

## MASTER

### Assessing stakeholder collaboration towards a tool to provide insight into inner city collaboration initiatives

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# Assessing stakeholder collaboration: towards a tool to provide insight into inner city collaboration initiatives

*Master thesis*

Graduation Project 7Z45M0 45 ECTS

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# Abstract

Collaboration initiatives between stakeholders are increasingly being implemented in inner cities to manage social, economic and environmental challenges. Inner cities need to integrate a variety of cultures, both of the population and of businesses. In addition, consumer behaviour is changing due to an increase in online shopping and a greater demand for leisure and hospitality functions. Along with challenges in terms of vacancy and transformation of real estate, a transition process is taking place that changes the atmosphere and structure of an inner city. To overcome these challenges, stakeholders must work together to initiate a joint approach, which is often implemented through smart city concepts. Collaboration is therefore recognized as condition for managing inner cities and making them future-proof. To guide this process and improve collaboration where possible, the quality of inner city stakeholder collaboration needs to be assessed. However, there appears to be a lack of specific assessment tools to measure stakeholder collaboration at inner city level. The objective of this research is to provide a standardized framework of indicators to assess the quality of stakeholder collaboration in inner cities, thereby contributing to a better implementation of (smart) inner city collaboration concepts.

By means of a literature review, existing indicators are analyzed and combined into an initial framework. This framework is specified by examining four collaborative organizations in Dutch inner cities and conducting 11 semi-structured interviews with representatives of main inner city stakeholders: the municipality, entrepreneurs and real estate owners. The analysis of the practical cases shows that there is no uniform approach to inner city collaboration and that differences occur in the organizational structure and financial contributions. The interviews reveal that some initially formulated indicators are strongly present and important in inner city collaboration, such as trust, respect and sufficient resources, but that other indicators, like dependency and conflicting interests, are less relevant or too related to each other.

Based on these findings, the indicators from the initial framework are modified, combined or deleted, resulting in a final framework of 16 indicators, categorized under four themes (interaction, commitment, capacity and level of organization). To show their importance, each theme and indicator is weighted through an online survey with pairwise comparisons, which was completed by 33 inner city experts. As part of the Analytic Hierarchy Process (AHP), these pairwise comparisons are used to calculate numerical weights to prioritize the different indicators. This results in a ranking of importance to assess the quality of collaboration between inner city stakeholders. The most important indicators are related to organizational matters, such as division of roles and tasks, performance agreements, responsibility and accountability, and the interaction between stakeholders, such as feedback to constituents, and trust and respect.

This thesis presents the process of creating and weighing a standardized framework of indicators to assess inner cities on stakeholder collaboration quality. The final framework allows to assess inner cities interrogatively and thus to provide guidance to municipalities, consultants and inner city management organizations in setting up a collaborative organization or to improve existing collaboration structures. Moreover, the framework can serve as an actual tool as soon as a link is made with relevant data sets. Here it is more likely that organizational indicators, such as sufficient resources and performance agreements, can be linked to data sets due to their objectivity.

**Key words:** stakeholders; collaboration; inner cities; assessment; indicators; AHP



# Preface

This master thesis is the result of my graduation project that completes the master Urban Systems and Real Estate within the department of the Built Environment at Eindhoven University of Technology. The research, which concerns the assessment of collaboration between inner city stakeholders, is undoubtedly an interesting and ever-changing topic. Especially in times of the coronavirus, when this research was conducted, inner cities have been subject to rapid and unexpected changes.

Collaboration and the interaction between multiple stakeholders have always played a role in my study career in real estate. Where I started with a practical study in construction, I experienced that real estate, and all facets related to it, can only be successful if multiple stakeholders work well together. A follow-up study in Utrecht gave me insight into the underlying ideas of problems and solutions in real estate, confirming once again that collaboration is decisive in making projects successful. Yet, I realized this was not the final stage of my study career. Through the Master Urban Systems and Real Estate, I was able to combine different aspects of my past educations and develop my academic and analytical skills in a wide range of subjects, which eventually led to this graduation project on a subject that is recurrent in real estate for me: collaboration.

This research was set up in consultation with Platform Binnenstadsmanagement and BRO, which allowed me to exchange ideas with specialists from the practical field. This approach led to new and different insights into the subject and gave me valuable experience.

However, without the help of the following people, this study could not have been carried out. I would like to thank my supervisors Astrid Kemperman, Aloys Borgers and Pauline van den Berg for their skillful support and their fast and constructive feedback during my research. Their patience and guidance were of great importance in this challenging process. I would also like to thank Robin van Lieshout and Felix Wigman for their support and perspective on the subject. Their help as sparring partners brought practical knowledge and relevance to this research. Furthermore, I would like to thank the experts and interviewees for their committed participation and sharing of their experiences, which enabled me to gather the necessary information for this research. And last but not least, I would like to thank my family and friends for their encouragement and stimulating discussions during this research.

Although this master thesis marks the completion of my academic education, I hope to continue learning and developing throughout my professional career with the same perseverance I had during this research. I look forward to the challenges that lie ahead.

Jasper Tiemeijer  
Utrecht, 2021



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# Chapter 1

## Introduction

The world is urbanizing. Currently, more than 50 percent of the world's population lives in urban areas and this number is expected to rise to 80 percent in the coming decades (Aelenei et al., 2016). The Netherlands is one of the most urbanized European countries, with almost three-quarters of the Dutch population living in urban areas (Nabielek et al., 2016). The strongest population growth takes place in the Randstad. This region covers only a quarter of the total Dutch landscape, but about half of the Dutch population lives there. Although population growth in The Netherlands experienced a temporary decline of 50 percent in the year 2020, due to the Covid-19 crisis which resulted in a high mortality rate and less migration, it is expected that the population will continue to increase in the future (Stoeldraijer et al., 2020). This growth will be concentrated in existing urban areas and not only in the Randstad. As a result, more urban areas, and cities in particular, will become more densely populated. The reason why cities are attracting a greater number of national (rural) and international migrants is that cities often provide better opportunities to live, work and study, generating a positive effect on economic growth, knowledge sharing and human development (United Nations, 2018). Cities are therefore seen as high-quality living and working environments with better availability of services.

Despite these positive developments, cities also face negative aspects, especially when rapid urbanization occurs which increases the pressure on economic, social and environmental issues. Problems of health, pollution, scarcity of resources and poor infrastructure limit the development of a city and create challenges to keep a city livable for its residents and visitors (Sujata et al., 2016; United Nations, 2018). In addition, cities need to integrate a diversity of cultures. The growing population has an increasingly diverse background due to ethnicity, religion and socio-economic aspects, but also the presence of different business cultures must be taken into account (Meijer & Bolívar, 2016). Furthermore, cities must be aware of other complex tasks related to, for example, vacancy, transformation and sustainability of real estate (Platform Binnenstadmanagement, 2020). The layout of many Dutch inner cities consists primarily of retail stores, which provide liveliness and serve as a motive to visit the inner city. The reduced functioning of stores, due to an increasing share of online shopping and consequences of the Covid-19 crisis, has led to more bankruptcies and vacant retail properties (Rabobank, 2019). These developments have economic and social consequences and can lead to a decline in the economic vitality of a city.

As a result, cities are turning into complex systems, shifting the roles and responsibilities of urban authorities and city stakeholders. But if these challenges and responsibilities are properly managed, urbanization and all its effects may be better controlled. After all, the city is considered a place of knowledge and innovation that brings together a variety of stakeholders. Therefore, the chance to manage complex cities properly can increase if different stakeholders work together to set and achieve common goals. In recent years, urban collaboration in the academic field has been increasingly endorsed by the term 'governance' to address the previously mentioned urban challenges. The literature on urban governance is extensive and contains numerous existing indicators. For example, indicators to measure the performance of different urban typologies, such as creativity, intelligence and sustainability (Rodrigues & Franco, 2018). Meijer and Bolívar (2016)

take a different perspective and discuss urban governance and the connection with technology and innovation. These indicators are often addressed in the literature as part of the comprehensive concept of smart cities. This concept has increasingly been adopted in urban decisions and developments, wherein many characteristics are associated with high-tech applications, knowledge and networking. Yet two important aspects are identified to realize a smart city: a high level of collaboration through collaborative strategies such as public-private partnerships and information sharing between stakeholders through urban (data) platforms (Schaffers et al., 2013). This is supported by Sujata et al. (2016) who indicate that smart governance is an important feature of a smart city because of citizen participation and business partnerships. Also, according to the analysis of Kondepudi (2014), a smart city is not limited to the use of technology and ICT, but it should also provide insight into the needs of current and future city users. In recent years, several cities around the world have started smart city initiatives. These projects involved multiple stakeholders, which increased the need for better governance to manage projects. In this respect, the term smart governance is often used as a basis for bringing together technology, people, policies, resources, and information (Chourabi et al., 2012). These studies show that smarter and better cities cannot be built on data and technology alone, but that stakeholders and the collaboration between them are important to successfully manage and develop a city.

Although smart cities are defined in different ways, it usually refers to cities as a whole. Inner cities or city centers, however, involve different functions and stakeholders but are rarely mentioned in the academic literature of smart cities. Inner cities are mainly designed as shopping areas, but demographic changes, the increase in online shopping and a stronger focus on user experience have changed their function. For example, culture, events and hospitality are playing an increasingly important role in creating a place to live and work. Furthermore, the quality and sense of place are becoming increasingly important, wherein inner cities try to form their character (Platform31, 2018). As a result, inner cities have to meet new requirements and conditions to guarantee a high-quality area. Dutch inner cities often focus on 'center management' as a form of governance, which originated to jointly face the consequences of the economic crisis and to strengthen the appeal of the inner city (Platform Binnenstadsmanagement, 2020).

Despite these extensive studies and analyses, a deeper understanding of inner city stakeholder collaboration is missing. There appears to be a knowledge gap in the role of governance in creating smarter and better cities and, in particular, in evaluating governance in the form of inner city collaboration. In that sense, there is missing a standardized measurement model on collaboration performance. Emerson et al. (2012) confirm this by indicating the need to evaluate performance in collaborative initiatives. Also, Lee et al. (2014) claimed that more work is needed in creating scales for valid evaluation methodologies of smart cities. Rodrigues and Franco (2018) suggested that the weighting coefficients of the urban dimensions should be determined to measure the performance of a city. The degree of collaboration depends to some extent on the willingness of stakeholders to collaborate and to adopt urban (data) platforms, but also on the availability and knowledge of collaboration methods. The study by Ooms et al. (2020) even identifies some practical collaboration problems, such as a vague common end goal, unclear contract agreements and a passive attitude of partners. At the moment, however, it is unclear to what extent stakeholders are willing to collaborate, what the best form of collaboration is and how the effect of collaboration can be measured.

## 1.1 Research goals and problem statement

This study aims to contribute to a better implementation of (smart) inner city collaboration concepts. To show where and how collaboration can be improved, it is first necessary to determine how collaboration is implemented in current strategies and developments. The objective of this thesis is to provide a set of indicators that can be used to measure the quality of stakeholder collaboration in inner cities, based on analyzing existing indicators, elaborating practical cases, conducting interviews and establishing a hierarchy of importance. To achieve this objective, the following research questions are formulated:

**Research question**

How can inner cities be assessed in terms of stakeholder collaboration, using a standardized framework of indicators?

**Sub questions**

1. Who are the inner city stakeholders?
2. What is meant by stakeholder collaboration in inner cities?
3. Which indicators can be used to measure the quality of stakeholder collaboration?
4. How are these indicators weighted to assess the state of stakeholder collaboration in inner cities?

## 1.2 Relevance

**Academic**

The majority of studies on urban stakeholder collaboration focus on cities as a whole. Academic literature that is focusing on collaboration in inner cities is less common. However, the aspect of (collaborative) governance is often mentioned to structure urban collaboration. For example, the study by Emerson et al. (2012) suggests collaborative governance as a new system that improves collaboration between the public, private and civil sectors. As an extension, Emerson and Nabatchi (2015b) involve in their study how to measure governance with indicators. However, these studies emphasize the organization and evaluation of collaboration, but the link to the urban environment is vague, and more specifically, the link to inner cities is missing. Although many studies address the part of collaboration between different parties, most research outcomes are focused on the process and structure of public policies (Emerson & Nabatchi, 2015b; Rodrigues & Franco, 2018), so that results and recommendations are often addressed to governments. On the other hand, some studies evaluate cities and their stakeholders but neglect the aspect of collaboration. For instance, Sujata et al. (2016) explore aspects of a smart city and discuss its translation into practice but do not include collaboration between stakeholders. Finally, in literature and practice, the term collaboration is often seen as meaningless due to the varied usage of the term. In the study by Thomson et al. (2009), the term is referred to by a practitioner as: "I feel that collaboration is a buzzword, just like 'working smarter' or 'cost-effective'". In that sense, the word collaboration is by some considered meaningless because it does not indicate what exactly can be implemented and how it can be measured. Being able to gain insight into the effects of collaboration not only helps to improve inner city management but may also help to create a better context for collaboration in other studies.

