
EXPLORING WHERE TOURISM FITS INTO URBAN PLANNING: A CASE STUDY OF REFSHALEØEN, COPENHAGEN, CAPITAL REGION OF DENMARK



Figure 1: (@ the host.dk)

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ABSTRACT

The role tourism plays in the planning of urban areas utilizing a case study of Refshaleøen was explored in this study. The research conducted pointed to a shift which is occurring from thinking about tourism to thinking about sustainable tourism. Cities like Copenhagen are making efforts to build destinations which can withstand the test of time. Sustainability is complex by nature and so is tourism and when applying these concepts to urban planning, it results in two foundations of an urban environment which were revealed by the stakeholders in this study as being the immaterial and material qualities of a place. The material and immaterial qualities of a place have the power to create a unique sense of place complied by the different experiences, food, culture, history, activities, and physical surroundings found there. Tourism acts as an enabler by feeding into the local economy and also in the creation of local identity, place identity, and place brand which are concepts that tie into the social and environmental concepts of developing a sustainable city and practicing sustainable tourism.

The challenge in developing a sustainable tourism destination lies in planning for the immaterialities or the atmosphere, vibe, or feeling experienced at that specific place. The stakeholders in this study are faced with the high expectation of maintaining the unique sense of place currently experienced on Refshaleøen and bringing this intangible feeling into the future development of the island. The stakeholders in this study discussed focusing their attention on sustainability and quality of life for the locals in an effort to keep the intangible feeling of Refshaleøen's unique, cool, raw, industrial, positive atmosphere alive. Suggesting that places which are livable are visitable and that a sense of place and sense of localhood are created through built relationships and shared experiences ("The End of Tourism," 2020). The stakeholders revealed that their approach to sustainable tourism is about focusing on human relations and social interactions with the locals and the shared environment by offering diverse activities and opportunities for creativity and unique experiences. This suggests that private and public stakeholders who employ sustainable urban planning methods to ensure the well-being of the current and future generations to come will result in a happy local community, and destinations with happy locals are places where tourists want to visit.

Key words: Sustainability, sustainable tourism, urban planning, stakeholders, immaterial, material, quality of life, sense of place, localhood

PREFACE

The basis for this research originally stemmed from my passion for learning more about repurposing old urban areas into something exciting and lively. Reinvigorated urban areas which embody unique historical backgrounds have always been my favorite places to visit, as a local and as a tourist. When I first moved to Copenhagen about two years ago, I remember being completely blown away by the spirited surroundings I witnessed on Refshaleøen. My fascination with Refshaleøen stems from my interest in the sustainable practice of rethinking an old urban area and creating something intriguing and purposeful, making the locals feel proud of their community and everyday life, enticing tourists to want to be a part of it and experience it.

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TABLE OF CONTENTS

<i>Abstract.....</i>	<i>2</i>
<i>Preface.....</i>	<i>3</i>
<i>Acknowledgements.....</i>	<i>3</i>
Introduction	6
<i>Problem Formulation</i>	<i>7</i>
<i>The Scope of this Project.....</i>	<i>7</i>
Literature Review Chapter.....	8
<i>The Rise of Urban Tourism.....</i>	<i>8</i>
<i>Sustainability as a Complex Concept</i>	<i>9</i>
<i>The Evolution of Urban Planning</i>	<i>13</i>
<i>Urban Planning for a Sustainable City.....</i>	<i>14</i>
<i>Compact City – A Path Towards Sustainability.....</i>	<i>16</i>
<i>Urban Tourism Planning Towards Sustainable Tourism Development</i>	<i>17</i>
<i>Stakeholder Analysis Theory.....</i>	<i>19</i>
<i>Public vs. Private Stakeholders</i>	<i>21</i>
Methodology.....	22
<i>Philosophy of Science.....</i>	<i>22</i>
<i>Hermeneutics.....</i>	<i>23</i>
<i>Research Design.....</i>	<i>24</i>
<i>Research Limitations.....</i>	<i>26</i>
<i>Applied Methods.....</i>	<i>27</i>
<i>Case Study: Refshaleøen, Copenhagen, Denmark</i>	<i>27</i>
<i>Pilot.....</i>	<i>28</i>
<i>Observations and Desk Research</i>	<i>29</i>
<i>In-Depth, Face-to-Face Interviews</i>	<i>29</i>
<i>Participants.....</i>	<i>31</i>
<i>Data Analysis</i>	<i>32</i>
<i>Interviews – Thematic Analysis</i>	<i>32</i>
Analysis	33
<i>Materialities, Immaterialities, & Sense of Place.....</i>	<i>34</i>
<i>Introduction to the Stakeholders</i>	<i>36</i>
<i>Tourists</i>	<i>36</i>
<i>Locals</i>	<i>40</i>
<i>The Copenhagen Kommune (KK)</i>	<i>42</i>
<i>Refshaleøens Ejendomsselskab A/S (RE)</i>	<i>46</i>
<i>Descriptions of Refshaleøen.....</i>	<i>50</i>
<i>The Entangled Materiality and Immateriality Properties of Refshaleøen</i>	<i>51</i>
<i>A Raw and Industrial Genius Loci</i>	<i>52</i>

Food as a Contributor to Sense of Place	56
Building a Destination Around its Historical Qualities	57
Conclusion	58
<i>Suggestions for Future Research</i>	<i>60</i>
References.....	60
Appendix.....	69
<i>Interviews.....</i>	<i>69</i>
Mathias Nordby – The KK.....	69
Tue Rex – The KK	72
Anders Normann – RE	78
Anton Tvilstegaard – RE	82
Stephanie Smith – RRM Design Group	85

INTRODUCTION

Urban tourism has been on the rise since the 1980s and has steadily escalated into a globalized phenomenon over the past few decades (Lerario et al., 2018). European cities are argued to be especially appealing to tourists due to their rich history and imbedded culture (Vinyals-Mirabent, 2019). An influx of tourists to European cities in recent years, notably in cities like Venice and Barcelona, has resulted in negative repercussions to the environment and local communities such as over-crowding and environmental degradation (Giménez et al., 2016). The two cities mentioned have become examples of worse-case scenario outcomes of urban tourism and as a result has fostered concerns and fear in cities around the world of the negative impacts of tourism. This growing concern has fueled many large cities around the world to rethink their tourism strategies and begin taking measures towards more sustainable tourism (Lerario et al., 2018).

Today, sustainability can be argued as a moral obligation (Næss, 2000), and various scholars are pushing the need for innovative technologies and sustainable approaches in urban planning tactics (Karvonen, Cook, & Haarstad, 2020). This push has led to research on sustainable city concepts such as compact cities and smart cities (Jenks & Jones, 2010). Scholars are suggesting that in order to achieve sustainable tourism development in urban areas, urban planning and urban tourism strategies must be fully coordinated (Hawass, 2016). This requires collaboration and participation among stakeholders (Ryan & Gross, 1943, as cited in Scott & Flores, 2014).

There has been a recent shift in thinking among stakeholders in Copenhagen from seeing a tourist as an outsider seeking attractions, to viewing them as a temporary local seeking recreational and unique experiences. This concept is referred to as localhood and is a concept which welcomes a tourist into the locals' everyday lives and promotes the idea of shared experiences ("The End of Tourism," 2020). As a result, focus on the livability and quality of urban infrastructure have become strong areas of attention for urban planning and sustainable development (Bryd, 2007). Preservation of local histories and culture and the transformation of old urban areas into exciting places by offering diverse and creative experiences is also becoming a way to attract visitors, and build place-identity (WTO, 2018 and Mele, 2000). This introduction served to present background into some of the challenges

faced in urban tourism as well as provide insight into the specific strategies being employed in Copenhagen. This study will be exploring the role of tourism in current urban planning strategies utilizing the case study of Refshaleøen and the perspective of different stakeholders.

PROBLEM FORMULATION

How does tourism play a role in the planning of urban areas, specifically Refshaleøen, from the perspective of stakeholders?

THE SCOPE OF THIS PROJECT

This research sets out to explore how tourism plays a role in the planning of urban areas. To help guide this investigation, this thesis will present relevant threads of literature and theories which are used in the discussion of urban tourism, sustainability, urban tourism planning, stakeholders, and private versus public stakeholders. These works of literature will illustrate the current trends and discussions within these fields to help clarify the significance of this research. An overview of urban tourism and urban planning will be presented and then combined with literature pertaining to sustainability and stakeholder theory. By doing so, this study will contribute to discussions about urban tourism, sustainable tourism development, and the incorporation of tourism into urban planning. In particular, this research will contribute to literature by linking urban tourism and urban planning using concepts from sustainability and stakeholder theory, as well as, the specific case study.

This study draws upon a case study of Refshaleøen, a repurposed industrial shipyard in Copenhagen, Denmark's capital city, to explore the viewpoints of stakeholders involved in the plans for its future development. The case study will provide an in-depth exploration of where tourism finds its place in the plans for developing an urban area from the perspective of the stakeholders.



FIGURE 2: PHOTO OF REFSHALEØEN. (@ KK.DK)

The stakeholders will be investigated to uncover current perceptions of state of the

Refshaleøen, ideas about the plans for its future development, and where tourism finds a place in all of it.

Precise insights about the case study are provided by two urban planners from the Copenhagen Kommune (KK), the leasing manager from the real estate company that owns the island (Refshaleøens Ejendomsselskab A/S or RE), the island historian employed by RE, and an expert account from a landscape architect. These insights will be gathered using interviews as the method of data collection. The five interviewees were chosen because of their position as stakeholders in this specific case study and because of their expert knowledge about the topic being studied. The interviews conducted offer the respondents' points of view, reflections, and perceptions about the development of Refshaleøen and the role tourism plays in it.

LITERATURE REVIEW CHAPTER

The aim of this chapter is to provide background information on topics which support my research and are found in on-going threads of literature. The chosen topics will help lead up to a more in-depth discussion in the analysis. This chapter will be divided into seven sections: (1) the rise of urban tourism, (2) sustainability as a complex concept, (3) the evolution of urban planning, (4) urban planning for a sustainable city, (5) urban tourism planning towards sustainable tourism development, (6) stakeholder analysis theory, and (7) private versus public stakeholders. The sections covering sustainability and the sustainable city were inspired by the information collected during my interviews. The remaining sections were meticulously chosen because they will help shape the analysis later-on. This literature review chapter will cover topics relevant to the development of Refshaleøen.

THE RISE OF URBAN TOURISM

According to Law (1992), the promotion of urban tourism began to gradually increase in the 1980s as a response to combat unemployment in inner-city areas. At this time, jobs were declining due to deindustrialization and many manufacturing and warehousing job sites were left abandoned (Law, 1992). Tourism acted as a saving grace for many of these cities who were in search of an alternative industry to occupy the deserted work buildings and areas and create new jobs (Law, 1992). As the affluence of nations worldwide began to

increase, people had more time and money to spend on leisure activities such as travel (Law, 1992). Thus, tourism was quickly becoming a growing industry and a way to cultivate new opportunities in city areas while boosting the economy by generating revenue.

The current state of urban tourism can be described as a globalized phenomenon. Lerario et al. (2018) stated, “The globalization of tourism has brought ease to travel, as well as a wider and wider variety of users who go out to discover the cultural aspect of the cities, which are now accessible by ordinary people...” (p. 1). This quote illustrates how urban travel has become more accessible and a part of ordinary life for many people. According to Iovitu et al. (2013), “Urban tourism refers generally to leisure vacations in cities, visiting them and for carrying out diverse activities such as visits to relatives, meetings with friends, watching performances, exhibitions, carrying shopping etc.” (p. 2). Iovitu et al. (2013) also explained, that urban tourism can be organized into four categories (cultural tourism, religious tourism, business tourism, and sports tourism) depending on the tourist’s motivations for travel or their personal interests when visiting a particular destination.

A growing motivation to travel has led to issues, like overtourism, which are impacting cities like Venice, Amsterdam, and Barcelona. Many cities are taking preventative measures by adopting sustainable tourism practices. Due to this steady increase of urban tourism generating issues worldwide, it is important to mention the urgency for implementation of sustainable practices in urban areas. Lerario et al. (2018) supported this need by stating, “...Sustainability is essential to control their [cities] development and, above all, contain the negative impacts that inevitably derive from them” (p. 3). Sustainability emerged as a theme because it was guided by my primary data collection. The next two sections will outline threads of literature pertaining to sustainability and the sustainable city.

SUSTAINABILITY AS A COMPLEX CONCEPT

Today, sustainability is a huge buzz word and is a core value to many people. Sustainability is a focal point of many businesses and organizations because it ensures that the needs of the current generations are met while preserving resources for future generations to come (Brundtland, 1987). This current understanding of what sustainability is, was first coined in the report titled *Our Common Future*, released in 1987 by the United

Nations World Commission on Environment and Development (Brundtland, 1987). The aim of this report was to address that countries continued to struggle with extreme poverty even after decades of attempts to improve the living standards of impoverished areas around the world through industrialization. The report highlighted that economic development at the expense of environmental degradation and social inequality was not the road to success (Brundtland, 1987). Contrarily, a need for innovations intended to harmonize ecological factors which could lead to prosperity was expressed (Brundtland, 1987). Over a decade later, Næss (2000) summed up sustainability in other words by stating, “... In order to secure the possibilities for future generations to meet their needs, present-day humans must limit their encroachments on the natural environment and consumption of non-renewable natural resources” (p.505). To further understand sustainability, one must note that it is comprised of three pillars: Environmental, economic, and social. The Environmental Protection Agency (EPA) (The American federal government agency overseeing the environment) goes into depth explaining the three pillars in the following chart:

Environmental	<p>Ecosystem Services: Protect, sustain, and restore the health of critical natural habitats and ecosystems. E.g. Green Infrastructure</p> <p>Green Engineering & Chemistry Design: Eliminate toxic hazards, reuse or recycle chemicals, and reduce total lifecycle costs.</p> <p>Air Quality: Attain and maintain air-quality standards and reduce the risk from toxic air pollutants</p> <p>Water Quality: Reduce exposure to contaminants in water systems and infrastructure, optimizing aging systems, and next generation treatment technologies & approaches.</p> <p>Stressors: Reduce effects by stressors (e.g. pollutants, greenhouse gas emissions,</p>
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	<p>genetically modified organisms) to the ecosystem and vulnerable populations.</p> <p>Resource Integrity: Reduce adverse effects by minimizing waste generation to prevent accidental release and future clean-up.</p>
Economic	<p>Jobs: Strengthen and maintain current and future jobs</p> <p>Incentives: Promote incentives that work with human nature to encourage sustainable practices.</p> <p>Supply and Demand: Promote fully informed accounting and market practices to promote environmental health and social prosperity.</p> <p>Natural Resource Accounting: Improve understanding and quantification of ecosystem services in cost benefit analysis.</p> <p>Costs: Positively impact costs of processes, services, and products throughout the full lifecycle</p> <p>Prices: Promote cost structures that reduce risk and premium for new technologies.</p>
Social	<p>Environmental Justice: Protect health of communities over-burdened by pollution by empowering them to take action to improve their health and environment E.g. Establish partnerships with local, state, tribal, and Federal organizations to achieve healthy and sustainable communities</p> <p>Human Health: Protect, sustain, and improve human health</p>

	<p>Participation: Use open and transparent processes that engage relevant stakeholders and create greater public access and understanding about sustainability</p> <p>Education: Enhance the education about sustainability of the general public, stakeholders, and potentially affected groups.</p> <p>Resource Security: Protect, maintain, and restore access to basic resources (e.g. water, food, land, and energy) for current and future generations</p> <p>Sustainable Communities: Promote the development, planning, building, or modification of communities to promote sustainable living</p>
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(Fiksel, Eason, & Frederickson, 2012, p. 8)

The complexity of sustainability is realized when looking at all of the different components which help to define each pillar stated above. Furthermore, the presence of sustainability in current global discussions and worldwide debates has significantly increased since the adoption of the 17 Sustainable Development Goals (SDGs) in 2015. These goals were created by the United Nations (UN) and outlined 17 areas of sustainability to focus on in order to

achieve a more sustainable future by the year 2030 (UN, n.d.).



FIGURE 3: UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS. (@ DANSKINDUSTRI.DK)

A discussion on literature pertaining to urban planning will come next, followed by the application of these sustainable concepts towards the development of a city, along with examples of cities who are actively making these changes.

THE EVOLUTION OF URBAN PLANNING

Urban planning strategies are in constant change. From the introduction of cars into everyday life to the installation of street-light signals, urban planning has come a long way since the 19th century (Karvonen, Cook, & Haarstad, 2020). The invention of technologies such as personal computers, the internet, and spatial analysis tools, have led to immense advancements in the process of planning cities (Karvonen, Cook, & Haarstad, 2020). Many works of literature claim that urban planners have been given the task to align and mediate technology and society in order to produce contemporary cities (Coutard & Rutherford, 2015; Graham, 2001; Graham & Marvin, 1999; Kurath, Marskamp, Paulos, & Ruegg, 2018; Rutherford, 2020, as cited in Karvonen, Cook, & Haarstad, 2020). Today, there is a new smart city agenda which embodies, "...the latest iteration of sociotechnical innovation with the promise of using information and communication technologies (ICT) to improve the

economic and environmental performance of cities while hopefully providing a better quality of life for residents” (Karvonen, Cook, & Haarstad, 2020, p. 65). According to the U.S. Department of Transportation, “Copenhagen, Amsterdam, and Oslo are some of the smartest cities in the world” (“U.S. Transportation Secretary,” 2016, p. 1). They claim this to be true because of the smart ways in which those cities are tackling some of the many challenges faced by cities around the world, including: Climate change, urbanization, rapid growth, congestion, increased traffic, and risks to bike and pedestrian safety (“U.S. Transportation Secretary,” 2016). According to Mora and Bolici (2016), smart city planning goes hand-in-hand with sustainable city planning in that they both have a strong focus on livability, CO2 reduction, sustainable economic growth and innovation, and encouraging sustainable lifestyles.

