planning is introduced, as these values are needed to guide this early dialogue.

The strategic plan of Lisbjerg is based on the Realdania Owner-model which is a strong strategy based planning approach, and the development plan for Lisbjerg corresponds to many of the lessons from the CAS literature brought in the literature review. Even though the development plan does not fulfil all of the lessons, it is still evaluated as being build up around a complex adaptive system, as the concepts are complex planning goals which are to be met through flexible strategies.

The analysis can therefore validate the hypothesis on a lot of the presented aspects created by the literature. The municipality is using SSP and the 360-degree tool to create a less uncertain and more pragmatic orientated planning process. Likewise, the interview with the planner from Tækker show that the municipality's intention of generating understanding between the parties is successful and that the developers are interested in this. In order to get a stronger validation of the developer side of the process, the authors has attended the yearly Building Green conference, to experience the dialog through open debates between the private and public market. These debates showed an interest from both parties that cooperation on building the future together, and do so sustainable, was a common goal in order to create the best solutions and ideas.

As the project has validated the hypothesis through the case study, the research is still left with wondering of what and how this change is affected. Is it a new age of planning approach that this research is illustrating? Is it limited to the case study only or does it reflect a bigger change in the planning profession? These are larger complex questions that will be difficult to conduct one single analysis on, so instead the following chapter will turn into a discussion in order to create a better understanding of the change that is reflected at Lisbjerg Development.

Chapter 6

In the Middle of a Change in Planning?

The following chapter will discuss the literature review with the results found at the case study in order to investigate different opinions and perspectives on a changing planning profession. The chapter will build on the knowledge gathered from the analysis of the first two research questions in order to answer the following, and third research question:

How are these planning practices contributing to changing the planning profession?

The third sub-question will therefore develop into a discussion on what 'kind' of planning is reflected in the planning process at the Lisbjerg development. How is this way of doing planning different from how planning in general have been over the last decade? In this way the discussion will continue where the analysis ended and start broaden the perspective by discussing the possibility for generalising the case study.

6.1 A Changing Planning Approach in Aarhus Municipality

As introduced, the following first section of this discussion will be about the results found at the case study of the Lisbjerg Development. The first part of this section will discuss the value and market driven planning approach and how the role of the planner fits into this changing perspective as being a expert in controlling and interacting in uncertain planning. To do this, a classical method from essay-writing is used, the "what if?"

To start out the discussion, the authors would like to ask the question of what if the situation at Aarhus Municipality was the opposite and they were very much willing to compromise with its demands of developers to gain investments? This issue, which is presented by Servillo (2017) in the literature review section 2.1.2, would make the planning approach highly market driven but without much concern or control toward the end goal, as the main purpose would be to gain a great investment deal and not to gain the highest and best form of sustainability or livability. Furthermore, this could move the planner back into a facilitator role, mainly trying to make investments flow into the municipality and gain some sort of compromise between citizens, developer and municipality. Citizens, who would be observing a municipality where development was decreasing could be more accepting of lesser demands from the municipality to developers, since the developers would not be as interested in financing the Smart Growth ideals. This would make it more difficult for the municipality to approve only highly sustainable and livable projects, as these would be fewer and fewer. It could show that ideals were only ideals until reality started dominating.

But as the actual situation is shown at the Lisbjerg development the planners at the municipality has more 'power' as they can make the developers adjust their project to the demands of the municipality with the values of Smart Growth and planning goals of sustainability and livability. The planners are using the 360-degree planning tool in this interaction with the developer to agree on the outcome of the project, and to see if any given project lives up to the 'standards' set by the municipality. The tool is therefore seen, by the authors, as being a tool of managing and interacting in the uncertain planning situation that exist between the municipality and the developer in this form of planning approach. The planner is seen as having a greater responsibility because the planner functions as sort of a planning process expert, as it is the planners role to secure that the municipality's values and goals are met in the development. Furthermore, the planner has the responsibility to include the public in the planning process, and here again the authors sees the planners as being the expert on the matter as it is the planners' task to incorporate wishes and ideas from the early citizens participation, and working these into the urban development. This research has not focused on the citizens, as the authors focus on the developers with the 360-degrees tool and does not see the same developing with citizens, as emphasised in the analysis. Additionally, the 360-degree tool should to some extent already reflect the demands of the citizens, since it is a democratically elected city council that has approved the tool.

This is of cause not always the situation. Many plans are met by protesting citizens, but the tool should help to make this situation more rare, since the demands from the municipality to the developers are higher as there is a high demand for development. Simultaneously, it would be impossible to do market driven planning if there were no

market, constructing a clear link between the two. This evolution of the planner and planning in Aarhus Municipality correlates to the evolution of the planning tool, as presented in the literature review table 2.1, and supported by the writings of Runhaar and Driessen (2009). It is also visible in the difference between the two local plans. The newest local plan (978) is the one which can be seen as the most specific and value based plan, a direct reflection of the changing approach. The 360-degree tool works as a tool for the planner to control the planning process and decrease uncertainty in the development, therefore the tool is in itself not ground breaking to the planning approach, but the importance is just as much how it is used by the planner.

Ending the discussion about citizen participation, the authors sees that there is a significant change of citizen involvement in the planning approach of Aarhus Municipality. Private projects has always been discussed between locked doors before being presented publicly, but when a tool that includes this much dialogue before any sort of public involvement is introduced, it might cause more situations, where the municipality and developer has agreed upon a project before involving the citizens. This is already an issue when it comes to publicly owned lands being sold off to private developers, before any local plan has been made. These sales agreements often contains a sales price which is dependent on the amount of space that the developer is allowed to build. An example of this can be seen at the old psychiatric hospital in Aarhus city, where the region sold the property to the private developer KPC, on the grounds that KPC would build a new psychiatric hospital for the region next to the New University Hospital in Skejby (Søren Willumsen, 2016). Here, Gert Bjerregaard, a member of the city council for Venstre, expressed the following views:

"The case has started completely wrong, because regional chairman Bent Hansen has made an agreement with buyers, which the municipality probably has not been involved in. It makes it harder afterwards to make a plan for the area." - (Søren Willumsen, 2016)

As the quote shows, the property was sold and the money used, before any planning had been done. It is important to remember, that this was two different levels of government, the municipality and the region, but it is an example of what could happen, if the planners in the municipality reaches an agreement with a developer, before the plan has even made it to the city council. This is relevant at Lisbjerg, where one municipal organisation is responsible for selling the plots and another for approving the local plans. It has already been seen in the first local plan, where a competition for the plot was made and a winner found, before any local plan was made. This might lead to a similar situation, where the selling organisation needs to sell more square meters to get the money back they have invested, but the planning department is not willing

to change the plans for the area. This could be the situation if housing prices start to decrease and Housing- and Project Development, responsible for the development at Lisbjerg, becomes increasingly willing to go on a compromise with the values from the 360-degrees tool to gain the investment. As the Lisbjerg development needs to at least balance its budget, this could become a reality. If the Housing- and Project Development department has more or less finished a sales agreement, and looked at the project from the perspective of the 360-degrees tool, what will then happen if the planning department rates it completely different after going through the same process? As the tool is supposed to be pragmatic can it then adapt to a situation with worsening economic trends after a large section of the first stage for Lisbjerg has already been build? And what about the rest of Aarhus, where the Housing- and Project Development department has multiple other development areas?

Once again, the scoring-system from the 360-degrees tool becomes a challenge more than an advantage. How will it look, when two departments in the same part of the municipality gives completely different scores? It will, of cause, make it easier to see that someone must be wrong, but these issues should be discovered already when handling the questions in the tool, not in a scoring-process. The colours would be meaningful if they were to signalise anything important, but since they should not be a part of the final evaluation, more than a visualisation, the authors think that the scores are simply not useful for the planning process. Simultaneously, they force the planner to grade a plan without being able to use all the nuances that such a plan could come with, clouding up any written response.

Finally, the use of the tool emphasises the importance of hearing the citizens about their wishes for neighbourhood development and thoughts on how they experience liveable areas. This is sort of a pre-development process stage and takes place before any developer communication. The authors sees this as an addition to the planner's expert role, as the analysis have showed that the planner is trying to incorporate knowledge from early citizen workshops into the Lisbjerg development, and thereby working as the 'citizen expert'. This also highlights the pragmatic part of the tool, as it has to adapt to many different situations in a municipality, which consists of everything from a dense urban core to rural farm lands. To do this, the municipality has started inviting the different towns, suburbs, and inner city areas to discussions about their neighbourhood to gain a common understanding and to hear ideas from the citizens (Aarhus Kommune, 2018b,c,d). These workshops are sometimes a first step in larger master plans for the area in focus, but might also just be the planners going out to get input from citizens. This can be seen as an early dialogue with the citizens, and if it ends out with some sort of plan, it is a great example of the other type of SSP in Aarhus Municipality, *Master Planning*. If there is a master plan, which has been made with inputs from citizens,

it will be easier for the planners to involve developers in the early dialogue, since they now know the exact wishes from the citizens who live in the very neighbourhood that the project will be constructed in. In this way, the dialogue and pragmatism of the 360-degrees tool ends up decreasing uncertainty, through the use of a SSP.

The planning approach in Aarhus Municipality is changing to a complex and uncertain planning process as it is value, goal and market driven. But the planner is using the municipal plan 2017, the Lisbjerg Development plan (SSP) and the 360-degree planning tool to control and interact in the uncertain environment that is planning for urban development, to interact and create dialogue with the developer. All in all, the planners are moving into a new role, which can be seen as a hybrid, just as the planning tool. Listening to citizens and developers is highly process related, while SSP was originally a product of substance planning. But since this discussion has only built on the case study of Aarhus Municipality and Lisbjerg development, the next part will try to broaden the perspective to planning in general.

6.2 A Changing Planning Profession?

The research sees a significant change in planning approach and the following subsection will continue what the previous started, by discussing the change of planning approach in a broader perspective and discuss the effects and need for flexibility in order to deal with the debated uncertainty. It is difficult to establish if it is the planning methods, approach or the planning profession which is causing the change, but the following section will discuss this relationship and what effect it has on planning and the interaction between municipality and developer.

Aarhus Municipality has struggled to plan for the Lisbjerg development and in general to follow the significant growth that the municipality is experiencing. What the research tells us so far, is that today's goals and challenges is of such complexity that there is not, and that there will not, be only one specific solution, and planning therefore seems to be demanding flexibility, to accommodate for the struggle and growth. The authors have mentioned this flexibility before, but this flexibility seems to be reflected through the entire planning approach because of the municipality's use of SSP with both values from the Municipal Plan 2017 and strategic guidelines from the Lisbjerg Development Plan. This makes each planning situation unique as there exist not one way of doing physical planning in the municipality and the planning approach will be handled accordingly to the best possible way fitted to that specific area or situation.

The flexibility of planning is done by the method of SSP which is reflecting broad definitions of vision and value, focusing on the long-term perspective of planning. This is more or less necessary if planning is to solve challenges of climate changes, waste management, environmental impact and more, as these are long-term problems that cannot be solved simple and effectively from day to day. Aarhus Municipality is dealing with this through more than one level and or type of SSP which was illustrated with figure 5.2 in the first section of the analysis. In principle there are only two steps of this structure that is legally binding for the local plan, which is the municipal plan itself and the frames for local planning. That makes all of the steps of the holistic planning methods for the planner to use in the matter of controlling and managing the uncertainty urban development brings. As all these steps can provide a decreasing uncertainty and an environment where the planners controls the situation, there is a chance that the developer gets lost in all the planning documents that can exist for one area. E.g. as shown with the case of the Lisbjerg development where several plans were analysed to get the full picture of the situation. The authors sees many of these plans as being tools created for the planner himself in order control the uncertain environment, where the developer is more likely to lean against the statutory plans. This would be understandable since there exist many plans for the Lisbjerg development. Even the authors of this report themselves thinks there are many planning documents to go through in order to get the complete picture of the planning process of the development, making the planning structure confusing. This might also be why the municipality have created the 360-degrees tool that forces the developer to consider the values and strategies, they might not otherwise focus on.

This reflection could be discussed on a general Danish scale with other large municipalities and their planning tools as they all take the holistic perspective of planning and none of them are specifying what precisely is defining e.g. sustainability, even though it is reflected in them all (please see appendix A for tool analysis). The research see a tendency that tools, and planning in general, are moving into this hybrid of older planning processes as the modern planning tools are focused towards pragmatism, dialogue and an approach that forces the planning process to think holistic. The text will therefore reference to the literature review, section 2.2, table 2.1.

The research considers that the first- and second-generation planning approach have been focused too much towards each extremity, meaning that the first generation of planning tools was too rational, but also introduced in a time where planning, and society in general, thought that everything could be calculated and put on formula. The second generation planning tools made up for this by going in the complete opposite direction and focused on the social aspect of planning which meant a high level of involvement of

different parties and citizen participation. This social aspect later disappeared in a neo-liberal interest in joint planning with developers. The second generation tools generated a long process since the certainty was found in consensus. By the analysed approach so far, the planning approach reflects values from both generations, but most importantly a planning approach where the planner is getting a stronger role as an expert. This role is even stronger in the other set of tools, the certification tools. Here, the planner gives a score in each indicator, finally ending up with a certification of the project. This certification functions as an eye catcher for future tenants, possibly increasing prices and returning the investment through a higher level of sustainable development.

The planning approach seems to be moving towards a pragmatic process as it focuses on practical and durable solutions in cooperation with actors, rather than theory and ideology based solutions. The process therefore builds on area specific values and strategies, although these values and strategies are build on established planning goals which currently are based on sustainability and livability. Thereby the planner becomes an expert in how to achieve these goals and sort of the guardian of the planning process to ensure that the strategies are met 'correctly'.

In order to find the 'correct' process or outcome, dialogue between actors are essential, but most importantly it seems that it is the planning authority that is in control and sets the agenda for urban development. What is interesting about this change in the planning profession is that it is happening in a time of financial boom and a growing urban development which is definitely thought to have an influence on the planning approach. Simultaneously, an urbanisation is happening across the world, with more and more people moving to larger and larger cities which is likewise pressuring urban development to adapt to the changing flows. In Denmark this is mostly happening in the university cities, where young people move to study. This makes developers eager to be part of the fast growth and this might be part of the changing planning profession. An additional interesting study to this research could be to investigate if and how the planning profession has changed over time accordingly to economical flow to see if financial changes forced planning to adapt to this reality.

6.3 A New Era of Hybrid Planning Approach?

To continue the discussion, the research would like to discuss another consideration that has risen during the research - the possibility that planning is arriving at a new state of time where relationship and dialogue between parties are believed to create the best planning situation. This is a reflection that has occurred during the literature review, creating the research's hypothesis and have grown stronger during the analysis when the

relationship between municipality and developer was under investigation. This thought has grown stronger as it seems to be an essential change to the planning approach at Aarhus Municipality as the 360-degree tool has been created for this purpose and the general market driven perspective.

Looking back on trends in planning profession these two types of actors have sort of been representing opposite sides of the table, planning authority representing citizens and essential services, the developer representing the private market. The evolution of planning, where developers are increasingly presented in the initial planning, either as owners of the property or as partners in a municipal development, presents the danger of losing the citizens in the urban developments. This was evident at Lisbjerg and Aarhus Municipality, where the municipality started to make master plans together with the citizens, to gain knowledge of their neighbourhood. Basically, planners are introducing both developers and citizens earlier in the process, which might be down to the fact that the goals of planning today, sustainability and livability, can only be met, if everyone agrees on a common direction early in the development, since they can only be met holistically.

The research have shown a tendency of a growing will from both sides to create the sustainable future together or agreeing on how to shape it as it shows from the interview with Tolstrup (2018) from Aarhus Municipality and with Hauggaard-Nielsen (2018), and spoken of during the debate at the Building Green Conference the authors attended. Previously, the planning approach have brought some high demands from the municipality without the possibility of achieving it, and there have been times where developers have had a high level of freedom. Now the planning approach reflect a wish from parts to understand each other, and together create urban development that meets the challenges society is up against. This is shown by the municipality's ambitious visions for urban development and a communicative planning tool which is positively met by the developers, as they still have room for creativity on the physical implementation. Therefore a process that is controlled by the municipality but still provides understanding and flexibility for the developers to achieve their own agenda. This is what the authors defines as the hybrid planning approach.

6.4 Concepts Affecting Long-term Planning

The final object of discussion is how the goals of planning sustainable and livable are changing planning. As it has been stated earlier, these goals are making planning more uncertain, as long as they are not clearly defined. But clearly defining them means taking some subjective stance, which would make them less scientific, but more pragmatic and

fitting to the situation they are used in. The section before also introduced the idea that the two concepts are making planners introduce other actors earlier in their work. Both of these are clear reflections of the hybrid planning approach, where pragmatism and dialogue becomes increasingly important.

Up until now sustainability has been targeting goals set by international organisations, such as the UN, which is fine for a general, strategic look, but becomes too unspecific and general when planned for at a local scale. This is why the strategies and visions of the development plan could function well in other places, but the stage plan would never be able to address anything else than the Lisbjerg development, even if it uses ideas from other developments, as it is made specifically for this area.

It is therefore critical for any municipality that wishes to plan sustainable and livable, to first and foremost define a framework for what these concepts means to them. In Aarhus, it means e.g. to build dense around light-rail stations or to secure public housing in new developments, but in another municipality, these goals might already have been fulfilled or be completely irrelevant. Still, both sustainability and livability could be found to have ideas that would work all over the world, such as low carbon emissions or cosy streets with open facades as presented by Gehl (2010), but how to achieve this is the important difference. This is the planning approach and it is what makes planning so pragmatic that it can be done in all places, but simultaneously needs to be flexible, so that not two cities can ever look completely alike.

This planning approach is quite clearly changing, since the goals behind sustainability and livability, which most planning tries to achieve, are constantly changing. This forces planning itself to change, in order to "fix" the issues that challenges society. Planning tries to be part of the solution by fostering a behavioural change, such as denser cities giving more people the possibility to walk or bike to work. This is affected by technological revolutions and shifting societies, which forces planning to adapt to a new situation continuously. These could be self-driving cars or a higher share of ecological foodstuffs, forcing a higher use of agricultural land. Every time such a change happens, planning needs to adjust.

This could make one believe, that long-term planning will become irrelevant, simply because the plans will never be completed, but the authors believes this be the opposite. Planning needs to be possible in the long-term, since our planet and societies are changing, making it important to give room and possibilities for these changes, while making sure, that some of the challenges that call for long-term change can be met. Simultaneously, the introduction of other actors in the early planning, as it is done in hybrid planning, underlines the severity of the challenges facing our societies and is needed if we are to change peoples behaviour.

If we are to meet these long-term challenges, long-term planning needs to accept that planning is not a finite science. Plans change and adjust, and work is never completely done. When a city as Lisbjerg at some point will be "completed", the city and planning environment will possibly already have started to change, as some housing might be expanded to make room for more inhabitants, or some apartments turned in to offices, or what ever might happen in the future. But the development plan for Lisbjerg forms the groundwork for a sustainable and livable urban development, and most importantly, it gives future planners the possibility to adjust it to their reality.

Chapter 7

Discussion and Reflections

As the results of the report has already been discussed, this discussion will reflects upon and concern the methods and the choice of case study, as well as examples of possible future research. First up is the case study.

Was it Enough With One Case Study?

The authors are aware of the consequences of only choosing one case study as Lisbjerg, a one-of-a-kind development in Denmark, which makes it difficult to transfer any results directly to other Danish development projects. But by doing a critical case study to investigate a change of planning profession, the research becomes more powerful in itself because of its large size. Otherwise we would not believe that they could be evidenced in a Danish context, if they were not visible here.

But as the results showed, changes of the planning profession was visible at the Lisbjerg development. This led to a discussion between the authors if additional case study's would have been relevant? As the report ends up with a general discussion of the planning profession, it could have been interesting to look at other case studies in the Danish planning context. By using more than one case, the verification of the hypothesis could have achieved a stronger validation, especially if it was possible to see the changes in a smaller case, preferably in another municipality to get a more general perspective. Because of the limited time for the master thesis, two cases would have been difficult to complete, especially at the level of detail that the case study of Lisbjerg development has undergone, but it is an idea for further study.

A possibility for future research could be a case study of a large development project from e.g. Copenhagen to see if the largest city in Denmark reflects a change in the planning profession. Copenhagen is in particular an interesting city to conduct a case study in

because of the before mentioned size, but also because Copenhagen is the Danish capital and is seen as a front-runner when it comes to new approaches, as they have more elbow room for development and growth. The case study itself might not be as interesting as the Lisbjerg development, because the case of Lisbjerg truly is special in size, place and because it is happening in the very moment of this research.

Could Other Methods Have Been Relevant?

As the report showed, only a few methods were chosen to analyse this case study. These have been elaborated in the Methodology chapter 3, but were they the only relevant methods and could the research have benefited from other forms of methods?

One method, which the authors discussed using, were questionnaires. These could have been used to include the citizens more in the research of the changing planning approach to see where they fit in, in this changing environment. The focus of the research has been on the relationship between developers and the municipality, while the citizens have only been introduced as an actor, but not interviewed or otherwise included. This is of cause a consequence of the research's focus on municipal and developer relationship, and how to reduce the uncertainty between these, but the citizens should be a part of this relationship in modern day planning. A further research could investigate the role of the citizens and how they fit into the uncertain development.