**Societal**

This research emerged because little is known about measuring collaboration in inner cities from both a theoretical and a practical point of view. Collaboration among stakeholders is often endorsed as a key concept or precondition for dealing with inner city challenges. Although the inner city has changed in recent years from a primary shopping area to a more active, diverse and lively area, wherein more complex challenges are emerging. Challenges such as vacancy, transformation and technology often dominate, but the diversity of these challenges is also increasing. As a result, not only the municipality, retailers and real estate owners are involved in managing the city center, but also residents, the hospitality industry, cultural parties and city marketing organizations (Platform Binnenstadsmanagement, 2020). Many center management organizations in the Netherlands incorporate collaboration in the management of their inner city, to involve all stakeholders in the process. In this sense, collaboration has been professionalized in recent years, but specific feedback in the form of standardized measurement is lacking. This makes it difficult for Dutch



inner cities to know how they perform in the field of collaboration, also in comparison with other inner cities.

From the research of Op 't Eijndt (2019), a framework emerged to measure the performance of Dutch Inner Cities. In development with Platform Binnenstadsmanagement, this resulted in the Binnenstadsbarometer: a standardized instrument that uses various data sources to score and compare inner cities on six themes (Platform Binnenstadsmanagement, 2019). This instrument combines several indicators (each with their own weight) and data sources in an integrated measuring method. The weights of the indicators and information from the data sources are first standardized and then multiplied to obtain a score per inner city. Here, it is important that the retrieved data covers the complete inner city and not just a neighbourhood or district, otherwise, the data need to be aggregated. The outcome shows a score per inner city and a final ranking of all participating inner cities. Although the Binnenstadsbarometer is already in operation, the data and specifications of the governance theme are still missing. The results of this study will be useful in making the governance component of the Binnenstadsbarometer measurable. Moreover, the findings of this study will be valuable to multiple inner city stakeholders in creating a better approach for effective stakeholder engagement. Consultants can use the research outcomes as a basis for optimizing collaboration structures in inner cities. Furthermore, local government organizations can use the results to better adjust their role and responsibilities and oversee important facets of collaboration, in their pursuit as a consulting party or initiator. Other stakeholders such as retailers and real estate investors/owners may also be able to use the research results to better align their role and position in collaborative initiatives.

### 1.3 Structure

This study searches for measurable indicators to evaluate the quality of stakeholder collaboration in inner cities. An extensive literature review is carried out to identify inner cities, inner city stakeholders, forms of collaboration and to investigate existing collaboration indicators. The literature review starts in Chapter two with the development of urban areas, discussing the transition of cities and the identification of functions and stakeholders in inner cities. Chapter three elaborates on collaboration and governance, where it indicates which forms of collaboration exist and are currently applied in inner cities (e.g. Public-Private Partnerships (PPP), center management, etc.). Furthermore, this chapter discusses multiple existing indicators that provide insight into governance, interaction and collaboration of stakeholders. Chapter three ends with an initial theoretical set of indicators. Chapter four highlights the methodology applied in this research, discussing the data collection and analyses methods. After which, Chapter five shows the results of this research. Starting with the outcome of the practical cases and interviews, followed by the framework of indicators and results from the Analytic Hierarchy Process (AHP). The final chapter, Chapter six, concludes the findings of this study, where limitations are discussed and possibilities for future research are identified. Figure 1.1 shows the research approach followed in this study.

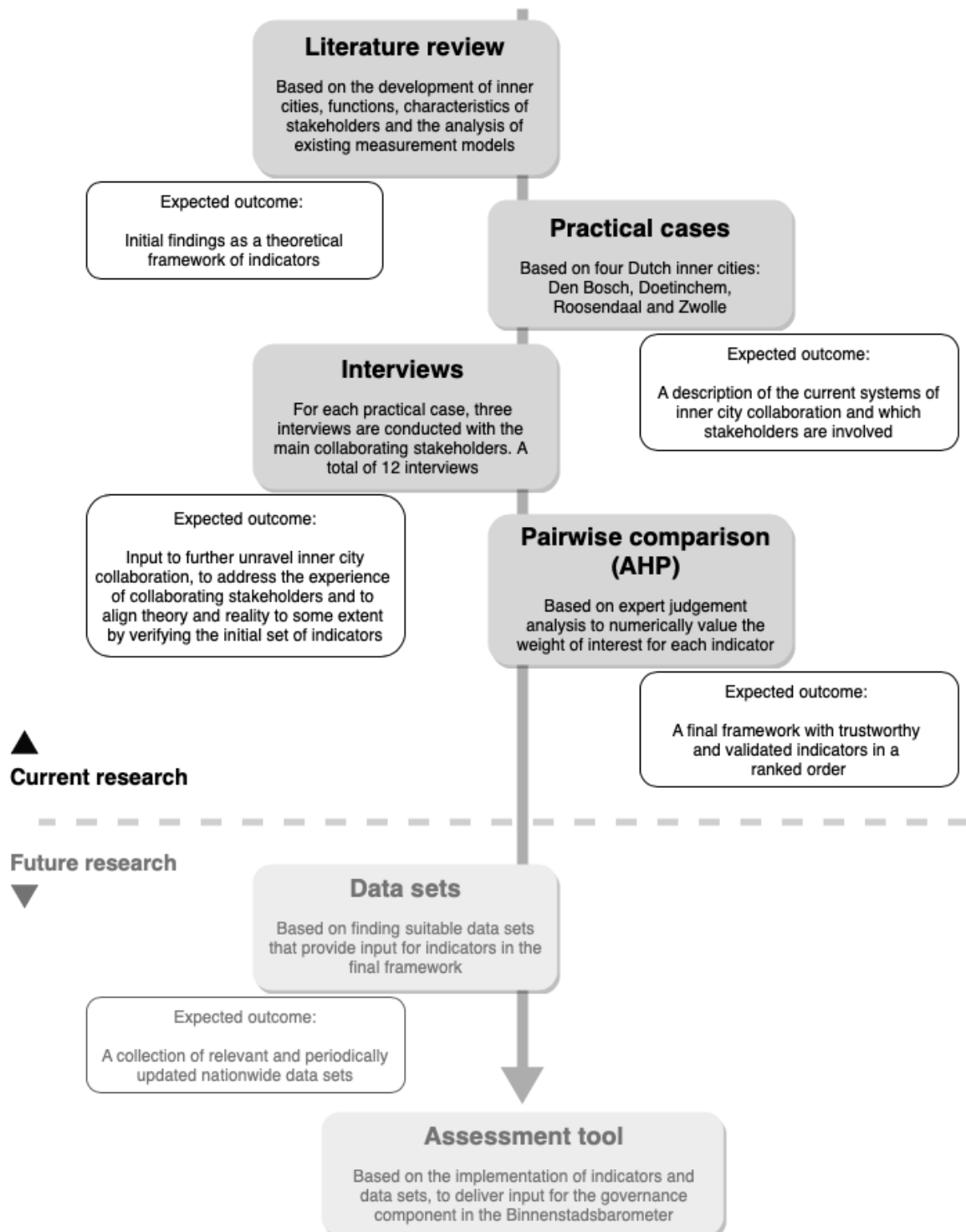


Figure 1.1: Research approach

## Chapter 2

# Developments in Urban Areas

This chapter starts by highlighting the development of cities, discussing challenges and developments over the years. The sections that follow address inner cities, discussing their importance, main functions and stakeholders.

### 2.1 Cities in transition

Cities, or a form of urbanization, have existed for thousands of years. Yet it is only in the last two hundred years that urbanization has taken place on a massive scale. At the beginning of this period, Asia accounted for more than 80 percent of the world economy (Harari, 2011). More than a hundred years later, at the beginning of the 19th century, the economic power shifted from Asia to Europe - and later to North America - as a result of the Industrial Revolution. During the Industrial Revolution, there was a period of development that initiated a change from rural and agricultural societies to industrial and urban settlements (Weightman, 2007). Western trading markets, villages and important transport locations such as ports had grown exponentially into lively cities with a diversity of functions. This period led to an increase in economic prosperity, but especially to an increase in urbanization in Western countries. There are now more than 4,000 cities in the world with more than 100,000 inhabitants, whereas in 1800 there were only 20 cities of that size (Fingolas, 2015; Lampard, 1955). Although these rapidly growing urban environments were the driving force behind the economy, the larger part of the world's population still lived in rural areas. In the second half of the twentieth century, the world's population increased enormously, from an estimated 0.8 billion in 1950 to 4.2 billion in 2018 (United Nations, 2018). This ultimately led to the majority of the world's population becoming urban in 2007. It is expected that the urbanization process will become less intense but eventually rise to 80 percent in the coming decades (Aelenei et al., 2016).

While the United Kingdom was the birthplace of the Industrial Revolution and the first country to be urbanized, the scale and pace of urban expansion in Asia today is extraordinary. China is currently undergoing an economic transformation one hundred times greater than that of the United Kingdom because of the impact of industrialization and urbanization (Cadena et al., 2012). One of the effects of this rapid urbanization, is that city residents in India and China earn about three times as much as rural residents. This urban-rural income gap has existed to some extent throughout the world for centuries and reflects the higher living standards in urban areas. In the coming decades, cities will be influenced by trends and developments that affect the living standard such as an ageing population and changes in economic activities. Industries that once powered growth in cities are fading away, which can lead to a reduction in a cities' performance and attractiveness. However, some cities find ways to reduce negative economic factors. Pittsburgh (USA), for example, is successfully transformed from an industrial powered city towards a diversified area by attracting more educated populations (Cadena et al., 2012). This also happened in Eindhoven on a smaller scale. For decades, the Philips company was active in the industrial Strijp areas,

but in the late 1990s it decided to sell off the plots (de Blauw, 2011). Since that time these plots have been transformed into unique urban areas by combining living, working, leisure and culture. Cities (or parts of cities) can therefore be considered, in a certain sense, as flexible and able to adapt to changing circumstances.

Where cities originated from trade or industry, and initially created higher prosperity, people are still attracted to cities today. Cities provide opportunities for development, such as employment and education, but also reduce negative effects like poverty (United Nations, 2018). In this sense, economic development and urbanization are intertwined in cities, generating, according to Grubler and Fisk (2012), around 80 percent of the global gross domestic product (GDP) (Grubler & Fisk, 2012; United Nations, 2018). Where land use and urban planning shape urbanization, investments in buildings and infrastructure provide a certain layout or concentration in a city. This concentration brings goods, people, and services closer together, making transportation costs more attractive (United Nations, 2018). It also allows basic services such as water, housing, and education to be provided more cheaply than in low-populated rural areas (Cadena et al., 2012). Furthermore, the study by Combes et al. (2012) states that firms like to locate in densely populated cities because of agglomeration effects, due to a highly educated workforce, technological innovation, and an increase in productivity. Consequently, cities form a concentrated hub of transport, trade and information, which in turn provides an attractive living and business environment for a variety of stakeholders.

### The Netherlands

Almost 75 percent of the Dutch population lives in urban areas (Kooiman et al., 2016). This makes the Netherlands one of the most densely populated countries in Europe, with urbanisation increasing even further in the coming years, primarily in existing urban regions (Kooiman et al., 2016). The strongest increase will take place in the largest cities, see Figure 2.1, where the outlying areas of the Netherlands are experiencing a population decline, due to an increase in the number of elderly people and a decrease in the number of young people who move to cities to study or work (CBS, 2019, 2020).

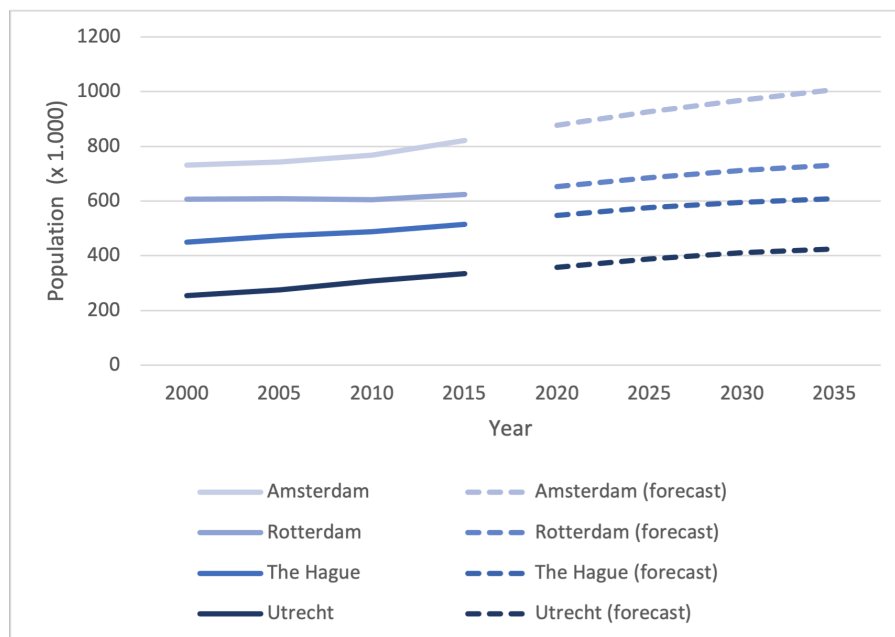


Figure 2.1: Population development in the four major Dutch cities (CBS, 2019)

The reason why Dutch cities are increasingly attracting more national migrants (rural residents) and international migrants is because they provide opportunities. Most cultural and educational facilities (Universities) are located in cities that increase the attractiveness. Even after graduating, young people increasingly stay in cities instead of returning to suburbs or the countryside. One explanation is the increasing quality of life in the city, due to the growing and diverse range of functions and a stronger labor market which provides better employment opportunities (United Nations, 2018). Another explanation is related to education. Whereas it was first thought that participation in higher education had reached its peak (van den Broek et al., 2010) and that changes in educational funding would reduce the number of students, there is actually an increase in young people participating in higher educational levels (te Riele et al., 2019). In addition, many young people start raising a family at a later age, and when they do it is more likely to happen in a city than in a rural area (te Riele et al., 2019). Cities are responding to these developments by offering different functions and amenities that better suit their inhabitants and visitors, which results in a larger and more diverse group of stakeholders.

