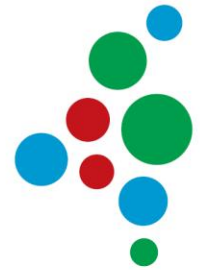


# Kennis voor Klimaat

## Knowledge for Climate



**Governance  
Adaptation**

**Exploring the role of boundaries in multifunctional land-use. Lessons from boundary encounters in the Dakpark Rotterdam.**

### Introduction

In delta regions scarcity of space and new spatial claims for climate adaptation measures urge governments and scholars to look multifunctional land-use, i.e. combine economic, ecologic and social objectives in spatial developments. Realizing multifunctional developments requires an integrated approach across policy domains and often involves various governmental, private and civic actors who need to act collectively and juggle various and possibly conflicting interests, ambitions, frames and institutional settings. A main challenge in the governance of multifunctional developments is how to work across boundaries.

### Research Description

In this research we aim to understand how successful working across boundaries is possible in multifunctional land use developments. To do so we explore the dynamics of working across boundaries with a case study of a multifunctional land use development: The Dakpark Rotterdam. In the Dakpark Rotterdam the involved professionals combine a private commercial building, a public rooftop neighborhood park, a flood defense structure and energy infrastructure in an urban development. The implementation process is analyzed from its initiative to (almost) realization.



Final design Dakpark Rotterdam, source: Rotterdam municipality

### Research Question

What are the dynamics of working across boundaries in a multifunctional development? How do strategies actors use to deal with boundaries lead to an effect on the implementation process?



Animated aerial view Dakpark, source: Rotterdam municipality

### Some main conclusions

The study leads to several insights, a few main insights are:

- The analysis reveals a dynamic and complex implementation process, where multiple boundaries are encountered during the process and discussion and conflicts on these rise at different moments. Boundary encounters involve partly different actors and challenges in working across them, and different interaction dynamics develop.
- Working across boundaries is facilitated through collective project activities that enhance personal relations and create a certain 'jointness'.
- The case shows how at the same time boundaries are actively draw and redraw, divisions and claims in physical structures and substantial possibilities created, and own tasks, spaces and goals defended.

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- Interestingly, the case indicates that mutually drawing boundaries in parallel to spanning boundaries was helpful in getting from 'integration on paper' to 'integration in practice'. Mutually delineating grey areas in terms of ownership, responsibility, and tasks enabled creating a certain sense of order or clarity in terms of responsibility and accountability, and thereby facilitate realization.
- This means achieving effective integration is not only about crossing boundaries but can also be a process of reconstructing joint boundary demarcations.
- Some boundary encounters are mainly oriented at defending or maintaining boundaries, thereby perpetuating them in the project. Space for manoeuvre is then found through a process of political negotiation and formulating exceptions to existing rules. In this case study, such crossing without mutually reconstructing or dissolving boundaries and hence taking the opportunity to use each other's experience, skills, and interest to transform them in a meaningful way, results in an un-easy co-existence. Currently, physical problems put further pressure on this situation.
- In this way, a multifunctional construction is developed that can be described as 'living together apart'. This is reflected in the physical construction, where functions are 'piled' rather than highly integrated.
- At several points conflicts on boundaries oriented at guaranteeing the own functioning of organizations and on perceived risks are resolved by one actor taking over part of the perceived risks of others.



### Possible applications and future research

The study provides insights in the strategies by which people and organizations look for connections or demarcate themselves, and in the difficult discontinuities professionals meet in combining groups and objectives in multifunctional developments.

As this study entails a case study research, the findings are bound to the context of this case and should be treated with due care. Comparison with other cases is currently on-going. Future research focusses on when strategies to deal with boundaries lead to effective integration, and what shapes how boundaries are acted upon.

### More information

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Further reading:

- Van Broekhoven, S.K., F.A.A. Boons, M.W. Van Buuren, G. Teisman, *Integrating land use functions across boundaries. A framework to analyze boundary dynamics applied to the case of the Dakpark Rotterdam*, in review at Environment and Planning C

- Van Broekhoven S.K., M.W. van Buuren (2013) *The double role of boundaries in complex multifunctional land use developments. Insights from boundary encounters in the Dakpark Rotterdam*. International Conference on Public Policy, 26-28 June 2013.