The authors have more or less chosen the idea, that the municipality are aware of the views of the citizens, which is the ideal in a democratic society, but as earlier stated, this is of cause not always the case. The research showed that citizen participation is still part of the process, even in the early project stages, but the research did not investigate how this participation is working with or is part of the dialogue between municipality and developer.

A questionnaire to the citizens at Lisbjerg would then have given another perspective on the case, showing how the inhabitants of the current town experiences the new development and how they see themselves as part of the project. If the citizens are not satisfied they might protest and even put up challenges for the future development, seriously questioning the certainty for the developers. The questionnaire would have uncovered any dissatisfaction, revealing issues where the municipality might have to engage more with the citizens to resolve them. Another way of getting the views of the citizens would have been to go through consultation responses regarding the plans that have been analysed in this report.

Still, a questionnaire would have given other possibilities, such as to discuss the 360-degrees tool with citizens, something the municipality will not do, as they are only using it in the dialogue with developers. The tool is of course made for developers, but maybe involving citizens would have given different results?

Such a survey could even have been expanded to other areas of the municipality that have seen larger developments lately, showing the common grievances surrounding these neighbourhoods. Or it could have been done, as preferred in the part about case study, in another municipality. This would have shown the strengths and weaknesses with the involvement of citizens in the Realdania-model used in Aarhus Municipality and the 360-degrees tool compared to another municipality, which uses their own form of planning, preferably SSP, and their own planning tool.

Chapter 8

Conclusion

The challenges of today's society are many, and therefore the research started the introduction to this report by setting the scene with a broad perspective of urbanisation, climate adaptation and how urban development matches these challenges. This created an empirical problem of understanding the complexity and uncertainty that exist within long-term urban development, politics, and planning goals. In order to research this problem, the project would research a critical case in Denmark, and created a main research question as following:

Is the Lisbjerg development a case of a new planning approach to manage the uncertainty of long-term urban development and how is this change reflected in the planning profession?

To investigate this question the research conducted a literature review with foundation in the book "Situated Practice of Strategic Planning" by Albrechts et al. (2017). The literature review reflected uncertainty in the present and future planning profession because of undefined planning goals caused by complex challenges and an adapting planning approach. This review created a hypothesis of a changing planning profession with a greater focus on pragmatic solutions and a new generation of planning tools, as planning is dealing with a growing uncertainty.

Researching if this hypothesis could be experienced in reality, the project turns to the case study of Lisbjerg development. Researching this case, document analysis and expert interviews has been important in order to achieve the needed empirical knowledge for the conducted analysis. As this analysis moved forward through the different levels of planning hierarchy at Aarhus Municipality and the local perspective of the Lisbjerg development, the research found that there is a changing planning approach that reflects a

changing planning profession in terms of methods, structure and the planners role. Furthermore, the research realised that the new planning approach is not about creating certainty in this complex long-term urban development, but more about decreasing uncertainty and creating dialogue between municipality and developer to create a common understanding of how to meet future planning goals, such as sustainability and livability.

The research verifies the hypothesis at the case of the Lisbjerg development, and answering the main research question. The research can confirm that Aarhus Municipality has changed their planning approach, and that this change is still under development. They do so through Strategic Spatial Planning which they frame as Development Planning, where visions and flexible strategies are essential for the development to be successful. The second part of the research question is impossible to give one straight answer to. The changes that is seen happening to the planning profession and the role of the planner was therefore discussed.

The planner seems to move towards being an expert in the planning process, especially in these times of economical boom. This was visible as a greater focus on communication between the authority and private marked. With the knowledge from the case study of the Lisbjerg Development and the literature review, the authors of this report therefore concludes that the planning profession is moving towards a more pragmatic planning process with a new hybrid approach to SSP and planning tools, where the planner moves into more of an expert-role.

Appendix A

Existing Institutional and Municipal Planning Tools

This section will provide an understanding of four Danish planning tools that could have served as inspiration for the 360-degree tool. Two of these are common tools, which can be used all over the country, and the other two are municipal tools, developed by and for the specific municipality. These are the Realdania tool for sustainable urban development, the DGNB-tool for urban developments and Aalborg and Odense municipalities' tools.

Realdania

The first tool is the Realdania tool for sustainable urban development (Realdania By, 2012), which is supposed to provide the last share of certainty to the Realdania-models, e.g. the Owner-model which is used at Lisbjerg. This tool consists of three different topics: Environment and Resources, Society and Health, and Economy, seen on figure A.1. These three resemble the three sustainabilities. Each topic has subtopics, bringing the total number of indicators to 23. Each indicator has a key-question and it is up to the user to answer this question and give a score on a scale from 1-5. In the end, all scores are summed up and a final grade is given to the development (Realdania By, 2012). The tool is therefore a subjective tool, since the grades can be different from planner to planner. Still, it can be argued that it is based on an objective framework, since the main objective of the tool is to address all issues regarding sustainability, thereby the first results are not as important as the questions the process of filling out the answers rises. This makes for a tool, which might not have flexible questions, but the subjectivity provides flexibility for the individual planner, since they can provide different perspectives. This gives the questions a degree of pragmatism. Simultaneously, the tool is area-based, making it a hybrid-tool.

The Realdania-tool can answer the three requirements for the use of a tool made by Runhaar and Driessen (2009). The flexible use has already been described, and there are many possibilities for using it in political controversies. Finally, it includes an economical sustainability part, focusing on both building expenses and socioeconomic effects. Overall, it simplifies the planners job, taking away some responsibility from their work, but handing over an easier way of securing sustainability, livability, and certainty.

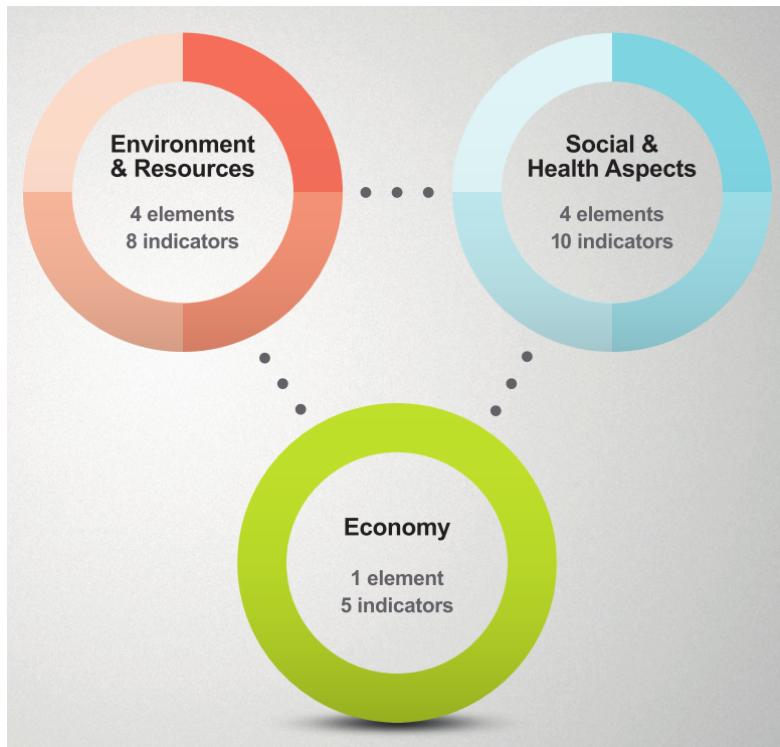


FIGURE A.1: The three topics in the Realdania-tool (Realdania By & Byg, 2018, p. 9).

DGNB

Next up is the DGNB-tool for urban areas. The tool is developed on the basis of the DGNB-tool for buildings, but has evolved into a tool for urban development. It evaluates areas based on a wide range of indicators which will result in a score and certificate for the analysed project (Green Building Council Denmark, 2015). As a tool, it tries to balance out the indicators, since it is not possible to score high in everything and a balanced result will give a higher score. Because the DGNB-tool comes with a certificate, which can be used in marketing purposes and is guaranteed by the organisation behind the tool, the process can only be done by someone who is certified. Others can follow the indicators, but their final evaluation is not certified. This adds expenses to the certification process, since the developer might need to hire in a certified person, if they do not already have one on pay-roll (Green Building Council Denmark, 2015). On top

of this there is a certification-fee to pay to the organisation. But having a DGNB-certification will, according to the organisation, lead to a more sustainable development with higher sales prices.

The tool has five overall topics (Green Building Council Denmark, 2015); Environmental Quality, Economic Quality, Sociocultural- and Functional Quality, Technical Quality, and Process Quality, visible on figure A.2. These are divided into subtopics and in the end there are 45 indicators, which all have different weight in the final score (Green Building Council Denmark, 2015). The DGNB-tool is not as flexible as the other tools in this report, simply because it comes with such a concrete and high number of indicators, providing certainty to the developer. This is needed to give a certificate for the development, but makes it less relevant as a planning tool and takes away the responsibility from the planner. If the planner can just check out the boxes in this tool they should have done a good job, not exactly giving more power to the profession. The tool positions itself between substance-oriented and hybrid and cannot be said to live up to the three requirements as well as the other tools. The DGNB-tool is a good tool for the developer, giving them a possibility to gain a certificate and a high degree of certainty for the sustainability and livability of their project, but for a municipal planner it does not carry as much value, since it is simply too specific and concrete.



FIGURE A.2: The five topics in the DGNB-tool (Green Building Council Denmark, 2015, p. 6).

Aalborg Municipality

Moving on to municipalities, Aalborg Municipality's place analysis will be the first one to be analysed. The place analysis is better known for its shape and is popularly called the "sustainability flower", which can be understood by looking at figure A.3 (Aalborg Kommune, 2012). The tool is designed to be used in all layers of planning, from the

"helicopter-perspective" to the individual local plan and project. Simultaneously, the tool both has to be used before the plan is even out as a proposition, in the so-called pre-debate. This means that the results from the tool has to be available for this pre-debate, so that the public can discuss and reply to it. The "flower" can then be adjusted through the project before ending up with the final results in the approved plan. But this is not the end for the place analysis because the approved analysis needs to be evaluated when the project is finished. Hence, the place analysis can include indicators, which needs to be monitored. So, the tool has to be dynamic enough for all the different layers and stages, but also static enough to show development in the project and to be something that can include indicators, which can be a part of an evaluation. Because of this, none of the five leaves of the flowers, which represent the five topics of the tool; "Social, Nature, Local Values, Economy, and Environment", include subtopics (Aalborg Kommune, 2012). There are examples but the final subtopics and indicators has to be chosen for each project.



FIGURE A.3: The five leaves in the sustainability flower (Aalborg Kommune, 2012, p. 6).

Such a flexible tool is in danger of becoming irrelevant, but actually the place analysis lives up to many of the criteria for a hybrid-tool. It is area-based, pragmatic, has no predefined indicators, and is based on expert knowledge and stakeholder interaction. It addresses political controversies, since the flower makes it visible how increasing one leave could decrease another, it is flexible, and assess financial implications. Of cause, the tool does this in an extreme way by being the most flexible and pragmatic tool in this analysis. Nevertheless, the place analysis should be able to provide certainty, since it is so pragmatic that it adapts to the project and thereby include specific indicators and knowledge about this area.

Odense Municipality

As Aalborg Municipality, Odense Municipality visualises their sustainability tool as a

familiar object. In Odense they use the sustainability puzzle, visible on figure A.4, to evaluate their plans and projects (Odense Kommune, 2013). The puzzle is quite simple. It functions like a normal puzzle and is actually made up like a game. The puzzle is not limited to planning, but could be used in all sorts of functions around the municipality, which makes it unique as a tool in this analysis. When the tool is used in planning, or any other way, it is used in a holistic perspective and preferably by a group of people, since it takes knowledge within each field to "make the right" puzzle. The game consists of 12 green pieces representing Environment, eight blue Economy pieces, and nine red Social pieces (Odense Kommune, 2013). Each piece represent a subtopic. All pieces are placed on a table and are picked up one-by-one and discussed. If the question on the back of the piece is relevant for the project the piece will be placed with its coloured side up in the puzzle. Otherwise, its grey back is upwards. In this way the puzzle secures that all sides of sustainability is discussed, picking out the relevant subjects.



FIGURE A.4: The layout of the sustainability puzzle (Odense Kommune, 2013, p. 6).

The puzzle is quite different from the other tools mentioned in this report. There are no final results, it is only used for discussion and can even be used in other fields. Because of this, it is quite clearly a process-oriented tool. As a planning tool it does have some value since it makes sure that important questions are always discussed, which could be said to be enough, since the planner then has to make sure that the results from the discussions are worked into the plans. In this case the planner cannot rely on a static tool to "take care" of their planning, they have to find their own indicators and answers, which gives more responsibility and flexibility to the individual planner. The dialogue between municipality and developer will increase the certainty, but since it is only a dialogue with no known outcomes, the tool is not as certain and fixed as the Aalborg-tool.

Comparison

All in all, these tools are very different but could all provide certainty to a SSP. The two groups of tools, private and municipal, also shows differences. A curious discovery is that both municipal tools resemble a familiar object, while the private resembles a spreadsheet, where grades are put in and a result comes out in the end. This is an evidence that municipalities and developers are searching for different certainties. The municipalities tries to include a more holistic view, reflected in the familiar objects, which are more easy to understand for most people. In this way, many more can be included in the process, which can be said to increase the certainty, since more people are heard. It might prolong the process, but municipalities needs to hear their citizens and needs to understand the complex situation of the neighbourhood or city, where a project is to be constructed.

The developer on the other hand is more focused on their own project. Both tools include indicators that will reflect the sustainability and livability of the neighbourhood or city, but this is not the primary focus. The developer seeks to increase the certainty and quality of their project and includes the surroundings since they will affect their plans. A higher degree of certainty for the developer leads to more specific plans to show buyers and investors, the end goal of the developer.

Appendix B

Transcriptions and Interview Guides

Each section in this chapter contains the interview guide and transcription from the interview mentioned in the title. At the beginning of each transcription, the name of the interviewer and interviewee is mentioned.

B.1 Interview with Anne-Mette Agerbæk

Introduction of us:

- Who are we?
- What are we researching?
- What are we interested in?

Introduction of the interviewee

- Will you introduce yourself?

Research Questions	Data: What do we need to know in order to answer RQ	Themes/ theory	Questions
What is the approach of Aarhus Municipality when they plan for long-term sustainable development?	Not much to know about the tool, but could be interesting to hear if the tool has been used yet, especially in Lisbjerg.	Strategic Spatial Planning Long-term planning Realdania-model Sustainability/Livability	
How are the planners at Aarhus Municipality trying to decrease uncertainty and achieve sustainable urban development at Lisbjerg?	Hear the planners ideas behind the tool. There must have been inspiration from other tools and issues from the municipality that should be solved.	Complex Adaptive Systems Strategic Spatial Planning Planning Tools Long-term planning	What was the reason behind making the tool? - what is the main goal with the tool? Where did you find inspiration? Is the tool made to include adaptability, so that an adaptable plan gets scored higher? Are you using the tool at the moment in Lisbjerg? - Have this been part of the process for stage 1? - If so, how was it used?
How are these planning practices contributing to changing the planning profession?	To understand what liveability and sustainability is to the municipality. Understand the actions taken in the process behind 360 to gain higher sustainability/livability in the change from one plan to another. Will the tool lead to higher sustainability? At the same time we're looking into how planning tools are changing the role of the planner. Sustainability and livability is not just going to be maintained by the individual planner, but by a template.	Sustainability/Livability Planning Tools Process Successful end goals	Why is sustainability/livability not elaborated in the municipal plan? How do you succeed in achieving liveability/sustainability through the tool? Are there any guarantees that the developers won't just put most importance on economy/use it as their motivation for the municipality? - How is the developer vs. municipality version, which is weighted most in the development? What if the developer and the municipality cannot agree on a result? Won't a tool, which lays out a template for the evaluation of all plans, make the process more static, since the processes will be alike? Have you included adaptability in the 360-tool so that it can include future sustainable breakthroughs? How have your work changed after the implementation of planning tools? What is your main task as a 'on site' planner? To meet the strategies in the best way navigated by the municipality? Or is it to create the highest possible grade through the 360-degree tool between municipality and developer?

Interviewer: Jakob Fladeland Iversen (J)

Interviewee: Anne-Mette Agerbæk (A)

J: Det første jeg selvfølgelig gerne vil høre om er, hvad din baggrund er og hvad du går og laver her i Aarhus Kommune?

A: Jamen, jeg er uddannet på Aalborg Universitets Arkitektur og Design. Med speciale i Urban Design, Byplanlægning. Før det så har jeg først en baggrund som teknisk assistent, hvor jeg har arbejdet med anlæg, hvor jeg har siddet og tegnet og skitseret veje og så videre. Så jeg er sådan lidt, hvad kan man sige, en bred baggrund. De sidste 11 år har jeg, inden jeg kom her til Aarhus. Jeg kom her til i oktober og forinden da havde jeg arbejdet 11 år i Vejle Kommune med strategisk byudvikling. Også tænkte jeg, at det har været rigtig spændende og jeg har været omkring rigtig meget, men jeg kunne også godt tænke mig at prøve noget nyt, også skulle det jo helt klart være et sted, der var større. Hvor der var endnu mere gang i den. Og derfor så faldt mine øjne selvfølgelig på Aarhus fordi jeg synes det er rigtig spændende med al den udvikling, der sker her lige nu. Og også fordi, at tilgangen er en anden, det er en anden måde man arbejder her. Jeg kommer fra et sted, hvor man arbejder meget proaktivt på at skabe interesse hos investorer og bygherre, mens at de jo står og banker på døren her. Man skal sådan nærmest prøve at holde lidt igen, men hvor der også ligger noget... Altså, jeg tænker, at vi er forkælet her i Aarhus fordi, at der er så mange, der gerne vil udvikle og der er så mange, der er interesserede, men omvendt så ligger der også nogle kvaliteter i, at man selv er meget opsøgende, fordi så skitserer man måske selv nogle projekter, som man så præsenterer bygherre for og på den måde kan man give det en anden kvalitet, end man måske gør de steder, hvor det går rigtig stærkt. Der kan det godt være, at så måske giver køb på nogle af de der ting. Og det er en af de ting, som jeg synes er rigtig spændende her i Aarhus og som 360-grader jo i høj grad er et værktøj til at sikre, eller i hvert fald et mål, at det skal være med til at sikre, den her kvalitet hos bygherrerne.

J: Ja. Så er du jo også begyndt så småt at svare på det første spørgsmål, om hvad årsagen var til, at man lavede det her værktøj i første omgang.

A: Jamen, som jeg har forstået det så var det netop alle de her parametre som man listede op i den her planstrategi omkring livability og så videre og kvalitet i byrum og så videre, at som ligesom for at sikre det så havde man så kigget på det her værktøj. Jeg tror nok, at man var inspireret af noget tilsvarende eller noget lignende, som var lavet i Københavns Kommune. Jeg kan i hvert fald mindes, at jeg selv har set noget, der mindede om det engang. Men det er jo også en måde, hvad kan man sige, at præsentere alle de der visioner, strategier byrådet har for udvikling i Aarhus. Fordi de der 360-grader spørgsmål de bygger jo lige præcis på parametre, der er defineret i kommuneplanen og planstrategien. Så på den måde får man ligesom trukket dem ud og får gjort bygherre

bevist om, hvor er det så vi har fokus, hvad er det I skal lægge vægt på, i forhold til at få opbakning til det I gerne vil, men også i forhold til at opfylde de der visioner som der er fra Aarhus Kommune.

J: Også har du været inde på, hvor fandt i inspirationen til værktøjet?

A: Det må du ikke holde mig op på, men jeg tror det var... Det ved Carsten, Carsten Ltzen, men jeg tror, at det var der, at man fik inspirationen til 360-grader.

J: Så I har ikke set... Nu tænker jeg på Aalborg og Odense, som også har kommunale værktøjer, som de bruger i deres kommunale planlægning?

A: Det tør jeg altså ikke sige. Det tør jeg ikke. Men jeg har da selv... Jeg kiggede på Aalborgs også.

J: Blomsten, som den kaldes.

A: Ja.

J: Den kender vi i hvert fald rigtig godt.

A: Ja.

J: Det vi også gerne vil kigge på, nu ved jeg ikke, hvor meget jeg fik sagt, men det vi kigger på, det er det her med, at man har jo de har langtidsplaner, som jo er meget fleksible og kan tilpasse sig en ny tid hele tiden. Vi har taget udgangspunkt i Lisbjerg, for den er ret spændende, den er jo ret stor. Og den er jo sat til at skulle gå over 65 år. Og vi har læst os frem til, at det er mere end 50 år siden, at man lavede de første planer for det.

A: Hold da op.

J: Ja, så det er sådan lidt interessant at se på de enormt lange planer også har vi de her meget... De her værktøjer, de kommer mere og mere til at styre planlægningen, kan man sige, både internationalt og i Danmark, som er meget mere... Det her, det er nu, sådan ser det ud nu.

A: Ja.

J: Det vil vi gerne prøve at kigge på, hvordan man får de her to ting til at spille lidt sammen. For der synes vi, at der er ligesom et eller andet der kan have svært ved at hænge sammen på en eller anden led. Også fordi vi kan være lidt nervøse for, hvilken rolle planlæggeren så får, hvis det bliver meget værktøjsbaseret. Du mister det der med, som altid har været lidt det planlæggeren gør, at du ser på et område og kommer med sine ideer og prøver at få skabt et eller andet... Hvor du så i stedet for siger, at du

har de her 14 ting, som du så svarer på. Og det er selvfølgelig sat på spidsen, men det bliver man jo også nogle gange nødt til i sådan et speciale, man skal ligesom finde et problem. Så derfor vil jeg også gerne snakke om det her adaptability som vi kalder det. Nu prøvede jeg også bare at oversætte det i Google Translate, det siger tilpasningsevne. Det ved jeg ikke, om det er det bedste ord.