URBAN PLANNING FOR A SUSTAINABLE CITY

Different parts of the world experience different impacts and have their own interpretations of what a sustainable city is. According to the World Commission on Environment and Development (WCED, 1987), “The general goal of sustainable development is to meet the basic needs of society and extend the opportunity for a higher quality of life” (as cited in Byrd 2007, p. 9). A city can achieve this in various ways. In the book titled, *Dimensions of a Sustainable City*, Jenks and Jones (2010, p. 3), provided the following table outlining the aspects of a sustainably built environment:

Land use and built form	Environmental – energy conservation	Environmental – recycling and re-use	Communication and transport
<ul style="list-style-type: none"> • Intensive use of urban land • Networks of green corridors • Community buildings, self-managed • Mixture of land uses at relatively high density • Affordable homes • Local identity • Sustainable building materials • Flexible design and good space standards • Improved noise insulation 	<ul style="list-style-type: none"> • Combined heat and power (CHP) – local power generation • Micro power generation • Renewable energy • Reduced energy consumption and embodied energy • High levels of insulation • Intelligent lighting and integrated security, heating, and IT systems • ‘A’ rated white goods • Eco-rating e.g. BREEAM ‘excellent’ 	<ul style="list-style-type: none"> • ‘Grey’ water systems • Recycle water for gardening and car washing • Reuse water and filter, to be directed to ecology parks or green spaces • Waste recycling, and use for production of biogas • Reduced domestic and construction waste • Carbon-neutral lifestyle 	<ul style="list-style-type: none"> • Light transit routes, eco-friendly buses and bikeways • Car clubs and cycle facilities • Pedestrian-friendly infrastructure • Restricted car parking • Environmental advice – bus/transit times, energy and water monitoring • IT enabled

There are various works of literature which define a sustainable city and most of them include similar components as the ones outlined by Jenks and Jones (2020). Often times these definitions include a wide range of social, environmental, economic, political, demographic and cultural factors (Cohen, 2018). In 2016, the Local Governments for Sustainability (ICLEI) defined a sustainable city as one which, “Works towards an environmentally, socially, and economically healthy and resilient habitat for existing populations, without compromising the ability of future generations to experience the same” (p.1). The definition of sustainability and that of a sustainable city are very similar and have the same main goal of preserving resources for future generations to come. When the idea of applying the above concepts to a city was first hypothesized, it formed a modern, more abstract version of what a city was and what it had the potential to be. In other words, the usual dimensions which make up a city, such as its physical characteristics i.e. size, shape, distribution and configuration of space, transport system, and design features were now replaced by a more abstract vision: to fulfil sustainable economic, social, and environmental goals (Jenks & Jones, 2010).

COMPACT CITY – A PATH TOWARDS SUSTAINABILITY

One of the first ideas presented to achieve a sustainable city was made by the European Commission (EC), and it was to make urban areas more compact (CEC, 1990, as cited in Jenks & Jones, 2010). The EC argued that a compact city could,

...Reduce urban sprawl, protect agricultural land, and lead to more efficient use of existing, previously developed urban land. With a mixture of uses in much closer proximity, alternative modes of travel would be encouraged, such as walking and cycling, and public transport use would also increase. (Jenks & Jones, 2010, p. 2)

The EC claimed that this would result in environmental, social, and economic benefits. In an article released by the UN-Habitat programme, they named a few benefits, such as reductions in travel by car which helped lessen CO₂ emissions into the atmosphere, more people traveling by foot and by bike led to a healthier population, and the close proximity of daily necessities helped improve peoples' access to resources (Clos, et al., n.d.). These benefits inspired countries around the world, such as the UK and the US, to take action in implementing some of these new ideas with new initiatives like Smart Growth and New Urbanism (Jenks & Jones, 2010). Both of which are economically viable initiatives which are aimed at reducing travel distances and the dependence on cars, as well as promote social diversity in urban areas. (Jenks & Jones, 2010). In Henderson and Gulsrud's book about green mobility in Copenhagen, they stated that in the Intergovernmental Panel on Climate Change (IPCC)'s Fifth Assessment Report, the panel emphasized a need for, "...Structural changes through urban planning and sustainable consumption lifestyles—such as reconfiguring streets to encourage cycling and creating compact walkable and bicycle-friendly cities" (2019, p. 1). This quote directly reflects the changes implemented by the city of Copenhagen to construct safe bike lanes, develop pedestrian streets, and invest in effective public transportation. According to Henderson and Gulsrud (2019), various scholars have called Copenhagen, "A best-practice city for green urbanism and mobility based on the high rate of cycling per citizen in the city and the corresponding level of liveability enjoyed by its inhabitants and visitors" (p. 3). This not only recognizes the efforts being made by Copenhagen to become a sustainable city, but also validates the city's role as a leader in sustainability.

Although there are many benefits of developing a sustainable city, there are also negative impacts associated with compact cities. Breheny (1995) explained that, “Higher densities may lead to overcrowding, more traffic, and may not be the favored choice for residents wishing to purchase homes – population trends still tend to favor rural or suburban locations” (as cited in Jenks & Jones, 2010, p. 4). Despite these negative impacts associated with living in a city, in 2018, a majority (55%) of the world’s population were living in urban areas as opposed to in rural communities (United Nations, 2019). That’s a 25% increase in urban population since 1950 (United Nations, 2019). Jenks and Jones (2010) stated that an increase in urban population comes as a result of cities offering, “Diverse amenities, cultural institutions, educational institutions, and other facilities as well as differentiated neighborhoods...” (p. 7). They also claimed that, “A focus on cities is required because if we are to achieve a sustainable economy and planet, it needs to happen in our cities” (Jenks & Jones, 2010, p. 8). This explains that the adoption and encouragement of sustainable cities around the world is gaining momentum. Næss (2000) pointed out the importance of focusing on the longevity of urban development by stating, “Planning for a sustainable urban development must be oriented towards long-term goals and utilize knowledge about the environmental consequences of different solutions, but should not be based solely on means-end rationality” (p.503). Næss (2000) also addressed the ethics of sustainable urban development by stating it is a, “Moral obligation to other living beings and future generations” (505). The necessity of incorporating sustainable practices in plans for future urban development is becoming a more recognized concept and is this is made clear due to the abundance of literature supporting this topic. The next section will provide a thread of literature pertaining to urban planning.

URBAN TOURISM PLANNING TOWARDS SUSTAINABLE TOURISM DEVELOPMENT

Humphries (1993) explains that tourism has the ability to improve the overall status, image, economic standing, and environment of urban destinations, which is why many cities seek to incorporate cultural or leisurely activities, as well as tourism-related business strategies into their marketing tactics. The cultural diversity, innovative technologies, and opportunity for new experiences are reasons why tourists are choosing to visit cities. The

United Nations World Tourism Organization (UNWTO) supports this by stating, “Urban/city destinations offer a broad and heterogeneous range of cultural, architectural, technological, social, and natural experiences and products for leisure and business” (2019, p. 1). The UNWTO (2019) also claims that tourism is intrinsically linked to the development of a city and because of this, many cities around the world are beginning to understand the significance of implementing sustainable tourism development strategies. According to the World Tourism Organization (WTO), sustainable tourism development,

...meets the needs of the present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecology processes, biological diversity, and life support systems. (as cited in Byrd, 2007, p. 9)

In this definition, WTO identifies tourists and the local community as two stakeholder groups involved in the sustainable tourism development of any given destination and emphasize the importance of meeting the needs of both groups.

Today, tourism is a large source of revenue for many cities and communities around the world and the presence of tourism in literature pertaining to urban planning can be most commonly found when evaluating its economic impacts. Some scholars are pointing out a lack of literature pertaining to urban tourism planning in realms other than economics. According to Giménez, Banchini, Martínez, and Tuñón (2016), European cities’ tourism boards have focused their time and resources on promoting brand images. Giménez et al. (2016) stated,

As cities have focused more on this task [brand images], they have largely ignored others such as: creating tourist products; actively developing human capital and tourism logistics throughout the city; exploiting technology; co-ordinating tourism. Planning economic and financial resources for long-term city development has been overlooked completely (Valls, 2004, as cited in Giménez et al., 2016). The way powers are split between various municipal bodies has led to poor co-ordination of urban tourism planning and implementation of its strategies and policies. (p. 92)

This statement demonstrates the lack of focus on not only urban tourism planning but also sustainable tourism. Ignoring these two complex concepts can result in negative repercussions. An example of a negative impact can be seen in Barcelona where tourists are flocking to certain areas of the city, resulting in large concentrations of services catering to them in these areas, which inevitably makes locals feel less-welcome and pushes them away from these areas (Giménez et al., 2016). Another example can be seen in Copenhagen, where the locals filed complaints about tour buses in the city center for leaving their engines turned on, taking up too much space on the small streets, and parking illegally with no consequences (Københavns Kommune, 2019). As a result, tour busses in Copenhagen city center are now banned. It is argued that lack of efforts focused on implementing sustainable tourism and urban tourism planning tactics leads to unfavorable results. Giménez et al. (2016) went on to express a need for, “new networking methods and urban and regional planning instruments” (p. 91). Additionally, at the UNWTO Summit in 2016, the members stated that urban tourism and urban planning should go, “Hand in hand” and concluded the, “Importance of ensuring urban planning and city tourism development are fully coordinated” (Hawass, 2016, p. 1). The UNWTO Summit summary also stated that incorporating, “Authenticity, local culture, the engagement of local communities, and the use of technology were pointed out as key success factors for city tourism” (Hawass, 2016, p. 1). Not only are these key success factors in urban tourism but they also ensure its sustainability and longevity.

STAKEHOLDER ANALYSIS THEORY

A stakeholder can be defined as, “Any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman, 1984, as cited in Friedman & Miles, 2006, p. 1). Stakeholder analysis is an approach which can be used to understand the actions and decisions of stakeholders, as well as uncover their specific interests. This approach can be a helpful tool when analyzing sustainable tourism development (STD) and urban planning (UP) projects because of the multi-stakeholder involvement in such projects. To get more specific, Varvasovazky and Brugha (2000) defined stakeholder analysis as,

An approach, a tool or set of tools for generating knowledge about actors so as to understand their behaviour, intentions, interrelations and interests; and for assessing

the influence and resources they bring to bear on decision-making or implementation processes. (as cited in Yang, 2014, p. 839)

In Varvasovazky and Brugha's (2000) definition, they touch upon stakeholder analysis theory as being a strategic tool for knowledge generation and to understand the interrelations between stakeholders. Uncovering the stakeholders' interests which could impact their decision-making is a main ideal supporting this theory.

There are numerous works of literature within the fields of tourism (e.g. Byrd, 2007; Candrea & Bourilaud, 2009; Dabphet, Scott, & Ruhanen, 2012; Halkier, 2013; Scott & Flores, 2014; and Saito & Ruhanen, 2017) and urban planning (e.g. Cilliers, Diemont, Stobbelaar, & Timmermans, 2011; Yang, 2014; John, Keeler, Wiek, & Lang, 2015; Hölscher, Avelino & Wittmayer, 2018) which discuss the importance of stakeholder collaboration and participation. The preceding scholars argue that successful STD and UP projects are the outcome of strong relationships between stakeholders. From these articles, one can conclude that open communication and knowledge-sharing are two key building blocks required when forming strong ties. This is because the transfer of knowledge through communication channels has the ability to forge a mutual understanding of concepts and ideas between groups of people (Ryan & Gross, 1943, as cited in Scott & Flores, 2014). As stated in Byrd (2007), generating knowledge-sharing networks between stakeholders can allow them to exchange information that they normally would not have access to because different stakeholders have access to diverse resources and pools of information. According to Dabphet, Scott, and Ruhanen (2012), knowledge-sharing can be a challenge when applying stakeholder analysis theory to STD due to its complexity. STD is complex because it is comprised of the three components which were discussed earlier: environmental, economic, and social. Different stakeholders tend to approach these three components with different concerns and opinions (Dabphet, Scott, & Ruhanen, 2012). For example, stakeholders can organize the three components of STD by level of importance or dedicate more time to one rather than the others.

In regards to UP, Yang (2014) points out a growing interest in researching multi-stakeholder analysis. The concept that stakeholders and their interests can and should influence the decision-making process of UP projects is becoming widely recognized (Yang, 2014). According to Byrd (2007), proper stakeholder involvement can result in the following:

- An informed and educated public about the issues and topics at hand.
- The integration of the opinions and values of the public in the decision-making process.
- Improved legitimacy and quality of decisions.
- Heightened trust among all parties involved.
- New and innovative idea generation.
- More cost-effective.
- Reduced conflicts and lawsuits.
- Encouragement of shared-responsibility.

By ensuring stakeholder collaboration and participation along with a network of knowledge-sharing, the above stated points can be attainable. Understanding the complexity of the various stakeholders' points of view is essential when exploring their relationships. According to Hiwasaki (2005), stakeholders with more authority over the project must facilitate bottom-up approaches to decision-making. Which in this case means that RE and the KK would have to facilitate a bottom-up approach by including the tourists and the locals in decision-making. Before this can be done, the specific stakeholders must be identified as well as their roles and responsibilities (Hiwasaki, 2005). This will be done in the analysis of this project.

PUBLIC VS. PRIVATE STAKEHOLDERS

Urban development projects have the tendency to bring about challenges of interest between the public and private stakeholders involved. Some scholars refer to this occurrence as a "tug of war" between public and private interests (Safdie, 1988). According to Safdie (1988), in the case of urban development, it is a tug of war between the parties who are for and against over-development. Failure of the private and public sector to come to an agreement on developmental plans can result in years of debate. The negotiations between public and private stakeholders can also entail deliberations on the funding of a project. Dewulf, Blanken, and Bult-Spiering (2012) claim that due to an escalating complexity of issues and tasks presented in today's society, the government's dependency on private-partnerships has intensified as a means to meet objectives and fulfil requirements. Governments have limited budgets, and therefore depend greatly upon monetary assistance from the private sector to help carry out their ambitious plans (Dewulf, Blanken, & Bult-

Spiering, 2012). Correspondingly, governments from around the world are progressively relying on funding from private investors for the urban development of large infrastructural projects (Dewulf, Blanken, & Bult-Spiering, 2012). Nevertheless, public dependency on private stakeholder participation and commitment is growing and being encouraged by funding regimes and national legislation (Bovaird, 2004, as cited in Dewulf, Blanken, & Bult-Spiering, 2012). These claims support that current public and private stakeholders are transitioning towards more collaboration now and in the future.

METHODOLOGY

This thesis aims to contribute to the discussion about the role that tourism plays in urban planning from the perspective of stakeholders while acknowledging sustainability as a key theme. This aim will be explored by answering the following question:

How does tourism play a role in the planning of urban areas, specifically Refshaleøen, from the perspective of stakeholders?

This problem formulation seeks to understand the stakeholders' viewpoints surrounding the incorporation of tourism into planning urban areas. In order to answer this problem formulation, I have adopted a philosophical approach which supports this study and will validate my research as academic work. The theory of methodology used in this study will explain how I conducted my research and analysis, as well as justify the methods employed.

In addition to identifying my philosophical approach and theory of methodology, this chapter will outline the research design of this project. This chapter will also address the limitations of this project by looking at some of the challenges as well as advantages faced when conducting this research. Next, a description of the applied methods used for data collection will be explained and justified to enable others to comprehend this research. The aim of this chapter will be to act as a guide by explaining the flow and thought process behind the gathering of data and analysis.

PHILOSOPHY OF SCIENCE

The philosophical approach which supports my research is from the standpoint of an interpretivist and constructivist. This philosophical paradigm is in favor of qualitative research

methods (Dudovski, 2019), and seeks to understand the deeper meanings behind what people see, feel, and think (Denzin & Lincoln, 2005). By adopting this paradigm in my research, I answer the ontological question as a relativist, in that realities are,

Apprehendable in the form of multiple, intangible mental constructions, socially and experientially based, local and specific in nature (although elements are often shared among many individuals and even across cultures), and dependent for their form and content on the individual persons or groups holding the constructions. Constructions are not more or less "true," in any absolute sense, but simply more or less informed and/or sophisticated. Constructions are alterable, as are their associated "realities."
(Guba & Lincoln, 1994, p. 111)

This implies that reality can only be grasped imperfectly, and to make sense of the world, people are constantly analyzing their experiences and building their own sense of reality based on them (Denzin and Lincoln, 2005). Hence, I cannot be completely objective in my research. Instead, I assume the epistemological position of transactional and subjectivist, allowing me to make my own educated and informed interpretations of my data, and fluidly develop my findings over the course of my research (Guba & Lincoln, 1994).

As a student studying tourism at a master's degree level at Aalborg University in Copenhagen, I can accept that I, as a researcher, have a high pre-understanding of the topics being studied in regards to scientific research and literature. My lived experiences while conducting qualitative fieldwork and my interpretations of the data took place while living in Copenhagen between the months of February - May 2020. I embrace my role as a social actor in this study, and am free to interpret my interactions with the stakeholders, as well as acknowledge the existing relationships that they may have with each other. All the while, building my own interpretations and assumptions around this. Furthermore, this approach acknowledges that the participants in this study carry with them their own unique experiences and background which may influence their viewpoints and answers.

HERMENEUTICS

The methodological theory employed in this research is hermeneutics and is used to understand and interpret the qualitative data collected in the form of observations and

interviews. The theory of hermeneutics assumes that the interview participants' personal life experiences and professional backgrounds have an influence on their choice of language and therefore, the answers they provide (Peck & Mummery, 2017). This means, that as an interviewer, I must be aware that the participants are speaking from a diverse set of social contexts.

The hermeneutic circle can be used to describe the process that occurs when interpreting a text. This process can occur when interpreting data collected from observations of relevant documents or interviews. Longxi (2018) explained this process by stating,

In reading a text, we start with individual words, and the accumulation of the meaning of words leads us to the meaning of sentences and then that of the entire text, but at the same time, we understand the meaning of individual words in the context of sentences and the entire text. That reciprocal movement from the parts to the whole, and from the whole to the parts, is known as the "hermeneutic circle." (p. 128)

Thus, the goal of this process is to achieve a greater understanding of the qualitative data. In terms of my data, I understand this process as one which explains my shifting interpretations of the topics being discussed. In other words, my continued development of knowledge throughout the data collection process will push me to find new meanings and new understandings along the way. This will allow me to compare and contrast the ideas of different stakeholders in the analysis of this study (Guba & Lincoln, 1994), as well as gain a better understanding of the contents of a document.

Identifying themes is a hermeneutic tactic which I will employ when interpreting my interviews in order to point out language which I find to be significant to this research. Smith (1996) used the word "theme" to describe the process of identifying significant material within a given text or language for analysis. Identifying key themes will help guide my text interpretation.