### 2.1.1 Challenges

Although cities offer many advantages, there are also disadvantages that cities need to recognise. Rapid urbanisation increases the pressure on social and environmental issues, which can lead to various challenges for a city. These include a growing and changing population that needs to be accommodated and provided with all kinds of services, a changing consumer behaviour with more online shopping and a growing demand for leisure and experience functions (Platform Binnenstadsmanagement, 2020; PwC, 2015). Although this section is divided into social and environmental issues, many developments also relate to economic aspects. Think of the loss of turnover and employment that can lead to a decline in the economic vitality of a city. These developments have even been accelerated by the Covid-19 crisis, due to lock-downs and an increase in the number of unemployed (CBS, 2021b). Such urban challenges make cities more complex, but if they are addressed in the right way, the consequences can be managed more effectively.

#### Social

A city provides a place for social encounters, where people can get to know each other, exchange ideas and work together. For many people, a city is the place where they can improve their living conditions and earn more money than in rural areas. However, the income differences between city residents are significant. These differences have various social consequences and can lead to segregation of the population. In particular, the study by Wilkinson and Pickett (2009) proves that there is a link between income inequality in developed countries and social problems, such as life expectancy, obesity, infant mortality, homicides, educational attainment and social mobility.

In many Dutch cities, segregation occurs by ethnicity and socio-economic backgrounds. Low and high educated, low and high income or non-Western immigrants are often concentrated in deviating neighborhoods, districts or parts of a city. The Netherlands scores average on segregation compared to other countries, but the degree and development of segregation in the Netherlands varies and can differ per city, neighborhood or district (Ponds et al., 2015). For example, the study by Nabielek et al. (2016) shows a clear contrast where households with higher incomes in Amsterdam, The Hague and Arnhem are located in different city neighbourhoods than households with a non-Western background.

The target groups that settle in cities have also changed over the years. Decades ago, there was a strong spatial segregation, with low-income households moving into the city and high-income households leaving the city to outlying areas (PBL, 2015). However, in recent years, the average income of urban residents has risen and that of residents of the outlying areas has fallen, resulting in a shift in prosperity. A city that is developing strongly can therefore become a pull factor. Residents from less urbanized areas are drawn to the city, leading to economic and demographic stagnation in the affected, often adjacent, areas (PBL, 2015). There are, however, factors that have counteracted the increase in urbanization in large cities in recent years. Due to the high demand

for housing and low supply, housing prices in cities have risen, forcing more and more people to live outside the city in surrounding villages. As a result, only a select group with sufficient financial resources can still move to a city. Although public health has generally improved in cities, the income differences among residents still create health inequalities. The life expectancy of residents in some larger cities lags behind compared to residents in more rural areas. This is mainly due to the poorer health of residents in disadvantaged neighborhoods that are more often located in larger cities (van der Burgt et al., 2015). These neighborhoods often lack proper housing and have unfavorable conditions such as noise and lack of safety. Over the past 20 years the number of one-person households in the Netherlands has increased. This is largely due to the fact that marriages are less common, more relationship break-ups occur, and that young people more often start living on their own from their parents' house instead of together (CBS, 2017). A consequence of the individualization of society is that the number of households is growing faster than the number of inhabitants (Groenemeijer, 2014). As a result, the demand for housing is rising faster, with a stronger interest in smaller houses.

Another challenge related to both social and environmental issues concerns the cultural diversity among shops and businesses. In recent years, many main streets in cities are primarily equipped with similar stores, such as fashion and shoe stores, which emphasize the dominant "fun shopping" in cities (Evers et al., 2014). More recently, there has been a noticeable retreat of large chain stores from inner cities, due to increasing online purchases. On the other hand, flagship stores often specifically choose to establish themselves in larger city centers. Admittedly in a smaller form, but with the aim of being visible to consumers (Platform Binnenstadsmanagement, 2021). This change in the supply of shops in cities can be seen as a challenge because it determines the atmosphere, character and attractiveness of a city to some extent.

### **Environmental**

As more people move to urban areas, resources, services and pollution will be under increasing pressure. Because cities house many people and businesses in a relatively small area, resources are limited in an often outdated infrastructure. Urbanisation also creates physical effects such as temperature differences: in the inner city it is often up to 6 C higher (Toppeta, 2010). The provision of services such as water and energy, as well as housing and education, are constrained by increasing demand. Currently, cities account for 60 percent of all water used for domestic purposes (Toppeta, 2010). According to Washburn and Sindhu (2010), global freshwater consumption will increase by 25 percent by 2030 due to the rapidly growing population. Because the population is expected to grow mainly in urban areas, this local demand will increase further.

Despite the increasing focus on the use and production of energy in cities, the efficiency will have to improve in the coming years. Climate change and the depletion of fossil fuels, like oil, gas and coal, have triggered the development of renewable energy sources and increasing energy efficiency. As a result, more investments are being made in energy from solar, wind or hydrogen-based sources. However, according to Aelenei et al. (2016), two-thirds of our energy is consumed in urban environments. With an increasing urban population, the use of energy in urban areas will continue to rise. Regardless of the expected increase, there are large differences in energy consumption worldwide. The US Energy Information Administration (EIA) expects countries with an emerging economy (i.e. Russia, India and China) to increase their energy consumption by 73 percent in the period 2006-2030, while consumption in countries with an already developed economy (i.e. The Netherlands, Germany and Japan) will only increase by 15 percent (Washburn & Sindhu, 2010). Furthermore, when applying renewable energy sources, the limited space in a city and the often present historical and monumental buildings must be taken into account. This may restrain the transition to renewable energy sources.

### 2.1.2 Trends and developments

The challenges discussed earlier have led to several trends and developments in urban environments. For example, technology is being used more frequently to address problems in a smarter way. In addition, more initiatives are taking place to work in a collaborative setting to solve problems and achieve common goals. This section describes two developments that frequently occur in cities, related to the interaction and collaboration between stakeholders.

#### Smart cities

Since the beginning of the 21st century, research on ICT and digital technology has been increasingly applied in practice, opening up new possibilities for collecting mainly quantitative data on cities. This smarter approach to problems in urban areas has led to the concept of smart cities. A smart city uses technologies in which ICT, Big Data and the Internet of Things have played an increasing role in recent years, which makes cities more sustainable, livable and efficient to ensure a high quality of life (Sujata et al., 2016). However, a smart city is not limited to the use of technology or ICT. It represents multiple disciplines involving the interests of different actors as well as multiple social, economic and area-dependent goals (Ooms et al., 2020). The purpose of a smart city is therefore defined by Lee et al. (2014) as: "creating sustainable value for citizens, employees, shareholders and other stakeholders". The study by Giffinger et al. (2007) identifies a smart city with six characteristics, namely: economy, people, governance, mobility, environment and housing. In addition, Meijer and Bolívar (2016) found three ideal types of smart cities that are often discussed in literature: cities that make use of smart technologies, smart people and smart collaboration. These studies and approaches give a clear understanding of the relevance of stakeholders and the interaction between stakeholders in a smart city.

#### Collaboration initiatives

Besides the application of technology, stakeholder interaction is becoming increasingly important in urban areas. An example is the response to the housing shortage in the Netherlands. Construction companies, real estate developers and the government are working together to develop one million inner city homes in the coming decade (Platform Overheid, 2018). In this process of collaboration, local residents and businesses are involved more quickly and more often in the development process. This benefits the support for development plans and a broader exchange of knowledge, but it also ensures continuity of developments because the dependence on one person or organization is reduced (Platform Binnenstadsmanagement, 2020).

Another aspect of collaboration in cities that is used more often is the bottom-up approach, see Figure 2.2. This approach often involves an initiative or project which is initiated by local stakeholders or end users (bottom), instead of the government or institutions (top). In urban development, this approach often manifests itself in changes or problems experienced by multiple stakeholders. These issues are brought to the attention of the city's management organization, after which it is examined how a joint approach can be developed. Such an approach can be incorporated into a local vision, with multiple stakeholder groups performing certain roles or tasks. These bottom-up approaches create a higher degree of participation. For example, by involving residents in environmental issues, their practical knowledge can provide greater diversity in problem solving. However, the study by Geldof (2002) points out that a top-down approach can be useful in breaking undesirable patterns. A strong government, acting against the wishes of residents if necessary, can be seen as desirable because the wrong approach to participation (false participation) damages trust more than a clear policy or rule forced from the top (Geldof, 2002). Specifically, when improving spatial quality where multiple stakeholders are involved, it is important to find a balance between these two approaches.



Figure 2.2: Bottom up approach in inner cities

## 2.2 Inner cities

Inner cities play a major economic and cultural role in a region, despite the fact that they cover a relatively small area. The inner city as a whole can be seen as one of the most important facilities in a city, where consumption opportunities like retail and hospitality, as well as experience opportunities like events and culture can be part of it. Because most inner cities manage to combine old historical aspects with modern functions, they create a high quality of life for residents, employees, investors and visitors alike. In many cases, the inner city forms the oldest part and the core of a city and is often associated with a shopping area.

Whereas shops used to predominate, today's inner cities are increasingly becoming places of experience. The social added value, like recreation, living and socialising have become more dominant, but also changes in (online) shopping behavior and in the demographic composition of the population have given inner cities a wider range of functions and services (Platform Binnenstadsmanagement, 2021; Platform31, 2018). As a result, inner cities are better able to endure economic, social and environmental impacts and tensions than other parts of a region (IDA, 2017). This resilience is also determined by the multilateral collaboration between individuals, organizations, employers and institutions that pursue the same objectives or a common goal (Smart Growth America, 2015). Furthermore, inner cities are sometimes referred to as the Central Business District (CBD). Although the CBD can be part of an inner city, it does not cover the entire area. A CBD focuses primarily on one function: doing business through offices, shops and employment. In contrast, inner cities focus on a diverse range of functions, where both public and private functions come together.

### 2.2.1 Functions

A variety of functions determines whether an inner city can be considered lively or not. Different functions attract public during the day, in the evening or at the weekend. This multi-functionality creates an attractive climate but also a socially safer environment because people are active at most hours of the day. According to Rli (2020), there are three main functions that are necessary for people to participate in urban society: public facilities, housing and transport. In relation to inner cities, where the form of transport is mainly focused on walking, the most common functions are housing and business (e.g. retail, offices and leisure).

#### Housing

The inner city is a popular residential location. In the past twenty years, the population in the Dutch inner cities has increased more than in other areas (Evers et al., 2014). However, it should be



noted that there are differences in growth rate between inner cities. In the busy historical centers such as Haarlem and Amsterdam, the population grows less than in more modern and vital inner cities like Almere and Eindhoven (Evers et al., 2020). Although Haarlem and Amsterdam are popular cities to live in, there is often limited space available. The strong growth in Almere and Eindhoven may be a result of a greater availability of expansion locations and transformable property. Due to the economic crisis (2008-2013), many existing retail properties became vacant and were transformed into residential units. But the successful transformation of vacant property depends on a number of factors. The owner of the property must accept that a different function is necessary. Furthermore, there must be solid financing for the reconstruction, and some retail buildings are not suitable for transformation because of their layout (ArchitectuurNL, 2020).

Although relatively few people of the Dutch population live in inner cities (3 percent in 2019), the attraction as a residential area remains due to the high level of functions and employment, but also due to the successful function change of existing buildings (Evers et al., 2020). Vacant buildings are used for new public-oriented functions and mixed-use concepts, without changing the building's layout (Platform Binnenstadsmanagement, 2021). In addition, the transformation of retail buildings into housing is seen as an opportunity to partly meet the high demand for housing. However, converting vacant buildings to housing too quickly can limit the transition process of an inner city (Platform Binnenstadsmanagement, 2021). This very transition causes an increase in the type of functions and therefore strengthens the diversity of an inner city.