A: I Vejle bruger vi resiliens.

J: Ja, Resilient City. Der har faktisk nogle deroppe, der er ved at skrive speciale om, hvor de bruger Vejle som eksempel, da det netop er Resilient City. Men ja, det er jo også et udtryk man kan bruge. Vi vil jo gerne høre om værktøjet så også... Prøver man at få det her fleksibilitet og tilpasning ind i værktøjet, så hvis man laver en fleksibel plan, får man så en højere score? Eller går man bare ud fra, at det er sådan det ser ud nu, og det er sådan det skal være?

A: Ja. Altså jeg synes det er interessant, at du lige præcis spørger til det der. Det var et de der spørgsmål, som jeg studerede lidt over. I dem du sendte mig. Fordi jeg ser det lige præcis omvendt. Jeg ser det som om, at det her det er et værktøj til at sikre den her mere langsigtede planlægning. Fordi, der har jo været en tendens til, i Aarhus Kommune, at det var meget matrikelplanlægning, hvor 360-grader jo kigger langt udeover det enkelte område og netop for at sikre, at man kan arbejde med nogle større helheder og også mere langsigtet. Jeg ser det ikke som en tjekliste og det håber jeg heller ikke, at bygherrerne gør. Det vi har lagt op til, det er et dialogværktøj, hvor man ligesom skal åbne øjnene for, at der er andet, der er i spil her, end lige jeres bygninger og økonomien omkring de her ting. For ligesom at få lagt de der ting lidt væk. Når jeg går i dialog med de her bygherrer, og det er jo typisk der, hvor vi først bruger det her værktøj, i den indledende dialog, så siger jeg til dem: Prøv at ret blikket mod nogle værdier i stedet for. Altså, noget mere værdibaseret, fordi hvis du ligesom får det fokus, så kan du også bedre sikre en fleksibilitet i en langsigtet planlægning, hvor man ikke kun tænker på, hvad er behovet lige her og nu. Og når man så kommer videre til lokalplanlægningsfasen, så kan for eksempel gå ind og se på, hvordan er det så vi laver bygninger, som kan omdannes eller hvis man arbejder i erhvervsområder, hvor der i høj grad tegner sig et billede af i dag, at vi har altså behov for, at der opføres nogle fleksible bygninger i erhvervsområder. Fordi lige nu har vi den udfordring i nogle erhvervsområder... Er rigtig mange tomme bygninger, som er utidssvarende. Og der opstår så nogle dilemmaer fordi det er... Det er faktisk billigere, hvis ejeren så kan leje det ud til noget alternativ anvendelse end at rive det ned og bygge nyt eller at omdanne det til noget tidssvarende erhvervsbyggeri. Så på den måde så skal værktøjet også gerne være med til at åbne bygherrernes øjne for, at der er mange måder at gøre det her på og man skal også se det i en kontekst, hvordan kan det her spille ind i et større område og også noget af det vi lægger rigtig

meget vægt på i den her plan, det er jo ikke bare, hvad kan det indenfor matriklen, men hvad er det lige præcis det projekt giver til Aarhus som by. Hvordan det spiller det ind i den store strategiske fortælling for byen?

J: Ja, men altså vi synes jo bare, at det er fedt når vi bliver modbevist, så har vi noget at skrive om.

A: Og det kan jo godt være, at I læser det her værktøj anderledes. Nu havde vi også så sent som i går en bygherrer, som kom med nogle rigtig fine scenarier. Tre scenarier havde han skitseret for den samme matrikel. Og det tænker jeg er positivt, fordi man skal ikke låse sig fast på noget med det samme. Slet ikke når man kommer i den indledende dialog. Der kan vise sig rigtig mange benspænd, som gør, at lige præcis det byggeri, som bygherren nu har forelsket sig i ikke kan realiseres eller opføres. Men positivt, at han kommer med de her tre scenarier, men jeg er også bare nødt til at sige til ham, at det ser rigtig interessant ud det her, men vi vil gerne have, at du tænker lidt på baggrunden. Hvordan er det, at det her, lige præcis det der byggeri, spiller sammen med omgivelserne? Har du tænkt på, hvordan det ... Har du gjort dig nogen overvejelser over sådan noget som vand? Vi har nogle udfordringer her i Aarhus med kloaksystemerne, vi vil gerne have mere på overfladen. Kunne du tænke vand på overfladen ind i dit projekt, sådan at det giver merværdi? Sådan så det ikke kun er en løsning af noget teknisk, men så det også giver noget til for eksempel et byrum, så det giver noget rekreativt. Og det er jo også en del af den her... Hvad kan man sige... Resiliens tankegang. Hvordan kan en funktion få flere funktioner? Eller få merværdi og give noget til flere mennesker i et område? Og jeg tror, at det var lidt en øjenåbner for ham. Han havde set det her værktøj før, men han havde nok bare set, at så kan man krydse noget af eller noget. Hvor han tænkte, at nåh ja, det kan jeg godt se, det er jo bare et volumenstudie jeg har lavet. Det kunne godt være, at man lige skulle begrunde det lidt. Eller måske dykke lidt mere ind i hvordan det så spiller ind i den store sammenhæng. Altså, netop for at opnå den her velvilje eller opbakning fra byrådet. Så på den måde, så synes jeg egentlig, at jeg oplever, at flere og flere bygherrer tager det til sig, men det er en modningsproces og det er også derfor, at når du kommer og siger: Hvordan har I brugt det? En ting er, at det har været skrevet ind i kommuneplanen, som et redskab vi skal bruge. Så er der noget med at tage ejerskab til det, så er der noget med at få bygherrer til også at tage ejerskab til det og se en mening med det. Også er der også noget mere at gå ind og evaluere på sådan et værktøj. Giver det mening at bruge det alle steder? Synes bygherrer det giver mening? Skal vi jo justere på nogle ting? Så det er i sådan en... Jeg vil sige, at det er i en testfase, hvor vi prøver det af.

J: Men det er lidt vores id. Både fordi, at Lisbjerg er spaendende, men også, at det netop er i den her nye fase. For vi har jo også tænkt os at interviewe Michael Tolstrup.

Ham har vi i hvert fald kontakt til. Han ved jo rigtig meget om Lisbjerg, men han er jo også planlægger, der skal ud og bruge det her værktøj på et eller andet tidspunkt. Også har vi også tænkt os at interviewe en hel normal planlægger, eller hvad man skal sige. En lokalplanlægger. Hvad synes de om deres situation? Og derfor syntes vi, at det var mega spændende at snakke med en, der har med værktøjet at gøre. For der kan man jo virkelig få hørt noget om værktøjet. Vi skal også høre noget om Lisbjerg, så skal vi også... (Orker ikke at transskribere mig selv der snakker). Derfor synes vi også, at det er mega spændende når du siger, at det er så dialogbaseret. Der ligger jo kun ni sider om det, hvor de gennemgår det. Og der lægger de meget op, at det er sådan et hybridværktøj, som man kalder det. (Noget om Odense)... Men så har man snakket om det.

A: Jeg skal lige forstå, er det her fysisk?

J: Der findes et puslespil med brikker. Jeg har som sagt ikke set det, men de skulle have det i Odense. Et helt normalt puslespil med 15-20 brikker eller sådan noget... (igen, mig). Også har man så også de her helt strukturbaseret (værktøjer) for eksempel en VVM, hvor du siger det og det og det. Og det er jo så meget mere, her er en vinder, her er en taber. Også har man de her mellemting, som er dem I arbejder med. Som vi ser det, i hvert fald.

A: Der tror jeg da, at vi ligger et eller andet... Et eller andet sted derimellem. Lige til Lisbjerg, så skal jeg måske sige, at da jeg spurgte Nina, som sidder som lokalplanlægger på den, og den er jo stadigvæk i BOP, oppe ved Michael Tolstrup. Og jeg tror ikke, at de i fase 1 har brugt 360-grader. Jeg ved det ikke. Jeg tror nok, at Carsten har været oppe og introducere dem for værktøjet, men min drøm er da helt klart, at de også på sigt skal bruge det. Når vi har, nu snakker vi om score og sådan noget... Og de der forskellige felter der... Det jeg lægger meget vægt, det er besvarelsen og ikke så meget karaktererne af det herude. Også fordi, at typisk så vil bygherren give sig selv en højere score end vi vil gøre. Så når han har udfyldt det her, så er de fleste af punkterne jo opfyldt rigtig godt. Og det vi selvfølgelig også diskuterer, giver det så mening overhovedet at have det her værktøj? Men det vi så ligesom kan bruge det til, det er jo at sige; jamen det kan godt være, at han synes, der ikke er noget punkt, som ikke opfylder i rigtig høj grad, hvor vi tænker ”arh”. Der har du måske nok været lidt for large. Men så kan vi jo snakke med ham om, at hvis det er det du stiler imod, så skal du opgradere de her ting. Og det vi så kan med det her værktøj, fordi lige nu, der har vi kun det her PDF-dokument. Jeg har faktisk lige fået en mail fra en fyr, som sidder og laver den digitale version og der bliver det simpelthen sådan, at når du svarer på spørgsmålene, så kan du ikke bare få lov at klikke de her af, du skal svare eller argumentere. Og så tegner der sig et spindelvæv herinde, af hvordan du ligger.

J: Ligesom æh...

A: Ikke ligesom den her, det er sådan mere den her version. Også går vi jo så, eller projektgruppen, går jo så også typisk ind og laver en vurdering. Også kan man jo ligesom se, hvordan ligger de i forhold til hinanden? Også kan man jo tage udgangspunkt i den der i dialogen også siger, at hvis du gerne vil nå den der... Eller, vi er ikke enige i, at du scorer så højt på den her, men hvis du gerne vil det, så skal du opfylde de og de ting. Det kan også godt være, at bygherre siger et eller andet sted, hvor han har faktisk en riktig dårlig score, hvor han siger, at jeg kan ikke indenfor de her rammer, så kan jeg ikke opfylde det her. Hvor vi så kan sige, at hvis du så har fokus på at score højt på de der tre... Så det kan jo bruges som en form for forhandling også. I sidste ende så laver man jo sådan en fælles vurdering, hvor er vi så endt henne? Og det kan jo så følge med til byrådet, for ligesom at dokumentere denne her proces, der har været. Hvad er det, der er sket? Hvilke beslutninger er truffet på baggrund af hvad? Hvad har vi flyttet på? Og det er jo så også det der vil være interessant for os at kigge på sigt, er vi lykkedes at flytte på denne bygherre i den her proces? Er vi lykkedes gennem det her at skabe et bedre projekt end sidste gang? Så jeg tænker, at det er det det ligesom kan. Fordi at stå alene det ville ikke ret meget mening, fordi den er meget subjektiv den her vurdering.

J: Det er jo også noget af det, vi havde snakket om. Det med, hvad sker der så, hvis I sidder med en bygherre og han siger, at den er rigtig god. Og I siger, at den er altså rød, den er knap så god og I bare slet ikke kan blive enige? Og han bliver ved med at sige, at den er rigtig god, og den er rigtig god, og den er rigtig god, det gider jeg ikke høre tale om. Det er jo et hypotetisk tilfælde. Og I holder fast i, at den er rød. Hvad gør man så, når den skal sendes ind til byrådet? Er det så et kompromis, eller er det jeres version, der bestemmer?

A: Jamen, så hæfter vi os ikke i farven, vi hæfter os i snakken og indholdet omkring. Og jeg tror ikke, at vi vil stå i en situation, hvor vi tænker, at det her, det er helt ude i hegnet, og byghere synes det er mega fantastisk, fordi så tænker jeg ikke, at projektet bliver til noget. Så kan vi jo ikke... Så er det jo ikke landet på en ordentlig måde.

A: Nu lyder det som, at vi holder fast...

J: Ja.

A: Hvis ikke vi får vores vilje, så... Men igen, så er det jo en dialog og det skulle jo gerne... Jeg tror ikke, at der er nogen bygherre, der er så stædig, altså. Og vi som kommune er jo også... Altså, det her værktøj er jo lavet, fordi vi gerne vil være ambitiøse, men vi skal også være realistiske. Så det er jo også noget med at se på, hvad kan bygherre indenfor de her rammer, der er. Og kan vi skure på nogle ting. Det kan jo også godt

være, at vi så siger, at okay, hvis du så ikke... Kan opfylde den der i den grad vi ønsker, så kan du måske gøre noget på nogle andre områder.

J: Er I ikke nervøse for... Nu ved jeg ikke, hvor meget I sender ind til byrådet, om I også sender det endelige spindelvæv med?

A Den er faktisk ikke kørt så langt, at den er kommet med.

J: Det ved jeg godt, men der da være en tanke bag?

A: Ja, men det er jo tanken, at den skal følge med, så man kan gennemskue, hvad er det for en proces?

J: Er I ikke lidt nervøse for, at når den kommer frem til politikerne og de sidder og kigger lokalplanen igennem og synes, at, jamen, den er da meget god, men der er lidt dit og dat. Også ser de det der spindelvæv, og siger ”Nå, det er åbenbart rigtig godt”, den har fået 3 eller 4 i næsten det hele, også er det jo det der bestemmer. Hvorimod indholdet bliver sat lidt i baggrunden? Nej?

A: Nej... Det tror jeg ikke. Altså, og det er jo også noget man kan gå ind og evaluere på. Man kan jo gå ind og sige, skal det der score... Altså, skal den blive ved med at være der? Men altså, det er en hurtig måde at få et overblik på. Og det er jo også et udgangspunkt for dialogen, når man ser et spindelvæv, der måske tegner sig i to vidt forskellige retninger. Men så er det jo netop, at man går ind og kigger bag, hvad ligger til baggrund for det her? Det er jo ikke kun en sort/hvid vurdering af det. Så det tænker jeg egentlig ikke. Det frygter jeg ikke så meget. Nu havde vi, vi havde en lille workshop i plan-teamet, hvor de sad i tre grupper og fik lov til at bruge det her værktøj på en case. Og der havde jeg faktisk et, hvad kan man sige, et udfyldt resultat fra en bygherre. Og det der var lidt sjovt, det var, at i de der tre grupper, der kommer man ud med tre forskellige scorer. Og der var en, som faktisk var identisk med den bygherre havde lavet. På den måde, at han (bygherre)... Hvis han lå herude (score højt), så lå gruppen her et hak... De var enige med ham, men de lå en længere inde. Det er et godt projekt du har lavet, men det er ikke så pisso godt, som du selv synes. Så det er også noget med, hvordan man går til det der, som bygherren kommer med. Nu var det her jo indledende dialog, så det er jo et skitseprojekt han kommer, så man kan ikke gå ind og se sådan detaljeret, hvad det her skal blive til. Men den her gruppe, som så scorede højest, eller scorede tættest på det bygherre, har haft den tilgang, at vi kan se nogle muligheder i det her projekt. Så var der nogle, der havde kigget på, at det her, det giver jo ingenting. Fordi de havde haft det der blik måske, hvor man er lidt længere henne i processen. Så igen, så er den der dialog omkring det bare rigtig, rigtig vigtig.

J: Ja. Ja, men det er jo selvfølgelig også derfor, man laver sådan nogle der. Så vil vi gerne høre, det kan vi selvfølgelig også se udfra det med bæredygtighed og livability, som vi jo skriver noget om. Og livability, som vi også har beskrevet, det er subjektivt. Det er 1000 forskellige ting lige efter, hvor man kigger hen. Hvor bæredygtighed er man sådan lidt mere enige om.

A: Den kan også være ret bred.

J: Den kan også være ret bred. Man har de der tre forskellige...

A: Ja.

J: Der har vi jo også, som vi lige har siddet og snakket om, hvad sker der, hvis developeren vil noget og kommunen vil noget andet. Hvad så for eksempel med økonomi? Kunne der ikke godt tænkes at komme et projekt, der scorer sindssygt højt i økonomi og vil give rigtig mange penge til kommunen. Det scorer så meget lavt alle de andre steder. Det tænker vi da, at der kan man jo godt komme i klemme. Ikke bare et værktøj, men også generelt for det sker jo også uden værktøjet.

A: Men det er jo så også måske mere i BOP, at de kigger på det, for det er jo private udstykningsman kommer med, når man kommer til planafdelingen. Det er jo ikke kommunale.

J: Nej, det er selvfølgelig rigtigt.

A: Så på den måde sidder vi jo ikke og vurderer på, hvad der er af økonomi i det. Det er selvfølgelig, hvad kan man sige, hovedincitamentet fra de bygherrer, der kommer her. Det er, at de kan lave nogle penge på det. Og der er det jo også nogle gange, at vi skal ind og vurdere, og måske også afvise, nogle sager. Vi oplever rigtig meget lige nu, at der er mange, som gerne vil have konverteret noget erhverv til boliger, fordi der selvfølgelig er mange flere penge i at bygge boliger, men hvor vi også er nødt til at afvise det fordi, vi er også nødt til at friholde nogle arealer til erhverv i Aarhus Kommune. Hvis man ligesom ser på hele den der samlede pakke med, at vi vækster helt vildt, vi er rigtig mange tilflytttere. Der skal også være nogle arbejdspladser i den her by. Så lige nu har vi gang i sådan en erhvervstemplan, hvor vi er i gang med at kortlægge alle vores erhvervsarealer, for at finde ud af, hvad er behovene, har vi de rigtige og så videre. Så jeg tænker da, at der er flere ting, der spiller ind i det, men det der med økonomi er ikke noget som sådan vi ser på i det team, eller i planafdelingen, hvor jeg sidder.

J: Men det er jo også bare sådan, at når vi sidder og kigger på sådan et værktøj, der kan vi tit se, at for eksempel i Aalborg, når vi kigger dem i gennem, så er det oftest sådan, at ja, så blev økonomidelen bare så stor, at de andre... Så må vi ligesom prøve så godt som muligt at få de andre med. Det er ikke, at vi køber grunden af kommunen,

men det kan være et firma, der gerne vil udvide også lad da gå, for den bliver så stor. Og det har selvfølgelig ikke noget med blomsten at gøre, det har noget med politik at gøre. Men giver det ikke bare lidt mere tydeligt, at økonomien er... Hold da op, det er virkelig noget, der kan give noget, så kan vi godt lige give lidt køb på det og lidt køb på det. Hvis vi visualiserer det på denne her led... Der må da være nogle politikere, der vil se sådan et projekt, tænker jeg, hvor der måske er fire i økonomi. Også to i de andre...

A: Der er slet ikke nogen af parametrene heri, der går ind og kigger på økonomi. Nej, det er der faktisk ikke. Og altså, igen så er der jo også nogle af spørgsmålene heri, som ikke er relevante. Det står også der, så sætter man måske et kryds. Fordi, hvis du for eksempel som attraktion og konkurrencedygtighed som en del af BRA, jamen det er jo et boligprojekt, så har det her jo overhovedet ingen relevans og så skal man selvfølgelig heller ikke gå ind og score helt vildt lavt, for det er bare ikke en del af det her projekt, hvis det er ude i et boligområde, hvor man i øvrigt ikke ønsker erhverv eller mangfoldighed eller så videre. Men der er faktisk ikke nogen som sådan, der handler direkte om økonomi. Der er sådan en som første, hvor der står ”bidrager det til noget om vækst og udvikling i indbyggertal”? Og der er det måske sådan nogle parametre netop som erhverv man skal gå ind og se på. Selvfølgelig økonomi i at bygge boliger, og vi kan jo også gå ind og forlange i dag, at man laver almene boliger nogle steder. Men igen også, vi skal også friholde nogle erhverv... Eller nogle arealer til noget andet, selvom der måske ligger en fantastisk økonomi i at bygge boliger eller at sælge nogle arealer til at bygge boliger. Men lige præcis den del om økonomi, den tror jeg Michael ved meget mere om. Den er ligesom ikke med i det her, men kunne jo være en vigtig parameter, hvis man ligesom integrerer værktøjet i bolig- og projektudvikling også.

J: Nogle af spørgsmålene er jo også nogle, vi vil stille lidt rundt omkring for at kunne sammenligne svar.

A: Der kan selvfølgelig godt være nogle situationer, hvor en bygherre siger, jamen for at få min økonomi til at hænge sammen, der kan jeg altså ikke sådan og sådan og sådan. Men det er det jo så netop, at vi går ind og skruer på noget. Hvis du så kan lave nogle gode forbindelser over til nogle andre grønne arealer, eller hvad ved jeg. Igen, så er det en dialog tænker jeg, hvor man når hen til den gode løsning. Og du er også nødt til at være realistisk omkring projekterne. Vi havde lige et oplæg fra Sadolin & Albæk netop for at få lidt blik på, hvad er det for nogle parametre bygherre handler ud fra. Hvor de jo siger, at parkering er den store Godzilla i den her planlægning, fordi det er det, der kan vælte deres økonomi, når vi går ind og forlanger parkering under jorden, eller hvad vi nu gør, og det lige pludselig koster 200.000 for en parkeringsplads, der ville koste 30.000 på jorden og sådan noget. Der kan også være nogle forhandlingssituationer om sådan nogle ting.

J: God gammeldags planlægning.

A: Ja.

J: Ja, det ved jeg ikke, om vi skal kalde det, men det lyder sådan.