RESEARCH DESIGN

An exploratory case study research design is utilized in this study, meaning that the aim of this research is to uncover and explore the research question in depth, not to find conclusive answers (Dudovskiy, 2019). With that being said, exploring the role that tourism plays in the plans for the development of Refshaleøen from the perspective of the stakeholders is the main aim. This case study research design is utilized to analyze and investigate these various perspectives more in-depth, and is supported by qualitative data collection in its ability to collect detailed information through the conduction of open-ended interviews where I, the researcher, am an integral part of the study (Astalin, 2013). The interviews conducted will provide direct quotation, adding to the in-depth and exploratory design of this study (Astalin, 2013). This type of research design grants my research the flexibility to change direction as a result of new data, insights, or revelations throughout the research process (Dudovskiy, 2019), supporting my epistemological methods. Furthermore, utilizing a case study will allow me to explore the complexity of this topic with specific examples and references obtained from my qualitative data collection. Bourne (2005) and Yin (2009) stated, "Case study analysis is the preferred technique when 'how' and 'why' questions are considered, when the investigator has little control over events, and when the focus is on a contemporary phenomenon in a real-life context" (as cited in Yang, 2014, p. 839). This quote outlines how utilizing a case study approach for my research will allow me to conduct exploratory research by asking how and why questions while focusing my research on real-life circumstances which surround Refshaleøen. In addition, a case study approach supports the identification of detailed themes, which is in line with my hermeneutic methodological theory.

Taking my epistemological considerations into account, I began my research with theories already in mind and then narrowed them down. Then after conducting my data collection, I introduced new concepts and theories to my research which I found relevant. According to Greco, Masciari, and Pontieri (2001), "Inductive techniques are used for generating hypotheses from data whereas deductive techniques are used to derive knowledge and to verify hypotheses" (p. 1). Because of this, I cannot conclusively categorize my approach as being inductive or deductive, but rather a combination of both. By combining these two approaches, I can achieve a more comprehensive and accurate result (Greco et al., 2001).

RESEARCH LIMITATIONS

Research limitations can arise in different ways and become evident in various facets over the course of qualitative research. This section will identify the most important limitations in this study, as well as explain the nature of them and how I handled them. By explaining the limitations of this study, I am informing the reader about potential set-backs and advantages which may have impacted my research.

Conducting fieldwork and writing a thesis during a global pandemic is an important first limitation to note. In early March, the rapid spread of COVID-19 compelled the Danish government to act quickly and put the nation on lockdown. The nature of this limitation can be described as unexpected and is not something that could have been planned for. From the standpoint of a master's student writing a thesis, this meant that my university and local libraries (places where I normally do school work) were off-limits. This drastic closing of all indoor public places and the strong insistence from the Danish government to "stay home" forced me to rethink and restructure my normal study routines. Project-writing, fieldwork, meetings with my classmates and supervisor, and everything in-between were now going to take place at home. Specifically, the global pandemic limited my access to resources and study materials such as textbooks and scholarly literature, a printer, and a consistent work-space environment. I adapted to these new circumstances by becoming acquainted with video call platforms like Skype, Zoom, Google Hangouts, etc., maintaining a regular work schedule, and coordinating with my roommate about working hours and use of space in our tiny apartment.

Other important limitations I faced were with regard to issues of confidentiality and anonymity. These limitations were presented under two different circumstances. The first was in relation to handling confidential information obtained from one of the stakeholders interviewed in the study. The confidential information had the potential to serve great purpose in my data collection and throughout the bulk of my analysis. The second limitation took light when one of the interviewees was particular about the information I collected from them, and thus began entertaining the idea of anonymity. The confidential and off-the-record nature of these limitations exacerbated my frustration and made me question the

quality of my data. Nevertheless, I adapted by searching for deeper meanings in the data I *was* allowed to use and finding links in materials and literature available to me.

On a positive note, an opportunity presented itself due to the COVID-19 crisis. Since I was sent home from my part-time job with a salary compensation package from the Danish government, I took advantage of the extra time I had to write my thesis.

APPLIED METHODS

Applied methods are used in this study to answer the problem formulation. Therefore, the following section will outline the applied methods used for the data collection of this research. The qualitative methods chosen will be described to reveal how the research was conducted and how the data and analysis were formed. This will be done by providing a description of the case study, followed by an explanation of the interviews conducted, then a section outlining the participants of the study, and lastly, a description of how the data was analyzed.

CASE STUDY: REFSHALEØEN, COPENHAGEN, DENMARK

Refshaleøen is an artificial island constructed between the years 1870-1872 from the sand banks located just off the shore of Copenhagen, Denmark. In Danish, “rævehale” means foxtail and “ø” means island, and the locals shortened the name to refshale because it rolls off the tongue a bit easier. The island got its name during its construction from the way the sand banks were thought to look like a foxtail due to sea currents pushing the sand around in a distinct shape. The idea behind building this artificial island was to provide the old ship manufacturing company,



FIGURE 4: MAP OF REFSHALEØEN. (© OPENSTREETMAP.ORG)

Burmeister & Wain A/S (B&W), with more space for a shipyard for ships and machinery. At the time, B&W was Denmark’s largest and leading manufacturer of ships and diesel engines

("B&W's Skibsværft," 2018). With over 8,000 employees working on the payroll in 1930, B&W was the largest employer in Denmark ("B&W's Skibsværft," 2018). Over the years, the island was expanded to accommodate the addition of various buildings, such as warehouses and worker facilities, making it roughly 525,000 sqm. in 1962 (Sennov, 2018). Due to the economic downturn, B&W filed for bankruptcy in 1996 and was bought by four pension funds: Sampension, PKA, PFA, and the Employee's Pension ("B&W's Skibsværft," 2018). The four pension funds make up Refshaleøens Ejendomsselskab A/S (RE), Danish for real estate company, which remains the current owner of the island today.

Since the current owners claimed Refshaleøen in 1996, their primary ambition has been to develop the industrial city district into a modern and fully integrated urban area with mixed commercial and residential uses. As a result, the owners of Refshaleøen, together with the Copenhagen Kommune, are continuously researching the needs of the city and its residents so they are ready to carry out the plan when the time comes. In the meantime, the owners have rented out the existing buildings and space on the island for offices, concerts, restaurants, student housing, and other cultural purposes. The island is comprised of several interesting components: The island's location in a sustainable European capital, the cultural heritage and unique history, the current creative state which attracts tourists and locals as well as the involvement of different private and public stakeholders to plan its future development.

PILOT

I ran a couple of pilots where I explored the island on my own to gain some insights and vision into what my problem formulation would potentially be. I proceeded to contact RE, and they were generous enough to give me a tour of the island provided by their leasing manager, Anton Tvilstegaard. This helped spark a brainstorm of ideas. At this point, I knew that I wanted to write about the future developmental plans for the island, and that I wanted to interview the stakeholders involved in making these plans. Embracing my role as a transactional and subjectivist researcher, I allowed my idea to develop and be created as I went along. My idea progressed into researching how tourism would have an influence on Refshaleøen's development plans from the viewpoint of the stakeholders. The theme of sustainability was formed later on during my fieldwork.

OBSERVATIONS AND DESK RESEARCH

Observations of relevant documents and literature pertaining to the topics being researched in this study were conducted as a form of secondary research. Literature referenced throughout the analysis was found by conducting desk research and were sourced from peer-reviewed scholarly journals or published text books to enhance the credibility of this study. Public documents from the Copenhagen Kommune will be analyzed in addition to strategical documents containing the tourism strategy for the city of Copenhagen. These documents were deemed to be important to this research because they relate to the topics being studied, and more than one participant mentioned these documents during their interviews. Other data found in the form of reviews, expert interviews, and newspaper articles were also used to create a deeper discussion in the analysis. Documents which were only found in Danish were translated into English when used as quotes in this paper.

IN-DEPTH, FACE-TO-FACE INTERVIEWS

In-depth interviews are used as an applied method in this study because it is a technique which is, "...Designed to elicit a vivid picture of the participant's perspective on the research topic" (Mack et al., 2005, p. 29). Understanding the perspective of the stakeholders is crucial in this study, and in-depth interviews are an appropriate qualitative research method used when seeking to get people to share their opinions, feelings, and experiences (Mack et al., 2005). This method allowed me to gather knowledge by listening to the interviewees and interpreting what they said and how they say it (Gruber et al., 2008). A strength of this method is that it elicits in-depth responses from the participants, often times revealing contradictions and nuances (Mack et al., 2005). Another strength of in-depth interviews is that they have the ability to shed light on a participant's point of view, meaning they can expose how a person perceives links between certain relationships, phenomena, events, or a set of beliefs (Mack et al., 2005). A weakness of conducting in-depth interviews is that the interviewer is usually not an expert on the information being provided by the participant, which can therefore hinder their ability to, for example, ask relevant follow-up questions (Gruber et al., 2008). That being said, I accept my role as an interpretivist and

constructivist in this study because it embraces my own knowledge, experiences, and position as a researcher in this study.

The interview questions were tailored specifically for each of the participants, depending on their occupation and position as a stakeholder, in order to pinpoint their unique expertise on the topic at hand. The questions were also designed to be open-ended to encourage more in-depth responses. Three out of the five participants requested to receive the interview questions prior to the interview in order to be more time-efficient during the interview, to get a clear picture of what the interview would entail, and to better articulate their responses. This was accepted out of courtesy and respect for the participants and their time.

Out of the five in-depth interviews, three were conducted online via the video-conference platforms known as Skype, FaceTime, and Google Hangouts. Using one of these platforms was preference for a majority of the participants in this study because of the governments' recommendation to stay home during the corona virus pandemic. Not only was video-conferencing a preference for a majority of the participants, but due to public places such as cafes, libraries, schools, and most work places being closed, this significantly narrowed down options of places to meet-up. Given these rare circumstances, a cyber meet-up was deemed as the best option for conducting face-to-face interviews.

The remaining two interviews were conducted in-person because of the interviewees' access to their office building located on Refshaleøen. For these in-person interviews, we made sure to strictly follow the governments' health guidelines of keeping a safe distance of two meters apart at all times. Face-to-face interviews, whether via online video-conferencing or in-person, provide reliability in the sense that I, as a researcher, am able to see who I am speaking with and can confirm their identity (Iacono, Symonds, & Brown, 2016). On the other hand, face-to-face interviews can also introduce certain biases based on appearance such as age, race, gender, or other stereotypes (Roller, 2019). However, I can gain greater insights by reading the participant's body language and picking up on social cues during face-to-face interviews (Iacono et al., 2016).

It is important to note that all of the interviews were conducted in a one-on-one setting in order to remove any distractions and allow for a synchronous data collection. Each

interview was documented using an audio recorder and then the recording was later used to transcribe the interview. The interviews were conducted in Danish and English depending on the participant's language preference. The two interviews conducted in Danish are found in their original form in the index, and translated into English when used as quotes throughout the analysis. Transcribing the interviews was a very time-consuming process, which is why it proved to be a disadvantage of using this data collection method. Once the transcriptions were completed, they were analyzed using hermeneutic techniques.

PARTICIPANTS

The participants of this study were selected using a purposeful sampling tactic known as opportunistic emergent sampling. This form of sampling allowed me to take advantage of unforeseen opportunities as my research unfolded, as well as add new emerging participants to the sample as my research progressed (Suri, 2011). This type of sampling is useful when conducting exploratory research (Suri, 2011) like in the case of this research. The specific participants were chosen because of their relevance to the case study.

In order to answer my problem formulation, a sample of stakeholders who are involved in the development of Refshaleøen were interviewed to offer their perspectives. These stakeholders were chosen because of their ability to provide insights into the development plans and how tourism plays a role in them. I reached out to 15 different stakeholders who I believed could contribute to the analysis of this study. Eight out of the 15 who were contacted replied, and I was able to set up interviews with five of them. The five interviews which were conducted are in-depth and provide different insights, and therefore are thought to be a sufficient sample size. Aside from the four stakeholders involved in the specific case study, one landscape architect was interviewed in order to gain expert knowledge and insights into what goes into such a project. A chart with more information about the interviewees is provided in the following chart.

Participants of the Study

Name	Company	Position
Anders Normann	Refshaleøens Ejendomsselskab A/S	Historian

Anton Tvilstegaard	Refshaleøens Ejendomsselskab A/S	Renting Manager
Mathias Nordby	Copenhagen Kommune	Urban Planner
Stephanie Smith	RRM Design Group	Landscape Architect
Tue Rex	Copenhagen Kommune	Urban Planner

DATA ANALYSIS

INTERVIEWS – THEMATIC ANALYSIS

A thematic data analysis is a hermeneutic technique employed in this study to identify, analyze, and report patterns found in the data (Braun & Clarke, 2006). Thematic analysis complements my position as a constructivist and interpretivist and according to Braun and Clarke (2006), it, "Provides a flexible and useful research tool, which can potentially provide a rich and detailed, yet complex, account of data" (p. 78). This technique requires the researcher to code the text in order to identify themes.

In this study, coding was conducted using different colored highlighters. Each interview transcription was analyzed and coded using different colored highlighters as shown in Figure 5. The different colors represent particular themes which were interpreted and identified through the use of the hermeneutic circle process. The highlighter colors used to identify specific themes remained consistent across all the interviews in order to organize the patterns and differences.

Dark blue highlighter was used for identifying when an interviewee talked about the uniqueness of Refshaleøen. Lime green highlighter was used to identify when infrastructure was mentioned. Text highlighted in light grey were sections where the interviewee brought up the historical background of the island and the preservation of its cultural heritage. Sections highlighted in dark grey identify when the interviewee claimed the plans for development are

3. How do you intend to make Refshaleøen unique? Will the island's unique history influence its development?
- Yeah I mean, we are very much aware that we want to keep the **unique** history out there. Copenhagen after many years where there was not much redevelopment, it has really changed. Now there is a lot of huge development, well I mean not huge, but I mean **a lot of apartments being built every year and a lot of redevelopment**. I think there's an increased focus on that when you redevelop old districts that have some industrial heritage, then you will have to try to preserve some of it. Whether it's protected or not, you kind of want to bring this history of the area into the future. And how we will do that at Refshaleøen, nobody really knows yet because we haven't really started on the planning. We don't have any specific, concrete, proposals from the owner of Refshaleøen of how to redevelop it. If very soon we have an agreement between the state and the municipality about developing Lynettenholmen then maybe we will go on to the next step and start to discuss that. But on a more overall level, we have already said to the owner of Refshaleøen that they will have to make a plan that can build in the qualities and the history of the area. And how they will do that, we don't know yet, but that will be very important and necessary to the political basis, so like adopting a plan.
4. Does Københavns Kommune collaborate with the tourism industry to get input from a tourism perspective on urban planning? If not, has it been considered?
- We have these organizations called Wonderful Copenhagen (WoCo), and on the board of WoCo you have politicians, like social democrats who are on the board of WoCo, and they are responsible for developing the tourism industry in CPH and marketing CPH to tourists. Also, some of the **city's funding goes to WoCo** and of course they forecast the needs of the tourism industry and give feedback to the city and give them knowledge about the need of new hotels and facilities. But the feedback is going both ways because there is some political awareness about how you want to spread the tourists around to different districts in the city so that's the kind of feedback going to WoCo. So trying not to totally market only the inner-city and the Little Mermaid, but also try to describe that you as a tourist should go to Vesterbro or Nørrebro and go to other districts. So there's kind of that sort of feedback mechanism going both ways. But it formalizes cooperation. But obviously there is often an **exchange of ideas**.

FIGURE 5: CODING EXAMPLE

still unknown. Teal highlighter was used for sections discussing Lynetteholmen. Turquoise highlighter was used to identify tourism as a theme of discussion. Red sections are discussing financial matters. Dark red identify a theme of knowledge-sharing. Dark green identifies discussions about sustainability. Dark purple highlights parts where the locals and the local communities were mentioned. Fuchsia is used to point out when an interviewee mentions the Kommunal Plan. Finally, yellow highlighter identifies discussion about the potential of Refshaleøen.

ANALYSIS

This chapter will provide an in-depth analysis of the primary data which was collected in this study as well as secondary data gathered from various sources which will be incorporated throughout. The aim of this analysis is to uncover how tourism plays a role in the planning of urban areas, utilizing Refshaleøen as a specific case study. New analytical tools will be introduced to help guide and interpret the findings discussed in this chapter. The data will be compared and contrasted in order to shed light on the different perspectives offered by the stakeholders and to explore different understandings of the same concept.

First, a description of the analytical tools and new theory utilized in the analysis will be provided. Second, the stakeholders will be introduced along with their roles, responsibilities, and some of their perspectives. Third, a description of Refshaleøen from the perspective of the stakeholders will be analyzed and organized into different themes which became present throughout the course of this research.

While coding the interviews and studying secondary sources, two contrasting themes began to take form: materiality and immateriality. The revelation of these two contrasting ideas led to a more in-depth discussion and direction for the analysis. What appeared was this distinction between livability and physicality or immateriality and materiality. Livability or immateriality referring to the intangible things that set the tone of the physical place itself, referring to things like the atmosphere of a place or in the case of Refshaleøen, the cool, edgy, creative vibe which is described by many of the stakeholders later on in the analysis. On the other hand, the physical or material aspects that make up a place, so referring to the

tangible objects such as infrastructure, roads, metro line, housing, etc. were also brought up as a contrasting concept by the stakeholders.

MATERIALITIES, IMMATERIALITIES, & SENSE OF PLACE

To support the later discussion of this analysis, materiality and immateriality are defined in Figure 6 and elaborated in this section to allow for a greater understanding of the findings. The distinction between what is material and what is immaterial will be used as an analytical tool to find deeper meanings and interpretations from the gathered data. How these two concepts can contribute to the development of a sense of place will then be discussed.

The materialities of a place are studied in different facets across literature in the fields of urban planning and tourism. Literature on materiality in urban planning study the material objects or spatial practices that comprise a built environment (Mele, 200). This is referring to physical structures such as housing, trees, shops, roads, etc., and how they interact with each other in terms of size

and distance from one another to construct the physical qualities of a place. Materiality in tourism literature has been studied in works relating to material affordances provided from the design and planning of space as well as in tourism mobilities and the mobility of material objects over space and time (Jensen, Lanng, & Wind, 2016 and Hannam, Butler, & Paris, 2014). According to Gehl (2006), immaterialities in urban areas can be referred to as the life between the buildings. This implies that immaterialities are things like atmosphere, mood, sense of place, lived experiences, and all of the non-physical characteristics of a place.