### **Businesses**

The types of business that occur in an inner city are related to the character of an inner city. This character is partly determined by history, but also by the people who come to a city. Residents, for example, have a greater need for supermarkets and hardware stores while temporary visitors (shoppers and tourists) value souvenir shops and information facilities more (Evers et al., 2020). The specific character of an inner city is the main reason why many companies want to establish themselves there. According to the study of Smart Growth America (2015), a lively and inspiring city center with good infrastructure offers the right character to attract and retain talented employees who want to live and work there. On the other hand, the cultural characteristics of an inner city shape the ambience of the area, but also the image of a company located there. Customers and investors take into account the image and vision of a company, when choosing certain services or making investment decisions (IDA, 2017). In addition, companies see the inner city as a creative place where collaboration easily takes place and activities can be centralized, so that a certain corporate culture can be created (Smart Growth America, 2015). However, despite the specific preference for inner cities, the share of jobs is not large. In the Netherlands, about 8 percent of the jobs are located in the inner city compared to 40 percent in the rest of the city (Evers et al., 2020). Apart from these large differences, a 25 percent decrease in the number of retail floor space in Dutch inner cities is expected in the coming years (CBRE, 2019). On the contrary, there is an increase in the number of leisure functions due to the experience transition in inner cities and increase in the number of hospitality establishments (Platform31, 2018). These current numbers and forecasts give the impression that inner cities will also change in terms of their business composition and functions. The emphasis on shops will disappear, while leisure and experience will receive more interest. As a result, inner cities respond to trends and developments, maintaining their attractiveness and having relatively few vacant properties.

### **2.2.2 Stakeholders**

Urban areas are represented by a wide range of stakeholders. Each stakeholder often has its own goals and ambitions, but in a collaborative setting, several parties can share a common goal or ambition. The literature does not provide a uniform answer to the question who or what a stakeholder is. Broad definitions indicate that almost anyone can be a stakeholder, while other studies indicate that it is unrealistic to include all parties as potential stakeholders (Leeb & Rudeberg, 2014). Freeman's definition is often related to a business or organization perspective

but is cited as the classic definition of a stakeholder: “groups and individuals who can affect, or are affected by, the achievement of an organization’s mission” (Freeman & McVea, 2005). In addition, Grimble and Wellard (1997) define stakeholder as: “any group of people, organised or unorganised, who share a common interest or stake in a particular issue or system; they can be at any level or position in society, ... and be groups of any size or aggregation” (Grimble & Wellard, 1997). This research uses a combination of these definitions in the respect that an organization is represented by the inner city or a collaboration organization like center management, in which groups and individuals can stake and influence or are influenced by the organization.

The composition of the group of stakeholders can differ because every inner city is different. This may be due to the strength of an inner city, such as a unique historical value. But also the context in which an inner city develops is important, like attracting certain target groups or making the inner city more sustainable. As a result, the common goal or ambition may vary from one inner city to another. A group of diverse stakeholders may bring problems that affect group dynamics or performance. For example, Jayasena et al. (2019) indicates that the degree of interdependence, competing values and social and political complexity can complicate matters. Therefore, stakeholder management is often described as a key concept to ensure that individual activities and values meet (or at least do not counteract) the larger common goal (Jayasena et al., 2019). Apart from how each inner city profiles itself, there are a number of stakeholders that are strongly represented in the majority of Dutch inner cities. Table 2.1 provides an overview with characteristics of relevant inner city stakeholders, based on own experiences and findings. This is not a complete overview of all possible stakeholders, but it gives an impression of the different interests, objectives and responsibilities of stakeholders that are interacting in an inner city.

Table 2.1: Inner city stakeholder characteristics

Stakeholder	Interests	Objectives	Responsibilities
Local authorities: e.g. municipalities or local governmental organizations	Social, economic (financial) and spatial developments (long and short term)	Stimulating local developments; maintaining or increasing population and tourist appeal; retain jobs of different levels	Quality, diversity and liveability of the inner- city; construction and maintenance of public spaces; regulating infrastructural, environmental and real estate-related matters
Provincial and national governments	(Regional) economic, social and spatial developments; maintaining quality of life	Planning, realization and stimulation of (inner city) (real estate) developments	Good spatial planning; proper urban development structure and vision
Retailers: e.g. companies providing products and or services	Economic development; increasing business opportunities and (online and offline) visibility	Continuity of exploitation; profit maximization	Maintaining or increasing the number of visitors; proper accessibility; preservation of employment
Hospitality: e.g. bars, restaurants, cafes, hotels	Economic development; increasing business opportunities and visibility	Continuity of exploitation; profit maximization; blending of functions; increase dwell time visitors	Maintaining or increasing the number of visitors; well-kept, safe and inviting accom- modation/terrace
Large office companies	Economic development; safety; central location; high-quality spatial planning; good accessibility	Attracting well-trained creative workers; increasing business opportunities and visibility; providing	Attractive and healthy work environment; preservation of employment; positive corporate image

Table 2.1 continued from previous page

Stakeholder	Interests	Objectives	Responsibilities
Real estate owners or investors	Economic development (long-term); safety; high-quality spatial planning and built environment	Continuity of exploitation and rental incomes; value development of property	Maintaining or increasing the attractiveness of the area; reducing vacancy
Urban planners: e.g. architects, city planners	Economic, infrastructural, urban and environmental opportunities and (sustainable) developments	Opportunities for new (re)developments; good public-private relations	Maintaining or increasing the attractiveness of the area; initiating new technologies for the built environment
Project developers	Economic, infrastructural, urban and environmental opportunities and (sustainable) developments	Opportunities for new (re)developments; profit maximization; bearing of risks; fair valuation of land and property	High-quality and safe developments; acting on challenges in supply and demand (housing, office etc.)
Housing associations	Economic and social developments (long and short term); high-quality spatial planning and built environment	Continuity of exploitation; value development of property; opportunities for new (re)developments	Availability of social housing; ensuring a good (safe) living environment
Financial organizations: e.g. banks, investments institutes	Economic (long term) development; real estate (location) quality; client trust and financial health	Continuity of exploitation; proper portfolio management (sectors, regions)	Create new (healthy) financing opportunities; reduce risk of real estate financing
Academic and research institutes: e.g. universities	Sustainable urban development (short and long term); technological innovation and application	Development and stimulation of new technologies and innovations	Increasing the quality (health, technology, etc.) of the built environment; incorporating societal needs
Residents	Social, economic and spatial development; affordable and suitable availability of products and services	Pleasant living environment; good quality of life; privacy; inclusiveness	Maintaining or improving the living environment; social community and control
Visitors: e.g. tourists, employees, shoppers	Affordable and suitable retail, leisure and hospitality facilities; high-quality entertainment and information services; proper infrastructure, accessibility	Good quality of life; experiencing a location; feel comfortable; privacy	Respecting the living environment and the social community;
Utility companies: e.g. electricity and telecom providers	Economic and spatial development (long term); increasing business opportunities	Efficient and effective way of providing services and networks; continuity of exploitation and incomes	Providing essential services; sufficient network capacity
Transportation companies: e.g. public transport, providers of parking facilities	Infrastructural and spatial opportunities and development; good accessibility; safety; visibility	The provision and continuation of services; sustainable development; social inclusion	Ensuring a good public network and/or facilities with sufficient capacity; safety

Table 2.1 continued from previous page

Stakeholder	Interests	Objectives	Responsibilities
Cultural organizations	Social and economic development; high-quality entertainment and leisure concepts	Improving the local market strength; implementing culture in various disciplines	Attracting visitors; providing facilities; societal relevance
City marketing	Social, economic and spatial development; responding to local supply and demand	Improving and maintaining the inner-city's profile in the best possible way; strengthening competitiveness; improving visibility	Attracting tourists and businesses and retaining residents; establishing a positive inner city image
Street trading: e.g. food and non-food markets	Economic development; increasing business opportunities; proper central and visible location; good accessibility	Continuity of exploitation; profit maximization; build up and maintaining customer network	Maintaining or increasing the number of visitors; well-kept, safe and inviting sales area

Local authorities, entrepreneurs and real estate owners often form a partnership for the management of an inner city. This group of stakeholders is referred to as the “golden triangle” that represents the main stakeholders in an inner city. As the challenges in inner cities have increased and more people live and work there, the concept of the “golden circle” emerged. Stakeholders in the golden circle, such as residents, the hospitality industry, cultural and social institutions, tourism and city marketing, play an increasingly important role in the development of an inner city (Platform Binnenstadsmanagement, 2020). However, the contribution in collaboration is partly linked to the dependence of a stakeholder. Freeman (1984) indicated that stakeholders who are more dependent on an organization show greater commitment to collaboration. This study adopts the importance of dependency and degree of (financial) contribution in selecting main inner city stakeholders. In that sense, the main collaborating stakeholders in inner cities are seen as those who influence the management process and contribute to the community with (innovative) products or services (de Abreu & Gomes, 2018). For example, local authorities are responsible for spatial planning and regulation, but they are also appointed to represent the interests of their citizens by keeping the inner city attractive and maintain a high quality of life (Macharis & Milan, 2015). On the other hand, a positive business climate must be created to retain and attract companies. Whereas local authorities first accepted a leading role in center management, partly due to their large share of funding, some have started to focus more on an advisory role. This change of position resulted in center organizations allowing their stakeholders to represent their (commercial) interests more strongly, because the municipality no longer has a governmental position (Platform Binnenstadsmanagement, 2020). It creates the impression that due to this governmental separation between public and private parties, both stakeholder groups are better able to represent their interests.

Companies in the hospitality industry and cultural institutions are more involved in center management because of their increasing presence in inner cities. The transformation process, from shop-oriented to experience-oriented, has set in motion an increase in the mixture of functions. For example, blurring (the blurring of boundaries between channels) is increasingly common in inner cities as a combination of food and non-food functions, to attract visitors and keep them in one place for a longer period. By applying such concepts and responding to new developments, the involvement of entrepreneurs in inner city management remains high. In addition, the involvement of real estate owners has increased significantly in recent years, as this group is more often associated with recent inner city challenges, such as making shopping areas more compact, reducing vacancy rates and transforming real estate (Platform Binnenstadsmanagement, 2020). It creates the impression that when the interest of a stakeholder increases, the participation of that stakeholder in a collaborative setting also increases.

Furthermore, financing is seen as factor that determines a stakeholder's contribution to inner city collaboration. Although there are large differences between Dutch inner cities, a number of stakeholders and their financial contributions can be distinguished. According to Platform Binnenstadsmanagement (2020), public-private stakeholders are in general the largest financiers in the development of the inner city. When considering center management organizations, the contribution from local businesses is the largest, followed by local authorities. The direct financial contribution (subsidies) of local authorities is not the largest. Nevertheless, their contribution is significant because local authorities are often seen as initiators and because they anticipate on financial benefits, such as a more favorable advertising tax. Real estate owners lag behind in terms of direct financial contribution but contribute their share by improving existing real estate in city centers (Platform Binnenstadsmanagement, 2020). With more people living in inner cities, the importance of housing is increasing, which leads to a greater involvement of residents. Nevertheless, the interest of local residents presents a different perspective than that of commercial parties or cultural institutions, because of the degree of dependence and of lower (financial) contribution in inner city collaboration. Despite large differences between Dutch inner cities in the development of inner city collaboration, this study adopts the idea that in general three main stakeholders collaborate with each other: the municipality, entrepreneurs and real estate owners.

## 2.3 Conclusion

Where once cities evolved from trade and industry between people and businesses, cities still continue to offer an economically strong place where development is always at hand. In fact, cities are still attractive in regard to social encounters, exchanging ideas and collaboration. The quality of life is often better, the labour market is stronger and cities provide a diverse range of functions. These assets attract more and different types of people, but unfortunately also increases the pressure on resources, services and pollution. For some cities, population growth even leads to greater inequality in income and health, and to segregation by socio-economic backgrounds. Also, the type of businesses that settle in a inner city is changing. Whereas retail stores used to predominate, today's inner cities are increasingly becoming places of experience, with housing and leisure becoming more important. These developments change the atmosphere in a city, because more different companies and people live and work together in a relatively compact area. This answers the first sub-question in this research, "Who are the inner city stakeholders?", which reveals that the comprehensive group of stakeholders mainly consists of users, visitors, companies and local authorities, but that the composition is changing due to a population increase in numbers and diversity and a change in the type of businesses. However, in order to manage these developments and make cities future-proof, the concept of smart cities is being applied more often. This means that disciplines like technology and ICT, but also the interaction between stakeholders comprise a significant part. In the Netherlands, this interaction manifests itself in an increase in the number of collaboration initiatives, such as center management. As a result, stakeholders contact each other more often and earlier in a process to initiate a joint approach, which benefits the support for development plans, creates a broader exchange of knowledge, and ensures continuity of developments because the dependence on one person or organization is reduced. This joint approach is important because governments alone cannot respond to the wide and constantly changing range of challenges in inner cities. Collaboration is therefore essential to come up with good ideas and to manage developments, but also to achieve and maintain a well-functioning inner city.

## Chapter 3

# Collaboration

The previous chapter explained how important collaboration is for the future of inner cities. This chapter highlights collaboration, in which it addresses the most common forms in inner cities. In the subsequent sections, existing indicators on collaboration from the literature are discussed. Finally, this chapter presents the initial set of indicators.

### 3.1 Inner city collaboration

Collaboration is increasingly used in the development of inner cities and is even recognized as a condition for managing an inner city. Individual parties alone often cannot make a difference or respond quickly enough to urban trends and developments. Leeb and Rudeberg (2014) even mention that combined resources and shared efforts are necessary to achieve sustainable development because no individual or organization can do it alone. Therefore, intensive collaboration between both private and public parties is regarded as necessary in inner city management (Platform Binnenstadsmanagement, 2020; Platform31, 2018; Weltevreden et al., 2018).