A: Ja, men det har vi jo også blik for. Jeg har lavet sådan et lille oplæg, det kan du godt få med, fordi det har været med på et roadshow, som jeg har brugt, når jeg har været ude og fortælle lidt omkring det her værktøj. Nu har vi selvfølgelig snakket sammen... Jeg ved ikke, hvor meget du kan få ud af det. Jeg er ikke så meget til de der teksttunge præsentationer. Men der er sådan lidt om, hvorfor er det vi har brugt det her værktøj, eller hvorfor er det, at vi bliver... Det er blevet introduceret helt overordnet, hvad er det så for nogle ting det handler om. Og der vil du også kunne se, at der er faktisk ikke rigtig noget, der direkte handler om økonomi. Det handler faktisk rigtig meget omkring værdier og det gode liv. Men så igen, er man selvfølgelig... Skal passe på. Bygheren, jeg oplever, at bygherrerne har taget godt imod det her værktøj. For nogle har det ligesom været et indblik i maskinrummet, hvad er det man gerne vil have, hvad er det man ønsker? Hvordan kan vi så opfylde de der ting. Så er der selvfølgelig også nogle der siger, at der er jo gentagelser i de der spørgersmål mega mange gange. Hvor jeg så siger, at så må du bare henvise til noget, du allerede har svaret. Mere rigigt skal det jo heller ikke være. Men igen, det der med, at vi vil gerne kvalitet, vi vil den gode by, men vi er også bare nødt til at være realistiske, vi er også bare nødt til at have lidt en forståelse for deres situation. Så det er jo ikke bare noget med at sige, at du skal...

J: Jaja.

A: Hvis vi vil de gode projekter, så tror jeg på, at det handler om den gode dialog mere end, at vi giver dem nogle point.

J: Når vi læser det, som jeg også sagde før, så kan det godt se meget... Pointbaseret ud.

A: Jeg tænker også, at det er meget interessant at høre jeres betragtninger af det, fordi det er måske også det der sker med nogle bygherrer, når de får det her i hænderne. Det gider jeg måske godt at læse og jeg gider måske også godt at krydse det af, men så gider jeg heller ikke gøre mere ud af det. Hvorimod de sidste jeg havde, han var lidt overrasket, han havde slet ikke tænkt på alle de der ting, der kunne ligge i sådan et projekt uddover, hvad har vi af slagskygger og den slags ting. Ej, nu skal jeg passe på ikke at tale de der bygherrer ned, de er selvfølgelig rigtig dygtige, men der er måske nogle ting, som de ikke altid har været hele vejen omkring.

J: Så er det jo så godt, at man har sådan et værktøj.

A: Ja.

J: Det er også sådan noget vi kigger lidt på, det er det her med, hvad vægter man? Kommunens mening eller bygherrens mening? Jeg har engang arbejdet i Hjørring Kommune, og det var det nok ofte bygherrens mening, der blev vægtet meget, også inde ved kommunen, fordi der var det nok lidt mere sådan "Okay, så sker der noget".

A: Nu er der nogen... Ja, den kender jeg godt, også hvor man nurser lidt... Og der har man jo nogle andre muligheder her.

J: Fordi de er selvfølgelig helt individuelle som kommune. Og det er måske også derfor man laver værktøjet, for vi kan jo se, at der er efterhånden en del kommuner, der har hver deres form for værktøj. Og der forestiller vi os jo, at det er fordi man har forskellige muligheder i kommunerne.

A: Jeg tror man er nødt til at tilpasse det, eller bruge det i den form, der giver mening. Og det har jeg jo også sagt, når jeg har været ude og introducere det andre steder. Man skal jo ikke bruge det fordi, at vi har det, man skal bruge det fordi, at det giver mening i forhold til det arbejde man sidder med. Det skal måske heller ikke bruges i ethvert projekt. Man skal måske lige gøre selv den tjeneste at sige, give det mening her? Og giver det øget værdi, hvis vi gør det. Der hvor jeg så synes, at det er interessant er, at lige nu er det jo lavet, så det er rettet mod bygherren. Det er jo der, hvor vi går ind og kigger på, kan man bruge det andre steder også? Hvor jeg tænker, at det er rigtig interessant os sagsbehandlere i mellem. For der kan også nogle gange være en diskussion om, hvad er det for nogle ting, der er vigtigst i den her planlægning? Er det noget med det grønne, eller er det noget med arkitekturen, eller er det noget med forsyninger? Er det noget med vand? Hvor man jo godt kan bruge de her, eller det her, værktøj til at få en god snak om, en god dialog om, hvordan får vi den bedste plan, hvis vi kigger med åbne øjne hele vejen rundt på de her ting.

J: Jeg synes det er sindssygt spændende.

A: Jeg synes det har været vildt fedt at få lov til at komme ind og tage over og kigge på det og kigge på udviklingsmuligheder. Det synes jeg.

J: Ja, det forstår jeg godt. Altså, så har jeg et spørgsmål, hvis nu man ikke kan blive enige om et resultat. Men det lyder som om, at det ikke er noget I er så nervøse for?

A: Jeg har ikke stået i den der situation. Og der er heller ikke en faciliste. Jeg tror bare det er vigtigt at sige, at det ikke er en faciliste. Der findes ikke et endegyldigt resultat eller svar. Altså, vi når frem til en løsning gennem en dialog. Og kan det slet ikke lade sig gøre, så tænker jeg... Jeg tror ikke vi når der til, for så har projektet nokinden fået et afslag, fordi det ikke kunne lade sig gøre i forhold til rammen eller de rigtige vilkår ikke har været til stede.

J: Ja, det giver også god mening. Så er det så der, hvor vi snakker om, at de her planlægningsværktøjer forventer vi lidt, at de vil gøre det mere statisk, mere som at have en skabelon. Og der kan jeg ligesom høre på dig, at du forventer det bliver meget mere... Det faktisk bliver en anden form for at lave processen og det bliver måske mindre statisk?

A: Ja, det er sådan som jeg ser det. Jeg ser det meget som, at du har lavet den der matrikelplanlægning, hvor der har været nogle ting, som skulle være på plads. Og for at man kan lave den her planlægning, det er måske også lidt... Skarpt sat op, men jeg ser det som en øjenåbner. Som gør, at man bedre kan komme omkring det hele og få øjnene op for, at der er nogle ting ude omkring man også kan tage hensyn til. At der skal lægge den der fleksibilitet i planlægningen.

J: Jamen, det synes vi jo bare er fedt, at der kommer noget... Så har vi jo så også snakket om... Det lyder som om, at man har fået bygget så meget fleksibilitet, at det kan rumme fremtidige ændringer. For eksempel, hvis vi ser på bæredyghedsændringer, der fuldstændig ændrer et eller andet i byplanlægningen. Lad os sige, at man opfinder en elektrisk bil, som ikke fylder noget som helst. Så sådan noget som sprawl bliver et mindre problem end i dag, hvor man ser meget på det her med Compact Cities.

A: Jah, det ved jeg ikke om man altid kan tage højde for fordi at nogle ting, navnlig teknologien, det går så hurtigt at man måske ikke helt kan følge med og forudse hvad der kan ske der. øhh men det er måske også.. Jeg så jo også gerne at vi lave meget mere helhedsplanlægning fx og hvor man også skelede til hvordan fremtiden for transportområdet ser ud. Og det tror jeg da også at man gør her (360 tool). Men hvor meget man kan ligge ind i de enkelte projekter af det, hmm, det ved jeg ikke. Jamen så kan man måske sige at en parkeringskælder de kan på sigt blive brugt til regnvandsbassiner, altså det ved jeg ikke, så langt snakker vi ikke ind i det med bygherrerne. Men det kunne man jo godt altså hvis man ligesom så på om 20 år jamen så er der sket en halvering af vognparken forbi vi deler biler eller hvad man nu gør ikke. Eller at alt er elektrificeret. Det er en helt anden verden, jeg ved ikke om der ligger den fleksibilitet i værktøjet.

J: Men det kan også være at om 10 år at den og den og den er måske..

A: Jamen altså værktøjet er jo ikke mere statisk end at vi evaluere løbende på det, og at nu hvor vi er lige ved at være på trapperne med den her digitale version, så jeg vil kunne ændre i det løbende, helst hele tiden. Fordi der kan jo godt dukke nogle nye ting som er vigtige at få med ind. Det kan også være at der er nogle ting der skal tages ud. Det kan også være at bygherrne siger sådan tilpas mange gange at spørgsmål x, y og z går igen en million milliard gange nu gider vi altså ikke sidde med dem igen og igen. Så luser vi ud eller et eller andet ikke også. Fordi igen så skal det give mening.

J: Okay det var fint. øhm. Jah så er der sådan et spørgsmål om jeres arbejde har ændret sig efter man har implementeret det her planlægningsværktøj. Det er måske lidt svært at svare på.

A: Jah, nej. øhh det ved jeg jo heller ikke på nuværende tidspunkt, men jeg ved hvert fald at det, at kendskabet til det er ved at være udbredt. Altså når vi møder bygherre i dag og introducerer værktøjet for dem så siger de at det har de set før. Så det er sådan set ved at komme ind under huden på dem, tror jeg.

J: Så det er måske nærmere ude hos bygherrene arbejdsmåden ændre sig?

A: Ja. Det tror jeg måske. Nu tør jeg jo ikke at sige hvor langt den enkelte bygherre arbejder ned. Det er jo forskelligt fra person til person. Man begynder også at have et større og mere åbent fokus at der er mange ting der spiller ind i det der.

J: Hvad med dine kollegaer, er de også begyndt at se mere på det her, eller venter de på at bygherrene begynder at bruge det?

A: Nej de er også begyndt at tage det i brug.

J: så det er så småt begyndt at vokse sig større?

A: ja det syns jeg. Jeg tror på det!

J: Ja det forstår jeg da også godt.

A: Det bliver jeg jo også nød til. hahahaha..

J: Vi synes at det er godt.

A: Jeg synes faktisk det er lidt spændende med jeres betragtninger. Må jeg så ikke spørge dig, da du så det her første gang, havde du så primært fokus på de her?

J: Jeg så det første gang mens jeg arbejdede herinde. JEg fik det vist frem af en herinde, Hanne, hun kom hen og besøgte os.

A: Ja Hanne og Carsten har udviklet det, kan man sige.

J: Ja det kan godt passe at det er hende så. Hun viste det på et møde og jeg synes det var sidsyygt spændene fordi vi kender den her bæredygtighedsblomst som fylder emget i Aalborg. Det siger også alle dem vi studerer med, ”så skal vi lige kigge på bæredygtighedsblomsten”. Jeg er sådan, jaja. Derfor synes jeg jo at det var spændene at se hvad Aarhus så kom med, og jeg synes jo godt at man kan se at de ting man har andre steder, både læst og set, der har man ligesom taget i Aarhus og findpudset det på en eller anden led. Jeg kan huske at en del af det der blev snakket meget om på det

møde der, og som noget f det jeg tænker over, der er måske blevet sat meget fokus på den økonomiske del og alt det med vækst. Og det med karakteren også fylder en del. Der tænkte jeg hvert fald at det er meget vigtigt at få lagt vægt på at der er hvad det er og at det er dialogen der er vigtig. Og så havde, det var mobilitets afdelingen jeg sad i, og de havde specifikke mobilitets ting de også gerne ville have skrevet ind, men det er jo hvad det er.

J: Men jeg synes jo det var ret interessant at høre de her planlæggere. Fordi jeg tænkte at der var rart fordi noget af det vi kan læse os frem til er, hvad er bæredygtighed. Hvordan skal man som planlægger bedømme hvordan det her er bæredygtigt fordi det kan jo være at kollegaen synes noget helt andet. Og der er det at de her (indikatorer) er en form for simplificering af planlægger arbejdet. For ligepludselig kan man faktisk sige, ”hvis man ikke kan det her, så synes vi ikke at det er bæredygtigt”.

A: Ja.

J: Og der kan man bare høre på mange af dem derinde (mødet) jamen hvis det er det det er så skal vi lige have tilpasset vores eller sådan noget. Det synes jeg var ret spændende at høre om. Jeg synes faktisk det er nogle gode ideer med de her værktøjer, men jeg kan jo også godt se at når man så går igennem dem, snakker med forelæser og vejleder osv, hvad så med de her faldgrupper der så er, forsvinder planlæggerens rolle fordi de bare kan tage de her indikatorer. Så kan bygherren bare sidde og sige ”vi har kigget på de her 14 ting. Planlgægeren sidder bare derinde, stempel og videre.

A: ja det er faktisk sjovt at se med de der briller og om man kan komme til at overflødiggøre sig selv på en eller anden måde fordi de bare kan opfylde de der ting der står i værktøjet. Men det vil blive meget subjektivt tror jeg. Jeg tror at de der drøftelser er rigtig vigtige.

J: Det er jo det vi har set udefra. Det er noget af det man straks kan komme til at tænke.

A: ”Nårh man så gør de da bare det her og så bliver det pisse gode projekter, og hvad skal vi så som planlægger”.

J: det er hvert fald noget af det vi har snakket om. Det er ikke somsådan vores holdning, men det er noget af de vi kan læse os til, at der er nogle helt specifikke ting som sådan et værktøj skal opfylde når man kigger på teorien.

A: og der er rigtig mange bygherre der er dygtige, men de er jo hellere ikke fagpersoner og jeg har også oplevet at sidde at sidde med nogle, hvor de ikke helt ved hvad de skal stille op med det der. Men hvor vi så gør det sammen. Løber dem (indikatorerne) igennem sammen. Men med fokus på spørgsmålene og ikke med fokus på scoren, men vedkommende er kommet med skidseprojekter, hvor vi spørger hvordan projekterne

forholder sig til de her ting. Hvad for nogle overvejelser har du gjort dig omkring de her ting, og så på den måde udfyldt det.

A: så jeg tror det kræver noget faglig baggrund at kvalificere det der så bliver udfyldt. Det vil være min påstand, og det bliver jeg næsten også nød til som byplanlægger. hehe det behøver du ikke citerer mig for. Men jo, det sagde han jo så også, den sidste jeg havde møde med. Det er jo os der kommer med projekterne men det er jo jer der skal sikre kvaliteten.

J: Ja det er bare super...

J: så har vi så det sidste spørgsmål. Det er måske mere henvendt til andre, men vi kan lige spørge alligevel. Nu kan vi godt hører at værktøjet er bygget op på en anden led end det måske lige fremgår, men vi synes stadig det er interessant at høre om de strategier kommunen ligger frem og planlæggeren skal opfylde, det er selvfølgelig lidt på spidsen fordi værktøjet er en måde at opfylde kommunens strategier. Kan man godt komme i karambolage med kommunens strategier og samtidig opfylde værktøjet godt?

A: Nej.

J: Nej.

A: Nej det kan man ikke.

J: Nej okay, men det har vi så tænkt. Hvis du nu er ude i en eller anden situation hvor du, ”ej det er faktisk rigtig godt det her projekt, men det spiller imod værktøjet”. Hvad vil så ligesom trumfe? Men nu kan vi jo ligesom også høre..

A: Jamen det kan du ikke for det er hængt op på planstrategien og kommuneplanen. Så det kan du faktisk ikke. Altså så skal det være noget der er så fantastisk at det bare springer rammer hvor vi bare tænker YES. Det ligger jo faktisk også i den kommuneplan som er lavet nu, at muligheden er der for at gøre noget ekstra ordinært. Vi vil godt ændre rammerne hvis man gør noget helt ekseptionelt og det er jo faktisk også beskrevet i hovedstrukturen.

J: Jamen det er jo også bare sådan noget...

A: Men som udgangspunkt nej, for de (indikatorerne) bygger på, alle spørgsmålene bygger på hovedstrukturen.

J: ja men det er også bare fordi vi synes det er interessant at se.

A: Men du kan jo prøve at komme med et bud, et projekt haha. Der opfylder alt, men som er i fuldstændig strid med..

J: Ja jeg er lige blevet færdig, det bliver nogle travle 2 måneder. Jeg tror det var det sidste, jeg sidder hvert fald lige og ser spørgsmålene igennem og tror ikke der er mere.

Løs snak til sidst om at få værktøjet...

A: Altså jeg vil jo super gerne have feedback, både fra dem der bruger det, men også fra bygherrene. og jeg tænker at jo mere målrettet vi kan lave det jo bedre er det for alle.

J: Jamen vi skal da også gerne sende rapporten når vi er færdige.

A: Ja det vil være fint, og jeg vil da også gerne se at du ikke har citeret mig for et eller andet.

J: Nej vi vil ikke citerer dig for noget vi ikke har aftalt med dig inden. Vi kan ikke finde på at bruge et citat som vi ikke har clearet med dig inden. SLUT

B.2 Interview with Michael Tolstrup

Introduction of us:

- Who are we?
- What are we researching?
- What are we interested in?

Introduction of the interviewee:

- Will you introduce yourself?

Research Questions	Data: What do we need to know in order to answer RQ	Themes/ theory	Questions
What is the approach of Aarhus Municipality when they plan for long-term sustainable development?	<p>More detailed knowledge about the development. Much can be read, but the process and decisions are disguised. Some sort of timeline over the process since the financial crisis would be favorable.</p> <p>Knowledge about the decision process of choosing strategies</p>	<p>Strategic Spatial Planning (dynamic approach))</p> <p>Long-term planning</p> <p>Realdania-model</p> <p>Sustainability/Livability</p>	<p>What are the strategies for Lisbjerg with your description? (elaborated)</p> <p>How did you come up with the strategies in the development plan?</p> <p>When did you decide to change the development plan into the existing one?</p> <p>How is the 'new' development plan different from the previous one?</p> <p>(Why even make a new one, what was the big issues in the old?)</p>
How are the planners at Aarhus Municipality trying to decrease uncertainty and achieve sustainable urban development at Lisbjerg?	<p>Lisbjerg has evidently had some issues with the planning, since it took 60 years to give the "go". This just shows that long-term planning is complex and the plans need to be adaptive. Simultaneously, tools which are used in the process are affecting the plans, both long-term and short-term, to make them easier to realise.</p>	<p>Complex Adaptive Systems</p> <p>Strategic Spatial Planning</p> <p>Planning Tools</p> <p>Long-term planning</p>	<p>Why wait 60 years to start the development?</p> <p>Would you say that the current plan is more adaptable than the previous?</p> <p>Did you use any tools in the making of the new development plan?</p> <p>Are you using any tools at the moment in Lisbjerg? (360 fx)</p> <ul style="list-style-type: none"> - Have this been part of the process for stage 1? - How are you planning for dynamic strategies at stage one, which is mostly static?
How are these planning practices contributing to changing the planning profession?	<p>To understand what liveability and sustainability is to the municipality.</p> <p>Understand the actions taken at Lisbjerg to gain higher sustainability/livability in the change from one plan to another. Changes were made which are deemed to be more sustainable, but how are these measured or decided? And if the new plan is more adaptable, would that lead to higher sustainability? At the same time we're looking into how planning tools are changing the role of the planner.</p> <p>Sustainability and livability is not just going to be maintained by the individual planner, but by a template.</p>	<p>Sustainability/Livability</p> <p>Planning Tools</p> <p>Process</p> <p>Successful end goals</p>	<p>Why is sustainability/livability not elaborated in the municipal plan/development plan?</p> <p>How is the new plan more sustainable/livable than the old? And how are you "deciding" this?</p> <ul style="list-style-type: none"> - what role does the 360 tool have? <p>Have you included adaptability in the new plan so that it can include future sustainable breakthroughs?</p> <p>How have your work changed after the implementation of planning tools?</p> <p>What is your main task as a 'on site' planner? To meet the strategies in the best way navigated by the municipality? Or is it to create the highest possible grade through the 360-degree tool between municipality and developer?</p>

Interviewer: Andreas Brix Holm (A) Jakob Fladeland Iversen (J)

Interviewee: Michael Tolstrup (M)

M: Det skal jeg gøre. Michael Tolstrup, hedder jeg som sagt. Jeg sidder i spidsen for strategisk udvikling og planlægning af de store kommunalt arealudviklingsprojekter her i byen. Det vil sige blandt andet Lisbjerg, det er Aarhus Ø, det er Sydhavnskvarteret, hvor vi sidder her, det er Amtssygehuset, som I også har beskæftiget jer med. Også har vi også Godsbanearbejderne. Det er det vi kalder de fem store, som er der hvor Aarhus Kommune har købt med henblik på, at man udvikler og planlægger for områderne også sælger man dem. Det er sådan hele tanken bag. På den måde bliver Bolig- og Projektudvikling lidt at sammenligne med By & Havn i København, i den forstand, at man har helt klart en hensigt med at skulle sælge i sidste ende de her arealer. Vi skal ikke som sådan tjene penge til den større kommunekasse, vi skal sørge for, at der er økonomisk bæredygtighed indenfor projekterne. Det vil sige når de er erhvervet til en eller anden pris, det kunne Aarhus Havn... Aarhus Ø blev købt, Sydhavnskvarteret... Det kunne være DSB, som vi har erhvervet Godsbanearbejderne fra, jamen der er en eller anden pris og den skal vi sådan set få til at gå lige op eller balancere i forbindelse med de udgifter vi så måtte have i forbindelse med byggemodning og klargøring af områderne og så videre og så det efterfølgende salg. Og det vil sige nogle af dem, som er vores absolut allertætte samarbejdspartnere i det her, det er Borgmesterens afdeling og de økonomer, der sidder der, som hele tiden sikrer, at vi ud fra læsning af markedet, vurderinger af byggeretspriser og så videre sikrer balance. Det er sådan vores grundlæggende formål her. Mig selv, jeg har arbejdet med byudvikling og byplanlægning i rigtig mange år. Så nu er jeg så endt op sammen med Bente Lykke, som vi må sige er den mere uadadvendte, hun er den der er ekspert, varetager rigtig mange interesser, tager developerdialogen og sikrer, at vi har hele tiden en løbende markedsdialog og, at markedet også er afstemt med de planer vi laver. Samtidig med, at vi så på de indre linjer har den gode strategiske, fysiske planlægning også med i det. Så det er sådan nogenlunde vores grundlag.