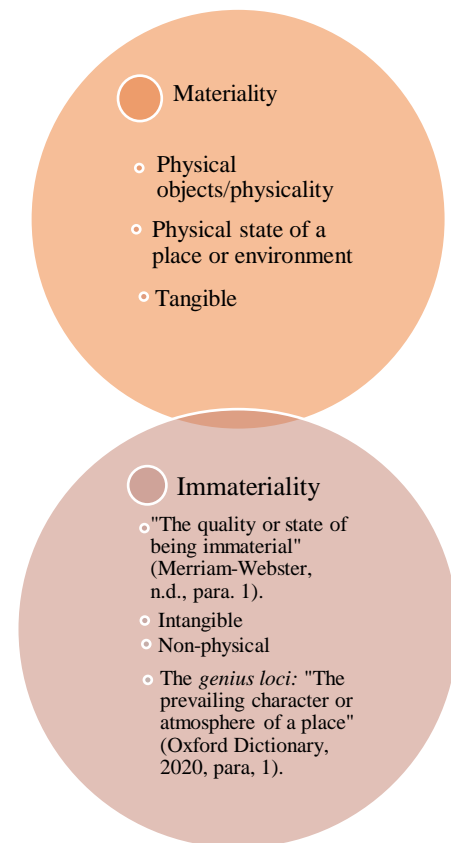


FIGURE 6: MATERIALITY AND IMMATERIALITY

A combination of both material and immaterial can create a sense of place, or a place where elements such as the physical environment, the natural environment, culture, community, political and social history, beliefs, experiences and traditions come together to develop an awareness of that particular place (Smith, 2015). Thus, a sense of place is the compilation of all of the material and immaterial characteristics of a place to make up a whole or complete understanding. However, the characteristics of a place are not finite and have the ability to change at any time. According to Mele (2000), "Although these characterizations are by no means fixed or uncontested, they influence public disposition toward prescriptive and proscriptive actions and policies that seek to remedy, improve, or neglect an urban area's existing social problems and overall condition" (p. 631). Mele (2000) argues that given these conditions, a unique sense of place in a particular destination prove to be relevant to economic and political processes of urban planning in that it can boost or hinder a place's economy or social standing.

According to Jan Gehl (2006), the specific atmosphere of a place can be attributed to the quality of the space and the activities done there. Gehl is a famous Danish architect and urban planner who is especially known for his work in Copenhagen, New York, and San Francisco where his main focus is on making cities for the people. In his book, *Life Between the Buildings*, Gehl (2006) explains that the physical environment of a place has the power to influence outdoor activities, and these outdoor activities can be divided into three categories: necessary activities, optional activities, and social activities. Each of which have, "Very different demands on the physical environment" (Gehl, 2006, p. 9), meaning they require different settings in order to occur. Gehl (2006) claimed that, "When outdoor areas are of poor quality, only strictly necessary activities occur... In a good environment, a completely different broad spectrum of human activities is possible" (p. 11). This explains that people are more willing to spend time in a place where the outdoor space is inviting and encourages people stop, play, sit, eat, etc. (Gehl, 2006). Contrarily, in an urban area which is of poor-quality people rush to leave and go home (Gehl, 2006). This section aimed to provide background information on specific ideas and concepts before delving deeper into the analysis. In the next section, descriptions of Refshaleøen provided by the stakeholders and other secondary sources will be analyzed on the basis of exploring the materialities and

immaterialities which make up the unique sense of place experienced on Refshaleøen and which is enabled by tourism.

INTRODUCTION TO THE STAKEHOLDERS

In order to incorporate the ideals of stakeholder theory in my research, I will employ a stakeholder management approach as a descriptive analytical tool. As pointed out by Hiwasaki (2005), an important first step when using a stakeholder management approach is to identify and clarify the roles and responsibilities of the different stakeholders. Thus, this section will identify and discuss the roles and responsibilities of the following stakeholders who have an impact on the future urban planning and sustainable tourism development of Refshaleøen: tourists visiting Refshaleøen, local Copenhageners, the KK, and RE. The viewpoints of the different stakeholders and experts revealed in the interviews will be shared in this section to contribute to a deeper understanding of each of their roles and responsibilities. Input from secondary sources will be included throughout as well relating the various sources to scholarly literature and theory. After the roles, responsibilities, and potential impacts of each stakeholder are discussed a visual representation of the different stakeholders' interests and where they overlap will be illustrated. Outlining the interests of each stakeholder as well as their power and influence over a project is a crucial component when employing a stakeholder management approach (Byrd, 2007).

TOURISTS

According to the WTO, in order to achieve sustainable development, tourists and the local community must be considered as stakeholders (as cited in Byrd, 2007). Tourism can be defined as,

... a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which imply tourism expenditure. (United Nations World Tourism Organization, 2008).

In terms of this case, the UNWTO's definition will be applied as well as utilizing Iovitu et al.'s definition of urban tourists, which are considered people who are visiting Refshaleøen as part of their leisure vacation and with intent to pursue various activities (2013). While visiting Refshaleøen, tourists can have a multitude of impacts relating to social, environmental, and economic concerns. According to Byrd (2007), the interests of a tourist, as a stakeholder, are related to the quality of the experiences they have while visiting a destination like Refshaleøen. The quality of their experiences is therefore hindered by the three pillars of sustainability: Environmental, economic, and social. Bryd (2007) supports this in stating, "Any change to the community may impact their [a tourist's] experience positively or negatively" (p. 10). Positive changes to a community can be for example better quality services, improved infrastructure, and more knowledgeable staff members (Byrd, 2007). Whereas, negative changes to a community can come in the form of over-crowding, loss of historic buildings, and local community resentment (Byrd, 2007). As argued by Bryd (2007), "These changes will influence the amount of money they [tourists] spend in the area and if they will come back to visit" (p. 10).

Refshaleøen appears to be undergoing positive and negative changes which could influence tourists' experiences. Anders Normann, historian for RE stated, "How the island is right now, tourism is definitely a huge chunk of the economy" (Appendix, p. 77). Stephanie Smith, landscape architect from RRM Design Group agreed with Normann when she stated, "I think the main impact from tourists is that they're feeding finances into the operation, so they're a good source of income" (Appendix, p. 84). These statements describe how tourism is infusing the local economy with their monetary contributions. Any time a tourist pulls out their wallet and spends money on for example an ice cream, a souvenir, or an entrance fee during their visit to Refshaleøen, they are making a contribution to the local economy. In fact, the total monetary value of tourists purchasing goods and services has an enormous impact on the Danish economy every year. According to VisitDenmark, in 2017 alone tourists spent a remarkable 128 billion DKK on their travels in Denmark (Fonnesbech-Sandberg & Rich, 2019). Tourists also provided jobs for 161,000 people working in the tourism industry in Denmark in 2017 (Fonnesbech-Sandberg & Rich, 2019). These numbers are significant and measurable which is where the economic impact from tourism is the most recognized in other works of literature pertaining to urban planning. However, the prevalence of tourism

on the island is clear which could point to other changes taking place. Normann, RE's historian, comments on the abundant number of tourists Refshaleøen is receiving in his statement,

There is no doubt that tourism plays a large role on the island itself and on the businesses there. For example, Reffen [Copenhagen Street Food] over the summer, maybe not *this* summer so much [referring to COVID-19], but there are many different languages spoken and lots of festivals... so people are coming and visiting... tourism means somethings to the island and also for it's identity. It [tourism] is having a greater impact now than it ever has before. (Appendix, p. 77).

Normann describes how he has observed the diversity of tourists visiting the island by noticing the variety of different languages spoken. This supports Lerario et al.'s claim that the globalization of tourism has made traveling accessible to a wider audience (2018). As a result, the tourism industry in places like Refshaleøen is booming and is expected to see considerable growth in the coming years. Wonderful Copenhagen (WoCo) estimates a 3.9% growth in tourism in Copenhagen per year for the next 10 years ("The End of Tourism," 2020). This growth is encouraged by organizations such as VisitDenmark and Wonderful Copenhagen who are marketing Refshaleøen as an attractive travel destination in addition to mentions in travel blogs, magazines, and newspapers. As stated by Giménez et al. (2016), tourism organizations' main efforts have been focused on marketing and branding their cities while largely ignoring other facets of sustainable tourism development. Normann, historian at RE, gives an example of an article published about Refshaleøen, by The Lonely Planet, where he stated,

There is no doubt that tourism has impacted the island a great amount, and it has also helped develop the brand of the island significantly. The island was featured in The Lonely Planet's guide about cool places. But I think the article got deleted because it's kind of that funny thing where when something is cool and people start beginning to notice it and think that it's cool too, then it becomes uncool. (Appendix, p. 77).

Normann implied that the article got taken down due to it gaining too much attention. This brings up the idea that marketing Refshaleøen to tourists could result in negative implications

relating to over-crowding. Tue Rex, urban planner from KK, provided insight regarding the political agenda of members sitting on the board of directors for WoCo in his statement,

... there is some political awareness about how you want to spread the tourists around to different districts in the city, so that's the kind of feedback going to WoCo. So basically, trying not to totally market only the inner-city and The Little Mermaid, but also trying to describe that you, as a tourist, should go to Vesterbro or Nørrebro and go to other districts. (Appendix, p. 71).

Spreading tourists out is a strategy employed by Copenhagen to help prevent overtourism in the city center and at the most popular attractions. The tactic was adopted by Wonderful Copenhagen in their 2020 tourism strategy where they coined the term localhood, which they defined as,

... a long-term vision that supports the inclusive co-creation of our future destination. A future destination where human relations are the focal point. Where locals and visitors not only co-exist, but interact around shared experiences of localhood. And where tourism growth is co-created responsibly across industries and geographies, between new and existing stakeholders, with localhood as our shared identity and common starting point. ("The End of Tourism")

This approach highlights the incorporation of tourists into the locals' everyday lives and puts an emphasis on human relations and shared experiences between the locals and the tourists as the main focus.

One of the negative implications caused by tourism are in relation to the destination's environment. Tourism has the ability to cause adverse effects on a community as a direct result of activities associated with travel, consumption, business establishments, and facilities. Specific impacts caused by tourism are air, water, noise, visual, and land pollution, environmental degradation, loss of biodiversity, and erosion (Hall & Richards, 2006). These localized effects of tourism can contribute to climate change, or the release of greenhouse gases into the atmosphere resulting in adverse long-term effects on the Earth's climate (Hall & Richards, 2006). Tourism is in constant conflict with the environment, because the main attractors which entice tourists to visit a destination such as climate, nature, environment, etc. are also the costs associated with increased tourism (Bonimy, 2011). The qualities that

originally attract tourists to a destination are at risk of being changed by the tourist themselves, which according to Byrd (2007), could result in a negative experience as well as affect the amount of money spent by a tourist and whether or not they decide to return. This section outlined how tourists play a role as a stakeholder in this study along with perceptions regarding this topic from some of the other stakeholders interviewed. Next, the local community and their part as a stakeholder will be discussed.

LOCALS

Similar to the acknowledgement of tourists as stakeholders, the WTO also highlighted locals as stakeholders who should be included in sustainable development (as cited in Byrd, 2007). The locals in this research are the Copenhageners or the people who live in the area. The locals utilize Refshaleøen as an extension of their own neighborhood to live in and/or carry out everyday activities like work, fitness, social activities, dining, etc. According to Nicholls, Maller, and Phelan (2016), ensuring the provision of local facilities and services through government plans and policies as well as encouraging resident involvement in urban planning is a positive contributor to the health and well-being of the local community. Locals want to be included in the building of their communities in order to feel more connected to the place where they live (Nicholls et al., 2016). This can be linked to locals' interest in building social ties within their community and fostering new experiences in their place of residence (Nicholls et al., 2016). However, not all locals believe that social connections are the basis of constructing a sense of community. Nicholls et al. (2016) claimed that that some residents expect a sense of community to be constructed by physical infrastructure, maintenance of shared spaces, and aesthetics, not by their social interactions with other community members.

Regardless of how the local Copenhageners individually perceive their sense of community, Pookaiyaudom (2015) pointed out a number of studies which claimed that, "... community pride is one of the key factors in encouraging the participation of a community" (p. 344). Community pride can be accomplished through applied plans and policies of sustainability aimed at maintaining local culture, jobs, and traditional ways of life (Pookaiyaudom, 2015). According to Pookaiyaudom (2015),

...before making any tourism plan or implementing it, it has been suggested that a community assessment which includes their assets and needs is essential. These needs, especially the need for participation in controlling and decision making, are key principles of sustainable tourism development. (p. 344).

This statement identifies the important role which locals should play in decision-making for urban planning towards sustainable tourism development. This is due to the monumental impact locals have on defining the atmosphere of their community. Smith, the participant from RRM Design Group discussed that instilling community pride can also be accomplished by making the urban area critical and necessary to the locals and said that once an area becomes a necessary staple in a local's everyday life, "... the local people will be so excited and wanting to embrace their special place in the community to where it becomes exciting to outsiders also" (Appendix, p. 84). This implies that an urban area embodying pride and a sense of community for the locals can organically develop into a place where tourists want to visit and be a part of as well. Instilling community pride by empowering the local community to embrace their unique qualities associated with their culture and traditions can lead to high resident self-esteem resulting in satisfaction in community ambiance. Which could for example take the form of,

...community spirit, friendliness, and quality of local and local social networks.... And can be perceived in the positive way that locals want to participate either to conserve their location's identity or willingly work to improve the well-being of residents. (Pookaiyaudom, 2015, p. 346).

The preceding outcomes of local community involvement illustrates a positive atmosphere which is inviting for everyone, tourists and locals. This embraces WoCo's tourism strategy of localhood.

Of course, failure to include the locals as a stakeholder in urban planning would mean ignoring the required steps towards achieving sustainable tourism development as outlined by the WTO (Byrd, 2007). According to Pookaiyaudom (2015), this failure can result in negative repercussions towards the tourists visiting the community such as the locals projecting negative or resentful attitudes towards the tourists. This negativity can ultimately lead to the social and physical division of a community. As stated by Bryd (2007), any negative or positive change to a destination can result in corresponding repercussions. The

role of the locals as stakeholders in this study was elaborated in this section. Next, the responsibilities and role of the KK will be discussed.

THE COPENHAGEN KOMMUNE (KK)

The role of the KK is to provide public services to the residents living in Copenhagen. These services range from residential, traffic, parking, housing, building, education, health, career, and so on. They are also responsible for the maintenance of urban parks, roads, and future city development. In the KK's most recent local plan ("World City with Responsibility," 2019, p. 5), the Mayor of Copenhagen, Frank Jensen, listed the following goals for the city:

- Room for everyone
 - Enough space for local Copenhageners
 - Enough housing to support a growing population
 - Green spaces, public functions, and enough space in traffic for all
- Protect Copenhagen's special qualities when developing the city
 - History
 - Special environments
 - Architecture
 - Green areas
- More cyclists and public transportation
 - Improve bike paths
 - Better public transportation
- Diversity and Inclusion
 - Support diversity
 - Practice tolerance for different backgrounds

The plan also highlights the KK's focus on ensuring quality and easily accessible facilities such as schools, retirement homes, centers for recreation, and cultural centers. Tue Rex, urban planner at the KK, mirrors the focal points listed above by the Mayor of Copenhagen in his following statement:

What the city will ask for is a good project in terms of size and volume, nice public spaces, green areas, schools and daycares, shops – that type of thing. We will plan for

the traditional components in order to make a well-functioning area. (Appendix, p. 71)

This statement verifies the crucial elements required in city development from the perspective of one of the stakeholders from the KK. Another urban planner from the KK, Mathias Nordby, when discussing Refshaleøen, outlined the importance of ensuring that the basics of an urban development project are met before proceeding with the details by stating,

There's no metro, there's no train, and no bigger roads. As you may know, we are talking with the government and the owners out there to make a solution of maybe a harbor tunnel and of course a new metro line. And the whole project with Lynetteholmen¹ is also a project to make the harbor tunnel more financially sustainable. So before we get into the local plans, the way we are working is that our main job is to get the basics done for the development area. So that's more on a strategic level. (Appendix, p. 68)

Norby highlights the main job of the KK's urban planners from his perspective by listing different types of infrastructural and financial objectives.

This illustrates the importance of focusing on the accessibility of infrastructure and public facilities listed above to meet the needs of a growing population. According to the KK, the population of Copenhagen in 2017 was 602,481 and 613,300 in 2019, and they predict continued growth until at least 2030 (Københavns Kommune, 2018). On top of the residents living in the city, in 2017, the number of tourists who visited Copenhagen was more than 14 times the size of the local population, claimed Mikkel Aarø-Hansen, CEO of WoCo ("København forudser," 2018). The KK is facing challenges relating to the carrying capacity² of

¹ Lynetteholmen is an idea which was proposed by the KK to build an artificial island next to Refshaleøen as another extension to the city, which will provide more housing and act as a barrier to the threat of sea level rising as a result of climate change ("World City with Responsibility," 2019).

² A general definition of carrying capacity is, "The maximum population that an area will support without undergoing deterioration" ("Dictionary by Merriam-Webster," 2020).

the city as the number of tourists steadily increases each year along with the local population. The KK's approach is to tackle these challenges by building a city for the people and employing sustainable practices going forward. As of right now, Refshaleøen is still regarded as a potential area for future development in the city's local plan which means that the development will not start until after 2025 ("World City with Responsibility," 2019), but when the time comes, Refshaleøen can secure homes and a livelihood for Copenhageners in the future.