Where literature distinguishes different definitions of collaboration, the purpose of collaboration is often described in the same way. Emerson et al. (2012) point out that the purpose of collaboration is generating a certain result as a team that could not be achieved separately. They emphasize the achievement of results that stakeholders cannot obtain alone. Thomson et al. (2009) define collaboration more extensively: “a process in which autonomous or semi-autonomous actors interact through formal and informal negotiation, jointly creating rules and structures governing their relationships and ways to act or decide on the issues that brought them together; it is a process involving shared norms and mutually beneficial interactions.” This emphasizes that collaboration is a multidimensional process in which a certain uniformity drives action or decisions on shared issues. The definition of Koontz and Thomas (2016) is similar, where they state that collaboration can solve a common problem or support collective gains: “collaboration is characterised by diverse stakeholders working together to resolve a conflict or develop and advance a shared vision.” Himmelman (1994) describes collaboration as: “engaging in cooperative activities to enhance the capacity of both self and others to achieve a common purpose.” (Emerson et al., 2012). Although the term cooperative is used to describe collaboration, the two terms are quite different. While the terms may cause confusion in the literature, this study uses the following distinction: Cooperation often refers to personal matters, like being friendly and showing a pleasant behavior. Collaboration is more group-related, like aligning goals and resources with others and actively engage parties in a joint effort. Essentially, collaboration can both improve the capacity of an individual as in making it possible to achieve a common goal.

Over time, different concepts and models have emerged to describe the network and structure of collaboration and to enable interaction between stakeholders. The literature often refers to the development of collaboration in terms of different stages. The dynamics of collaboration can change as it adapts and develops during a process, wherein the effect of collaboration can be

assessed at different periods (Emerson & Nabatchi, 2015b). Mandell and Keast (2008) suggest that there are four stages that represent the process of collaboration:

1. *Formation*: bringing actors together, agreeing on a common goal, deciding what to do, building relationships, trust, norms and the commitment required to make collaboration possible.
2. *Stabilization*: aimed at gaining recognition for efforts as well as developing and maintaining the skills needed to maintain collaboration.
3. *Routinization*: in this stage, collaboration becomes standard, with rules and guidelines being developed to ensure continuous collaboration.
4. *Extension*: in this final stage, the collaboration effort is considered a viable operation.

These four stages show that although the process of collaboration is broadly similar, the interaction between the stakeholders may differ. The first stage, formation, is more informal and mainly focuses on bringing stakeholders together and starting relationships, while the third stage, routinization, specifically focuses on developing rules and guidelines. In the process, each stakeholder has its own issues besides the common goal, with some stakeholders even competing with each other. These differences influence the level of interaction. According to Westphal et al. (2010), interaction is determined by the trust in stakeholders and the willingness or motivation to provide information and find solutions. In addition, the study by Katsela and Browne (2019) indicate that stakeholder involvement is necessary at all stages of collaboration, but that the intensity and type of involvement may change over time. This is due to different internal needs, motives and goals of the stakeholders, as well as external factors such as policies, rules and regulations (Katsela & Browne, 2019). Also, Leeb and Rudeberg (2014) pointed out that when there is a regular frequency of meetings, stakeholders perceive the atmosphere and communication as safe and open. It provides opportunity to discuss progress and to clarify situations, but also to stimulate creativity. In addition, shared expectations between those involved are essential in collaboration. Through shared expectations, stakeholders know what others expect from them but also what they can expect from others (Leeb & Rudeberg, 2014).

## 3.2 Governance

The previously discussed process of collaboration that often takes place within a network of public and non-public actors is called governance. Governance is considered necessary to manage the interaction between different stakeholders. Some studies emphasise governance as the role of urban actors and stakeholders in smart cities (Das, 2018), while others emphasise the role of human capital to highlight a city's smartness (TGS, 2015). Governance can also be related to, for example, corporate governance or public governance. The article of Klijn (2008) discussed different interpretations of governance, where the interpretation as network governance is the one most common to this research: "governance takes place within networks of public and non-public actors, and the interaction between these groups makes processes complex and difficult to manage. Consequently, different steering and management strategies are required compared to more classical approaches. The focus here is on the complex interaction process and negotiation in a network of governmental organizations and other organizations, both private and not-for-profit" (Klijn, 2008). Governance is, therefore, considered important in the process of smart city collaboration due to the diversity of stakeholders, but also because of the increasing participation of stakeholders. Today's society shows that stakeholders have become more empowered and accept less from the authorities. Stakeholders want to use their own interests, goals and visions to achieve a common goal. According to Ooms et al. (2020), governance is key to achieve shared goals by giving all stakeholders the opportunity to contribute. In addition, Stam (2015) indicates that urban collaboration initiatives have opportunities to create a value, such as a shared culture, but that governance is the link to convert these opportunities into a concrete value.

### Collaborative Governance Regimes

A subcategory related to the previously discussed governance is collaborative governance. Ansell and Gash (2018) describe it as a collective decision-making process that is formal, consensus-based and in consultation with all parties involved, who develop goals and strategies and share responsibilities. Governance is a broader concept, where collaborative governance is often applied in smaller settings, with the aim to implement public policies or programs. Also, Ulibarri et al. (2020) mentions that collaborative governance differs from other governance arrangements because it involves a stronger interaction between the participants due to shared issues like problems, challenges and opportunities. The studies by Emerson and Nabatchi (2015b) and Emerson et al. (2012) linked collaborative governance and productivity performance, from which the concept of Collaborative Governance Regimes (CGR) emerged. CGRs comprehends an inter-organizational system, where various interests and structured processes are represented. Moreover, rules are used to ensure repeated and constant (long-term) interaction among stakeholders, leading organizations to join with the expectation of creating additional profits or protection from harm or risk (Emerson & Nabatchi, 2015b).

There are a number of components with multiple elements that point out the potential for collaborative action. Although Emerson et al. (2012) discusses three components, this research only focuses on *shared motivation* and *capacity for joint action* because the third component relates to *principled engagement*. Since this research focuses on the three main stakeholder groups: municipality, real estate owners and entrepreneurs, the third component is excluded because the type of stakeholder is already known. Table 3.1 lists four elements related to stakeholders' shared motivation, and Table 3.2 lists four elements for a joint capacity. The indicators in these tables point out the key elements that create collaborative potential. Emerson et al. (2012) state that collaborative actions are more likely to be implemented if they are aligned with the elements of a stakeholder's shared motivation and supported by the elements related to joint capacity.

Table 3.1: Elements related to stakeholder's shared motivation (Emerson et al., 2012)

Element	Definition	Indicator
Trust	Confidence in the reliability, truthfulness, and abilities of others	Level of perceived trust between participants, the extent to which they find each other reasonable, predictable and reliable
Mutual understanding	Appreciation and tolerance of differences	Extent to which participants can identify and respect differences among each other, comfortability to reveal information to others and the amount of appreciation to and by others
Internal legitimacy	Beliefs about the worthiness and credibility of a CGR and its participants	The extent to which participants consider a CGR and its parties to be useful, worthy and credible
Commitment	Dedication and responsibility to the CGR, its collective purpose, target goals, and theory of change	Degree to which participants are committed to the CGR. Related to a collective goal and shared theories such as being motivated to achieve results together and feeling responsible and accountable



Table 3.2: Elements related to the capacity for joint action (Emerson et al., 2012)

Element	Definition	Indicator
Procedural and institutional arrangements	Protocols for managing the CGR over time	The quality of rules, regulations and operating protocols. The degree of effective governance and management within the CGR, and how individual organizations have protocols.
Leadership	Variety of roles taken on by the CGR participants to carry out different functions	The number and types of leadership positions filled and unfulfilled (e.g. manager, sponsor, mediator, expert)
Knowledge	Generation, sharing, and analysis of information, data, and expertise	Extent to which relevant knowledge was generated, developed and managed. Quality and accessibility of information. Technology used as a tool to share information.
Resources	Acquisition of human, technological, financial, and other resources needed to achieve the CGR's collective purpose	Degree to which funding, expertise administration, etc. were acquired. All parties contributed to the common goal and took into account the diversity of resources and capabilities of others.

### Digital governance

The digital form of governance is described as smart governance or e-governance, which is often accompanied by a digital platform. Platforms can be seen as websites where, for example, announcements and agreements are shared and documented. Also, obtained or measured data can be shared and monitored through a platform. These applications of ICT promote partnerships because a platform facilitates better communication and transfer of knowledge between the stakeholders involved, making it possible, for example, to monitor the progress of a city (Ojasalo, 2015; Rodrigues & Franco, 2018).

Digital governance is used to improve the decision-making process and policy-making, and to identify the needs and wishes of stakeholders (Sujata et al., 2016). Since the internet is the most widely used communication channel, it increases the opportunities for interaction between individuals and communities and it increases the efficiency of collaboration. The research by Risselada et al. (2018) shows that online communication platforms, such as Twitter and Chainels, are used less frequently in inner city collaboration (in the research period around 2018), but that the collectives that do use these platforms are very satisfied about collaboration. Now, three years later, the number of inner city collectives using Chainels has increased, which may suggest a higher level of satisfaction with collaboration in inner cities when such platforms are used.

### 3.3 Inner city collaboration types

Stakeholders in inner cities are increasingly adopting a collaborative approach. Most individual parties do not have the capacity or knowledge to respond to rapid local changes or problems, but a collective approach often does. Collaboration in inner cities involves multiple stakeholders, including both public and private parties who generate a certain added value. This form of collaboration is often called a Public-Private Partnership (PPP). However, the more diverse and conflicting a collaborative group is, the greater the likelihood of different perspectives and

ambitions (Emerson & Nabatchi, 2015a). To manage such groups and create certain structures, various inner city organizations have emerged over the years. A number of formats that regularly occur in Dutch inner cities are explained in this section. Although these are not all formats in inner city collaboration, they provide an impression of the possibilities of obtaining structure in a collaborative organization.

### **Ecosystems**

Ecosystems consist of different types of stakeholders working together to achieve a result. A city can consist of one or more ecosystems, in which each stakeholder has its own interests and reasons for contributing to the ecosystem (Ooms et al., 2020). The term ecosystem actually emphasises how different types of work activities can form a system and influence each other. According to Visnjic et al. (2016), an ecosystem is not 'just' a two-way collaboration that stakeholder engage in, but it combines multiple relationships where stakeholders are dependent on each other. Furthermore, Visnjic et al. (2016) describe three ecosystem types: (i) extended enterprises, where a city acts as central authority and coordinates activities as integrator, (ii) platform hub, where a city acts to control the context of projects, and (iii) ecosystems-of-ecosystems, where the local government acts as organizer, balancing the roles of (i) and (ii) to manage conflicting stakeholder goals (Das, 2018; Visnjic et al., 2016).

### **Center management**

Center management is defined as: "a structural partnership of public and private parties in a center, on the basis of equality, with a joint commitment of resources, to strengthen the attraction and thus the economic functioning of the center." (BRO, 2010). Center management is considered a practical and professional approach in inner city collaboration, that requires an organizational structure to represent the interests and commitment of all participating stakeholders. Over the past 20 years, investments in center management have increased as a result of inner city challenges, like high vacancy rates, declining visitor numbers and increasing competition between cities (Platform Binnenstadsmanagement, 2020). The need for an integral approach and joining forces are seen as the most important reasons to start with centre management (Platform Binnenstadsmanagement, 2020). This is in line with the research of Weltevreden et al. (2018), which indicate that good collaboration, based on shared and measurable goals, good division of tasks and knowledge of each other's interests, is essential for the chances of success in a collective organization.

### **Business Investment Zone**

A Business Investment Zone (BIZ) or Business Improvement District (BID) is a form of collaboration between stakeholders with the aim of investing in a shopping area or business district. The companies established in the area in question jointly determine what additional measures need to be implemented in order to make an area more attractive. These measures are in addition to municipal plans. The most striking aspect of this form of collaboration is that the companies involved are obliged to make a financial contribution. If the majority of companies agrees with a measure, a financial contribution is charged to all companies in the area to finance the measure (Menger et al., 2005). This avoids financial problems, which often hamper collaboration, and prevents so-called 'free riders' (companies who benefit but do not pay for the costs). Another aspect of a BIZ is the fixed duration (maximum of five years). At the end of this period, an evaluation takes place after which it is decided to continue, adjust or discontinue the collaboration. Collectives such as a BIZ are not obliged to formulate measurable objectives, which makes it difficult to demonstrate the concrete contribution in an evaluation, but there is accountability for the activities that have taken place (Weltevreden et al., 2018).