J: Til at starte ud med, så vil vi gerne høre, hvordan I kom på de her strategier, der er i udviklingsplanen for Lisbjerg og hvor de stammer fra?

M: Lisbjerg har jo en ualmindelig lang historie, ja i virkeligheden en historie der går langt tilbage til 70'erne og 60'erne, hvor man begyndte at lave nogle strategiske opkøb deroppe, fordi man vidste, at man på et tidspunkt havde et virkelig behov nye byudviklingsområder allerede dengang. Men den var jo ikke aktuel før vi nåede omkring år 2000. Der begynder man cirka at sige, at nu er det ved at være tiden, hvor vi skal til at realisere det byudviklingsområde. På det tidspunkt laver man en plan for området deroppe som på mange måder i virkeligheden er et produkt af sin tid. Forstået på den måde, at den ligner noget af den planlægning man kan se på Ørestaden Syd, man ser på

Aarhus Ø i virkeligheden også, som er kendtegnet ved en overordnet planlægning som er kendtegnet ved nogle lidt solitære etagebyggerier, som arbejder med nogle meget store boulevarder, strøg og så videre. Derudover bliver der også i planen for Lisbjerg lavet planlægning som krævede dels nogle meget, meget store terrænreguleringer og jordflytninger og samtidig stillet krav til developere og bygherrer i meget vid omstrækninger om nedgravet parkering. Og det betød, sådan lidt firkantet set, at da man så begynder at nærme sig markedet efter planlægningen, så var det klart, at det viste sig hurtigt, at der var for det første ikke så mange, der havde lyst til at bo i etagebyggerier ude på kanten af Aarhus. Det var nok et andet produkt, der blev efterspurgt. Og det viste sig endnu mere fra developers side, at det var umuligt, når man skal realisere den plan derude, altså de krav, der blev stillet om parkering og terrænregulering og andet, gjorde det så dyrt, at man stort set ingen tryghed, ingen penge fik, man forærede nærmest grundene væk. Det er enormt dyrt at arbejde med nedgravet parkering. Og set i forhold til, hvilke byggeretspriser man kunne erhverve at få, hvad var folk klar til at betale for at bo i Lisbjerg, så var der bare ikke balance. Så på den baggrund blev hele planlægningen besluttet gentænkt. Og de ting, der blev taget med fra den oprindelige plan er, uover nogle få fysiske elementer som en by fælled og et par andre ting, primært de strategier og værdier, der ligger syv principper, som er gældende. Det er noget om blandt andet historie, mobilitet, forhistorie, så er det arkitektur... Der er en række elementer der, og ikke mindst bæredygtighed også, som man tager med. Det var sådan set de ting man løftede med over som strategisk blev pejlemærker, også kastede man ellers bolden lidt op i forhold til at gentanke selve fysikken, den fysiske planlægning af det. Og det betyder så i dag, efter en udvidet markedsdialog og en længerevarende planlægning, er man egentlig nået til en plan, som frem for det lidt højere byggeri, det solitære, spredte byggeri, har givet et tryk, er kommet ned i højderne. Til gengæld har man fortættet og rigtig meget fået den menneskelige skala ind i det, fået intimitet ind i det, i både gaderum og byggerierne. Og faktisk på en måde som man, til trods for, at man er kommet betydeligt ned i højder, er der tale om et lavere samlet fodafttryk på det samlede byudviklingsprojekt, fordi man i stedet for gør det tæt og intimt. Det er jo udviklingen man ser rigtig mange steder, at der sker et skifte i de her år til at komme ned i skala, komme ned i menneskelige rum, gøre det mere intimt, ikke de store pladsdannelser, boulevarder og andet. Mindre byrum, spændende gadeforløb, som bliver til byrum i sig selv. Det er også den udvikling, der er sket i Lisbjerg. Så kan man sige, at på strategierne deroppe er det klart, der er nogle som ligger ligefor, fordi vi har været heldige. Blandt andet bæredygtighed, som er... Vi har været heldige i og med, at de første realiserede projekter... Vi er jo lidt i gang i det små med udviklingen, vi har de første to færdigbyggede og indflyttede byggerier fra Ringgården og Al2-bolig, boligbyggerier deroppe. Der har været en høj grad af bæredygtighed med elementer fra cirkulær økonomi i det. Og det i sig har fungeret som lidt en magnet i forhold til den type af developere og

bygherrer, der gerne vil bygge indenfor de her rammer. Uden, at det egentlig er noget vi rent salgsaftale-mæssigt kan stille krav om, det kan vi ikke. Vi kan pædagogisk animere til, at man bruger de her elementer, men i og med, at vi ikke som mange andre dele af den kommunale organisation køber en ydelse, det er ikke sådan vi køber en ydelse når vi skal bygge eller rådhus eller daginstitution eller andet, vi sælger faktisk et stykke jord og der kan man ikke på samme måde stille krav om bæredygtighed. Men alene den her opdragende funktion i, at de første byggerier deroppe har været kendtegnet ved de her principper, har tiltrukket andre developere, som betyder for eksempel, at det næste private større byggeri, der er tegnet af Lendager Group arkitekter, som arbejder enormt meget med ... og bæredygtighed. Så er der et pilotprojekt, et eksempelprojekt i regi af Lejerbo, Circle House, som bliver 60 boliger bygget helt efter cirkulære økonomi-principper. Så der er en del ting, der har været lykkedes så at sige lidt af sig selv. Selvfølgelig ikke mere af sig selv end, at vi også har opsøgt i forhold til dem som kommer med de her principper. Resten af det, det skal vi jo til at styre nu, resten af principper i den her videre udvikling, som går i gang lige om lidt. Det har været en flaskehals, der har ligget og ventet på at blive realiseret, for man har været nødt til at genbesøge planen for at sikre bæredygtighed, både økonomisk, miljømæssigt og socialt.

A: De der strategier, i forhold til, hvordan de er anderledes i forhold til de gamle? Er der så indarbejdet en form for fleksibilitet eller dynamik? I forhold til, at du nu siger, at der er blevet ændret siden 00'erne, hvordan man planlægger. Hvad så med etape 2?

M: Man kan sige, at den er jo nok mere... Det der sker, at vi jo har introduceret i meget grad brugen af Realdanias udviklingsplansværktøj, som supplerer meget af den tidligere lidt mere klassiske, fysiske planlægning med en række strategiske og en række økonomiske elementer blandt andet, og indfører en højere grad af fleksibilitet. Og planlægning, kan man sige, som i højere grad er styret af værdier og kvaliteter end af fastlagte streger på kortet. Byudviklingsprojektet i Lisbjerg har en samlet realiseringshorisont på måske over 50 år, og det vil være på alle umuligt at begynde at tegne op ud i detaljer den del af området, der skal udvikles om 45 år. ændringer i teknologi, i arkitektur, måske i meteorologi og andet gør, at det vil være... Ja, man kan jo vende det om også prøve at kigge 45 år tilbage i Aarhus og se, om man kunne forudse, hvor vi er i dag. Og det er derfor, at det her skifte... Der er planlæggere, der ville elske at se den færdigtegnede by på forhånd, men vi ved jo også godt, at det er falsk tryghed, vi ved, at vi bliver nødt til at lave det om, netop på grund af alt muligt, som vi ikke kan forudse. Derfor det her skifte til i højere grad at lade os styre af nogle værdier og kvaliteter, nogle billeder af, hvordan er det man får byrådets ønsker om, hvad den her by skal være, hvad skal den kunne, hvem skal den tale til og så videre. Hvordan det så udformes og omformes i fysikken vælge vi så at gøre etapevis indenfor en tidshorisont, hvor vi faktisk kan sige noget begavet. Vi har etape 1, planen her, som nu arbejder en tidshorisont, der hedder

8-10 år. Der kan vi sige en hel masse om, hvad vi vil, vi kan også sætte stregerne på kortet meget præcist og så videre. Og det er klart, at så ligger der nogle ting, som bliver rammesættende for den videre del. Det er jo sådan noget som overordnet infrastruktur, det er noget med nogle offentlige servicefunktioner vi ved skal fordeles i området. Men vi går ikke ned og detailtegner på en efterfølgende etape. Det vi gør det er, at vi trækker værdierne med over omkring arkitekturen, omkring historien, arkæologien derude er enormt interessant. Omkring bæredygtigheden og så videre. Det er nok den fejl, jeg ved ikke om det er en fejl, for det er jo en tradition, der har været. Der er rigtig, rigtig mange områder, hvor der ligger planer, der aldrig blev realiseret. Hvor man var nødt til at gentanke dem, for de var måske tegnet uden blik for den økonomiske virkelighed. Også må jeg sige, at vi er i en situation, hvor det kan også realiseres. Der er nogen, der skal bygge det vi tegner og derfor har udviklingsplansværktøjet som redskab den meget, meget, meget vigtige dimension i, at den, udover den fysiske helhedsplanlægning, også er suppleret med en økonomisk vision, der betyder, at man trækker developerperspektivet ind. Det betyder ikke, at man er ejendomsmæglernes forlængede arm på nogen måde, men det betyder, at det er altså sjovest at tegne noget, der også bliver bygget i den sidste ende. Derfor har vi hele tiden den her løbende og professionelle mæglervurdering tilstede hos os. Vi bruger den hele tiden, vi bruger den sammen med Borgmesterens Afdeling hele tiden for at få tjekket, hvad der kan lade sig gøre. Et godt eksempel er hele den her plan, som I nu har set, den her etape 1. Den var jo også et spørgsmål om at få det testet af, hvorvidt det rent faktisk var det rigtige produkt. Vi kan godt se, at det er typisk sådan nogle townhouses som bygges. Man skal ikke se sig ret meget omkring før man kan se, at det er det nye sort i rigtig mange større byer. Både i København og i udlandet, så jeg er sikker på, at vi rammer det rigtige marked. Men det byrådet gjorde var, at man så at sige gav os et prøveudbud, hvor vi fik lov til at udbyde op til 20.000 etagemeter tilbage i 2016. For lige at teste af, om vi har set rigtigt her. Det viste sig så i alle de tilbud vi fik ind, at det havde vi. Der var et marked for det. Og først derefter tegnede vi planen færdig. Det var sådan en måde at lægge sådan en stop and go ting ind, lige få testet om man har fat i noget rigtigt her. Der har udviklingsplansværktøjet, modsat den klassiske, fysiske plan, en lang række andre styrker. Uden at det fjerner det fysiske i det. Der er nok lidt højere grad af fleksibilitet i forhold til fysikken i det.

J: Det er lige præcis et spørgsmål vi havde, det var, hvor meget I har brugt Realdania...
Vi kender godt modellen fra Realdania.

M: Og det er den vi bruger rigtig meget. Det vi gør med den, altså jeg har arbejdet med den i flere år, også tilbage med Køge og Fredericia, hvor den blev opfundet i nogle udviklingsselskaber og har jo så været brugt som redskab i en lang række større og mindre byudviklingsprojekter. Der er den så først rigtig ved at finde sin endelig form nu, og redskabet er enormt stærkt. Det vi i øjeblikket arbejder lidt med, det tror jeg kommer

til gælde for både Lisbjerg, men helt sikkert bruger det vi meget aktivt på Godsbanen og hernede i Sydhavnskvarteret og formentlig også på Amtssygehuset, det er... Realdanias oprindelige udviklingsplansværktøj består af fire elementer i form af strategisk, fysisk, en tids- og etapeplan og en økonomisk plan. Og der er vi i øjeblikket ved at supplere det lidt fra egen side af med det vi kalder en organisatorisk plan også, forstået på den måde, at det bliver mere og mere tydeligt for os, hvor vigtigt betydningen af nogle lokalt forankrede, det kan være ildsjæle eller andet, der er med til at putte liv og skabe liv i de her byrum og byudviklingsområder. Så derfor bruger vi meget aktivt det at etablere det man kunne kalde bydelsforeninger eller andet rundt omkring. Der er nogle steder, hvor de er drevet af nogen, der har i høj grad tegnet området, det kunne være Institut for X nede på Godsbanen, det kunne være, at vi sætte et hold sammen af forskellige repræsentanter og laver et armslængde princip for kommunen i forhold til, at de skal være med til, så at sige, at være det man kan kalde Visionens Vogtere. Altså, sikre, at det man har besluttet skal kendetegne området, også bliver det, der bliver understøttet i området. Det tror vi bliver rigtig spændende og interessant at arbejde med det.

J: Nu siger du jo selv, at der er nogle... Det er noget andet at arbejde i de her områder, hvor der er nogle, der har investeret noget. Ikke bare penge, men tid og sjæl i det. For noget af det, vi har tænkt lidt på det er, at ude i Lisbjerg, det er jo greenfield, der er jo ikke rigtig noget...

M: Der tror jeg, at man skal passe rigtig meget på. Man har et af de måske absolut mest aktive fællesråd i kommunen, de er meget stærke. De har engageret sig enormt meget i arbejdet, både den tidligere plan og i den nuværende og er en helt utrolig vigtig sparringspartner. Jeg synes, at der er faktisk flere derude end der er mange andre steder. Der er måske, det ved jeg ikke, et aktiv råd på 50-60 personer, som gerne både stille op til møder, men også bidrager i forbindelse med borgermøder og andet. Der hvor balancen, der hvor forskelligheden er, at som greenfield-projekt derude så er opgaven for os jo også hele tiden at tænke på de fremtidige indbyggere i den forstand, at uden, at det lyder forkert, så må det ikke være 600 nuværende beboere, der bestemmer, hvordan byen til 20.000 mennesker kommer til at se ud. Så derfor skal vi hele tiden prøve at supplere den nuværende by med det vi forestiller os. I hvert fald... Det her er noget vi går lidt og pusler med, hvordan er det nu man gør her? Er det med fokusgruppe, er det ved at tage nogen, der potentielt ligner målgruppen og tager med derud? Sikre, at det der kommer til at ske, det er jo typisk sådan noget i programmeringen af grønne arealer. Skal der være legeplads, skal der være outdoor-kitchen, skal der være outdoor-fitness? Der skal man prøve at ramme rigtigt i forhold til de behov, der er derude. Det er jo ikke nødvendigvis sådan, at det er behov, der er hos de eksisterende borgere, også er dem, der bliver nødvendigt for de nye indbyggere. Det er en supersvær balance, at på den side at trække de lokale krafter så tæt på og arbejde sammen, samtidig med, at de

jo i virkeligheden heller ikke skal diktere planlægningen. Det er en balance hele tiden at gøre det. Jeg tænker, at det er værre, det her med, at vi desværre på Aarhus Ø eksempelvis, på den første del, det var jo virkelig, ikke greenfield, men virkelig bar plads man udviklede på. Alt var jo væk derude og i og med, at der ikke var noget naturligt at komme efter derude de første mange år, så var det meget mere et spørgsmål for os om, hvordan kan man tilføre det noget identitet? Hvordan er det man kan tilføre det noget byliv og så videre. Der bruger vi så det her midlertidighedsredskab rigtig meget, det som de også bruger i Køge. Der var Strandbaren og øhaven blandt andet, og noget af det sætter så spor nu og bliver... I virkeligheden er Strandbaren et udtryk... Havnebadet og den kommende strand dernede er jo et udtryk for, at man vælger at permanentliggøre noget som startede midlertidigt, fordi man kan se, at det fungerer. Så jeg tror mere... Man kan sige, Godsbanen er et tredje eksempel, hvor der har været et enormt stærkt miljø i form af Institut for X og der har det jo stort set ikke været nødvendigt at gøre yderligere, andet end at understøtte det der var der. De kunne virkelig drive den... Det betyder så også, at de jo nu er i den situation, at nu skal de til at vænne sig til nye aktører, der kommer ind i Godsbanen, som de skal dele arealet så at sige med. Det er så en læring for dem, men det er en stor succes med Godsbanen. Det må man bare sige, det liv som Institut for X har formået at lave dernede er enormt stærkt.

J: I øjeblikket bruger I så nogle værktøjer ude i Lisbjerg? Nu tænker vi måske især på 360-graders værktøjet?

M: Det kommer vi jo til. Vi er på vej med de næste lokalplaner, der bliver det jo bare en helt integreret del. På det niveau, hvor vi er, det overordnede strategiske niveau, der styrer vi i første omgang efter de værdier og kvaliteter, der ligger i udviklingsplanen. Også den overordnede fysiske disponering. Men den er jo ikke på nogen måde byggeretsgivende, så de her planer skal jo detailplanlægges i form af lokalplaner, kommuneplantillæg hvor 360-graders værktøjet bliver en helt integreret del af det. Og der er jo ingenting i 360-graders værktøjet, der er i uoverensstemmelse med det, der sker derude. Så det kommer til at blive naturligt. Når vi nu arbejder rent projektmæssigt internt i kommunen, så indgår 360-graders værktøjet i vores overvejelser, men når vi laver de større udviklingsplaner er vi typisk organiseret sådan... De her større arealudviklingsprojekter er ledet herfra os af, fra mig, men det står og udarbejdes i en større projektgruppe, hvor der er altid repræsenteret nogen fra planafdelingen, fra mobilitet, fra byggemodningen, som efterfølgende skal ud og have spaden i jorden. Det er der fra, det der nu ikke længere er CME, men var oprindeligt CME, nemlig miljø- og energiområdet. Derudover er der en repræsentant fra Borgmesterens Afdeling og typisk har vi så også direkte ind i gruppen, eller sparringspartnere for mig, stadsarkitekten med os. Så på den måde bliver planerne heller aldrig udarbejdet uden, at man har 360-graders værktøjet med i baghånden. Så bliver det så meget konkret brugt i forbindelse med de

lokalplaner, der kommer for de første projekter. Men man kan sige, at en del af 360-graders værktøjet vedrører den konkrete, fysiske udformning af det, hvorimod meget af det vi arbejder med er ligesom rummet inden, at det bliver fuldt omformet til fysik. Vi har jo skiftet spor... Aarhus Kommune arbejder lige nu meget under den sætning, vi kalder ”Byliv, før byrum, før bygninger”. Det vil sige, at vi starter... Erfaringerne, kan man godt sige, uden at sige for meget, at nogen steder er man lykkedes med, også her i Aarhus, i mindre grad med at få skabt det byliv og den livability man gerne ville. Til gengæld fik man lavet nogle flotte bygninger... Eller i hvert fald nogle bygninger... Det er jo smag og behag. Jeg gider heller ikke diskutere arkitektur altid, det bliver man så træt af. Men det der skifte med hele tiden at have fokus på byliv først, før byrummet og så kommer vi i sidste ende til bygninger, det betyder også, at det er ofte det ikke-fysiske, der er først. Selvfølgelig er der nogle fysiske rammer, der er nødvendige for et spændende byliv, men det er måske i virkeligheden mere de aktører, der er til stede, der kan være med til at skabe det byliv, der er vigtigt i første omgang. Så skal den ramme i form af byrum og bygninger, der kan understøtte det, selvfølgelig være tilstede. Og det er jo i virkeligheden også noget, der udfordrer i meget høj grad, de developere vi arbejder med i de her år. I den forstand, at de vil jo gerne bare kunne komme med et projekt, tegnet projekt, og et klart defineret byggefelt, hvor de kan lave deres projekt på. Men det der sker i de her år, det er jo, at vi i langt højere grad stille krav om, hvad det er de kommer med af funktioner af byliv og andet. Det er jo meget tydeligt hennede i Sydhavnskvarteret, hvor vi er i gang med de første udbud, der lige skal til i gang, men jo også i meget høj grad det man gjorde på Bassin 7, hvor man sagde til de teams, der skulle gå ind og tegne den plan og efterfølgende få lov til at bygge byggerierne, at man ville ikke se tegninger først. Man vil ikke se deres bygninger, man ville vide... De skulle konkurrere på, hvad det var for nogen funktioner, hvordan ville de skabe det her byliv, som måske manglede lidt på Aarhus Ø. Og derfor var det i højere grad deres evne til at besvare en række spørgsmål i prosa, end til at tegne det, der i første omgang var vigtigt. Det var her man fik teater, cafeer, hoteller, de her badehuse, der kommer til at lægge nede langs havet. Alle de der funktioner, var jo egentlig det developerne i første omgang rendte rundt og sørgede for, at de havde, så at sige, aftaler med inde i projektet, mere end, at de kom med et BIG-tegnet byggeri. Det kom sådan set først i anden bølge. Den måde at arbejde, tror jeg helt sikkert, at vi kommer til i meget, meget højere grad at stille krav til. Selvfølgelig særligt i de her år, hvor konjunkturerne er så gode, at man fra byrådets side kan stille endnu større krav end man måske kan i andre situationer, hvor markedet er fladt og hvor der også kan et helt legitimt politisk behov for at sikre, at anlægningen kommer i gang. Det er jo dyrt at ligge inde med de her arealer uden at få dem afhændet, så der kan jo godt være et tidspunkt, hvor vigtigheden at få løbet et projekt i gang kan betyde, at man realiserer et projekt, der ikke har de samme bylivsfunktioner med.