In the KK's local plan, it stated that future development will be built for the people with the aim of increasing quality of life for Copenhageners ("World City with Responsibility," 2019). The plan also stated the KK's intentions to build a city with edge and sustainable features. According to WCED (1987), "The general goal of sustainable development is to meet the basic needs of society and extend the opportunity for a higher quality of life" (as cited in Byrd, 2007, p. 9). This is in line with KK's aim to provide residents, as Norby said, with the basics (at the very least), and increase the livable qualities of a city. Analyzing the sustainability goals of the KK more specifically, the local plan vocalizes future actions to make the city carbon neutral by 2025, create more large green and recreational areas, find solutions for city challenges through innovative technologies, use the 17 SDGs as a road map, and finally to attract talent, guests, and businesses to Copenhagen with interest in investing in sustainable city solutions ("World City with Responsibility," 2019). Found on the KK's website are several urban development goals for the city of Copenhagen which are summarized in Figure 7 ("Urban Planning," 2020). These goals highlight the current focal points of the municipality when developing areas around the city. What is clear from these goals, is that sustainability is at the root of all of them. That is made clear when comparing these goals to the 17 SDGs adopted by the UN and also used as a road map by the KK. The KK holds a substantial amount of power over the development of Refshaleøen. The final plan must be approved by the KK. They are co-collaborators on the project together with RE, but

The WTO (2018) defined carrying capacity as, "The maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic and sociocultural environment and an unacceptable decrease in the quality of visitors' satisfaction" (p. 3).

are pushing for things like basic infrastructure and the well-being of the locals to be of up-most importance.

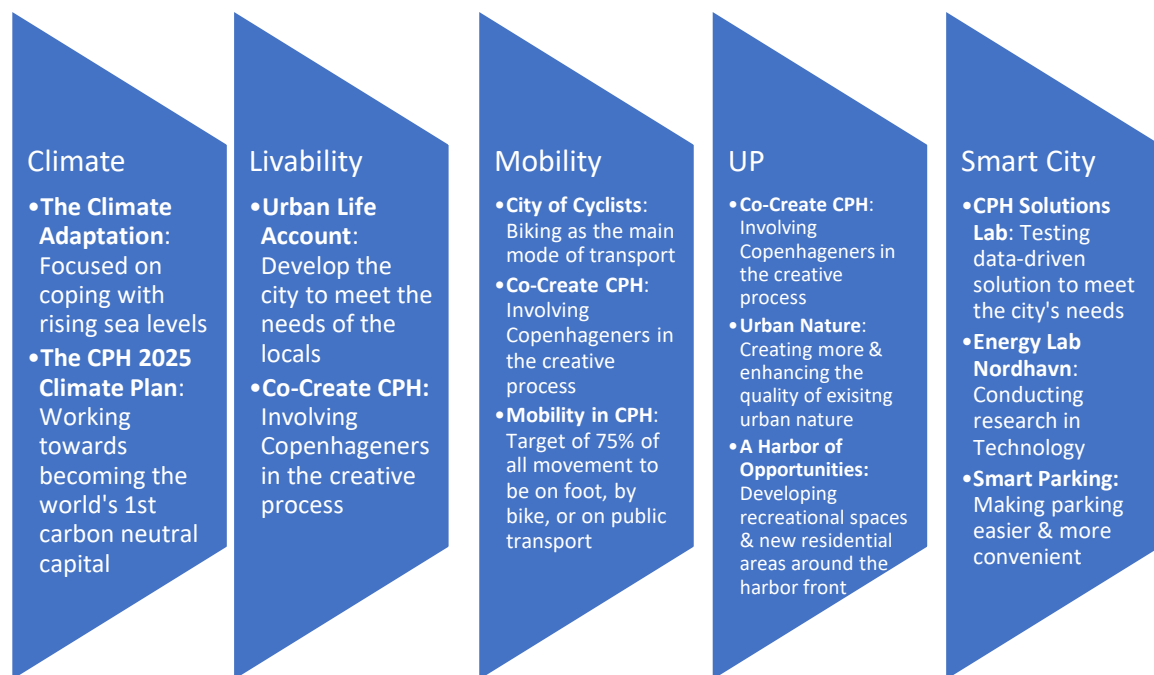


FIGURE 7: COPENHAGEN'S URBAN DEVELOPMENT GOALS ("URBAN PLANNING," 2020).

From the KK local plan, it is clear that the municipality is taking locals into consideration when planning urban areas, but what about tourists? I asked the two urban planners from the KK what influence tourism has on urban planning in areas such as Refshaleøen. Tue Rex answered by walking me through the process of how KK typically goes about brainstorming for the development of urban areas, like Refshaleøen, by stating,

Will it be a residential area? Will it be a mixed-use area? How many hotels do we expect out there? The planning will try to accommodate that... There may be some tourists and hotels, and of course there will be plans for parking lots together with hotels... I think we will certainly develop some restaurants out there, I mean that's part of the DNA of Refshaleøen and that's something that the politicians want to see brought to life in the new plan, so I think that we will of course try to integrate that. (Appendix, p. 71)

In this statement, Rex indicated that the development plans for Refshaleøen are still in the early stages. He expressed uncertainty with regard to what will become a reality on the island, although providing a vague description of possibilities, such as the intent to integrate

restaurants into the future plans. He does not mention tourism as being a part of their considerations for deciding what type of area they will end up developing. In his statement, “There may be some tourists...” (Appendix, p. 71). I interpret this as tourism being regarded as an afterthought, or an added bonus to the finished result of the development project, not as a crucial element having an impact on their decision-making. Urban planner from the KK, Mathias Nordby, had a different approach to answering this question. Instead, he stated,

A lot of it is driven by demand. For example, if a hotel owner or developer wants to build a hotel, it’s because there is a demand for it... If we’re taking about big areas like Refshaleøen, we are taking into consideration: How can we develop a mixed-use area with different kinds of functions? But it’s not as if the municipality is going out and saying, ‘We have to have a hotel right here,’ it’s more driven by the market. But of course, we are very positive towards creating mixed areas. (Appendix, p. 68)

In this statement, Nordby explained that ultimately, it is the market that decides what types of tourist accommodations, specifically hotels, are included in the city plans. Similarly, to Rex’s response above, Nordby does not give any indication that tourists play a role in the planning of urban areas such as Refshaleøen. This ties into WoCo’s idea of localhood in the sense that the KK is focusing their efforts on developing a quality place for the locals which is argued to inherently attract tourists (“The End of Tourism,” 2020). In the last part of Nordby’s statement above, he conveyed the KK’s positive outlook towards creating spaces which serve different functions. One could interpret this as Nordby suggesting that offering multi-functional spaces will inevitably attract people and thus, tourists, so even though urban planners at the municipality are not directly thinking to include tourist attractors in their plans, they acknowledge that creating a space which is suitable and enjoyable for the locals, may indirectly attract tourists. Explained in this section was the role of the KK and different perspectives from some of the stakeholders employed there. Next, the role of RE will be introduced and explained by some of the company’s participants.

REFSHALEØENS EJENDOMSSKAB A/S (RE)

As the current owners of Refshaleøen, RE is responsible for the transformation of the island from when it was purchased in 1996 to what it is today. The real estate company’s main focus is to rent out temporary space on the island while they collaborate with the KK

and negotiate and construct plans for the future development of Refshaleøen. Anton Tvilstegaard, the renting manager for RE, elaborated by explaining,

... my primary duty is to make sure that we rent out our indoor and outdoor spaces. That could be anything from festivals and concerts to photoshoots and fashion shows that we could use the different spaces for... or leasing the existing buildings from the time of the shipyard... everything from film production to sports... to normal offices and cultural usage. (Appendix, p. 81)

This statement lists the various types of utilization of space taking place on Refshaleøen. Tvilstegaard further explains RE's aim of having a diverse portfolio of activities offered on the island and RE's criteria for deciding which tenants to rent to by stating,

Generally, we would like to have businesses that are a little edgy. Meaning, they are special or different in one way or another. We also would like to offer outgoing activities where people can come out and taste, see, or try something or be active. (Appendix, p. 81)

In his statement, Tvilstegaard revealed RE's motivations for choosing the diverse scope of businesses that currently have space on the island, and expressed their interest in having different types of activities and possible experiences offered there.

Anders Normann, RE's historian, stated that the company would most like to see Refshaleøen develop, "... into a new cool city district that is profitable but also sustainable and contributes to a secure future" (Appendix, p. 77). Normann highlighted the economic proceeds which RE is hoping to gain from the island's future development, but also stated, "A benefit is that Refshaleøen is owned by Danish pension funds, so if Refshaleøen becomes profitable then that is a positive thing for Danish people who at some point go on retirement" (Appendix, p. 77). The success of Refshaleøen would therefore give back to the Danish community. Tvilstegaard, RE's renting manager, shares his perspective of how the company intends to develop the island by stating,

We would like to develop the island in phases and in a way that respects the activities that are there now, and also in a way that respects its history and preserves some of the historical buildings from the shipyard's era by adding onto the existing buildings or renovating them, but keeping them. (Appendix, p. 81).

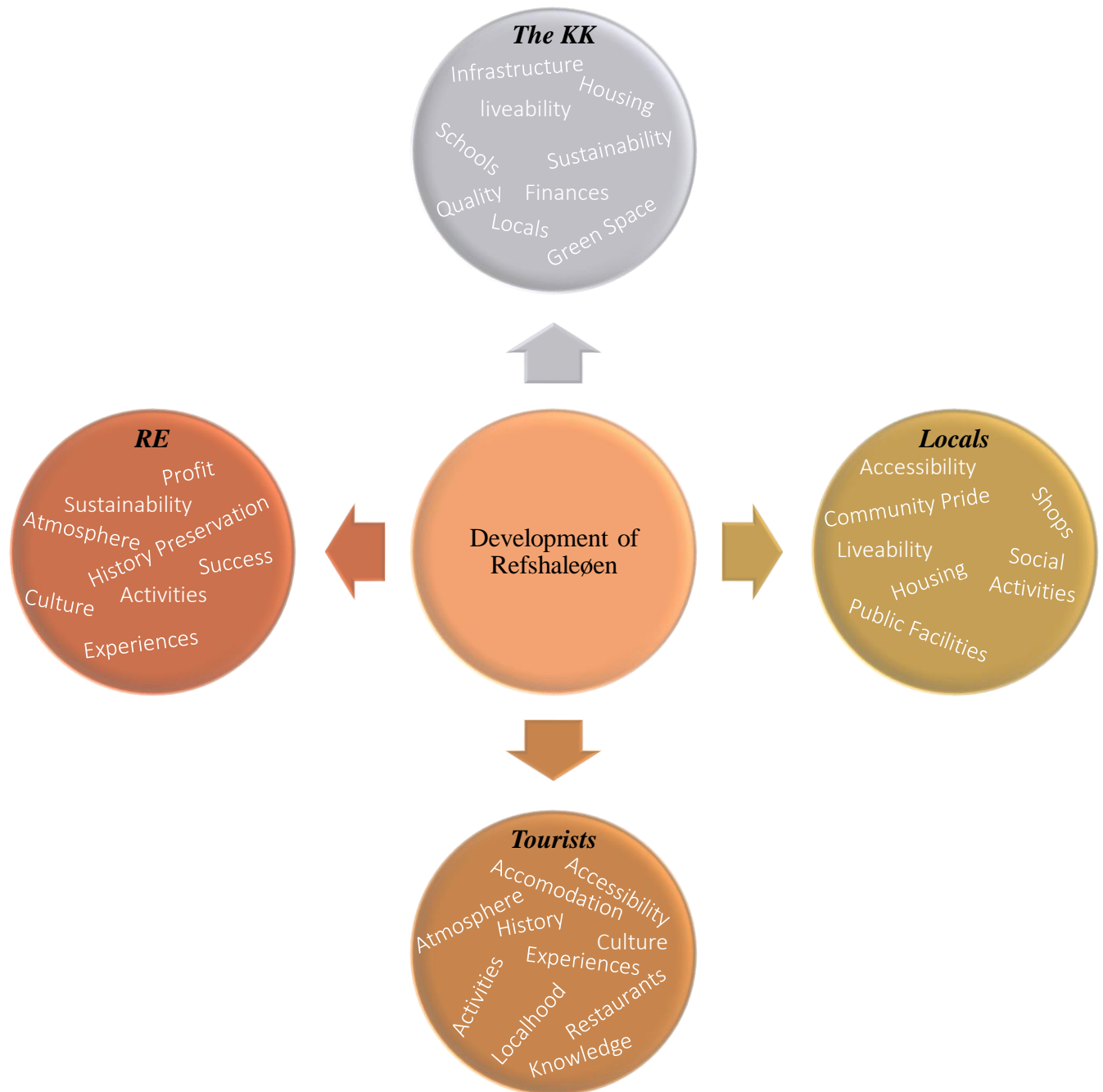
Tvilstegaard emphasizes RE's intent to preserve some of the historical qualities of the island by incorporating them into the development plans. According to Rex, urban planner from the KK,

We [The KK] have already said to the owner of Refshaleøen [RE] that they will have to make a plan that can build in the qualities and the history of the area. How they will do that, we don't know yet, but that will be very important and necessary to the political basis, so like adopting a plan. (Appendix, p. 71).

This demonstrates a similar vision of the KK and RE to maintain the unique history of the area. Tvilstegaard, also expressed the importance of sustainability to RE by identifying it as one of their core values and stated that Refshaleøen, "...Must be a place with a sustainable profile and it should be diverse and inclusive for everyone" (Appendix, p. 81). This speaks to the importance of sustainability to RE as a private company and to their mission of developing a place which is diverse and inclusive, touching on some of the complex concepts associated with sustainable cities mentioned by Jenks & Jones (2010).

As the owners of Refshaleøen, RE has a significant amount of power over the project. As long as they present the KK with a project which covers the basics and gets approved by them, it appears that RE will be able to have some range of freedom to develop the island as they see fit. This illustrates the point that collaboration between private and public stakeholders is important for the success of an UP project. The role of RE was discussed in this section and supported by some of the different stakeholders' understandings. On the next page, Figure 8 will provide a visual representation of the stakeholders' interests, revealing the similarities and differences.

FIGURE 8: STAKEHOLDER INTERESTS IN THE DEVELOPMENT OF REFSHALEØEN



The stakeholders have a diverse set of interests which they can collaborate and capitalize on to develop a sustainable destination. Stakeholder theory ties in nicely with the idea that tourism is something very broad, immaterial, all-inclusive, and community-oriented. Tourism is found everywhere because it is not something that is just sold like a bed, a meal, or an attraction, it is a feeling that is experienced when visiting a destination. A destination is not just a resort or an enclosed area made just for tourists, it is actually a city or a neighborhood where locals live and people go to work and carry out their daily lives. Tourism

is becoming localhood, or the involvement of all stakeholders to co-create a sustainable community ("The End of Tourism," 2020). Building a destination where locals and tourists have shared experiences in an authentic environment. Instead of using glamorous marketing materials to brand a destination, directing focus on the quality of the experiences offered there and aiming to make a city that is as livable and sustainable as possible. At the end of the day, tourists want to be a part of locals' happy everyday lives, and that is what WoCo's concept of localhood is embracing. Arguing that places which are liveable are visitable and that a sense of place and sense of localhood are created through built relationships and shared experiences ("The End of Tourism," 2020). From analyzing the different roles and responsibilities of the stakeholders as well as their interests, one can notice some shared objectives (e.g. livability, sustainability, atmosphere, history, culture, activities, etc.) These focus points were also reflected in the findings of this research and ultimately highlighted a distinction between what is material and what is immaterial. In the next section, an explanation of immaterial and material qualities will be provided and how these two characteristics can combine to create a sense of place.

DESCRIPTIONS OF REFSHALEØEN

In this section, a description of Refshaleøen from the perspective of the stakeholders who were interviewed in this study will be analyzed. As stated by Varvasovazky and Brugha (2000), a goal of stakeholder management theory is to understand different stakeholders' perspectives on the same subject and use them as a tool to further identify their interests and intentions which in turn, can help explain their behavior, decision-making, or influence over a specific project (as cited in Yang, 2014). Thus, in addition to the preceding section, this section is focused on exploring the complexities of the different actors' interpretations in the form of descriptions. In addition to the interviewees in this study, descriptions from other sources such as Tripadvisor, VisitDenmark, newspaper articles, etc. were pulled from secondary sources in order to gain a broad scope of interpretations and add to an in-depth discussion. I extract meanings and develop greater understandings from the various actor's descriptions and explore the overlapping nature and distinctions between materiality and immateriality by incorporating theory and literature throughout.

In the Copenhagen municipality's local plan number 209 regarding Refshaleøen, it describes the island as an urban area with a circumference of approximately 5 km. with pre-existing empty buildings affording multi-functional space for small businesses including museums, galleries, concert halls, etc. (Københavns Kommune, 2013). The KK provides the dimensions of the island and how it could be used in terms of the physical infrastructure present on Refshaleøen and the spatial value provided by said structures existence. This is a very material description in that it discusses technical matters relating to physicality such as size, infrastructure, and use of space. However, the plan also described Refshaleøen in terms of the experiences offered there or the immaterialities, by stating, "Refshaleøen today is an area that's undergoing changes, where you can go to work, attend concerts, enjoy a gourmet meal, play beach volleyball, go to a gallery, or appreciate the view over Langelinie and Frederiksstaden in industrial surroundings" (p. 4). In this description, the KK is illustrating all of the activities or experiences offered on Refshaleøen by portraying a positive voice through words like "enjoy" and "appreciate." This first example shows contrasting material and immaterial descriptions from the same stakeholder and reveals Refshaleøen as a hybrid space used for a variety of different functions.

THE ENTANGLED MATERIALITY AND IMMATERIALITY PROPERTIES OF REFSHALEØEN

The entanglement of the physical elements and the genius loci of Refshaleøen became evident in my interview with Mathias Nordby, an urban planner from the KK, when he discussed Refshaleøen's uniqueness and how it related to infrastructure in his statement, "When you're talking about identity and the industry history out there, it's easier to tackle the development because you can make architectural solutions that can portray the identity of the area" (Appendix, p. 68) This statement demonstrates the overlap of things which are sensed or experienced about a place such as its unique atmosphere or culture, and the physicality of a place such as its distinct architecture, buildings, nature, etc. When Norby brings up the concept of place-identity, it relates back to the theory of sense of place because a place's identity implies the interrelationships of all values which construct identity (Smith, 2015). Designing architectural solutions to ensure that the identity of a place is maintained is interesting because it implies the ability to construct a certain atmosphere through infrastructure. Again, revealing the entangled nature of material and immateriality. According to Jensen, Lanng, and Wind (2016), peoples' actions and experiences in everyday

life emerge through, "...Transactional interplay between materialities..." (p. 27), and, "...Everyday situations may be explored from the intersection of three analytical dimensions; the material spaces and design, the social interactions, and the embodied performances" (p. 28). This suggests that material objects have the capability of molding everyday experiences, thus influencing a person's perception of a place. Creating a strong local identity can also be attributed to the qualities of a sustainable city (Jenks & Jones, 2010).