### 3.4 Barriers in collaboration

Besides the previously discussed possibilities to bring structure in inner city collaborative organizations, certain barriers to collaboration can also be identified. Although barriers in collaboration are highly dependent on the situation in which collaboration takes place, and some studies even focus on a specific industry, some barriers can be identified that are common in multi-stakeholder collaboration. The study by Berden et al. (2019), identifies the following more general obstacles:

- Lack of direction
- Inadequate instruments and policies
- Poor information systems
- Conflicting goals and values
- Lack of trust
- Lack of communication and information sharing
- Insufficient knowledge

The first three barriers can be traced back to formal issues such as regulation, coordination, planning and monitoring, where the last four barriers relate more to informal issues such as perception, awareness and behavior (Berden et al., 2019). Their research states that by removing or reducing these barriers, the governance aspect in or between organizations can be improved. In addition, the study by Miller et al. (2020) identified several barriers that affect and influence stakeholder engagement. These barriers are described within four main themes, namely (1) decision making processes, (2) information-sharing processes, (3) institutional structures, and (4) participatory processes (Miller et al., 2020). For example, decision making processes are associated with power imbalances, information sharing processes are associated with conflict and lack of trust, and participatory processes are associated with an inadequate capacity to participate (Miller et al., 2020). Although the study relates to a different context than this research, these barriers are often related to the interaction between stakeholders and the way the process of collaboration takes place. If it turns out that these barriers actually say something about the effect or degree of collaboration in inner cities, then such barriers can be included in the framework of indicators, in order to check whether these situations occur.

### 3.5 Existing indicators

Collaboration can originate from a common goal or ambition and proceeds through the creativity of several stakeholders, each with their own contributions and points of view. Every form of collaboration can therefore be seen as unique. By applying a standardized tool to measure the effect of collaboration and to make a comparison between multiple inner cities goes somewhat against the specific characteristics of collaboration. Also, the literature often lacks specific definitions for frequently used terms such as government, cooperation and networks. These terms are often mixed up or used in combination to describe collaboration because it is studied within many different research areas. Studies can therefore assess collaboration in different ways, which complicates the understanding of measurement and the effect it produces. Nevertheless, this section describes a number of existing indicators related to governance or to the interaction between stakeholders. Some of these indicators measure collaboration to a certain extent.

#### 3.5.1 Governance indicators

In the study by Op 't Eijndt (2019), the quality of governance elements was expressed in the following indicators: level of organization, financial responsibilities, policies and communication. After the study weighed these indicators, the ranking in table 3.3 emerged. This ranking also includes some criteria used in a survey to collect data about governance indicators. However,

despite this comprehensive approach, Op 't Eijndt (2019) emphasises that filling in these criteria, based on a survey for collaborating stakeholders, is a complicated task and difficult to quantify. This is because the criteria are related to different subjects that are managed by different departments within an organization, meaning that no single person has all the necessary knowledge (Op 't Eijndt, 2019). Criteria from the model may be suitable for application in this research. To avoid the previously mentioned problem of quantification, the data may be collected through existing data sets. If data sets can provide information for such indicators, the subjective influence of individuals (by for example, filling out a questionnaire) is avoided. In addition, the weighing indicates that financial responsibilities and level of organization are of considerable importance to the governance component.

Table 3.3: Weighted governance indicators and criteria (Op 't Eijndt, 2019)

Weight	Indicator	Description	Criteria
0.319	Financial responsibility	The willingness of the various parties from the city center to contribute financially to the joint development of the inner city.	# of parties with financial responsibilities # of formalized collaborations
0.315	Level of organization	The involvement of the various stakeholders in the development of the inner city and the participation of these stakeholders in the associated cooperation.	Management organized (yes/no) Center manager appointed (yes/no) # of affiliated parties # of organized parties
0.183	Policies	The presence of current and supported policy on the development of the city center on various themes and the translation of these policy frameworks into implementation.	# of policies on subject # of policies on scale # of implementation programs
0.183	Communication	The quality and scope of the information exchange between various stakeholders from the inner city.	Communication platform (yes/no) # of active parties on platform

### 3.5.2 Governance performance

The study by Ooms et al. (2020) investigated how governance elements are used within a smart city ecosystem, which was previously discussed in section 3.3. Ecosystems consist of different types of stakeholders working together to achieve a result. A smart city can consist of one or more ecosystems, in which each stakeholder has its own interests and reasons for contributing to the ecosystem (Ooms et al., 2020). The study identified three phases of smart city evolution: initiation, growth and maturity. Subsequently, some theoretical factors from Stam (2015) were adopted that are considered essential for effective governance. According to Ooms et al. (2020), these factors enhance the effectiveness of an ecosystem the most when used during specific development phases. The factors and phases are indicated in Table 3.4. It is interesting to note the effectiveness of a specific factor in a phase of smart city evolution and for some factors even throughout the entire process. This study builds on the idea that factors have a relationship with the development

process of a smart city. If smart cities try to evolve to a next phase, they can focus on specific factors that enhance the effectiveness of governance, and therefore the ecosystem in which several stakeholders work together.

Table 3.4: Governance factors used in different smart city phases (Ooms et al., 2020)

Factor	Initiation	Growth	Maturity	All phases
Leadership				X
Strategy	X			
Dedicated organization		X		
Development and management processes				X
Smart city principles				X
Performance measurement			X	
Cooperation strategy	X			
Co-creation strategy		X		
Common goals	X			
Communication				X
Transparency				X
Expectation management				X
Trust				X
Commitment				X

### 3.5.3 Productivity performance

The study by Emerson and Nabatchi (2015b) focuses on productivity performance in the concept of Collaborative Governance Regimes (CGR), which was previously discussed in section 3.2. The model is based on three levels, outputs, outcomes and adaption. Because multiple organizations are active within a CGR, each with their own interests and resources, its performance must be assessed on several units of analysis to achieve a more holistic approach. In their assessment, Emerson and Nabatchi (2015b) use the following performance levels (PL) and units of analysis (UoA):

- (PL) *Actions (outputs)*: for example, acquiring support, formulating policies, monitoring or collecting funds. Actions that could not have been achieved by a stakeholder alone.
- (PL) *Outcomes*: result from actions stimulated by collaboration. For example, in the technological, physical or social field. Specific and short-term results are easier to measure and broader, longer-term results are more difficult to measure.
- (PL) *Adaptation*: reactions to the collaborative outcomes. This can take place on a small or large scale, in a different context or in different circumstances.
- (UoA) *Participants Organization*: organizations that have an interest in a collective result or want to solve a (common) problem.
- (UoA) *CGR*: to attract and retain stakeholders and initiate procedures and rules aimed at the interaction and performance of the collaboration system.
- (UoA) *Target Goals*: related to objectives that can vary significantly, depending on the collective goal. Often related to a (public) problem, condition or service.

Combining all nine dimensions is, according to Emerson and Nabatchi (2015b), the best integrated approach in assessing collaborative productivity performance. Their study suggest that collaborative networks produce actions that result in certain outcomes, which in turn can lead to adjustments or changes in a network, in it's members, or the goal that needs to be changed.

Therefore, it might be interesting for this research to investigate the current level of collaboration in inner city organizations. By determining the level, it may be possible to determine the process of collaboration to see whether there is any development or progress. This will allow a collaborative organization to evolve by anticipating on facets that belong to another level.

### 3.5.4 Measuring the degree of collaboration

Although the study by Frey et al. (2006) is about measuring change in a collaborative process, they created a compact overview of interesting characteristics of collaboration. In their study, respondents were asked to what extent they collaborated with another partner. Different subjects were answered with the degree of collaboration, on a scale from 0 (no interaction at all) to 5 (collaboration). Table 3.5 shows the complete overview with the levels and characteristics. The description of characteristics makes it possible to determine the degree of collaboration to some extent. For example, level 1 (networking) only involves the awareness of a stakeholder with little communication between the participants, whereas level 5 (collaboration) involves equal trust, frequent communication and reaching actual agreement on all decisions (Frey et al., 2006). The table shows that real collaboration is achieved when: all members belong to one system, there are frequent communication moments that characterize mutual trust, and consensus is reached on all decisions.

This research uses some characteristics as indicators to determine the degree of inner city collaboration to a certain extent. By checking the relationship characteristics in collaborative organizations, there can be some determination of the level of collaboration that has been achieved. For example, if there is no awareness of the organization, there is little communication, and decisions are made independently, the level of collaboration is expected to be networking (first level). The characteristics of the levels that follow may serve as a guide to achieve a higher degree of collaboration.

Table 3.5: Levels of collaboration and relationship characteristics (Frey et al., 2006)

Level of Collaboration	Relationship characteristics
(1) Networking	<ul style="list-style-type: none"> <li>- Aware of organization</li> <li>- Loosely defined roles</li> <li>- Little communication</li> <li>- All decisions are made independently</li> </ul>
(2) Cooperation	<ul style="list-style-type: none"> <li>- Provide information to each other</li> <li>- Somewhat defined roles</li> <li>- Formal communication</li> <li>- All decisions are made independently</li> </ul>
(3) Coordination	<ul style="list-style-type: none"> <li>- Share information and resources</li> <li>- Defined roles</li> <li>- Frequent communication</li> <li>- Some shared decision making</li> </ul>
(4) Coalition	<ul style="list-style-type: none"> <li>- Share ideas</li> <li>- Share resources</li> <li>- Frequent and prioritized communication</li> <li>- All members have a vote in decision making</li> </ul>
(5) Collaboration	<ul style="list-style-type: none"> <li>- Members belong to one system</li> <li>- Frequent communication is characterized by mutual trust</li> <li>- Consensus is reached on all decisions</li> </ul>

### 3.5.5 Success factors in collaboration

From successful collaboration in San Francisco, Leeb and Rudeberg (2014) divided success factors into two categories: plan and manage. The plan factors are considered preconditions for successful collaboration and are applicable in the initial phase, the manage factors are related to a longer period during the process of collaboration (Leeb & Rudeberg, 2014).

In general, Leeb and Rudeberg (2014) mention in their study that it is important to collaborate with the right people during the plan phase. On the one hand, this is supported by the emphasis on collaboration between stakeholders who want to achieve the same goals, who have a similar vision and share the same values to reach agreement more easily. However, if the collaborating stakeholders are very homogeneous, there is a risk of group thinking, which can lead to uniformity (Leeb & Rudeberg, 2014). Therefore, on the other hand, emphasis is placed on the diversity of stakeholders to take different opinions and perceptions into account to achieve sustainable development. Hence, it is important to strike a balance between similar objectives and diversity in a collaborative initiative. In Table 3.6, the first five factors refer to the plan phase and the second five to the manage phase.

Table 3.6: Success factors in stakeholder collaboration (Leeb & Rudeberg, 2014)

Factor	Description
Choice of subject	Related to the mission of the collaboration initiative. To apply a certain scope in addressing collaboration matters
Shared purpose	There should be agreement on the reason for collaboration, so the involved stakeholders are guided by a common purpose. To prevent self-interest from counteracting the common goal
Goals	Important to set specific goals at the beginning of the process, to create a common course and avoid conflicting objectives
Shared expectations	Important to underline the expectations between the stakeholders, to integrate the wishes and needs of all into a common result
Capacity	There must be enough resources to achieve the common goals. Often related to sufficient money, time and people
Relational aspects	Related to respecting different goals and opinions of the stakeholders. Related to trust between stakeholders, and what to expect from each other to achieve something together
Communication	Communicating through face-to-face meetings, phone calls and e-mails to get to know each other, provide feedback and build a relationship
Mutual interest, commitment and action	Stakeholders must be interested, have a certain level of dedication and put in effort to produce their best work and successfully collaborate
Facilitator	A neutral and knowledgeable person who can manage the process, meetings and the common goal
Win-win situation	Stakeholders should be aware that equal benefits do not always apply. As long as it benefits the common goal, stakeholders seem to accept that they do not directly benefit themselves

### 3.6 Conclusion

Although collaboration in each inner city is different, often due to local or contextual conditions, a number of important outlines and indicators can be identified. In this extensive conclusion, first a textual conclusion is given where the first section answers the second sub-question, "What is meant by stakeholder collaboration in inner cities?". Subsequently, Table 3.7 presents the initial set of indicators which is compiled from the previous chapters and sections.

Collaboration is recognised as a condition for managing inner cities. Collaboration sets in motion a quicker and stronger response to urban challenges and is considered necessary to create sustainable development. The collaborating process between multiple stakeholders strengthens the continuity of developments and ensures the achievement of sustainable results because multiple perceptions and opinions are taken into account. However, a group of diverse stakeholders can also cause problems due to competing values and conflicting interests. A good balance is therefore important, taking into account individual interests, dependencies and stakeholder participation. Furthermore, this study adopts the idea that collaboration consists of several phases, like formation, stabilization, routinization and extension, that together form a certain developing process. In that sense, each phase has certain indicators that show the level or development of collaboration: during the initial process of collaboration it is often about informing and bringing stakeholders together, where later in the process it is more often about rules and guidelines to create a certain routine. Governance is thereby the process that involves the participation of multiple (private and public) stakeholders to initiate actions and achieve a common goal. A number of elements shows the potential for collaborative actions, such as trust and commitment, but also leadership and knowledge. In the case of barriers in collaboration, the opposite of these elements is often seen, such as a lack of trust. In inner cities, the importance of partnerships is recognized because many stakeholders, with different perspectives and ambitions, come together in a relatively small area. This results in professional and structured collaboration initiatives, such as Center Management and a Business Investment Zone. These partnerships often involve an integrated approach or even a (mandatory) financial contribution, and are essential in creating a balance between multiple stakeholders and to set plans in motion or achieve objectives.