J: Nu har vi jo snakket om den nye plan og forskellen på den gamle plan og den nye plan. Men hvordan vil I egentlig vurdere, hvordan kan I vurdere, at den nye plan er mere bæredygtig og livable end den gamle plan?

M: Det tror jeg... Dels kan vi aflæse, hvad der sker andre steder. Hvis man tager en tur til København, så er det måske ikke så svært at se, at første etape af Ørestaden er knap så livable som efterfølgende etaper er. Og som dele af København, det kunne være Holmen eller andre steder, som er bygget efter de principper, som vi nu indfører oppe i Lisbjerg. Skalaerne bliver mindre, byrummene bliver mindre, der bliver mere intimitet ind i det hele og så videre. Det kan vi erfaringsmæssigt se virker på en anden måde. Så det er... På den måde, er der meget, der er erfaringsbaseret.

J: Så 360-graders værktøjet er ikke noget, der spiller ind på det?

M: Ikke endnu. Det er ikke introduceret i forbindelse med tegning af planen her. Den er kommet lidt parallelt med. Men jeg er helt sikker, at 360-graders værktøjet bare vil understøtte det og gøre det endnu mere livable. Men hovedgrebet omkring byen, at gå fra den større... Fra den tidlige plan med de lidt større byggerier, de større strøg, de større boulevarder og så videre, ned i den mindre skaleret hverdagsby med de ting, det ligger forud for 360-graders værktøjet og det er vi også helt sikre på, at der har vi fat i noget rigtigt. Vi har også i langt højere grad nu haft testet på målgrupper og andet, hvad er det for et produkt... Hvis man sådan lidt firkantet skal sige det, og det er jo aldrig så enkelt, når man bygger en by på 20.000, så kan man sige, at den første målgruppe vi går efter her, er i meget høj grad de børnefamilier, som enten gerne vil flytte til Aarhus og ikke nødvendigvis har hverken lyst eller råd til at bo inde i et etagebyggeri inde i midtbyen, også er det dem, som i dag bor inde i midtbyen og som måske påtænker at flytte ud, for at få noget mere plads. En del af dem mister vi i øjeblikket til omegnskommunerne, nogle af dem fordi de rent prismæssigt og andre, fordi man kan tilbyde det her parcelhus, som rigtig mange gerne vil se eller eje. Men det er så ikke det, vi kommer til at leve ude i Lisbjerg. Der bliver det mere... Det kan sagtens være den private grund og det private hus, men med en lidt mindre have. Og når vi gør det, så er det fordi, at vi har forhørt os. Vi har simpelthen fået undersøgt, hvad er det der efterspørges og så videre. Og det er måske ikke nødvendigvis 800 kvm stor parcelhusgrund. Det kan godt være, at det er et hus på 150-200 kvm, som nogle af de her store huse kan være, men med noget privat have, men ikke nødvendigvis den der kæmpestore have. Og det er ligesom det produkt vi prøver at gå ind og leve her, og prismæssigt også på en måde, hvor det ikke er voldsomt meget dyrere, end det ville være at flytte længere væk. Så på den måde, er vi ret sikre på, at vi fået undersøgt alt ordentligt. At der er bæredygtighed i det, også økonomiske bæredygtighed. Også bliver der jo, der er stillet krav om at etablere sig i forhold til 360-graders værktøjet. Ingen tror

jeg, at man skal se det som udtryk for, at der er nogle værktøjer her, nogle planer, som sådan kommer hele vejen rundt. Både på lokalt plan, på økonomisk plan, på strategisk plan og andet. Og det er jo altid den større og store opgaver, det er, hvordan holder vi styringen på det, når nu vi går i realisering mode? Hvordan er det vi sikrer, at man ikke hopper over, hvor gærdet er lavest, eller at man får noget byggeri, som ikke lever op til det. Jeg tror, at man vil være naiv, hvis man tror, at man, om 50 år, kigger tilbage på den udbygning, der er sket, også ikke vil sige, at der er nogle steder, vi fejlede derude. Det vil altid ske. Men hvordan er det, vi kan gøre det bedst muligt? Og den der organisering og styring omkring det er grunden til, at Aarhus Kommune vælger at have den her enhed Bolig- og Projektudvikling, der har som formål at udvikle og sælge, er jo et ønske om en tro på, at man netop via det at eje arealerne i højere grad kan styre, at visionerne også bliver til noget. Typisk så må vi jo alene have planlægningsværktøjet som er stærkt på mange måder, men jo ikke stærkere end som så. Der kan jo sagtens dispenseres fra planer og laves om. Det kan de jo også her. Når man ejer, så har man den anden del, der hedder, at man kan styre via salgsaftalerne. Man kan sikre et andet led i det også i realiseringen, som man binder på. Så det er helt klart det, der ligger til grund fra byrådets side. Ellers kan man jo sige, at det kunne jo ligeså godt ske i privat regi, at man udviklede de her områder. Det er for at styrke den politiske dimension i det, at man også ejer og dybest set kan vælge at lade være med at sælge.

J: Så det er måske nemmere at tilpasse sine planer, når man selv ejer? På den måde kan man inkludere... Finde ud af i fremtiden, hvad er det vi skal ændre på?

M: Ja, det er det. Man kan sige, at alt andet lige... Ikke fordi, der ikke laves rigtig mange gode planer i privat regi, det gør der, men måske har man muligheden for at starte på et lidt højere, hvis I forstår, hvad jeg mener? Man kan lægge overliggeren lidt højere. Som jeg også sagde, så er det en klar byrådsbeslutning, at vi har ikke et afkastkrav, der er ikke et krav om, at vi skal tjene penge på det her. Det vil sige, at man kan måske skrue lidt mere op for kvaliteten af det man ønsker, end hvis vi skulle tjene penge til skoler alle mulige andre steder i byen. Så jeg tror, at vi starter ud fra et højere niveau i de planer vi lægger ud, de udbud vi lægger ud. Minimumskravet som developere og bygherrer skal leve op til ligger højere på den her måde. Også har vi en anden del af det, det er jo præcis det der med omskiftelighed i både teknologi, konjunkturer, arkitektur og andet, giver en højere grad af fleksibilitet og det er vores område, så vi kan reagere hurtigere. Så det er en... Når vi husker, at vores hovedplan er ikke at detailplanlægge for langt frem, for så kommer man i den situation, hvor man skal tale op imod en eksisterende plan. Alt det betyder både politisk og borgerinvolveringsmæssigt og så videre, det er jo det der skete i den første plan. Det er jo også det der sker i denne løbende videreudvikling af hele det oprindelige plangrundlag for Aarhus Ø. De havnearealer, hvor der har ligget en helhedsplan samlet, som man justerer på løbende afhængig af de erfaringer man gør

sig, de ting vi har lært undervejs, det er meget tydeligt at se. De mangler, der er på den yderste del af Aarhus Ø, hvordan vi nu introducerer et andet greb omkring Bassin 7, det er jo blandt andet sådan noget med karrstrukturer. Noget af det der viser sig på den yderste del, det er, at der mangler noget privathed. Det er solitære byggerier. Der er enkelte vellykkede, blandt andet Havnehusene, som er et fantastisk fint byggeri af Brabrand Boligforening. Der har du pludselig en karr, du har både et indre gårdrum og som i øvrigt også er skærmet for vind og vejr på mange måder. Det har man ikke i ret mange af de andre byggerier. Det vil sige, at du har nogle udearealer, som er meget offentlige og de er også svære at skabe byliv i, fordi de har nogle dimensioner, som er ret store. Nu laver man et greb nede på Bassin 7, hvor man introducerede karreen og blandingen mellem det private og det offentlige i langt højere grad. Og byliv ind i nogle mindre skalerede gader. Vi er lige på vej til at præsentere planen for den næste etape, som går fra Bassin 7 og hen og får fat i Nørreport, som er det store trafikkryds. Der kommer vi endnu længere ned i højde og endnu mere til at arbejde med nogle af de kvaliteter, der findes inde i den historiske del af Aarhus, hvor karreen er typisk. Så den der læring hele vejen, og der taler vi op imod en oprindelig plan. Det er jo forhåbentlig det, der kommer til at ske med Lisbjerg. Vi har fået defineret så tydelige værdier og kvaliteter i udviklingsplanen, at den er fleksibel og rummelig nok til at kunne ændre sig fysisk undervejs, hvis det bliver nødvendigt, uden at man taber det der egentlig er identiteten og kvaliteten i det på den måde.

A: Den her måde med at lave udviklingsplaner og styre det lidt mere, ser du der er en anderledes I laver planlægning på, på denne måde? Har I ændret jeres måde at planlægge på?

M: Ja, det er der ingen tvivl om. At skiftet fra klassisk, fysisk helhedsplanlægning og til udviklingsplaner er meget markant. Jeg synes ikke, at man fjerner den fysiske helhedsplanlægning, men man supplerer den med noget. Det er det vi kalder værdibaseret planlægning, og det er en stor ændring, der sker. Det sker i rigtig mange steder i landet i de her år. Hvor man lidt efterhånden har fundet ud af, at der lå en lang række af, for eksempel lokalplaner, rundt omkring, som aldrig blev realiseret, fordi de var af den ene eller anden grund simpelthen ikke mulige at få nogen til at realisere dem. Der bliver man mere og mere bevidst om at styre via kvaliteter og i mindre grad alene via fysik.

J: Vi interviewede Peter Boe nedefra Tækker omkring Nye, for også lige at høre...

M: Ham kender jeg ganske fint.

J: Ja, vi ville gerne høre developerens syn og også hvordan de ser på det her samarbejde med kommunen og alt det her. Og der fortalte de jo også, at i Nye, der har man valgt at starte ud i det små også bygger vi ind mod det store. Der kan vi jo læse,

at i udviklingsplanen for Lisbjerg, så gør man lidt det modsatte. Der har man jo åbningstræk, hvor et af dem er at lægge ud med at bygge det store, også går vi ned mod det lille bagefter.

M: Det handler jo nok også lidt om økonomi. Det at have muligheden for... Det er klart, at risikoen er, at vi tager fejl. Det der er styrken ved det, og som vi jo ved fra nogle af vores netværkskollegaer rundt omkring i landet, der også arbejder med de her store udviklingsprojekter. Det, at Aarhus Kommune faktisk har økonomien til at lave nogle initial investeringer i form af offentlig service som skole, som infrastruktur og andet, det gør rigtig meget. Vi har tilkøbt letbanen derude selv, og man kan se, at hvis man tager ud til Nye og så videre, der ligger letbanen langt ude i fremtiden og der er noget afstand. Den får et trinbræt, men det ligger ikke inde i byen. Her får vi tegnet byen rundt om og tilkøbt nogle spor og så videre. Det er vi helt sikre på, at det er en kæmpe styrke. Vi ved, at de efterlyser det i en lang række andre byudviklingsprojekter, bare man nu lige havde økonomien til at lave de første investeringer, for det bliver en reason to go for rigtig mange developere og andet at se, at Aarhus Kommune mener faktisk det her. At man udvider og laver de her elementer, det kan godt være sig en udfordring, fordi mange developere... Det er sådan lidt hønen og ægget, for der er jo også rigtig mange, der vil kigge på Nye eller andre steder og sige, at jo, vi er klar, når I lige har fået etableret den her butik, eller den her skole. Der har er man jo i øvrigt også i gang med skoleplanlægning for Nye nu. Så ja, vi laver nogle overordnede åbningstræk, som gerne skal danne en ramme, som skal fyldes ud i. Så må man jo håbe, at vi har... At vi får placeret de åbningstræk og realiseret dem på et ordentlig niveau, for det er så ulempen ved det. Jeg plejer at sige i dag, at Lisbjerg er helt uden sammenligning Danmarks bedst betjente landsby. Der er 600 borgere med supercykelsti, letbane, nybygget skole, nybygget gadeforløb. æstetisk vil der gå 5-6-7 år nu her, inden det begynder at se ud som en by. Det ser jo enormt specielt ud med de der tekniske anlæg, der er etableret. Skole og andet. Mens man har den der lille by. Men det vil jo alt andet lige, etableringsperioden er jo lang og der vil være en karakter af byggeplads, ligesom der er en række andre steder i de større byudviklingsprojekter de første år, indtil man får lukket etape 1 af. Indtil man får den første afrundede bydel, der må man bare sige, at det er en præmis, vi ikke kan gøre noget ved, hvis man gerne vil bygge. Vi gør alt hvad vi kan for at afskærme os og at man ikke får fornemmelsen af at bo for meget i en byggeplads. Man kan ikke bygge en ny by til 25.000 fra bunden af, uden de gener der er i form af byggeri. Det kunne vi ellers godt tænke os, for det er klart, det er også et issue for de kommende beboere. De får den oplevelse de første år, men på den anden side, det havde man også på Aarhus Ø og det har man også gjort i Ørestaden.

B.3 Interview with Peter Boe Hauggaard-Nielsen

Introduction of us:

- Who are we?
- What are we researching?
- What are we interested in?

Introduction of the interviewee

- Will you introduce yourself?

Research Questions	Data: What do we need to know in order to answer RQ	Themes/ theory	Questions
What is the approach of Aarhus Municipality when they plan for long-term sustainable development?	Not much to know about the tool, but could be interesting to hear if the tool has been used yet, especially in Lisbjerg.	Strategic Spatial Planning Long-term planning Realdania-model Sustainability/Livability	
How are the planners at Aarhus Municipality trying to decrease uncertainty and achieve sustainable urban development at Lisbjerg?	Hear the planners ideas behind the tool. There must have been inspiration from other tools and issues from the municipality that should be solved.	Complex Adaptive Systems Strategic Spatial Planning Planning Tools Long-term planning	<p>How many long-term plans have you been a part of? And how far are they in their planning?</p> <p>How many development projects have you been working on with the municipality?</p> <ul style="list-style-type: none"> • how many of these have been about a long-term process? <p>Would you say that doing a SSP makes further plans for the development more sustainable? Does the holistic approach improve plans or make them too complex?</p> <p>Have you used the 360-degree tool so far? If so, in which case and what did you learn?</p> <p>How is the interaction with the municipality through the use of the 360-tool? Is it the same, is it better, more complicated...?</p> <p>How are you as a developer planning for long term strategies?</p> <ul style="list-style-type: none"> • Does the 360-tool make this planning process easier/more manageable?
How are these planning practices contributing to changing the planning profession?	To understand what liveability and sustainability is to the municipality. Understand the actions taken in the process behind 360 to gain higher sustainability/livability in the change from one plan to another. Will the tool lead to higher sustainability? At the same time we're looking into how planning tools are changing the role of the planner. Sustainability and livability is not just going to be maintained by the individual planner, but by a template.	Sustainability/Livability Planning Tools Process Successful end goals	<p>How do you succeed in achieving liveability/sustainability through your work? And how far would you go?</p> <p>How is the developer vs. municipality relationship, which do you see is weighted most in the development?</p> <p>Won't a tool, which lays out a template for the evaluation of all plans, make the process more static, since the processes will be alike?</p> <p>How have your work changed after the implementation of planning tools?</p> <ul style="list-style-type: none"> • are you focusing more on sustainable/ liveable solutions when planning with the 360-tool?

Interviewer: Andreas Brix Holm (A) Jakob Fladeland Iversen (J)

Interviewee: Peter Boe Hauggaard-Nielsen (P)

A: I har garanteret en masse erfaring med at arbejde med kommunen og hvordan det virker.

P: Ja det har vi helt sikkert. Det er absolut, det lidt svæver ved os er at vi egentlig er et ingeniør firma og en privat udvikler, investor. Så det er jo lidt i det der spændingsfælt vi arbejder på. Jamen vi har selvfølgelig nogle fagfolk til at hjælpe os, arkitekter, byplanlæggere og sådan nogle ting, men det er meget vores egne naive ideer... Den er hvertfald ikke særligt teoretisk vores tilgang.

A: ja det er også det vi tror er en interessant indspark til vores projekt, da vi har meget med kommunen at gøre og dem har vi selvfølgelig også interviewet, og så er det også bare en rigtig god vinkel at få jeres perspektiv.

P: Det jeg sådan kan sige, det er ikke sådan rigtig teoretisk begrundet, men det er selvfølgelig mere erfaringsmæssig begrundet det jeg kan byde ind med.

A: Som sagt, jeg hedder Andreas og det her er Jakob. Jeg kommer nok til at styre interviewet og så fungere Jakob som sparringspartner, og det er bare os to i gruppen.

P: og det produkt i så afleverer er så hvert for dig eller samlede?

A: Det er et samlede speciale projekt. Som vi så også skal op og forsvere. Det er egentlig vores introduktion. Kan du ikke fortælle ganske hurtigt om dig selv?

P: Jo. Jamen jeg hedder Peter Bo og er uddannet ingeniør med en specialisering indenfor energi og indeklima, så jeg har siddet i mange år og projekteret huse i alle størrelse lige fra en villa til et isbjerg. Og så er jeg chef for vores tegnestue og sådan også det primære bindelede i vores udvikling. Mange af de aktiviteter vi har i Tækker og i hovedkoncernen udtænker, de går sådan igennem mig i forhold til at lave alle de rådgivninger vi laver, det er noget jeg er inde over, og alle de konsultationer vi sætter sammen dem er jeg med til at tænke og planlægge. Men fungere ligesom en tovholder med alt det vi sætter igang. Så i forhold til Nye, som er vores absolut vores største planlægningsprojekt, der har jeg faktisk været med til at arbejde med og på forskellige niveauer siden år 2006.

A: Det kommer vi også ind på senere hen.

P: det er i orden, det er jo også et af mine primære arbejdsområder som jeg sidder med i dag, og det er sådan set også der - selvom jeg er skolet i at være ingeniør, så forstår jeg de fagtermer der kommer fra vores ingeniør afdeling - men halvdelen af min tid bruger jeg egentlig på Nye og bruger alle de forskellige værktøjer jeg har samlet op igennem tiden. Så vi er meget tværfaglig vil jeg kalde os.

A: Du lyder også som om at du har været i gamet længe?

P: Jamen ja, det har jeg også.

A: Først og fremmest vil vi gerne høre om jeres erfaring omkring langsigtede planlægning og planer, hvad i har der og hvor mange langsigtede planer i måske har lavet?

P: Jamen vi har lavet nogle. Det afhænger også lidt af hvad man mener med langsigtede planer?

A: Det er ment som i at man ikke lige har det endelige fysiske planlægnings produkt, så vi tænker mere alle sådan noget som Nye.

P: Jamen hvis vi starter ved Nye så er det jo som sagt et projekt der startede i år 2006. Da vi gik i gang, havde vi jo ikke nogen forestilling om at vi først havde en lokalplan vi kunne bygge efter i år 2016. Så det kan man jo sige at det er jo langsigtet. Og hvorfor er det så langsigtet? Og jamen et er jo fordi at vi formår og griben bold eller er i stand til at lave en auktions aftale med en landmand som sidder på en stor del jod, som ligger indenfor et perspektiv areal, som Aarhus Kommune har udpeget tilbage i 60'erne, tror jeg det er. Og det finder vi jo ud af tilbage i 2006 og får lavet en aftale med landmanden om at lave en 20 årig købsret af hans jord, og så begynder vi at udvikle og skabe ideer. Hvad kan der være og blive til. Vi har haft forskellige tilgange til hvordan og hvorledes vi skulle griben det an, haft en erfaring eller holdning til at det skal være kvalitet og det skal være, hvad skal man sige. For det er jo ikke bare at sige 'vi vil bare gerne lave en ny by', for det ikke fra starten at vi har kunne sige at det er det vi gerne vil. Men vi har jo ligeså meget arbejdet os ind i opgaven med nogle hovedtitler der hedder fremtidens forstad eller fremtidens nye by, og hvad er det så uden sådan helt at vide det. Og så fik vi startet, selvfølgelig med at få fat lige omkring hvor der bliver lavet en ny planstrategi fra Aarhus Kommune i år 2008 og det er vel ligesom det der er vores clue. Nu har vi et eller andet at arbejde hen imod og Aarhus Kommune skal aflevere en eller anden planstrategi, som vi så vil forsøge at spille ind på med vores projekt og se om vi så kan kva vores projekt, komme med et indspil der ligesom kan være med være til at tale vores egent projekt. Og det har vi så Zebra bl.a. til at hjælpe os med og så får vi så sat sådan en workshop forløb op. Helt tilbage i starten for ligesom at tale om og ikke bare begynde i blinde at tegne nogle huse og sige at det er så byen, og stueetagen det er så butik osv. Men få samlet en workshop forløb som så bestod af interesserter fra kommunen og relevante personer fra rådgiverbranchen, arkitekter og ingeniører, relevante personer fra forsyningsvirksomheder og så prøvede vi at involvere nogle kæpheste, nogle personer som havde et eller andet på hjertet i forhold til byudvikling. Jes Vagnby var en af dem og han var arkitekt fra Roskilde festival og han var fremme på det tidspunkt og havde en hel masse at sige omkring det, og havde nogle gode indsparks. De bygger jo en 'ny by'

hvert år til ca 90.000 personer. Sådan nogle mennesker der kunne komme ind og give et motiveret syn på hvad er det og hvad kan en by være. Jesper Dahl, en fremtidsforsker, var også inde og sige lidt. Sådan nogle der kunne holde lidt forskellige oplæg og så var der nogle diskussioner. Nogle der var med til at sætte baren eller så nogle frø, som man så kunne sidde i nogle workshops.

A: Men det gjorde jo også gjort forholdsvis sent, nu siger du i forhold til år 2006?