A RAW AND INDUSTRIAL GENIUS LOCI

The roots of Refshaleøen are old, industrial, rough, and raw, and have been described as being so on VisitDenmark's website, where they called Refshaleøen a, "Raw and industrial area which has tourists flocking there in search of exciting experiences" ("Refshaleøen: Område," n.d., para. 1). A raw and industrial vibe is certainly sensed on Refshaleøen, and VisitDenmark are not the only ones expressing it. One of the actors interviewed in this study, Stephanie Smith from RRM Design Group, brings with her expert knowledge from her profession as a landscape architect, and described her first impression of Refshaleøen by stating,

My first impression was that it was a very cool, industrial, and creative place that, while it's up-and-coming, it seems to be very impressionable and has so much potential to develop into an eccentric and unique attraction, while still being resourceful, repurposeful, and sustainable. (Appendix, p. 84)

Again, the word industrial is used to describe Refshaleøen but that is not all. Smith's detailed impression of Refshaleøen can be interpreted as a positive experience which is reflected in her word choice depicting an uplifting mood. Smith recalled the industrial atmosphere of the island as being "cool" and "creative," which illustrates the overall vibe of the place, or the intangible feeling experienced when visiting this particular destination. "Unique" and "eccentric" are two other adjectives she uses to depict the potential she sees in the future development of Refshaleøen and can be interpreted as immaterial qualities of a place. Smith's description verifies that the island is successfully portraying a positive atmosphere and is a place where people want to spend time, which in reference to the literature by Gehl (2006), means that Refshaleøen is a place where people are spending not only necessary time but also optional time. This

perception is also informed by reviews found on Tripadvisor displayed in Figure 9 which use colorful language to describe the outdoor eating area, Reffen Copenhagen Street Food, which support the positive mood. In the last part of Smith's description, she briefly addresses the topic of sustainability. She mentions sustainability in her description by touching upon two of the pillars discussed earlier in the literature review chapter, social and environmental. Within these two pillars, the resourcefulness and repurposeful setting she describes are regarding matters of resource integrity, resource security, and sustainable

communities, which push for the reduction of adverse effects relating to development, planning, and building as well as the utilization, accessibility, and protection of abundant resources (Fiksel, Eason, & Frederickson, 2012). When Smith mentions these sustainability practices, she is more or less describing the physical state of the island, thus, the overlapping of materiality into immateriality at the end of her statement. This innate observance of



"Amazing Copenhagen oasis"



"The atmosphere is always good"



"Alternative place with a nice view over Copenhagen"



"Very rustic and exciting place"

FIGURE 9: REVIEWS ABOUT REFSHALEØEN ON TRIPADVISOR (REFFEN, 2019).

Refshaleøen's sustainable practices mentioned by Smith are believed to be contributed to the positive ambiance in which she portrays. The observance of sustainable qualities within a destination are thus interpreted as a favorable elements which in the case of Refshaleøen contribute to the place-identity.

According to Knudsen, Refslund Christensen, and Blenker (2014), in their book about the experience economy, they claim that the staging of a raw and industrial environment to create a favorable atmosphere can be achieved through implementation of urban planning



FIGURE 10: PHOTO OF KØGE KYST EXAMPLE. (@ KØGEKYST.DK)

tactics. They gave an example of an urban development project in Køge Kyst, Denmark, an area formerly dominated by industrial decay which was transformed into an attractive place for Danish middle-class families (Knudsen et al, 2014). This was done by, "...using temporary spaces, street art, playgrounds, and cultural activities as parts of long-term

strategic planning" (Knudsen et al., 2014, p. 48). More specifically, they developed the area into a place which offered, "Participatory art and playful temporary design..." (Knudsen et al., 2014, p. 48), transforming the area into a street art exhibit and, "...imposing an aesthetic close to the raw industrial atmosphere" (Knudsen et al., 2014, p. 48). This confirms that transforming a formerly industrial site into a popular destination is possible, and that the adjectives raw and industrial can not only be used to describe the physical appearance of a place, they can also be used to depict a certain vibe felt there.

The urban planning tactic of staging a raw and industrial atmosphere demonstrated in the example at Køge Kyst and in Smith's description is being employed at Refshaleøen, whether the stakeholders are aware or not. Anton Tvilstegaard, the leasing manager for RE, supports this argument when explaining the criteria he looks for when deciding which tenants are allowed to lease space on the island. Tvilstegaard stated, "Generally, we would like to have businesses that are a little edgy. Meaning, they are special or different in one way or another" (Appendix, p. 81). In this statement, Tvilstegaard indicates RE's efforts to

create a specific atmosphere on the island, which is also reflected on Refshaleøen's website where they describe the area as, "A vibrant place in Copenhagen" (Refshaleøen, 2020). According to Smidt-Jensen (2007), "Vibrant cities offering an array of cultural qualities will be the most desirable places to live, consume and produce" (p. 1). This proves the point that by creating livable urban areas, tourists will organically be attracted. This can be related back to the concept of localhood ("The End of Tourism," 2020). RE's efforts to devise a social and creative environment which invites locals and visitors to go and have a positive experience through offering activities which can involve visitors and the community has resulted in the staging of a raw and industrial atmosphere.

Refshaleøen's close proximity (only a 15 min bike ride from the ancient city center of Copenhagen) and vast amount of space allows it to serve great purpose for businesses or events which could not find similar space in the city center, making Refshaleøen an attractive consideration for many of these businesses. Although RE claims to encourage diversity on the island, the fine-tuning or editing of businesses, events, activities, etc. and only granting access and leasing contracts to businesses portraying a certain image or special quality may be doing the exact opposite. It is clear that RE is only renting space to parties embodying a specific image or quality to help support the destination brand. Tourism is acting as an enabler for developing Refshaleøen's identity and for creating its place-brand because it is an outlet for spreading the word. According to Klijn, Eshuis, and Braun (2012), "The branding of places concerns geographical locations, such as nations, cities, regions and communities... Place branding usually involves both public and private parties... Brands communicate selected functional, physical, and emotional attributes of the place, thus giving it specific meaning" (p. 500), or identity. RE is using its power as the private owner of the island to maintain a specific identity, which from the preceding examples is one which portrays a raw, industrial, and creative place-brand. This narrows down the pool of potential tenants quite significantly. Inclusion and diversity are key components listed in the KK's local plan as well as contributors to achieving a sustainable city. Given this, RE's denial of rental contracts to parties which do not help its brand identity illuminates clear differences between the private and public stakeholders in this case. Arguably, Twilstegaard, RE's rental manager, claimed that the denial of well-known commercial businesses (e.g. H&M, McDonalds, etc.) is done in an

effort to preserve the authenticity of the island, and contribute to a more “hyggelig³” atmosphere. The next section will describe how food creates a sense of place.

FOOD AS A CONTRIBUTOR TO SENSE OF PLACE

The Køge Kyst example and Refshaleøen display similar characteristics in that they are both hubs for creativity and unique experiences and are built from industrial bones. The Køge Kyst transformation is heavily reliant on art as the attractor, activity, etc., however, art is not the only way to attract tourists and locals to a particular place and foster creative and unique experiences in an industrial area. Food and the unique culture of a destination also has that ability. In an article by The Wall Street Journal Magazine, Mark Ellwood (2017) described as Refshaleøen an, “Unexpected neighborhood not to be missed,” and a, “Cultural and culinary hub” (para. 1).



FIGURE 11: PHOTO OF REFFEN, COPENHAGEN STREET FOOD. (@ CHRISTIANSHAVNKVARTER.DK)

These statements imply the ability of food and culture to impact the uniqueness of a place and in turn, attract tourists. In the article, Ellwood draws attention to the main culinary hits out on the island like Mikkeller Baghaven, La Banchina, and Copenhagen Street Food which he claims provide a taste of some delicious food and a taste of the Danish culture (Ellwood, 2017)... Perhaps hygge? The relationship between food and culture is widely recognized in literature and according to Boutaud, Becut, and Marinescu (2016), food and culture have the power to enhance or contradict local qualities and peculiarities. Boutaud et al. (2016) stated,

On the metonymic itinerary from taste, in terms of sensations and flavors, to the taste imaginary, with its great power of visibility (eating scenes, social practices), iconicity (verbal and mental images, representations, associations of ideas), we can

³ “A Danish word used when acknowledging a feeling or moment, whether alone or with friends, at home or out, ordinary or extraordinary as cozy, charming or special” (HyggeHouse, 2020).

place everything that creates diversity between people and cultures, and, at the same time, everything that is similar, through the food symbolic incorporation. (p. 1)

This quote points out the nexus between food and culture or between that which is seen and unseen, material or immaterial. Food is something material but how it links to a culture can be through immaterial, sensual, visual, or social contexts. Cafes, restaurants, and bars contribute to the hyggelig atmosphere on the island.

My interpretation is that entanglement occurs between what is material and what is immaterial because whether it is a destination for tourists or a home for the locals it cannot be one without the other. Meaning, the tangible elements or objects that make up a place can afford its visitors or residents a shared feeling or atmosphere, no matter if the vibe is good or bad, and that the portrayal of a specific vibe or atmosphere is inevitable. Moreover, how the vibe is felt by the locals will be transferred to the tourists through the place's, "...Material spaces and design, the social interactions, and the embodied performances" (Jensen et al., 2016, p. 28). Smith, landscape architect from RRM Design Group, acknowledged that attracting tourists through providing an experience is a good option, thus the incorporation of restaurants and cafes are a good way to boost the economy and enforce the portrayal of place-identity. This would require that the attraction be shaped around the uniqueness of a place, therefore making it, as Smith stated, "An experience you can't get anywhere else" (Appendix, p. 84). The uniqueness of a place is molded by the particular culture of that place. Food transcends differences in age, culture, religion, race, and sex and anchor people together in a particular place by building common experiences and human relations. The culture of Refshaleøen is in part comprised of its historical background which will be discussed next.

BUILDING A DESTINATION AROUND ITS HISTORICAL QUALITIES

Materiality and immateriality relating to the unique history of the island also plays a monumental role in the place identity and sustainable surroundings, which is why the preservation of the history of Refshaleøen was emphasized as a main objective by all of the stakeholders. In an interview at the 7th UNWTO Global Summit, Georg Steiner, who is the director of the tourism board in Linz, Austria, stated,

We have the experience that cities with tourism are generated by history, and now we discover that tourists are also interested in activities such as creative experiences and transformation processes. For example, in Linz, an old tobacco factory is growing as a new creative hot spot, our harbor is transforming into a gallery for graffiti artists and so on... This is a message: Please look more at the places that are interesting and maybe not so big, but they have space for more tourism. It makes our citizens very proud to have unique places for tourists to visit when they come here. (WTO, 2018).

This quote illustrates a similar transformation to the one which has undergone at



FIGURE 12: PHOTO OF HISTORICAL BUILDING ON REFSHALEØEN (@ REFSHALEØEN.DK)

Refshaleøen. It also highlights the growing need for urban communities to utilize the unique historical areas in their cities and transform them into desirable places for locals and thus tourists as well. Steiner's example also implies the need for creating tourist attractors outside the norm, which

in the case of Copenhagen, are places like The Little Mermaid and Nyhavn. Steiner instead suggests that urban planners and the tourism industry should work towards developing creative experiences in historical settings. European destinations have rich historical backgrounds, making them an attractive place for tourists to visit (Vinyals-Mirabent, 2019). Vinyals-Mirabent (2019) stated that, "Characteristics such as architecture, heritage or culture, among others, make European cities unique and greatly appealing as tourist destinations" (p. 37).

CONCLUSION

The role tourism plays in the planning of urban areas was explored in this thesis by utilizing the case study of Refshaleøen. The research conducted pointed to a shift from the traditional way of thinking about tourism to incorporating tourism in terms of the *long-term sustainable* development of a city. Cities like Copenhagen are making efforts to adhere to the 17 sustainable development goals (UN, n.d.) when building functional, livable and diverse

spaces for the local population, localhoods, which can withstand the test of time. The tangible physicality represented by the history and physical attributes combined with the intangible feel of “coolness and unique” become the very subject of a tourist’s attention and desire to visit by offering a taste of identity and authenticity.

Sustainability is complex by nature as is tourism and when applying these concepts to urban planning, two foundations of an urban environment are brought forth: The immaterial and material qualities of a place. Combined, the material and immaterial qualities of a place have the power to create synergy and a unique sense of place comprised of different experiences, culture, history, activities, food and the physical surroundings found there. Tourism acts as an enabler by feeding into the local economy and also contributes to the creation of local identity, place identity, and place brand which are concepts that tie into the social and environmental factors of developing a sustainable city and practicing sustainable tourism.

While designing the infrastructure and other physical attributes of Refshaleøen may be a monumental task in and of itself, the real challenge lies in planning for the immaterialities or the atmosphere, the crucial element in a sustainable tourism destination. The stakeholders in this study are faced with the high expectation of maintaining the unique sense of place and history currently experienced on Refshaleøen and bringing this intangible feeling into the future development of the island. The stakeholders need focused attention on sustainability and quality of life for the locals in an effort to keep the intangible feeling of Refshaleøen’s unique, cool, raw, industrial, and positive atmosphere alive. Preserving the history, vibe, and unique feeling of Refshaleøen as a special place will be of utmost importance. Furthermore, to encourage sustainable tourism, there needs to be a focus on human relations, social interactions with the locals, and the shared environment by offering diverse activities and opportunities for creativity and unique experiences. This suggests that if private and public stakeholders employ sustainable urban planning methods to ensure the well-being of the current and future generations, it will result in a happy local community, and thereby create destinations where tourists want to visit.

Will Refshaleøen be successful in developing a set of urban plans that will take all the tangible and intangible factors into consideration and ultimately create a place that will be

the next hip and trendy popular tourist attraction when it is developed post 2025? That will depend on the continued collaboration between RE and the KK, and involvement from the locals. It has yet to be seen and ultimately put to the test by tourists from near and far.

SUGGESTIONS FOR FUTURE RESEARCH

Since there is no concrete plan for the development of Refshaleøen yet, it would be valuable for future research to analyze the plan once it is made. The plan could be analyzed using the three pillars of sustainability to explore the specific tactics employed by the stakeholders to ensure higher quality of life for the local Copenhageners. These tactics could then be researched in regards to how they benefit not just the locals but also the tourists by cross-referencing them with concepts such as localhood and sense of place. In addition, long-term effects of employing the tourism strategy of localhood in Copenhagen could be conducted. It would be interesting to explore the successes and failures of this strategy over time.

Of course, conducting a similar study utilizing a case study in another country with a different cultural heritage and background would also provide deeper insights into sustainable tourism strategies being employed in UP in other cities. Exploring the different stakeholder perceptions and sustainable tactics of another city and studying how they incorporate sustainable tourism into their urban planning would contribute to this pool of research.

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APPENDIX

INTERVIEWS

MATHIAS NORDBY – THE KK

1. What is your position at Københavns Kommune and how does it impact urban development and city planning?

I'm an urban planner and project leader for the city plan or municipality plan from 2019. We actually just finished 2020. So that has basically been my job for the last couple of years. Of course I also work on different project with my colleagues. The city plan is laying out the direction for CPH for the next 12 years. In terms of where we should build and where we should develop around the city. And how we should develop, on a more strategic level. I'm working in the financial department, and we have the responsibility of the city plan/municipality plan as opposed to our colleagues in the technical department who are in charge of the local plans- and they are of course more detailed in terms of how we should develop different areas around the city. One of my next tasks is to make a report about the creative city areas like for example Refshaleøen, and how we keep the atmosphere and the identity out there in the future planning. Because of course everything now is kind of temporary, but of course Copenhageners and tourists love it, so we need to make a plan for how to move some things to other areas of the city and maybe keep some things out there. So that's one of the things I'm going to look into the next year.

2. What are the most important factors to consider when planning a new part of the city and specifically the development of Refshaleøen?

From our point of view, which is the overall strategic level. We have something called rækkefølgeplan which is in what order we should develop the sequence. That's of course from a general level. One of the most important things we look into before we decide where to develop is infrastructure. Because we want people to use public transport, and of

course there needs to be roads and those kinds of things before we can develop and urban area. So if I had to mention one thing that's the most important, it would be that we have to have all of the basics in place before we can develop the area. Of course we cannot develop all areas at the same time so we need to make an order of it. That's one of the reasons why Refshaleøen has not been developed yet, and it's not going to be developed before we have found a solution on the traffic problem, because it is located in an isolated area out there. There's no metro, there's no train, and no bigger roads. As you may know, we are talking with the government and the owners out there to make a solution of maybe a harbor tunnel and of course a new metro line. And the whole project with Lynetteholmen is also a project to make the harbor tunnel more financially sustainable. So before we get into the local plans, the way we are working is that our main job is to get the basics done for the development area. So that's more on a strategic level.

3. How do you intend to make Refshaleøen unique? Will the island's unique history influence its development?

I think we are seeing a change in how we approach urban development, but also how copenhageners expect us to approach it. For instance, if you look at Carlsberg Byen, there were a lot of the same things going on as there are in Refshaleøen now. It also depends on what specifically you're talking about. When you're talking about identity, and the industry history out there, it's easier to tackle the development because you can make architectural solutions that can portray the identity of the area. You can also see this for instance in the inner harbor of Nordhavn, in Aarhus Quarter, where they've tried to keep all of the Silos and things like that. Of course they've changed it but they've tried to work with the historical identity out there. I'm pretty sure it's going to succeed out there on Refshaleøen, but one of the harder things is to keep the places like CPH street food and all the nice restaurants and small shops and everything that's out there. I think the owners of Refshaleøen are also interested in keeping the atmosphere because they have built it up by themselves. But it's going to be hard because of course they have a financial/economic interest in the area. Some of the buildings out there are preserved/protected, and when we make the local plan, we will need to see how we can incorporate these things. There's no doubt that there is a will from outside to do it and I also think that the owners of Refshaleøen are interested in doing it that way, so it's just going to be a question of how

we're going to secure it in the future. Right now in the municipality plan there is a rule that when you keep some of the buildings for cultural functions, then you can add on more or build more. So you can subtract that cultural area from the overall m2 and replace it with other things that can fill up more space. The municipality plan has different percentages that they assign to different areas of the city. On one lot you can build up to 150%, etc. So you can take buildings that are used for cultural functions out of the building percentage and then have more leftover percentage to build more. So you will not be wasting building space on cultural places. That's something right now which is in the current municipality plan. It hasn't been used very much, but maybe it can be used out there. So the whole idea is, is how do we make it easier for them to think that preserving cultural areas is a good idea.