The most relevant factors and elements from the previously discussed studies are categorized into main categories and indicators in Table 3.7. In this process, only the indicators that truly relate to multi-stakeholder collaboration or that emerged as most important are selected. For example, the study by Op 't Eijndt (2019) shows that the indicators Policies and Communication both receive a low weight and are therefore considered less relevant. However, because Policies does not appear in other discussed studies and Communication does, the latter has still been included in the table. The initial set of indicators in Table 3.7 addresses different types of themes and corresponding indicators. The first three themes: interaction, commitment and communication are more focused on the relationships and interaction between stakeholders and are considered to be more subjective. The last four themes: capacity, strategy, level of organization and result are more focused on the structure and approach of the organization and can be considered more objective. Because subjective indicators are influenced by an individual's own perceptions, expectations, experiences, attitudes, and circumstances, the credibility and reliability of these indicators are questioned (Noll, 2013). It is therefore questionable to what extent subjective indicators can be used as standardised components. However, the subjective indicators are included in the framework because they are of great importance for the interaction between stakeholders.



Table 3.7: Initial framework with indicators

Main category and indicator	Specification	Research
<b>Interaction</b>		
<i>Respect</i>	Respecting different goals and opinions.	Leeb & Rudeberg, 2014
<i>Trust</i>	Mutual trust between stakeholders. The extent to which they find each other reasonable, predictable and reliable.	Leeb & Rudeberg, 2014 Ooms et al., 2020 Emerson & Nabatchi, 2015a
<i>Motivation and willingness</i>	The motivation and willingness to provide information and find solutions.	Westphal et al., 2010 Emerson & Nabatchi, 2015b
<i>Expectation</i>	Through shared expectations, stakeholders know what others expect from them but also what they can expect from others.	Ooms et al., 2020 Leeb & Rudeberg, 2014
<i>Participation</i>	When the interest of a stakeholders increases, so does the participation.	Emerson & Nabatchi 2015a Op 't Eijndt, 2019
<i>Dependency</i>	When stakeholders are more dependent, they show greater commitment.	Freeman, 1984 Platform Binnenstadsmanagement, 2020
<i>Transparency</i>	Stakeholders should be open and transparent towards each other.	Ooms et al., 2020
<b>Commitment</b>		
<i>Mutual understanding</i>	The appreciation and tolerance of differences.	Emerson & Nabatchi, 2015a
<i>Mutual interest, commitment and action</i>	Stakeholders must be interested, have a certain level of dedication and put in effort to produce their best work and successfully collaborate.	Leeb & Rudeberg, 2014
<i>Commitment</i>	All stakeholders should equally participate and contribute.	Ooms et al, 2020
<i>Responsibility and dedication</i>	Being motivated to achieve results together and feeling responsible and accountable for the results.	Emerson & Nabatchi, 2015a
<i>Unity</i>	Members belong to one system.	Frey et al., 2006
<b>Communication</b>		
<i>Frequent communication</i>	To get to know one another, provide feedback and build a relation. To discuss progress, to clarify situations and to stimulate creativity.	Frey et al., 2006 Leeb & Rudeberg, 2014
<i>Information exchange</i>	The quality and scope of information exchange between stakeholders.	Op 't Eijndt, 2019
<i>Platforms</i>	The usage (and number) of online communication platforms for increased satisfaction about collaboration.	Risselada et al., 2018 Op 't Eijndt, 2019

Table 3.7 continued from previous page

Main category and indicator	Specification	Research
<b>Capacity</b>		
<i>Financial responsibility</i>	The number of parties with financial responsibilities.	Op 't Eijndt, 2019
<i>Capacity</i>	Enough resources to achieve the common goal.	Leeb & Rudeberg, 2014
<i>Resources</i>	Technological, financial, and other resources needed to achieve collective purpose.	Emerson & Nabatchi, 2015a
<b>Strategy</b>		
<i>Choice of subject</i>	Related to the mission of the collaboration initiative. To apply a scope in addressing collaboration matters.	Leeb & Rudeberg, 2014
<i>Shared purpose</i>	Agreement on the reason for collaboration, so there is guidance by a common purpose.	Leeb & Rudeberg, 2014
<i>Common goal</i>	Set specific goals at the beginning of the collaboration, to set a common course and avoid conflicting objectives.	Leeb & Rudeberg, 2014 Ooms et al., 2020
<i>Internal legitimacy</i>	Beliefs about the worthiness and credibility of a collaborative initiative and its participants.	Emerson & Nabatchi 2015a
<b>Level of organization</b>		
<i>Leadership</i>	The number and types of leadership positions filled and unfulfilled (e.g. manager, sponsor, mediator, expert).	Emerson & Nabatchi 2015a
<i>Facilitator</i>	A neutral and knowledgeable person who can manage the process, meetings and the common goal.	Leeb & Rudeberg, 2014
<i>Center manager</i>	Center manager appointed yes or no.	Op 't Eijndt, 2019
<i>Procedural and institutional arrangements</i>	Rules, regulations and operating protocols.	Emerson & Nabatchi, 2015b
<b>Result</b>		
<i>Consensus</i>	Consensus is reached on all decisions.	Frey et al., 2006
<i>Win-win situation</i>	Equal stakeholder benefits do not always apply. As long as it benefits the common goal, stakeholders seem to accept that they do not directly benefit themselves.	Leeb & Rudeberg, 2014
<i>Common result</i>	The number of implemented collaboration programs or projects.	Op 't Eijndt, 2019

# Chapter 4

## Methodology

In this study, desk research, qualitative research and quantitative research are conducted to answer the question of how inner cities can be assessed in terms of stakeholder collaboration by using a standardised framework composed of indicators. In the previous sections, the development and importance of inner cities and its stakeholders is discussed, followed by an analysis of collaboration and existing indicators. This led to the initial findings of a theoretical framework of indicators, which are considered important when describing collaboration among various inner city stakeholders. This chapter describes the methods used in this research to create a final framework of indicators that provide insight into the quality of inner city stakeholder collaboration. The first section presents a description of the research design. The sections that follow begin with the elaboration of practical cases, then the interviews, followed by the AHP research.

### 4.1 Research design

The literature review, in the form of desk research, forms a theoretical basis by describing factors in collaboration. The literature review thereby creates certain expectations about the structure of stakeholder collaboration in inner cities. In order to gain an impression of the extent to which these expectations are fulfilled, practical cases are developed to describe the current state and structure of collaboration in Dutch inner cities. Furthermore, interviews are conducted, as a form of qualitative research, to see whether the theoretical formulated indicators correspond to reality to a certain extent, and to explore current collaboration initiatives between stakeholders. The practical cases and interviews will be used to test the initial set of indicators by questioning the importance of each indicator. In this way, a more specific selection of indicators can be made to eventually create a framework. As collaboration is a practical matter, it is expected that existing theories are limited in their ability to unravel collaboration. In this sense, the practical cases and the interviews will help to further clarify the current state of collaboration between stakeholders in inner cities. The more specified framework of indicators, emerging from the qualitative research, will then be tested and weighted. To numerically value the weight of each indicator, an analysis of expert judgment through pairwise comparisons in an online questionnaire will be applied, which is part of the AHP method. This will result in a final framework where the indicators are structured in a hierarchy and their importance is indicated by ranking.

### 4.2 Practical cases

To see whether the initial theoretical findings on collaboration correspond to current and practical forms of collaboration, four practical cases are developed. These cases concern Dutch inner cities that each use a form of inner city management, in which both public and private stakeholders are involved. The cities in question are Den Bosch, Doetinchem, Roosendaal and Zwolle. These cities were chosen based on the use of some form of collaborative organization, the availability of

documentation, and the fact that they represent two medium-large and two large inner cities. The documentation includes, among other things, annual programs of inner city stakeholder organizations, policy documents, contract agreements, vision or action plans and evaluation documents. The reviewed documents and reports will reveal the main features of the collaboration process. It is expected that inner cities do not have a uniform setup of stakeholder collaboration, so there may be significant differences between the inner cities. Therefore, the following approach is used to describe in broad terms how collaboration is organized in each inner city.

- Type of stakeholders and organizations
- Assigned tasks and roles
- Objectives and responsibilities
- Financial resources
- How agreements are documented and monitored

The four cities are defined according to the approach of the Binnenstadsbarometer, making a distinction between the total number of public-oriented functions (retail, leisure and services). Medium-large cities have 225 - 550 public functions and large cities have 550 or more public functions (Platform Binnenstadsmanagement, 2019). Therefore, Den Bosch and Zwolle are defined as large cities and Doetinchem and Roosendaal are defined as medium-large cities. By selecting cities with different capabilities, it may be possible to say something about the impact or degree of collaboration, like differences in financial resources or the number of collaborating stakeholders. Furthermore, the choice was based on existing contact details at Platform Binnenstadsmanagement with managers and directors of the inner cities in question. This made it possible to receive recent and relevant information, but also to schedule and conduct interviews with experts in a manageable time frame.

Although it is questionable to what extent four inner cities can be representative for all inner cities in the Netherlands, the practical cases do provide insight into the current state of collaboration in Dutch inner cities to a certain degree. Also, the practical cases provide an intermediate form of feedback on whether the initially formulated indicators are suitable for Dutch inner cities. It should be noted, however, that in order to fully understand how inner city stakeholders collaborate in partnerships and how different stakeholders interpret collaboration, a number of semi-structured interviews in the four inner cities are required to achieve a certain depth and understanding of the collaboration process.

### 4.3 Interviews

The semi-structured interviews are conducted with professionals who work in the 'industry' of inner city management or center management. Three stakeholder categories have been retained in which the professionals work or are contracted by. These categories have been discussed in section 2.2.2 as the main collaborating stakeholders in inner cities: the municipality, entrepreneurs and real estate owners. In line with this, the preference is given to a professional with a central function such as a board member or a representative of an association or council. These types of professionals generally have more up-to-date knowledge and skills to give an accurate picture of the situation. Additionally, because these stakeholders are active in various industries, a range of different viewpoints are taken into account, which increases the robustness of the results. The goal is to conduct 12 interviews, divided over three stakeholder categories (municipality, entrepreneurs and real estate owners) within the four inner cities. These are the same four inner cities involved in the practical cases. The research of Galvin (2015) indicates that saturation is largely reached after 12 interviews. The number of interviews therefore creates the expectation of theoretical saturation when no new information is obtained in response to the interview questions. However, this study does not consider this number as a minimum but more as a guideline, also because the interviews are semi-structured so the findings may vary. The interviews are used to further address

the experience of the collaborating stakeholders, like (choice) motives or beliefs and practises, but also to verify the initial set of indicators that are formulated on the basis of the literature review. By conducting the interviews, it is possible to find out whether these indicators are relevant or important in inner city collaboration and to determine whether theory corresponds to practice to some extent.

### **Data collection**

The interviews are semi-structured and will be guided by a list of topics and sample questions, that can be found in Appendix A. The topics and sample questions were primarily formulated according to the initial set of indicators formed in Table 3.7 and the information that followed from the practical cases. The first part of the list involves more general issues of collaboration regarding the organization, strategy, structure and representation of stakeholders. The second part is constructed from the initial set of indicators, where the indicators are processed into questions. Because the interviews are organized around a series of topics with open and closed questions, while other questions emerge from the dialogue between interviewer and interviewee, it allows a certain flexibility to elaborate on the answer given by the respondent (DiCicco-Bloom & Crabtree, 2006). Asking follow-up questions to the respondent's answer can potentially uncover interesting information, perhaps even additional indicators. The interviews are conducted per individual and last approximately 45 minutes to one hour. Prior to the interview, the interviewee is sent an overview of a number of topics and indicators that will be discussed during the interview. This is a more basic version of the in Appendix A included list with topics and sample questions, so that the interviewee can prepare.

To store the interview data, interview recording is considered a suitable choice (Jamshed, 2014). Recording the interview makes it easier to focus on the content of the interview and it is a useful way to transcribe the interview afterwards. However, recording an interview may involve uncertainty regarding the privacy of the interviewee. Therefore, prior to each interview it is discussed whether the interviewee agrees to the recording of the audio. It is also mentioned that the data will be treated confidentially and analyzed anonymously, which is in line with the approval of the Ethical Review Board of Eindhoven University of Technology under reference ERB2021BE25.

### **Interview analysis**

In analyzing the interviews, it is examined whether there are differences in the experience of collaboration between the interviewees (representatives of the municipality, real estate owners and entrepreneurs) or whether there are differences between large and medium-large inner cities. It is also examined whether certain indicators or factors correspond between the different cities and stakeholders. In other words, addressing the word frequency, for example, to explore the words and topics in the data and to discover certain patterns. Moreover, to adopt a systematic approach in the analysis of the interviews, a form of protocol analysis is used through the following steps (van der Zee, 2016):

1. Writing out interview data
2. Removing irrelevant information
3. Breaking down text into fragments
4. Labeling of fragments
5. Merge fragments under the same label
6. Rewriting text and drawing conclusions

Despite the fact that the interviews are semi-structured, a data-driven form of analysis is created, involving the observation of keywords, overlap or differences of the text fragments (van der Zee, 2016). Moreover, it may be possible to use the initial set of indicators formulated from the literature as labels in the analysis. These indicators might not appear in all interviews, but they can form a basis for selecting and grouping information. During the interviews, the aim is to find out for each indicator to what extent the interviewee finds it relevant or what his/her experience is of it during collaboration in the inner city. Also, by highlighting similarities or contradictions in the interview transcripts, it may be possible to define a more specific framework of indicators that relates exclusively to inner city collaboration. How the analysis is carried out is further discussed under results in Chapter five. Furthermore, the results from this qualitative part of the research are tested and weighted by conducting a pairwise comparison survey, as part of the AHP study, which is discussed in the next section.