P: Ja det har vi så gjort to år efter, sådan ligesom for at finde vores ben. Altså der i år 2008 der har vi så siddet og kørt de har workshop forløb. For at få helt almindelige mennesker, de var også med i de workshops, altså de interessenter ude fra fællesrådet. til at få dem ind i et forum hvor der ikke er noget på tegnebrættet endnu, men prøve at få dem til at sidde og formulere hvad indeholder en ny by. Er det tæthed og det skal være bæredygtigt som det hed dengang, og der skal være en biograf, kan der være nogle der siger. Nogle vil gerne have kvaliteterne fra byerne men de vil også gerne have kvaliteterne fra landsbyen. Så det greb vi sådan lidt så et af de stikord der kom fra, der er to plus fra den gang som bliver taget med os og som vi stadig finder tilbage til fra den workshop. Det var naturen eller byen i forhaven og naturen i baghaven. Det stod der på sådan en gul postet seddel, og det er jo egentlig meget sigende at når man går ud af sin hoveddør så kan man egentlig godt lide at møde folk og have nogle bymæssige tilbud, men når du så trækker dig ud bag til, så kan man godt tænke sig at bevæge sig ud i det grønne.

A: Hvis jeg må spørge mere ind til det. hvorfor tænker du selv at der var så lang en periode, den viste sig at være meget langsigtet, fra 06 til 16?

P: Man kan faktisk ikke, vi har jo også haft behov at læse os ind i opgaven og vi har brugt lang tid på at iscenesætte de her workshops. Finde ud af i det hele taget, hvad er det her og hvad er potentialet og sådan nogle ting. så inden vi har været i stand til at sætte de workshops forløb igang så har vi skullet afprøve det og området var stadig kun perspektiv areal og der skulle lavet en planstrategi og kommune plan. Der har hele tiden været nogle ting som vi skulle passe os under og nogle rammer vi skulle tilpasse os til.

A: Så der er egentlig den første langsigtede rigtige store og svære plan?

P: Ja. I det er udkrystalliserer sig i de workshops forløb det var en vidensbog, en opsummering eller referat med nogle bulletpoints om hvad man har sagt til de workshops forløb. Hvad kan være med til at skabe en god by. Krydret med vores egen helt uteoretiske erfaring med hvad kan godt lidt ved byrum. Analysere gader i Berlin, bredder, beplantning, belægning, højde og drøjde. Så lavede vi sådan et referencekatalog med inspiration fra Berlin og Trøjborg og sådan nogle ting, det er den her type bebyggelse

der er med til at understøtte en by og det er det her der sådan er den kritiske masse. Så vi har sådan hele tiden ladet referencer og kvaliteter tale og så startede vi jo så også med at bygge en model i 1:1000 af hele projektet og grunden.

A: Det var vel først da det hele var blevet lidt mere konkret?

P: Der gik nogle år, men det var sådan oppe i imod den helt nye helhedsplan. Vi lavede en helhedsplan for hvad det i hele taget var ville lave derude.

A: For at få kommunens vinkel på det, eller samarbejdet med dem, hvor mange af deres udviklingsprojekter har i været en del af?

P: Når kommunen udvikler noget?

A: Ja når de har været ejer kan man sige

P: Ingen. Vi har ikke udarbejdet noget for dem. Altså du tænker som rådgiver eller sådan noget?

A: Ja, eller nu som hvor kommunen har meget land, og så har samarbejde med udviklere om at bygge.

P: Man kan jo sige at kommunen har en del areal af Nye. De ejer 10% af Nyes areal som vi selvfølgelig har planlagt henover. Men vi har ikke ageret som kommunens rådgiver eller i den art på noget tidspunkt. Det der er meget specielt ved Nye er at det er et privat initiativ og at vi ejer de resterende 90% af jorden. Så det er jo derfor at matchet bliver spændene, dynamikken mellem Lisbjerg og Nye, mellem kommunens 100% offentlige udviklingsprojekt som sælger ting fra ligesom på havnen, og så hvordan vi gør det som 100% privat initiativ. Det bliver spændene at se de synergier. Det bliver meget interessant og de har kommunens også selv belyst flere gange. Og i takt med at man nok finder ud af at der ikke er den store konkurrence fordi vi griber det jo an på forskellige måder og i forskellig skala, men det er indenfor de samme mål om at få nogle borgere til Aarhus. Så på den måde tror jeg også at projektet har passet.

A: Nu når Nye er den første form af jeres langsigtede planlægning, har i så arbejdet meget med strategisk planlægning for at sætte nogle strategier fx for hvordan i vil møde bæredygtighed?

P: Jah det har vi.

A: I har jo fx helhedsplanen.

P: Ja vi har jo en helhedsplanen.. Det er ikke helt sikker at jeg kommer til at svare præcist på spørgsmålet men så må du lige spørge igen.

A: Jamen det er helt fint.

P: Vi har brugt, i de der fra 2006 til 2016 hvor vi havde lokalplanlægning, der tror jeg vi har brugt 9 år på at snakke om hvad er det der skal være i mellemrummene, og snakket om alt andet end om de huse der skulle bygges. Og så bruge vi ca det sidste år på at sakke med arkitekter om hvordan husene skulle tegnes, det er jo nemt for dem der kan det. Men brugt meget tid på at indlejre hvad det mellemrum skal kunne, hvordan får vi skabt et rum hvor folk gider at være. Og der kan man snakke om at have strategien bag ved det. Det er en målrettet strategi om at skabe rum som folk vil være i, og hvordan man så gør det er at bidrage med noget som folk gider at tage del i. Hvis man finder tilbage til Roskilde festivalen, som vi er blevet meget inspireret af, der sagde Jesper Vagnby at han planlagde den her Roskilde festival og planlagde det her mellemrum, så var det et spørgsmål om: hvad sker der her. Mange tror at det kun handler om at få nogle musikere op på scenen og spille noget musik, men Roskilde festival bruger sindssygt mange ressourcer på at gøre det attraktivt og sjovt at være i mellemrummet. Hele festivaloplevelsen ligger oppe på scenen men det handler også om at få mennesker afledt fra teltet og så over til campingområdet hvor de også kan lave et eller andet.

A: Ja man skal jo også huske på at de skal bo der i en 10 dage eller sådan noget.

P: Ja det har vi så grebet lidt. Hvad kan vi så gøre og hvordan kan vi koble det på vores projekt fra hvor folk forlader hoveddøren og går ned til letbanen, og tager på arbejde. Eller at de tager deres bil. Hvordan kan vi så gøre nogle ting som gør at man lige få det twist, lærer sine naboer at kende eller provokerer den måde hvorpå folk de mødes. Kan vi lave nogle boligtyper der gør at der er sandsynligt at vi får sammensat nogle forskellige mennesker med nogle forskellige baggrunde, unge, gamle, familier og singles. Kan vi lave nogle tiltag som gør at vi får en diversitet og hvertfald forhåbentlig opnår social bæredygtighed. De her mellemrum, jamen der kan vi, altså i forhold til bæredygtighedstilgangen, der bygger vi selvfølgelig nogle energi rigtige boliger, det kan man jo næsten ikke undgå med de energibestemmelser har vi ikke fokuseret så meget på. Vi har fokuseret meget på noget andet. Vi har en ekstremt leret jord derude, så der kan næsten ikke nedsive noget som helst, men alligevel selvom at den er så leret, så ligger byen faktisk ovenpå et af kommunens største grundvands reservoir. Så det er sådan set ovenpå et indvindingsområde og derfor en meget følsom jord. Jeg tænkte først, nå fint nok det lyder godt nok ikke særligt godt hvis man skal til at bygge en kæmpestor by ovenpå det med huske, tankstationer osv. Kan vi gøre noget som vender det på hovedet. Så besluttede vi at ja det tror jeg da godt vi kan. Vi kan lade vær med at lade noget nedsive ved at håndterer alt vandet på terræn, så vi kan forsøge at skabe en vandbalance og udnytte lagring så vandet kan ligge sig der hvor de naturlige lavninger er. Altså lave nogle regnvandsbassiner ved de naturlige lavninger, og sørge for at regnvandet løber ned

i dem og så når regnen holder op så kan det lige så stille løbe ud i recipienten. Så forskellige ydre omstændigheder gjorde egentlig at vi på vandbehandlingsdelen har sat baren sindssygt højt og sindssygt svært. Vi lavede en simulering for hvad der sker hvis vi hælder en 100 års hændelse ud over hele den jord, hvor lander vandet så henne. Hvor meget kommer det til at fylde og vil det løbe hen på parkeringspladsen osv. Sådan har vi arbejdet med modellering for at se hvor meget skade det gør. Og så koblede vi det så på, her ved afslutningen af lokalplanen, kan vi være så sindssyge at vi kan pumpe det vand der liggerude i bassinet tilbage i husene og bruge til toiletskyld osv, og det er rent faktisk lykkedes. Så vi har lavet sådan et system der samler alt vandet og pumper det tilbage tiltoletterne. Det har vi så fået Aarhus vand med på og de synes også det er en fantastisk ide. Så det ender faktisk med at Aarhus vand laver det dobbelt system så det kører et blåt rør som man kan drikke af, som i alle andre huse, men så ligger der også et lilla rør som håndtere alt det andet vand. Og det er Aarhus vand der faciliterer den løsning ved at suge vandet op fra vores bassiner. De etablerer et vandværk som pumper, det der egentlig hedder sekundervand, vi kalder det naturvand, som pumper sekundervandet tilbage i husene og skylder i toiletterne. Den teknologi den synes vi er ambition og vi forsøger hele siden at skrue niveauet højere. Kan vi rense vandet så det rent faktisk kan drikkes. Og det findes der faktisk teknologi til at man godt kan. Men det er vi ikke sikker på at beboerne er helt klar på. Men i fremtiden bliver grundvandsressourcen måske knappere og knappere. Alternativer er det måske bare et demonstrationsprojekt for alle mulige andre projekter i verden, som har mange flere problemer.

A: Ja men så har man allerede teknologien til at udvikle videre

P: Det er hvertfald sådan et strategisk bæredygtighedsbegreb som er udsprunget af den fysik og den grund Nye bliver bygget på, det som vi har haft mulighed for at arbejde med. På stor skala der er det jo nok, der tror vi, og det er også der vi lytter til vores samarbejdspartnere, der er det hvertfald nok det mest ambitiøse vandsystem der findes.

A: Det er vel også kun muligt fordi det netop er en ny by.

P: Det er kun en mulighed i virkeligheden fordi vi starter på bar mark. Men det er jo nok også kun muligt fordi vi kun er en bygherre. At blive enig blive enig med 100 lodsejere om at blive enig med en om at det er han der skal have regnvandsbassinet, så har du nok ikke nogen byggerier. Det vil man aldrig kunne.

A: Hvis jeg lige må fortsætte omkring det holistiske perspektiv det er i sådan en helhedsplan, ser du det som en kvalitet for den langsigtede planlægning, eller gør det planlægningen mere kompleks?

P: Jeg tror faktisk at det er vigtigt for planlægning at have en helhedsplan, meget vigtigt endda. Af to årsager, eller tre; vi er jo startet med en hel helhedsplan i Nye for at slå

ambitionerne an og vise hvad det er vi vil ved at italesætte hvor mange beboer der skal være plads til osv. Så tager vi så helhedsplanlægningen og skærer så et hjørne ud og bestemmer at det er her vi starter med at bygge etape et hvor planlægningen er mere detaljeret ud fra de forudsætninger der nu ligger i helhedsplanen. Nu er vi så gået igang med at bygge derude og finder ud af de gode og dårlige ting ved sådan en lokal plan. Hvad skal vi huske til næste gang osv. Så starter vi med etape to om lidt, og som led i den så ligger der faktisk en revision af helhedsplanen hvor man ligesom inden man går igang med detaljeplanlægningen for etape to. Så skal man lige tilbage og kigge på helheden igen og ryste posen. Er vi stadig tidssvarende og er vi stadig ambitiøse nok. Er der ting vi skal gøre anderledes. Derudover har kommunen også nogle offentlige institutioner som skal indarbejdes og hvilken påvirkning har det på helhedsplanen.

A: Hvad er det så du siger at der bliver revideret der? Er det måden hvorpå etape to bliver angrebet på eller er det helhedsplanen?

P: Jamen det er egentlig begge dele. Vi har måske været lidt for projekt specifikke i etape et og tænker at vi har behov for at være lidt... Vi var meget arkitektoniske i den lokalplan som bandt os noget på mulighederne. Den var fin og ingen kritik. Men det har bare givet nogle udfordringer som vi ikke helt havde forudset. Nu går vi så igang med at planlægge etape to hvor vi tænker på at tage nogle erfaringer omkring tætheder, blevet klogere på grunden, blevet klogere på vandhåndtering og hvor meget tingene fylder. Måske også, hvis du har en lokalplan på 650 boliger, så bygger du den over 3-4 år, og så kommer sådan en hel plan til at se ud som arkitekturen ser ud som den nu gjorde i år 2016. Og er det nu interessant og er det nok, det synes vi, men måske er det ligeså interessant at undgå at bygge noget færdigt og så gå videre og starte på etape to hvorefter man så går tilbage.

A: Så det bliver mere blandet.

P: Ja så det bliver mere blandet med tid og med byggeskik. Men jeg tror i forhold til en helhedsplan, og i forhold til sådan et land projekt som Nye, hvis man har en helhedsplan der er lavet i år 2011, og vi tror at det tager en 20-30 år at bygge Nye. Så tror jeg ikke det er rigtigt at man i år 2030 sidder og kigger tilbage i en 20 år gammel helhedsplan uden at skele til den samfundsudvikling der har været. Ultimativt for en privat udvikler så handler det jo om, og det er ikke noget vi skal citeres for, men vi lever jo af at få så mange byggeretter som muligt. Men det er ikke den eneste målestok for os, langt fra. Der ligger nogle gange nogle bindinger, fx i Aarhus er alt over 6 etager defineret som højhuse, hvor stammer det lige fra. Og er det en rigtig by.

A: Det kan jo også være at om 10 år så er det ændret.

P: Ja det er også det. Og hvorfor stå med en plan der er 'færdig' og for rigid.

A: Er der indlagt sådan en form for opdatering af helhedsplanen?

P: Jamen sådan er det blevet. Det er noget vi har lært det sidste halve års tid hvor vi er begyndt at arbejde med etape to, det er at nu lavede vi først en helhedsplan, så en etape et plan, og så inden vi begynder på etape to plan så revider vi helhedsplanen. Sådan kommer det til at være hele vejen igennem. Og det synes jeg faktisk rigtig. Nu var jeg i Boston på studietur for godt 14 dage siden. Der synes jeg faktisk man kan se hvad der sker hvis man ikke revider en helhedsplan, og det kan godt ske at jeg bare sådan er helt, jeg har ikke sat mit teoretisk ind i hvad der er sket i Boston, men jeg kan bare se at der er sådan en udbygning af Boston hvor det er tydeligt at der ikke er en helhedsplan for hvad man vil. Både med højde og drøjde og arkitektonisk. Der virkede det generelt...

A: Ja men jeg tror også at deres måde at planlægge på er meget anderledes.

P: Det er den garanteret, og de er hvertfald ikke bange for højhuse. Men det giver godt nok. Der blev det tydeligt for os hvor vigtigt det var med en helhedsplan. Det er godt nok vigtigt. Og det møder jeg faktisk andre steder i kommunen, at hvis vi har en grund, et mindre frimærke, så møder vi meget ofte; 'det lyder meget godt Tækker, men kender i naboen og kan i prøve at samle med naboen. For vi skal gerne prøve at samle noget i lidt større skala og noget der spiller lidt mere sammen.'

J: Jamen det er også noget af det man kan læse ud fra kommuneplanen. Kommunen er meget mere på at det skal være helhedsplaner.

P: Ja og der tror jeg, der kan jeg nok ikke rose den nye kommuneplan nok. Den er delme ambitiøs, det er i orden.

A: Jamen den vil vi egentlig godt vende snuden mod, fordi det skal også handle lidt om det her 360-graders værktøj som er en del af kommuneplanen og som er en del af deres vision for at opnå deres strategier. Hvor meget har i arbejdet eller brugt det?

P: vi har et andet projekt på Katrinebjerg hvor vi har brugt det og hvor vi bruger det. Vi brugte det forud for, det er et stort areal hvor vi ejer en relativt lille del af, modsat Nye hvor vi ejer det hele. Så her er vi en relativt lille spiller i det projekt, men omvendt totalt spændene projekt. Inden der overhovedet blev tegnet noget som helst der er man startet med det 360-graders værktøj for ligesom at få italesat de ca 15 punkter for ligesom at få talt igennem hvordan og hvorledes vi nu giber den her grund an og hvordan kan vi så scorere højt på de her parametre.

A: Så det vil sige, at I har selv været inde og bruge 360-graders værktøjet i de der kvarterer?

P: Ja, der har vi været inde i bruge det i det forum vi nu sidder med de tre ejere der er af arealet der.

A: Du siger det så er før I har lavet nogen form for planlægning. Vil det så sige, at det er en form for ambitionsniveau i sætter?

P: Ja, det var for ligesom at slå en ambition an. Nu har vi selvfølgelig selv haft en eller anden id om, hvordan et hus kunne se ud på vores grund, men vi har ikke tegnet noget til det.

A: Okay, så I kommer med nogle ideer?

P: Ja, jeg har faktisk lige været til workshopforløb i dag omkring den der. Og der har så stået den her model af klodser på en terrænmodel, og så diskuterede man med planafdeling og en repræsentant fra fællesrådet og os tre ejere også vores tre ejeres rådgivere. Så der har vi stået rundt om bordet. Der er ved sådan ved at nå i mål, vi er i mål på volumen i dag, som vi sådan synes okay, det er meget interessant at arbejde videre med. Og hvor vi så snakker meget ... nu gør vi sådan og sådan, og så næste gang så tager vi lige en runde mere på 360-graders værktøjet og ser, hvor er vi så henne nu i forhold til det vi snakkede om før.

A: Så det vil sige det der 360-graders, I har ikke siddet med alene, men I har siddet brugt det som et...

P: Vi har siddet med det i relation til det projekt.

A: Men i samarbejde med flere?

P: I samarbejde med flere parter på forskellige områder.

A: I øvrigt, jeg er sådan lidt i tvivl om, hvordan det sådan helt praktisk fungerede, om man sidder med det selv eller kommer med en vision også ser man de andres visioner?

P: Nu er det her sådan et større udviklingsområde. Hvis jeg sad med et projekt oppe på Trøjborg for en eller anden karr og vi skulle rive et hus ned og bygge noget op igen, der tror jeg, at vi ville komme til at sidde selv og udfylde det skema og sende det til kommunen og holde et møde med kommunen. Det er hvordan og hvorledes vi selv ser vores projekt score ind i det der.

J: Ligger I, når I kigger på sådan en 360-graders plan, lægger I så meget vægt på scoren eller er det mere snakken det handler om?

P: Jeg tror det handler mere om dialogen, men det er så ikke noget længere i det endnu, uddover da jeg læste 360-graders værktøjet første gang så grinte vi sådan lidt og tænkte:

der må sidde nogle af dem der er forfatterne til det 360-graders værktøj, der har set Nye for eksempel. Fordi mange af de ting vi læser ind i Nye... Det må være kommet i nogen af de dialoger, hvor de samme mennesker har siddet med, tror vi. Ikke, at vi tror, at vi opfandt 360-graders værktøjet, men vi kan i hvert fald konstatere, at den måde vi har grebet Nye an, uden at have kigget på 360-graders værktøjet, der synes vi, at vi scorer rimelig højt på de parametre. Og det er jo sådan set også kun godt nok, og jeg synes sådan set også... Jeg synes også at have sådan et værktøj, uanset hvad man sådan lige bruge scoren, eller hvad det nu er, så er det jo meget godt lige at få dialogen i sådan et forum. Hvad er det egentlig, der skal til her? Mange projektudviklere... Nu sagde jeg før, at det handler også om at få nogle byggeretter, det handler også for os om at tjene nogle penge, men det er ikke det eneste, overhovedet ikke. Det handler også om at have en interessant hverdag, det handler også om at give noget tilbage til fællesskabet, det handler også om at frigive nogle... Selvfølgelig, tjene nogle penge, men som man kan bruge til at pumpe i noget kvalitet, pumpe i noget kunst, pumpe i nogle ting til gavn for fællesskabet. Mange projektudviklere, uden at nævne nogle navne eller noget som helst, der handler det altså meget om, at en eller anden projektmager med nogle penge har købt en grund og så skal han tjene alle de penge han kan komme til. Så hurtigt som muligt og så nemt som muligt. Og hvis man har sådan et 360-graders værktøj, så kan man ikke lige helt komme i gennem med laveste fællesnævner. Så jeg tror også det er en måde for kommunen at få i talesat, at hvis man vil noget, hvis man vil bygge noget, så skal man også komme med noget, der er ordentligt og ligesom giver noget tilbage til byen. Det synes jeg det lykkedes med.

A: Ser du også, at man kommer hele vejen rundt om den her palet med det her 360-graders værktøj? Er det 360-grader?

P: Det ved jeg ikke helt, det tror jeg ikke helt, jeg er dybt nok inde i den til at kunne konkludere på. Men jeg kan i hvert fald konstatere, at det 360-graders værktøj det ligger der, det har i hvert fald gjort, at man starter med at tale nogle andre ting inden man begynder at tale om bebyggelsesprocenter og volumen.