4. Does Københavns Kommune collaborate with the tourism industry to get input from a tourism perspective on urban planning? If not, has it been considered?

Yes, we're talking with them, and when the politicians passed the municipality plan, they also decided to make an analysis of hotels (and this was before the corona crisis). They made a decision to get solutions to spread hotels around the city more than they are right now. So we're going to look into that. For that reason, we are talking to the tourism industry. Tourism organizations also, like Airbnb. Of course things have changed since then, so it's going to be interesting if there is a political will to regulate tourism right now. It's hard times for them. But we are talking with them, and there has been a shift from talking about tourism to sustainable tourism. That's been the new wording we've used over the past year at KK. So that's our headline for our approach to tourism, and that also means to work on spreading out hotels and things like that. But we are taking a positive approach to tourism, and of course some Copenhageners are tired of all the tourists but I think over 70% of Copenhageners are really glad about the tourists, so that's still the atmosphere.

5. When planning a new city area like Refshaleøen, do you take into account what tourists want and need? (For example: public toilets, tour bus parking lots, restaurants, iconic architecture, shops, hotels etc.) Or do you only consider the needs of the locals? Why or why not?

A lot of it is driven by demand. For example if a hotel owner or a developer wants to build a hotel, it's because there is a demand for it. And of course it's not like we're saying you can't build a hotel. If we're talking about big areas like Refshaleøen, we are taking into

consideration: How can we develop a mixed area with different kinds of functions? But it's not as if the municipality is going out and saying, "we have to have a hotel right here," it's more driven by the market. But of course we are very positive towards creating mixed areas.

6. Københavns Kommune, BIG, and Tivoli are collaborating on the development of a new iconic attraction called Tivoli H.C. Andersen Hotel which is inspired by the Rambla in Barcelona... Are there similar iconic projects combining green city areas, hotels, conference facilities, apartments, and Danish culture, that are being planned for Refshaleøen?

This is all really driven by people who get a really good idea and think "oh we need to do this" but there are no projects as far as I know in Refshaleøen about this, but maybe it will come, I don't know.

7. How do you think COVID-19 will impact the development of Refshaleøen?

That's a good question, and I don't think I can give an exact answer to it because it's so new and it's going to be so interesting to see how great of an impact the whole crisis will have. Maybe it will slow down the process of the development. I don't know if it will become an economic crisis, then of course things will go slower in terms of the demand for building new houses will be lower. But I think that the crisis might have an impact on the development in other ways like how we think about sustainability and air pollution, public transport, how will people consider taking the public metro? Especially if the crisis continues... So how it will weigh on every aspect of the development will be interesting to see because it really has the potential to change the whole way we normally do it actually.

TUE REX – THE KK

1. What is your position at Københavns Kommune and how does it impact urban development and city planning?

I am situated in the economic department and we are responsible for the municipal planning in the city of Copenhagen, or the master planning. We just adopted the municipal plan, 2019. We adopted this plan in February 2020.

Then we have a sister department, responsible for all the zoning plans, and planning around districts, green areas, and they are a quite bigger department. So we are a smaller

planning department in the economic department doing master planning and they are the physical aspects of Copenhagen but also the infrastructure. But of course the economics department also has other responsibilities in regards to budget, economy, and also planning for new public facilities like schools and daycares.

2. What are the most important factors to consider when planning a new part of the city and specifically the development of Refshaleøen?

I will try to answer first from my own perspective... In our department, having a master planning framework, for many years we have seen Refshaleøen as a **potential** area for redevelopment, but at the same time, we have focused the urban development on other districts of the city. So our perspective is, we will redevelop Refshaleøen **when the city needs it**. Like when there's a **need for housing**. So that it makes sense to redevelop Refshaleøen. But Refshaleøen also has to have proper **infrastructure**. Right now there's **no metro out there**. There's **no proper road out there**. So the perspective from the economic department has been that it has great **potential** for redevelopment but we have to wait and see it in a context where we also have some plans for **infrastructure** and also see how we can **finance** the **infrastructure**. Right now in the **new municipal plan** that just got adopted, it's still an area that's pointed out for *future* development. So still, we have not made it possible to redevelop Refshaleøen, yet.

But of course the whole discussion about **Lynetteholmen**, the planning and analysis of **Lynetteholmen** also includes thinking about Refshaleøen obviously because they will be neighbors. So, **if we later this year see an agreement between the state and the municipality about developing Lynetteholmen in the future, that agreement will also hold some agreement around the infrastructures** most likely, so an agreement about **metros and a new road**. Of course this agreement would also include possibilities to develop Refshaleøen.

3. How do you intend to make Refshaleøen unique? Will the island's unique history influence its development?

Yeah I mean, we are very much aware that we want to keep the **unique** history out there. Copenhagen after many years where there was not much redevelopment, it has really changed. Now there is a lot of huge development, well I mean not huge, but I mean **a lot**

of apartments being built every year and a lot of redevelopment. I think there's an increased focus on that when you redevelop old districts that have some industrial heritage, then you will have to try to preserve some of it. Whether it's protected or not, you kind of want to bring this history of the area into the future. And how we will do that at Refshaleøen, nobody really knows yet because we haven't really started on the planning. We don't have any specific, concrete, proposals from the owner of Refshaleøen of how to redevelop it. If very soon we have an agreement between the state and the municipality about developing Lynettenholmen then maybe we will go on to the next step and start to discuss that. But on a more overall level, we have already said to the owner of Refshaleøen that they will have to make a plan that can build in the qualities and the history of the area. And how they will do that, we don't know yet, but that will be very important and necessary to the political basis, so like adopting a plan.

4. Does Københavns Kommune collaborate with the tourism industry to get input from a tourism perspective on urban planning? If not, has it been considered?

We have these organizations called Wonderful Copenhagen (WoCo), and on the board of WoCo you have politicians, like social democrats who are on the board of WoCo, and they are responsible for developing the tourism industry in CPH and marketing CPH to tourists. Also, some of the city's funding goes to WoCo, and of course they forecast the needs of the tourism industry and give feedback to the city and give them knowledge about the need of new hotels and facilities. But the feedback is going both ways because there is some political awareness about how you want to spread the tourists around to different districts in the city so that's the kind of feedback going to WoCo. So trying not to totally market only the inner-city and the Little Mermaid, but also try to describe that you as a tourist should go to Vesterbro or Nørrebro and go to other districts. So there's kind of that sort of feedback mechanism going both ways. But it formalizes cooperation. But obviously there is often an exchange of ideas.

5. When planning a new city area like Refshaleøen, do you take into account what tourists want and need? (For example: public toilets, tour bus parking lots, restaurants, iconic architecture, shops, hotels etc.) Or do you only consider the needs of the locals? Why or why not?

I think before answering that question, I will just go back to the question you asked before, just to mention some specific things that are happening right now, around the tourism industry and city planning. One example is, and this is coming from the political angle, and it is this issue about over tourism. It's a strong subject in CPH because there has been some awareness around it, especially in the inner-city districts. Now the politicians have chosen to say, OK. I don't think they are using the exact words over tourism, but they are simply saying that now they want an analysis about how the development has been with hotels and Airbnb for the last decade, and they want it so they can figure out how to plan hotels in the future. And I think this is a political reaction towards the fact that we want to see hotels not only in the inner-city, we want to see them spread out more in the city. So this is the way that they are politically reacting to some of the tourist things. I think that politically, you still want to support the tourism industry, because tourism is good for our growth and for employing people, so you can see that as a good thing. But you start to acknowledge that it maybe comes with some problems, and now we are addressing that. We also have another thing coming from the municipal level regarding tourist buses in the inner-city district, where everyone wants to go see Nyhavn for example. And suddenly you're having a lot of tourist busses on the small streets in the medieval city trying to accommodate a lot of tourists that all want to go to Nyhavn at the same time. And Now we're trying to see, what framework do we have to start and try to make some planning for that and to control that in a way. So that the negative aspects don't get to be too overwhelming and also for the safety of the bicyclists and all of the pedestrians and kind of the whole *feeling* when you're around there.

When you come to the more specific planning of Refshaleøen, such things will be discussed. Also in terms of, will it be a residential area? Will it be a mixed-use area? How many hotels do we expect out there? The planning will try to accommodate that. But I don't see it being something that is comparable to the inner-city streets like Nyhavn. I think it will be nothing like that, so I think it will have a completely different scope out there. So there might be some tourists, there might be some hotels, and of course there will be plans for some parking lots together with hotels and stuff like that. But I don't see it in a context where you can compare it to the little mermaid or Nyhavn or something

like that. I think we will certainly develop some restaurants out there, I mean that's part of the DNA of Refshaleøen and that's something that the politicians want to see brought to life in the new plan, so I think that we will of course try to integrate that.

Iconic architecture? I don't think we ever really think "iconic architecture" relating to tourism. It's not outspoken at least. Maybe some developers or some politician think that way but you can't look at any municipal plans, products, or strategies and see any strong link between iconic architecture and tourism. I don't think that CPH has said, Let's develop a high rise that will attract tourists. I don't feel that we have been thinking in these terms. But indirectly, maybe yes, I mean I don't know if you've heard about H.C. Andersen tårnet. He is a tourist attraction to some of the Eastern countries because they know some of his fairytales. But anyways, there was a real estate developer who wanted to build a tower in Nordhavn which was named H.C. Andersen tower and he wanted to make a theme park out there. But I mean this idea was not made by the municipality, it was made by a private developer who wanted to make this. And obviously they saw the business case of wanting to make the tallest tower in Scandinavia, calling it H.C. Andersen, making a theme park and thereby making it obviously a sort of tourist destination for both national, regional, and global tourists. But right now this project has not been approved in any way, and right now it's kind of floating out there in nowhere.

6. Københavns Kommune, BIG, and Tivoli are collaborating on the development of a new iconic attraction called Tivoli H.C. Andersen Hotel which is inspired by the Rambla in Barcelona... Are there similar iconic projects combining green city areas, hotels, conference facilities, apartments, and Danish culture, that are being planned for Refshaleøen?

It's too early for me to answer because we haven't really been doing any specific planning for Refshaleøen yet, so I think such ideas need to develop. I think it will be very much the real estate developer or, the owner, that will push forward because what the city will ask for is a good project in terms of like size and volume, and nice public spaces, and green areas – that type of thing. And we will ask for space for schools and daycares, and we will plan for some shops. We will plan for kind of like the traditional components that are being asked for in order to have a well-functioning area. So we will say that we need a road out there, a metro out there, we want good architecture and volume, we want green spaces for the locals, some

shops and mixed-use, so this is what we will ask for. Then, it's up to the developer, to see if they want to do something special in one direction. He might say, 'I want an iconic tower', and then we will have to discuss with them if we think it's a good idea or not, or they might say we want to focus on tourism and we want to develop hotels and make a rambla here. In this city, we will often support that, but we also want to make sure that there is quality in the projects. That the right qualities are there. So we have not been so specific on the details of the different city districts as to say how they should be developed. Of course we have some ideas, like when it comes to Ørested city, we have obviously thought that it should be like a mixed-use business district pub. I mean it has the metro, it has the regional train, it is close to the airport, so we definitely had some ideas about how that could be a mixed-use business city district. And of course about Carlsberg, we have had some ideas, but it has some special things about cultural heritage, but we haven't really linked it to whether that should be for the locals or the tourists. Right now we see that there are not many tourists going to Carlsberg. From the investor side, there is one hotel over there, only one hotel. So there hasn't been a great investor-focus on building a lot of new hotels in Carlsberg. So there, I think we are also as planning authorities following the market to a certain extent. There's no reason we would say 'Carlsberg cultural heritage, we want to spread the development, let's build ten hotels over there.' But if there's no investors, then nothing will happen basically. So we have a more flexible-planning framework. For example in Carlsberg we have to plan around bringing all of this protected cultural heritage into a new area. So you want to have a lot of public areas that people want to visit, and make it attractive for the people living there. But not planning it so specifically about one or five hotels, I mean the market will decide. But hopefully Carlsberg will have so many qualities so it will support the tourist strategy of attracting tourists to CPH but to not only have them visiting the inner-city, but to also have them go to other city districts. And maybe they will also visit Carlsberg district because it is an old brewery and a global brand and it has been redeveloped and it has all the cultural heritage and all of the old building and that will make tourists want to go there and it will hopefully support the business out there. So what I'm trying to explain is that we don't get into the specific details, but we do have some ideas.

7. How do you think COVID-19 will impact the development of Refshaleøen?

This is like the big 20,000 dollar question that everybody is asking right now and nobody can really answer. We really don't know. Right now to see what's being built out there, the building industry is still going on full-force. But I think what will happen will very much be depending on what will happen to the economy on a global and also a national scale. If we are having a national and global meltdown, then of course building activity will also come to a halt. But we really don't know that yet about the global economy and the national economy yet. So of course if COVID-19 is having a huge impact, and causing a financial crisis, then it will also mean that we will need to slow down building things, and maybe postpone the development of Refshaleøen. But it will still happen. It will just be a question of when. And then of course there's the tourism thing. Everybody is asking what about COVID-19 and tourism? Right now we don't know yet, and yeah some say that we will go back to ordinary growth in one year or something and then everybody will be back to normal and see more growth every year, but others are saying that this will mentally change all of us and that basically we will travel less and gives a different future perspective. I guess everybody's just guessing right now. I would say from my own perspective, that I'm rather clinical about it, and I think that whether it's in autumn or in one year, when this COVID-19 is over, I think things will begin to go back to normal, and I think that people will start travelling again. I think of course it will leave some impact in all of us, but I think that somehow this is just another bump along the way. I think there are some other things that will change our travel behavior like the whole environmental thing, sustainability, CO2, and some of those other things that will have a greater impact in the long run.

ANDERS NORMANN – RE

1. Siden '96 når Refshaleøens Ejendomsselskabets købt øen, har planen altid været at udvikle den?

Ja, det har det egentlig... Det var en er de første ting de gik ud fra. Det var selvfølgelig ikke det første der sket, men det har været en af de færreste beslutninger de har haft herude. Det var enten det, eller at lave et værft igen. Så allerede omkring 96' var planerne af udvikle øen til et ny bydel. En detalje der er vær at bemærke det er at B&W selv havde planer om at udvikle øen. Hvor de, altså dem der havde øen før, de vil gerne udvikle den, nu kan jeg ikke huske om det var øst eller vest, men de vil gerne udvikle den den vej

(motioning with arms), for at financiere en udviklingen af værftet denne her vej. Så der har tidligere også været planer om, og vej kan finde de planer til dig hvis du vil se dem... Så der har tidligere været planer om at udvikle Refshaleøen. Så det er på ingen måde en ny ide. Men det har altid været formålet med øen, det har været at udvikle den. Der har selvfølgelig været, der bliver fremlagt nogle planer, dem er du også meget velkommen til at se, Der har været nogle perioder hvor der har fremlagt en plan for at udvikle øen. Så har man taget, så har den måske ikke blevet velmodtaget eksempelvis og så har man selvfølgelig lagt en lille smule i skuffen og fokuserede lidt mere på driften eller lidt mindre udviklingsprojekter såsom et nyt rigsarkiv eller måske en enkelt bygning men det har altid været hovedformålet at udvikle øen og derfor skabe værdi for ejerne af øen.

2. Kan du beskrive hvordan Refshaleøens Ejendomsselskab helst vil se øen udvikle sig?

Jeg tror at de gerne vil se den udvikle sig på en profitabelt men også bæredygtig og fremtidssikkert måde til en ny fed bydel. Nogle af fokussen er at der skal være liv herude, det skal være unikt, det skal beholde historien, men samtidigt skal der jo også være en vidst profitabilitet i det. Altså, man skal jo tjene nogle penge. Det er i vært fald mit indtryk af hvordan man vil udvikle den og det har også altid, eller det har i vært fald de tidligere planer lagt væk på. At man skal beholde historien i udviklingen. Altså at man hiver ikke bare det hele ned og bygger det oppe igen, er i værtfelt mit indtryk af hvad man vil. Men jeg skal selvfølgelig lige sige at, når man går i gang med så nogle ting, jeg skal jo ikke kunne sig om der er nogle bygninger hvor at det vil koste ti dobbelt det af renovere dem.

3. Hvad er nogle af udfordringerne omkring udviklingsplanerne?

Jeg vil sige, der er to hovedproblemer. Det ene er at de ikke må. At vi ikke må udvikle øen. Der skal andres nogle kommunalplaner. Så man må ikke bare begynde at bygge. Den anden udfordring er nok det trafikale. Nu har du selv prøvet at komme herud. Der er en vej. Hvis der skal bo ti tusind mennesker herude, det bliver måske lige... Så basis set, den største udfordring er den trafikalt udfordring er den største problem. Og det har også tidligere været nogle af grundene til at der er blevet afvist at blive byggede herude.