A: Så hvis man skal lidt længere ud af den tråd, har det så godt planlægningen nemmere?

P: Jeg tror i hvert fald, jeg tror det har gjort planlægningen nemmere på den måde, at der i hvert fald er lidt nemmere at blive lidt klog på, hvad er det egentlig der er vigtigt? Hvad er det egentlig kommunen synes, hvad er det... Grunden til, at vi hos Tækker, har haft held med rigtig mange ting, det er, at vi har gjort os rigtig umage arkitektonisk. Vi har altid haft en filosofi om at give lidt mere end vi tager. Arkitektur er jo også noget, det kan man være uenig om, men altså, hvis man er ambitiøs på arkitekturen og materialer og gode byrum, så har vi i hvert fald haft en erfaring for, at så er vi lykkedes med nogle ting. Hvis der har ligget en eller anden forplads til et hus, eller har vi kunnet

træk os tre meter tilbage på grunden, uden at det gjorde os noget, så kunne man jo give det der tre-meters felt der tilbage til byen og det kunne være et offentligt areal, det er jo ligeegyldigt for os, hvis vi får det projekt vi vil have. Det er sådan en balance. Vi har i hvert fald haft en tese om at give lidt mere end man tager og det synes jeg faktisk 360-graders værktøjet også fortæller andre byudviklere, at det er nok den vej vi skal.

A: Du siger, at det bliver nemmere at forstå kommunen. Hvad mener du, nemmere at forstå deres vision?

P: Nemmere at forstå deres visioner. Ja, nemmere at få fastsat et ambitionsniveau, som gør, at du kommer simpelthen ikke i gennem med ... og firkantede kasser også fladt tag. Du skal sgu lave noget, der vil noget mere end bare lige et par vinduer og et køkken og et badeværelse.

A: Det illustrerer deres kommuneplan jo helt sikkert også.

P: Du skal ville noget mere end det, hvis du vil agere her. Og det synes jeg er i orden. Der bor jo alle mulige andre byudviklere i byen, der jo heldigvis også helt almindelige mennesker og det er jo sådan set deres hverdag det handler om, det handler om livet.

A: Hvis vi skal se lidt tilbage fra før det her 360-graders metode, har I så nogle metoder I bruger til nybygning?

P: Det er inspiration, studieture...

A: Det var egentlig også mere, det kunne være I selv havde et værktøj?

P: Nej, det har vi ikke. Det er jo egentlig lidt utroligt, når man sidder med så stort et projekt, men det har vi faktisk egentlig ikke. Udover en hel masse baggrundsmateriale, som vi har udviklet over de der 15 år, som har givet nogle... Vi har indlært/indlagt så mange ting i den helhedsplan, hvor der er så mange ambitioner om hvad Nye kan være. Også gennem løbende samtaler på kontoret og på sociale medier, på Instagram; ”Prøv at se det hus der, hold da op”. Sådan nogle ting samler vi op.

A: Det giver selvfølgelig også en stor palet af erfaringer. Man kan se, at selv Aarhus Kommune har selv fået et nu.

P: Ja, og tager på studieture og ser nogle ting, så man tænker: ”Hold nu kæft man, den plads her virker”. For eksempel Boston, der er en stor park inde i byen også ligger der to tennisbaner. I Danmark er tennisbaner hegnet ind og døren er ikke åben. Så der kan folk stå sådan helt kl 22 om aftenen på en belyst tennisbane og døren er åben, du kan bare gå ind, hvis der er plads. Det er sgu da fedt. Man har baseballbaner og sådan nogle ting. Det er jo ikke særlig meget der skal til nogle gange.

A: Nej, specielt også, hvis man vil have det her dynamiske liv på andre tidspunkter.

P: Ja, så bliver jeg sgu lidt inspireret af København på Israels Plads, hvor Zahles Gymnasium og Zahles Folkeskole ligger. Den har selvfølgelig ikke sin egen legeplads, men den ligger ude i det offentlige rum. At være der kl 10 om formiddagen, der ved Torvehallen, så er hele den plads myldrende fyldt med børn. Hold da op, det var noget af et tiltag. At tage og bygge en skole også lægge legepladsen ud på torvet, det er fantastisk. Så skal vi bare huske at fjerne bilerne, så er det muligt. Men det er jo meget, det er jo et fantastisk greb til at give lidt byliv.

A: Det kan godt ske, at du har lidt svaret på det, men nu kommer vi lige hurtigt ind på det igen. Så kan vi krydse den af. I bliver jo nødt til selvfølgelig at kigge på bæredygtighed og livability, som er sådan nogle dejlige ukonkrete mål vi skal møde i planlægning. Hvordan møder I dem når man så går ud og ser på sådan noget fysisk planlægning. Jeg tænker ikke på det specifikke hus, for der er regler for, hvordan man skal bygge vores huse. Vi har selvfølgelig været lidt inde over, hvordan I har gjort det i Nye, men hvordan sikrer man, at man laver en succesfuld planlægning? Det er jo succesfuldt, hvis vi opnår bæredygtighed og livability, men hvordan sikrer man det?

P: Jamen, jeg tror vi sikrer det ved at lave... Vi har en ambitiøs plan, vi laver nogle ambitiøse lokalplaner, vi har en masse ideer om hvad kan man gøre i mellemrummene? Hvordan man lige sikrer det... Jeg ved faktisk ikke engang, om man overhovedet kan sikre det, men man kan i hvert fald gøre sig umage om, at de fællesskabende faciliteter, der skal til før, at folk grüber de bolde... Jeg kan jo ikke gå ud og sige, at nu har jeg tegnet et hus, så nu skal I komme ud af døren og nu skal I bruge de her faciliteter. Man kan håbe på, at man kan skabe nogle rammer, som folk gider bruge. Og der har vi en værktøjskasse med forskellige ting i. Til Nye for eksempel, hvor vi har fra starten af etableret fem drivhuse. Der kan de så bruge dem til at dyrke tomater i, hvis de har lyst til det.

A: Det er så fælles?

P: Det er fælles, alle kan bruge dem.

A: Er det så også fordi, der er lavet om på den måde husene de er på, så der er ikke nødvendigvis den her store have?

P: Präcis. Der er nemlig... Nye er jo også speciel på den måde, at vi sælger kun det frimærke huset ligger på. Så ligeså snart du går ud af døren, så er du ude i fælleshave. Vi beholder hele fællesarealet, så vi kan drive udeområdet, haven, ligger i vores ejerskab. Det sælger vi aldrig fra. Det driver vi også har vi nedsat en grundejerforening, som skal administrere hele mellemrummet. Og det mellemrum, ved at det er vores, så kan vi

fylde alle mulige tiltag ind i byen. Herunder de drivhuse, som folk kan bruge. Hvis fem er for lidt, så kommer der tolv. Og hvis fem er for meget, så er der to. Vi ønsker at etablere en byttebørs, et sted hvor man kan komme ned med... Hvis man nu maler sit hus, også har man tre liter maling tilbage, så kan man stille det derved. Hvis man har en halv pakke skruer, så kan man stille dem derved også kan man gå og tage af det. Der er heller ikke nogen grund til, at allesammen har en skruemaskine, for vi bruger den ikke alligevel på samme tidspunkt. Vi laver en delebilsordning, som er der fra dag 1. Vi har købt to biler, som vi stiller derud og der står Nye på. De beboere, der køber et hus derude, eller lejer et hus, de er automatisk med i den her delebilsordning.

A: Det er jeres eje?

P: Det er vores eje. Vi ejer delebilsordningen, vi skal ikke nødvendigvis tjene penge på at drive delebilsordning, men det skal selvfølgelig løbe rundt. Så er vi fri for at etablere en hulens masse parkeringspladser, fordi vi 1 til 1 kan vise, at hvis vi har de her delebilsfaciliteter, så har vi faktisk ikke brug for en eller to biler per beboere.

A: Det er helt sikkert også en form for ny måde at anskue planlægning på. Det er ikke man er vant til.

P: Det er ikke noget man er vant til at gøre, det er også noget man kan gøre. Hvordan sikrer vi det så, at det bliver sådan? Det gør vi, for hvis vi skal lykkedes med at bygge de her 10.000 boliger over 30 år, så bliver vi simpelthen nødt til at gøre os umage. Fordi, hvis vi kikser med de første 50 huse, så kommer der ikke flere. Så folks sikkerhed for, at det bliver der, det er hele vores forretningsmodel der er på spil. Så hvis vi ikke er ambitiøse nok, så lykkedes vi ikke.

J: I er lidt spændte på den første etape?

P: Ja, vi er helt vildt spændte. Jeg tror... Hele det her koncept, også det her med at have sokkelgrunde og ligeså snart du er ude af døren, så er du ude i haven, som er ligeså fælles med ham der bor 50 meter væk, det har vi selvfølgelig tænkt ”er det noget (udfordring)”. Er det en udfordring, at man ikke selv må plante et træ? Men omvendt, så har vi haft nogle lange... Inden vi gik i salg med husene, der havde vi to aftener i træk med 200 mennesker, der var og høre Jørn og jeg selv og Rasmus, vores salgsmand, fortælle om Nye og mellemrummet og ambitionerne. Og ingen kritiske spørgsmål udover: ”Hold nu fast, i de her ambitioner. Vi vil rigtig, rigtig, rigtig gerne have alle kvaliteterne fra haven, og kan vi selv slip for at passe det. Tænk al den tid vi får til alt muligt andet”.

A: Det giver mig lyst til at spørge, hvad var det for en type mennesker, skulle jeg til at sige. Var det en speciel livsfase af mennesker? Var det meget børnefamilier eller var det alle slags?

P: Det var faktisk alle slags. Vi havde faktisk skudt på, man skyder sådan lidt på, gad vide hvem vi henvender os til. Og vi har selvfølgelig også været sådan lidt... Lidt målrettet. Vi skal jo starte et sted med at bygge nogle huse. Der er vi startet med en typologi, som man kender i en gennemsnitsstørrelse på 130 kvm. Så sådan et hus med tre børneværelser og et soveværelse, det henvender sig selvfølgelig i hvert fald til børnefamilierne, men det har også vist sig, at det henvender sig til eksisterende Elev-beboere, med nogle folk, der gerne vil ud af parcelhusene og ind i noget mere vedligeholdsesvenligt og opdateret. Men vi må jo også sige, at det vigtige (noget jeg ikke kan høre). Og så er der selvfølgelig også lagt os an på et prisniveau, hvor folk kan være med. Altså, det er ikke priser som på Havnen, det giver også sig selv, da det ligger et stykke udenfor, men alligevel ligger det kun 20 minutter derfra i letbanen. Så vi taler egentlig sådan målgruppemæssigt til folk med en eller anden tilknytning til Skejby.

A: Og det er så også reflekteret i dem der så...?

P: Det er så også reflekteret i dem der, så der er rigtig mange af dem, der er derude, som har en tilknytning til Skejby. Men altså, der er mange med ene lejlighed herinde i Aarhus, hvor de har boet med en lille (...). Selvom der er en tilvækst, en nettotilvækst på 5000 mennesker, der flytter til om året, så er der rigtig mange på vores alder, som rykker til Skanderborg, fordi de ikke kan, af en eller anden grund, eller ikke af en eller anden grund, men af økonomiske årsager ikke kan magte at købe et hus i Højbjerg eller Risskov, selvfølgelig kan de ikke det. Det er jo alt, alt, alt for dyrt. Så det er jo nogle af den type beboere vi gerne vil fange. Så det handler ikke kun om at sælge nogle nye huse for os overhovedet, det vil du også kunne se på de priser vi sælger for. Der ligger vi mere op ad Lystrup-priser en Aarhus-priser, men det er 8200 Aarhus N.

A: Men det ser vi også... Men det er vel også reflekteret i kommuneplanen, det er jo grunden til, at Lisbjerg og Nye bliver udviklet, det er fordi man... Den plads man har inde i Aarhus-midtby som den nystartede børnefamilie gerne vil have, den har de ikke råd til. Det er vel også det der bliver reflekteret?

P: Jeg synes faktisk, at der er en overvægt af børnefamilier, helt klart. Men i de der workshopsforløb eller præsentationsrunder vi har haft, der har altså også været nogle henne at sige: "Hold kæft man, vi vel bare sindssygt gerne bo her, skriv os på en interesseliste". Det er en mail som de får, en nyhedsmail. Når I kommer med et hus på 75 kvm så ring, for det har vi nok råd til. Så det er fantastisk.

A: Så allerede en tendens til, at det bliver en succes?

P: Der er i hvert fald en tendens til, at vi ved godt, hvor vi skal hen. Og vi har ikke sådan mødt anledning til at slække på de ting, hvor vi egentlig bryder den der norm om sokkelgrundsprincip, altså helt kørt til kanten. Det har vi ikke mødt.

A: En ting er, at der selvfølgelig en forandring, der ligesom skal være hos planlæggere, som for eksempel jer, det er jo en ny form at planlægge på, men en anden ting er, at folk der bor der skal også lige kunne indse, at det ikke er parcelhusgrunde de har købt.

P: Ja, det har vi skreget på meget kan jeg fortælle.

A: Men det er jo interessant at se, at de følger meget godt med. De er ikke helt afskrækket.

P: Ja, det er meget vildt, når man har arbejdet på et projekt i så mange år, når ... bliver mere og mere konkret. Om man synes det man har lavet er godt nok, det er jo også derfor jeg tror, hvis vi nu vender tilbage til den snak, om man skal revidere helhedsplanen, for det skal man. Så man hele tiden er sikker på, at det man laver det skal hele tiden være godt nok til den tid vi er i.

A: Ja, og det handler jo også både om at flytte sig selv, men også om at flytte folks perspektiv i forhold til, hvad man kan.

P: Præcis, og ikke afskære sig fra nye teknologier eller nye muligheder. Det synes jeg da, det er sgu ret fedt.

J: Hvordan ser I sådan det generelle forhold mellem udviklere og Aarhus Kommune i øjeblikket, hvis vi går lidt mere den vej?

P: Ja. Det har jeg faktisk, det har vi altid set som godt. Nye har... Altså, vi er jo på egentlig måde lykkedes i Nye med at ramme den ambition, som Aarhus Kommune har sat. Det tror jeg faktisk er den altoverskyggende grund til, at det går og er gået så godt med Nye og den er kommet i en kommuneplanramme, det er jo også for sindssygt. Og ligger som, ikke bare perspektivområde, men altså rammebelagt, her kommer en ny by. Det tror jeg, at det er lykkedes fordi, at vi har haft sammenfaldende ambitioner med Aarhus Kommune, men også været i stand til at italesætte nogle kvaliteter fremfor nødvendigvis at fokusere på byggeretter. Vi har ikke snakket byggeretter på ret mange tidspunkter, vi har snakket om så og så mange beboere. For det synes vi ligesom er den kritiske masse, hvis man ikke bare skal skabe endnu en løgring på Aarhus, hvor der ikke rigtig sker noget. Hvis man gerne vil etablere nye bycentre, det kræver sgu lidt mere end 5000 mennesker, så bliver der ikke ret mange... Så bliver der ikke meget købekraft til at understøtte den biograf vi fandt ud af, at folk måske gerne ville have, eller den dagligvarebutik eller...

A: Det kræver et kundegrundlag...

P: Det kræver et eller andet. Hvis man vil have en by, så skal man jo gå planken ud, og det er vi sådan lykkedes med at fortælle dem. Eller i hvert fald argumentere for, at det

er sådan vi ser på verden. Og der har vi sådan set kun oplevet godt samarbejde med Aarhus Kommune. Man vil selvfølgelig altid ønske sig, at tingene går lidt hurtigere, men nu har vi jo også konjunkturerne i samfundet de kører sådan her (op og ned). Og da vi var lavt nede... Da finanskrisen var på sit højeste, der passede det sgu nok meget godt med ikke lige at have Nye og en helvedes masse byggeretter og en masse huse man ikke kunne sælge og sådan nogle ting. Så det har sådan ligesom gjort, at vi kunne udvikle henover krisen og nu er vi jo så kommet op i et samfund, der måske også kører en lille smule for stærkt, men nu er Nye jo så i hvert fald i gang med at lette.

A: Hvis vi lige skal blive ved det der, hvad vægtes højest; kommunen eller developeren? Nu siger du selv, at nu går det måske meget stærkt. Vi har netop hørt da vi var til Building Green, hvor de netop snakkede om, at udviklerne de nærmest står i kø her i Aarhus. Så dermed kan kommunen måske også stiller nogle flere krav til, hvad der skal udvikles?

P: Jeg synes det er vigtigt at have nogle rammer for, hvordan man skal udvikler sig. Og at der også er en planlov, men det er jo vigtigt, at man udvikler sig under nogle rammer, for ellers så er der ikke nogen til at holde vagt. Der skal være andet end kommercielle interesser, der driver en udvikling. For hvis det kun er kommercielle interesser, der driver en udvikling... Så meget tillid tror jeg ikke, at der er i projektudviklerbranchen til, at man kan slippe det helt løs. Det kan jeg simpelthen slet ikke forestille mig. Så der bliver nødt til at være noget modspil, som hiver det tilbage i et samfundsperspektiv. Og det synes jeg også, at vi nyder godt af og bliver inspireret af og tænker; ”Nåh ja, fint nok. Nåh Peter, det er sådan... Der skal selvfølgelig være en skole, nogle plejehjemsfaciliteter, det kan måske tænkes ind sådan og sådan”. For ellers så tror jeg, at det bliver nok ... Jeg ved ikke, om det var?

A: Jo, men det tror jeg var meget godt. Det var egentlig også bare for at få vendt dynamikken om, hvordan det foregår.

P: Vi har været heldige at blive mødt af nogle personer på Rådhuset... Eller ikke Rådhuset, men fra planafdelingen, som er også er fagligt funderet og... De er jo sat i verden, kommunen er sat i verden, for at tilgodese almenvellet. Og det er jo nok rigtigt nok. At vi så presser dem helt vildt, det er jo godt nok, men det er jo almenvellets sikkerhed for, at vi ikke går over gevind. Det tror jeg man har behov for, for ellers så... Så tror jeg ikke, at man får nogle byer...

A: Så får man ikke livability...

P: Det tror jeg sgu ikke, at man gør. Det kan godt være, at vi har en ambition om, at vi lige skal huske at lave en park. Men hvis man ikke får noget modspil så stikker det simpelthen af. Så det handler om at have, at sætte nogle rammer hvor vi får noget

modspil. Og jeg kan godt forstå kommunen ikke bare siger, lad os bare bygge 100 etager over det hele.

A: Nej, det gavner nok planlægningen i sidste ende. Vi slutter af med 360-graders værktøjet igen. Ser du, at det, nu er det jo sådan nogle specifikke indikatorer, kald det hvad du vil, kategorier, de er ligesom fokuseret på de 360-grader. Men ser, at det låser planlægningen i en bestemt retning? Bliver det lidt mere statisk måde at planlægge på?

P: Jeg vil godt sige, at hvis du sidder med et eller andet værktøj og du så tænker; "Det skal jeg huske, det skal jeg også lige huske". Så sidder du og tegner og tegner og tegner, fik jeg lige det med? Jeg tror, jeg synes ikke det er så bremsende, for jeg tror faktisk, hvis man med sådan helt. Jeg er ikke arkitekt, men hvis man som arkitekt, nu skal jeg tegne det fedeste projekt jeg nogensinde har tegnet, så ser jeg det som, at så tror jeg man slår ud på mange af de parametre. Det tror jeg. Arkitektur, som vi forstår det, er jo meget visuelt, meget kreativt. Og hvis en eller anden grund at arbejde med, så tror jeg også at... Jeg har ikke været i et arkitektforum, hvor man ikke har talt om liv og hvordan bevægelser er. Men jeg har da været i et rum, hvor det handler om bare at maksimere, vi skal have så meget som muligt, og det er ikke særlig skægt at være i. Så jeg synes faktisk... Jeg synes, at det giver lige, det giver faktisk lige det modspil du skal have, inden du selv behøver... Du behøver ikke selv udlejlige dig med at sidde og tegne et projekt også gå op til kommunen og få et nej. Det giver en mere forståelse af, hvor skal vi hen her.

A: Men kan man så også godt stadigvæk tænke udover 360-grader?

P: Jeg vil sige, at det sidste projekt vi har tegnet og som vi har gået til kommunen med. Jeg vidste godt, at der var noget, der hed 360-graders værktøj, men vi har faktisk ikke skelet så meget til det. Der har vi taget vores helt egne naive betragtninger om, hvad er det her egentlig for en grund. Og det er jo det det handler om, 360-graders værktøjet det har jo også et punkt, der siger; "Prøv lige at tage udgangspunkt i den kontekst du er i". Men det er jo ikke alle, det er måske ikke sådan helt tydeligt for alle, for folk der kommer fra Lemvig og siger, nu skal vi lige prøve at udvikle et hus i Aarhus...

A: Jeg tror faktisk vi er ved at nå vejs ende. Ja, det sidste spørgsmål det har vi, altså jeres planlægning har den ændret sig siden det her 360-graders værktøj kom?

P: Det har den ikke nået endnu.

A: Nej. Er den blevet mere holistisk af den grund?

P: Jeg ser Nyes ambitioner som værende mindst ligeså høje som 360-grader værktøjet, måske endda mere. Så for Nyes vedkommende har den ikke ændret sig særlig meget, men det er bare blevet mere tydeligt, at der også er et værktøj, som vi kommer til at

bringe ind. Men det er ikke noget vi ser som en forhindring, det er mere en god tjekliste af om huskede vi lige det?

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