4. Hvad er de forventede fordele ved at udvikle området?

De forventede fordele ved at udvikle området, altså man kan jo starte på det helt år ordineret plan. Det er jo at København mangler boliger. Så en af fordelene ved at udvikle herude er jo at der kommer flere boliger. Jeg skal ikke sæt mig ind i en formode

diskussion. På det lidt laver plan, ville det også skabe en masse arbejdspladser. Så det er jo også en fordel. Så kan man så sige nu er det ikke fordi det har nogle med dette her at gøre men lads **nu sige at det her korona krise lige pludselig begynder at virkelig krasse, så lads set nogle byggeri i gang. Det er ikke negativ. Og den sidste fordel er jo at det har altid været en ø med meget liv og nu er der så nogle liv igen.** Men det er synd hvor få der har glæde af Refshaleøen. I forhold til hvor mange der kunne have glæde af den. En sidste fordel er jo også at Refshaleøen er ejet af danske pensionskasser. **Så hvis Refshaleøen bliver profitabelt er det jo godt for danske pensionister, eller folk der på et tidspunkt går på pension.**

5. Fra et historisk perspektiv, hvordan tror du turisme har påvirket Refshaleøen?

Det er lidt interessant faktisk fordi at det er først de senere år... Hvis vi går lidt tilbage, det sjove er faktisk hvis vi ser på turisme, dem der havde Refshaleøen før - B&W – de var i mange perioder et meget førende værft. For eksempel japaner kom hertil til at se hvordan vi lavede et værft og så tog de nogle af ideerne med tilbage til Japan. Så allerede den gang... så har turisme jo på sin vis konkurreret øen en lille smule. Men tidligere var det her jo en arbejdsplads. Så turisme har egentlig ikke påvirket øen særligt meget, og det er faktisk først i senere år at øen har blevet åbnet op for turisme rigtigt. Og det bliver først rigtig en turist sted når Reffen åbnet ellers var det sådan sted hvor man tog ud og tog kører undervisning eller skulle til polterabend og så er det måske... Så det er ikke nogle tvivl over at det har påvirket øen meget, og det har også hævet "brand"-et af øen, og øen fremgår jo også for eksempel Lonely Planet's guide over fede steder. Så tror jeg altså også at det bliver fjernet igen fordi det er lidt sjovt fordi nå nogle er fedt, så når folk begynder at synes det fedt, så er det ikke fedt længere, ikke. Men der er dog ikke nogle tvivl om at turisme nu spiller meget ind på øen og de forretninger der er på øen. For eksempel Reffen, der over en sommer, måske ikke denne her sommer så meget... Der er mange sprøg der bliver talt og der er jo også mange festivaler... Er det turisme? Det ved jeg ikke. Så skal man jo ind og se på samme sætning af folk der kommer og besøge det. Men det har jo også et eller andet... Så selvfølgelig betyder turisme jo nogle for øen. Også for øens identitet. Det fylder nok mere for øen nu end det nogen sigen har gjort, turisme.

6. Er turisme nogle i tænker på, når i laver udviklingsplanerne?

Det er svært at sige. **Jeg tror ikke nødvendigvis de tænker på turisme som... hmmm det ved jeg faktisk ikke. Men selvfølgelig vil man jo gerne udvikle et sted hvor det er så fedt at**

det få turister. Forstår du hvad jeg mener? Men som øen er lige nu, så er turisme selvfølgelig en stor del af økonomien. I særligt de gamle steder og nogle af de ting.

7. Hvordan tror du at Corona krisen kommer til at påvirke udviklingen af Refshaleøen?

Se den er svært. Og nu taler jeg kun for egen regning. Altså det er slet ikke firmaets politik det her, det må jeg lige understreg. At det kommer til at have en negativ effekt kortsigt, men lad os nu sige at vi bliver ramt af "The Great Depression." Så kunne Refshaleøen så være en dansk Hoover Dam, hvor man sætter gang i byggeriet, altså så det kan jo også være en fordel hvis man køber en kassiananske ide om at når der er en lag præmatur eller en minusvækst at man så byder de offentlige investeringer hvor at så vil dette her bygge projekt med en, lad os bare lige sige en havnetunnel eller 5.000 boliger, det vil jo sæt nogle i gang i vært fald. Men selvfølgelig kommer det til at påvirker vores lejer herude i denne her periode. Og vi håber selvfølgelig at de kommer igennem det. Men også fordi at korona, der kan jo være en "trickle down effect" der også ød lækker det, men for turismemæssigt så er det klart at det kommer til at påvirke utroligt meget.

Men så kan selvfølgelig sige at der er også mange der måske søger herud hvor at det er et frirum hvor man kan være under en krise. Ikke sådan fæstnings agtigt men der er jo folk herude, altså som er ude at løbe eller går. Men selvfølgelig kommer det til at have et negativt effekt på en oplevelses økonomi som Reffen, Amass, Urban High Rigger, Paint Ball, og... ja.

8. Hvad har været det historiske forhold mellem Refshaleøens Ejendomsselskab og Københavns Kommune?

Forholdet... Det er faktisk lidt interessant fordi Refshaleøen har altid været meget politisk fordi at arbejderne herude var meget politiske og for eksempel når værftet var hver at lukke, så var Købehavns Kommune meget... Arbejderne lag meget pres på deres lokale politikere til at komme med redningsplaner og øen blev tilbudt til en masse forskellige med at bygge elementer til broer og så nogle. Siden hende kan man sige at jeg tror egentlig forholdet er godt, men forholdet er jo ikke bedre en vi ikke har fået lov til at udvikle herude. Men jeg tror egentlig at det er et meget symbiotisk forhold at man jo med Refshaleøen har mulighed for at København kan tage nogle kulturelle arrangementer til sig som byen ikke normalt vil kunne rumme. Altså jeg tror de fleste syntes det er fedt at vi har Copenhell men jeg tror ikke der vil være særlige mange der vil syntes det var fedt at Copenhell var i Kongens Have ud af dem der boer i området. Så jeg tror egentlig at der er

selvfølgelig nogle differentierende syn på nogle forskellige ting men jeg tror egentlig det er et meget symbiotisk forhold hvor at Refshaleøen kan fungere som en... Nu skal jeg virkelig pas på hvad for nogle ord jeg bruger... "skrallerspænd." Som et sted hvor at man kan flyt nogle ting hen som Københavner have glæde af men hvor det ikke vil cernerer folk, dem der hevede det i vær dagen. Så jeg vil sige at forholdet er vil nok godt og symbiotisk. Hvad der forgår på de højre planer med udviklings projekter og sådan nogle... Det kan jeg ikke udtale mig om men jeg tor i vært fald byen... De nyder godt af hændende, Refshaleøen og København. Og også at Refshaleøen bliver et sted der bliver fremhævet i internationalt guides og sådan nogle. Så jeg vil sige at jeg tror det er et godt forhold men jeg skal ikke... Jeg vil virkelig hold mig uden for hvad der sker der på den helt politiske plan.

9. Hvad synes du om København Kommune's planner om at bygge en ny ø... Lynettenholmen?

Jeg tror at der er nogle synergier i forhold til Refshaleøen, og det giver nok... Det er en del af en store plan om at fremtids sikre København mod "global warming." Og den slags. Og der er jo, der giver jo også Refshaleøen en fantastisk mulighed for at udvikle sig som en fremtids bydel. Ud fra hvis men virkelig gerne vil lave en ø til 70 milliarder til at sikre rød global opvarmning så er det jo en unik mulighed til at lave en fremtids bydel på Refshaleøen. Så jeg vil sige der er nogle synergier i det... Refshaleøen ligger i vært fald godt til det projekt og det er oplagt at Refshaleøen går op i det.

ANTON TVILSTEGAARD – RE

1. Hvad er din position hos Refshaleøens Ejendomsselskab, og hvad går det ud på? Jeg arbejder som udlejningschef for Refshaleøens Ejendomsselskab og min primære arbejdsopgaver er at søge få at vi få udlejet vores lokaler og også vores arealer. Så det kan være alt fra festivaler og koncerter, photoshoots, fashion shows som men bruger arealer til men det kan også være for example når vi havde Copenhagen Metro team der bare skulle have en helt masse opbevaret til når de har bygge projekter rundt om i København. Eller så er det udlejning af vores eksisterende bygninger som er fra værftets tid. Og der er meget forskellige anmeldeiser. Det er alt mellem produktion og sport i form af en kladder hall og urban ranger camp osv. Til normale kontorer og kultur osv. Så det er en bred palat af ting.

2. Hvordan ville du beskrive den nuværende status på Refshaleøen?

Et sted der er i udvikling og et sted hvor der er plads til mange forskellige sjove aktiviteter og et sted hvor man ikke nødvendigvis pø høst gør alt ting på den konventionelle måde. Nogle af vores kerneverdier er at det også gerne må være et sted der har en bæredygtige profil og det skal gerne være mangfoldige og inkluderende for alle. Det er nogle af de ting vi kigger efter.

3. Kan du beskrive hvordan Refshaleøens Ejendomsselskab helst vil se Refshaleøen udvikles?

Vi ser helst at man udvikler området i faser og udvikler det på en måde hvor man har respekt for de aktiviteter der er der nu men også det historiske respekt at bevarer nogle af de historiske bygninger fra værftets tid og bygger videre på dem og renoverer dem men beholder dem. Også ville vi gerne lave udviklingen sådan så den kommer til og ske gradvis hvor vi kan beholde så mange aktiviteter så muligt. Men det ville uden tvivl også være nogle lejer der ikke kan være der i Refshaleøen version 2.

4. Er der nogle konkrete planer omkring udviklingen? Konfidential

5. Er turisme nogle i tænker på nu i laver planer til udviklingen af øen? Hvorfor eller hvorfor ikke?

Nej, jeg tror ikke at det er en primært tænke når vi tænker på udviklingen af Refshaleøen. Jeg tror mere vi tænker turisme som et "add-on" til hvad der ellers sker derude. Den primært tænke med udviklingen er jo at skabe boliger og arbejdspladser. Vi ville også gerne ved siden af bevar en masse af de her aktiviteter hvor folk kan komme ud og prøve nogle eller se nogle. Og det er i høj grad også for turister. Men det har ikke været med det øje mål at tiltrække turister, men der kommer jo en helt del af dem derude i forvejen så det går meget godt alligevel.

6. Hvordan vil du sige at turisme påvirker øen?

Det påvirker øen på den måde hvor der kommer mange turister derude. Og det skaber liv og glæde dage. Det giver selvfølgelig vores lejer som har cafeer eller restauranter eller andre aktiviteter et godt indtjenings grundlag, turister er tit villige til og betalt fint for ting og prøve en masse forskelligt når man lige er der. Udfordringen med at have mange mennesker det er jo dette der med "flow"et af mennesker og trafikssikkerheden hvor vi fx. Skulle åbne Copenhagen Street Food og Copenhagen Contemporary, så fordi det er så publikums tunge aktiviteter så krævet kommunen at vi fik lavet en trafik plan der skulle

godkendtes af dem og det er jo en plan som skal sikre at trafikken bliver afviklet forsvarligt og det er sådan nogle med af afskille hård og bløde trafikanter fra hinanden og søger for at der ligesom er en ordentligt flow i trafikken. Nogle af de tiltag der var i den det var at lave nogle hastigheds stempler forend stalterne og lave nogle mere belysninger og nogle bedre belægninger fordi der er et gammel område hvor der stadig er mange holder i jorden så det var nødvendige så folk ikke skvatter og brækker anklen.

7. Hvordan bestemmer du hvilke virksomheder må få leje ud på Refshaleøen?

Det beslutter jeg ud fra selvfølgelig hvad det er forenet lokale, hvad det er forenet type lejer vi søger. Men generelt vil vi gerne have nogle virksomheder som har lidt kant, hvilke vil sige at de er lidt anderledes eller lidt special på den ene eller den anden måde. Også vil vi meget gerne ofte have udadrettede (outgoing) aktiviteter hvor folk kan komme ud og smage nogle eller se nogle eller prøve nogle eller være aktiv. Hvis jeg skal sige det generelt hvordan jeg beslutter hvad det er for nogle lejer så er det jo at mødes med dem og høre deres tanker om hvad det er de gerne vil lave og ligesom vurderer om de har det rigtige drive, om de har det rigtige mindset i forhold til stedet og at de ligesom forstår hvad det er forenet sted de bliver en del af.

8. Hvad er de udfordringer omkring udviklingen?

Udfordringerne er primært at der skal skabes infrastruktur i form af metro og østlig ringvej før det er muligt at have så mange folk til at bo og arbejde der ude som vi gerne vil. Det er den største udfordring. En ligeså stor udfordring er at blive enige med kommunen om hvordan der er det skal blive udvikles og hvor meget vi må bygge med forhold til byggesels % og i forhold til økonomien... Konfidential

9. Hvad bliver fordelene ved at udvikle øen?

Fordelen med det er at man kan udleje eller sælge boliger og kontorer og arbejdspladser og skabe en større indtjening på den baggrund. Der er mange lejer der er der i dag og sikkert også mange der besøger området som utroligt gerne vil have at det beholder den ånd (spirit) og stil det har og det er nok 100% muligt, men vi ville gøre hvad vi kan for at folk stadig syntes at det er et dejligt område at komme ud til. Men den primært fordel vil nok være at øge (raise) indtjeningen af grunden og af bygningerne.

10. Hvordan tror du at COVID-19 kommer til at påvirke udviklingen af Refshaleøen?

Jeg tror at det kan forsinke processen en lille smule alt efter hvor hårdt det bidder så fast. Men jeg tror ikke at det kommer til og andre på planerne for den samlede udvikling det er jo

nogle meget lange tids perspektiver man kikker over. Så jeg håber og tror ikke at det kommer til at have den store indflydelse på udviklingen af Refshaleøen.

11. Har I nogle kontakter i turistorganisationer ligesom Visit Denmark and Wonderful Copenhagen?

Ikke nogle direkte kontakter, men vi har fx. Afholdt Eurovision hvor det var i samarbejde med Wonderful Copenhagen. Og så er der også nogle gange hvor der er nogle turistgrupper der henvender sig med hvordan de kan parkere en turistbus eller andet og det løser vi selvfølgelig for dem. Men umiddelbart har vi ikke direkte samme arbejde med nogle turistorganisationer.

STEPHANIE SMITH – RRM DESIGN GROUP

1. As a landscape architect, what was your first impression of Refshaleøen?

My first impression was that it was a very cool industrial and creative place that while it's up-and-coming, it seems to be very impressionable and has so much potential to develop into an eccentric and unique attraction, while still being resourceful and repurposeful and sustainable.

2. What comes to mind when you think about the future of Refshaleøen?

I think there's an extraordinary amount of potential for developing unusual ideas. There's potential for experimenting and trying something new and novel that might not have been an option in other more typical urban development projects. There seems to be more opportunity to explore unique avenues and tailor a unique experience.

Follow-up question: Is that due to the size in terms of size... Like having such a compact city and then having such a huge space to work with?

I think it's the size, but it's also the location. Because it's not in the city center, it's not a crucial interaction on a daily basis. It's something that you choose to experience, rather than having to pass through it on your way to work for example. So I think that while there's an opportunity to make it more necessary and more of a dependent space, I think

there's also equally as much opportunity to make it an experience that people want to choose more often.

3. What kind of impact do you think tourists currently have on Refshaleøen? How about on the future of Refshaleøen?

I think the main impact from tourists is that they're feeding finances into the operation, so they're a good source of income. But I think ideally you'd want to depend less on tourism and more on local communities. Unless you're doing something that's going to be so long-term that you know that the tourism impact can be sustained. I feel like a lot of tourism is based on current trends which is I don't think sustainable for counting on that as a source of revenue.

Follow-up question: Do you think that creating an area that is catering to what the locals want will attract tourists to the area?

Absolutely. When you travel to a place, you want to explore what makes that place unique in the world and that is going to be by getting an insight into what the local customs and traditions and histories and cultures are there that are unique from other places in the world.

4. What are some techniques in architectural planning which are used to attract tourists?

I think a big one is to make an iconic attraction. And that can go against what we just discussed a little bit because you're making something that is meant to attract people which sometimes isn't necessarily useful. But I think creating that attraction around experience is more helpful and more unique and that attraction should then be created around the uniqueness of a place – an experience you can't get anywhere else, and it should embody the local culture and community and showcase what is special about that place. What makes that cultural experience or attraction different from a different

top attraction... even in the same city? Why should a tourist choose that experience versus something more mainstream?

Follow-up question: So if you had to give an example of iconic architecture, could that be something like Cloud Gate/ The Bean in Chicago?

Yes exactly. Even China Town in San Francisco. Although that wasn't designed to be an attraction, it is one, because it's a unique community that's historical and offers and experience that's so different from everything else around it.

5. What do you think are some of the most important factors to consider when developing Refshaleøen? ... Do you think it's important to consider tourism?

I think it's somewhat important to consider tourism, but like I said, for the longevity of success and sustainability, I think it should serve primarily the local communities and neighborhoods. You can see this exemplified particularly at this special moment in time because during this virus pandemic, tourism isn't a thing. You can't depend on that right now. And I think that because everything is shut down, local businesses have needed to adapt, even to serve their own local communities, and I think you're really going to be hurting right now if you're dependent on tourism. So I think the focus should be on meeting needs that are local first and once you have that baseline covered, then expanding to serve tourist as a goal or bonus or sign of success. I think that the development of this area in particular should be to make yourself critical and absolutely necessary to the local populations. Make yourself a necessary staple in your daily life. I think that when you do that, the local people will be so excited and wanting to embrace their special place in the community to where it becomes exciting to outsiders also.

6. What do you think the challenges will be with developing Refshaleøen?

Accessibility and connectedness. The location is not the most easy-access. It's not something that you pass by on accident. You have to intentionally choose to go there.

7. How can sustainability be incorporated into such a space like Refshaleøen?

I think that a thoughtful approach is going to be key. Making decisions based on longevity versus popular trends. Of course trends are important to attract people immediately, but I think you want your project to last and not just be a fad. You don't want your project to be a trend. I also think that using abundant access to resources or opportunities or workforces to achieve goals makes something more sustainable. And then making sure that the space is used and is useful.

8. Is the collaboration of the private (Refshaleøen Ejendomsselskab) and public (municipality) sectors important in such a project?

Maybe, and I'd say probably. Because I think the more info you can get can be helpful in determining what the needs are for a project, and I think it's important to get as much feedback and influence as possible. A stronger product can be built when you have more collaboration between resources and ideas. But I do think there can be a little bit of tension there also.

Follow-up question: What would you consider a trend in architectural planning?

I think there have been a lot of spaces that are designed around what is popular and current and beautiful now, meaning in that time period, and over time, those spaces have just not lasted. People don't use those things anymore, so they become dilapidated and rundown because the community does not embrace them. Like Pershing Square in L.A.

9. How do you think that the corona pandemic will impact the development of Refshaleøen?

I think that businesses will remember the impacts that having to shutdown a service industry has had on them. I don't think that that's something that that industry is going to forget any time soon, but I think it will make us more creative in our approach to how we can be a part of the community. I think that it will make people appreciate their opportunities to foster community networking once we have the freedom to do so. Again, we will appreciate that more, and we will want to partake in those activities and experiences more fully.

10. Are there any other comments you would like to share?

I think that it is a unique opportunity to develop something that's been underdeveloped that has a historical connection to the city. I think that goals should be clearly defined, and I think the methods in achieving and developing those goals should be more flexible and impressionable.