## 4.4 Analytic Hierarchy Process

The Analytic Hierarchy Process is a well-known and widely used mathematical method for structuring decision problems. A major advantage of the AHP technique is that a complex problem is broken down into several smaller problems (categories) in a hierarchical structure. Therefore, Saaty (2008) describes the method as: "a theory of measurement through pairwise comparisons and relies on the judgments of experts to derive priority scales". In this way, a certain problem can be simplified by making comparisons based on expert input. While it can be argued that citizens and visitors are the actual experts when it comes to living and recreating in an inner city, this research chose to include only the opinions of professional experts: individuals that work in the 'industry' of inner city management and earn their living from it. In that sense, it is expected, that such professional experts have the skills to oversee the inner city and the collaboration that takes place within it.

### Pairwise comparison

The decisions involve weighing different intangibles against each other in order to achieve a certain objective. These comparisons are made using values on a scale from 1 to 9, which indicates the degree to which one category dominates another with respect to a particular attribute (Saaty, 2008). The weighing of categories, based on Saaty (2008) scaling, is considered common in AHP research and is explained in more detail in Table 4.1. It is assumed that the experts are able to make a pairwise comparison between the different indicators, which results in a square  $n \times n$  matrix called the pairwise comparison matrix. At the end of the AHP study, a ranking of the indicators is made where the highest values of the normalized weights indicates the top ranked indicators.

Table 4.1: The fundamental scale of absolute numbers, adapted from Saaty (2008)

Scale	Reciprocal	Definition	Explanation
1	1	Equal importance	Two indicators contribute equally to the objective
3	1/3	Moderate importance	Experience and judgement moderately favor one indicator over another
5	1/5	Strong importance	Experience and judgement strongly favor one indicator over another
7	1/7	Very strong importance	One indicator is favored very strongly over another, its dominance is demonstrated in practice
9	1/9	Extreme importance	The evidence favoring one indicator over another is of the highest possible order of affirmation

### 4.4.1 Decision problem and structuring of indicators

In regard to the decision problem, the goal in this research is to determine which indicators can be used in assessing stakeholder collaboration in inner cities. To achieve a valuation of the indicators, several steps need to be taken. This research follows the steps described by Hummel et al. (2014), i.e., (step one) structuring the decision problem, (step two) evaluating the decision criteria and alternatives, and (step three) ranking the alternatives, or in this case ranking the indicators of the final framework. The structuring of the decision problem took place in the literature review and the interviews. This section will further discuss steps two and three.

In this study, the formulated indicators obtained from the literature review and interviews form certain (sub-)categories to be measured and valued. These (sub-)categories can be numerically valued with a multi-criteria decision analysis. As such, the AHP research is based on organizing a problem into a hierarchical structure, as shown in Figure 4.1. The structure includes a goal, categories, subcategories, and alternatives. There are four categories (themes), where each category has four sub-categories (indicators). The alternatives represent the inner cities that can be scored by means of the indicators to assess the quality of inner city stakeholder collaboration. The description of the indicators can be found in section 5.3 (Table 5.4).

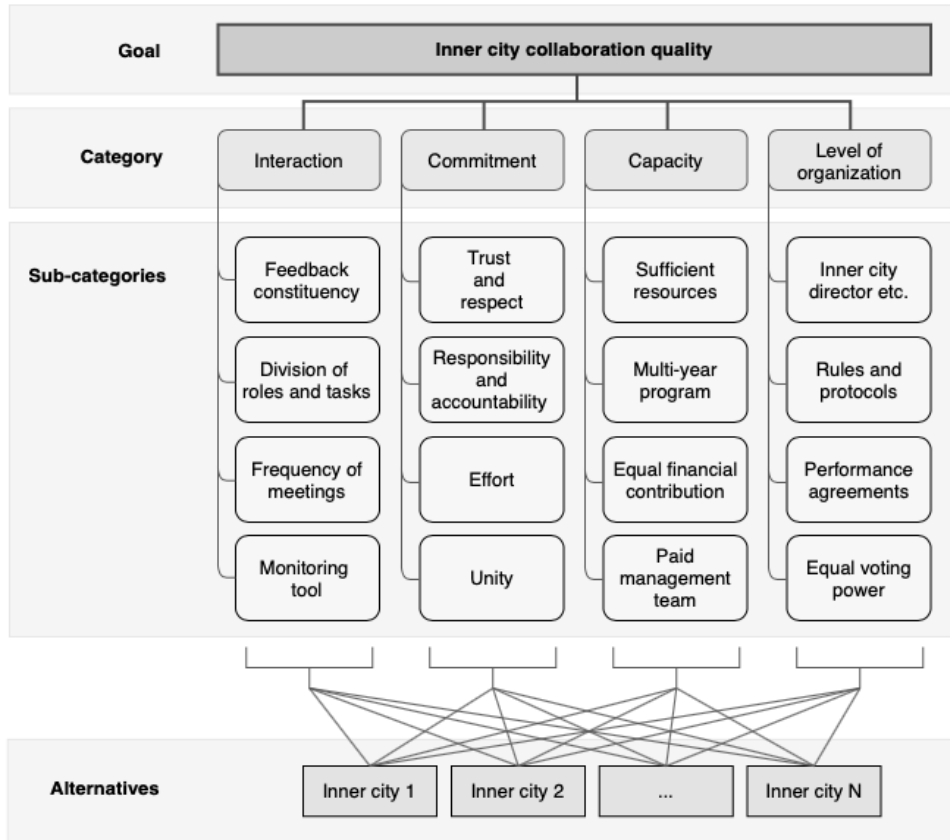


Figure 4.1: Hierarchical structure of (sub-)categories on inner city collaboration quality

### 4.4.2 Data collection

To value each indicator, assessment data is collected from experts who give their opinions on the indicators in a questionnaire. This questionnaire is completed digitally where each respondent indicates his or her own preference when comparing two indicators. For example, according to the scale used for the comparison, 1 means that two indicators are equally important and 9 means

that one indicator is extremely more important compared to the other (Saaty, 2008). This results in a set of weights (1, 2, 3, ..., N), where each indicator is assigned a weight. Table 4.2 shows an example of a pairwise comparison question where the respondent is asked to compare multiple indicators on the left and right with each other according to the corresponding scale.

Table 4.2: Example of pairwise comparison in the questionnaire

	Extreme importance	Strong importance	Equal importance	Strong importance	Extreme importance	
Interaction	9	7	5	3	1	3
Interaction	9	7	5	3	1	3
Interaction	9	7	5	3	1	3
Commitment	9	7	5	3	1	3
Commitment	9	7	5	3	1	3
Capacity	9	7	5	3	1	3

The questionnaire consists of 20 questions, where the first three questions relate to the respondent's expertise. The remaining 15 questions relate to the weighting of the themes and indicators, and the last two questions are for suggestions, and questions or comments. Each theme (interaction, commitment, capacity and organization level) consists of three questions, in which the corresponding indicators are described, as shown in Figure 4.1. The first question is about the respondent's preference comparing the themes or indicators. The second and third questions are about the respective themes or indicators that the respondent considers most and least important. These two questions are used to validate whether the respondent is consistent in answering. If the judgements are inconsistent, a comparison can be made with the answers to most and least important indicator to possibly adjust the respondent's choice. An explanation of the inconsistency is given in the next section on data analysis.

The questionnaire will be shared via an online survey among experts through three channels. First, through the communication platform Chainels, where experts from various cities, municipalities and center management organizations are members. Secondly, the survey is shared through a newsletter system, to which experts from different municipalities, collaboration organizations and consultants are subscribed. The third channel concerns the approach by e-mail where consultants are asked to complete the survey. All respondents provide judgement of the categories in the same way. The survey starts with questions about the expertise of the respondent, which allows for differentiation of the respondent's field of work and area of expertise when analyzing the results. Although the outcome of the survey is used to get average weights of preference to create a hierarchy, this subdivision of expert groups can be used in, for example, demonstrating differences in preference. The complete Dutch questionnaire can be found in Appendix C.

This study does not use a fixed minimum number of respondents to consider the data collection as successful, as Doloi (2008) indicates that an AHP analysis does not always requires a statistically significant sample size. By approaching experts through the previously discussed methods, it is expected to get judgements for the problem at hand. The approach in contacting experts and collecting personal data through the online survey is approved by the Ethical Review Board of Eindhoven University of Technology under reference ERB2021BE25.

### 4.4.3 Data analysis

The collected data on expert judgment from the survey should be processed and analyzed to make the data suitable for creating a hierarchy in the indicators. The pairwise comparisons of the indicators are therefore displayed in organized diagrams (matrices). These matrices are used to



calculate the relative importance of the indicators. Each matrix is described by  $A \in R^{n \times n}$ , and the following three properties should be satisfied, for all  $i, j = 1, \dots, n$ :

$$a_{i,j} > 0 \quad (4.1)$$

$$a_{i,i} = 1 \quad (4.2)$$

$$a_{j,i} = \frac{1}{a_{i,j}} \quad (4.3)$$

The matrices are constructed by filling in the values obtained from the online survey. For example, if indicator X is considered 5 times more important than indicator Y, this means that indicator Y must be 1/5 times more important than indicator X. Only half of the matrix needs to be filled in manually, since the other half is obtained from the reciprocal weights (1/3, 1/5, etc.). Although the output of the online survey is collected manually, automated Excel software from Goepel (2018) is used to construct the matrices and calculate the weights.

The matrices will first be reduced by calculating the priority ( $p_i$ ) of each indicator. The priority vector shows the relative weights of the indicators compared, and are calculated in each input sheet in the Excel software by using the row geometric mean method (Goepel, 2013a):

$$r_i = \exp \left[ \frac{1}{n} \sum_{j=1}^n \ln(a_{ij}) \right] = \left( \prod_{j=1}^n a_{ij} \right)^{1/n} \quad (4.4)$$

whereafter the weights are normalized by means of the following equation:

$$p_i = r_i / \sum_{i=1}^n r_i \quad (4.5)$$

Equation 4.4 shows that for each indicator the pairwise comparison scores are multiplied with the other indicators and raised to the power 1/n. This is also called the geometric mean. The sum of all elements in the priority vectors is one (100 percent), since the numbers are normalized as defined in equation 4.5. The weights are assigned to every expert group separately. The indicator with the highest value has the highest ranking.

In this research, however, the group average of each pairwise comparison is calculated to represent the opinion of the group as a whole, where each respondent is treated equally. There are two commonly used techniques to calculate group decisions in AHP: the Aggregation of Individual Judgements ( $a_{ij}$ ) and the Aggregation of Individual Priorities ( $a_{ip}$ ). In this research, the aggregation of individual judgements ( $a_{ij}$ ) is obtained by creating a group judgement matrix or consolidated decision matrix  $C$  from the individual  $k$  experts' input to eventually derive group priorities (Ivanco et al., 2017). The applied software from Goepel (2018) aggregates the individual pairwise comparison matrices into a new judgement matrix for each expert group. Then, a new priority vector will be derived from this group matrix. Although there are several methods for this calculation, the geometric mean is according to Saaty (2008) the only good way to calculate group judgements. Furthermore, the geometric mean method has been chosen because the data collection of this study involves collecting judgements and opinions from different experts (Brunneli, 2015; Hummel et al., 2014; Saaty, 2003). In this sense, it is expected that the data will not be completely consistent. The following equation has been applied in the software from Goepel (2018), to calculate the aggregated group results:

$$C_{ij} = \exp \frac{\sum_{k=1}^n w_k \ln a_{ij(k)}}{\sum_{k=1}^n w_k} \quad (4.6)$$

Here, the weighted geometric mean is applied on all the decision matrices elements  $a_{ij(k)}$ , by using the individual decision maker's weight  $w_k$  as will be provided in the input sheets in Excel.

### Consistency

The priority vectors are derived from consistent or nearly consistent comparison matrices. To ensure that the results are somewhat reliable, Saaty (2008) proposed the consistency index (CI) as a check for consistent answering, which is derived from the following equation:

$$CI = \frac{\lambda_{max} - n}{n - 1} \quad (4.7)$$

Here,  $\lambda_{max}$  is the largest eigenvalue of the matrix, and  $n$  is the maximum number of indicators that are compared within the matrix. However, to check whether the results from the CI are acceptable, the Consistency Ratio (CR) is applied, which is the re-scaled version of the CI by comparing it with the Random Consistency Index (RI) (Goepel, 2013c). This is an average index with estimated values for RI, which is presented in Table 4.3. For this research the number of criteria for each matrix is four so the number 0.88 is used as random index.

Table 4.3: Random consistency index, adapted from Brunneli (2015)

Number of elements ( $n$ )	1	2	3	4	5	6	7	8	9	10
Random consistency index (RI)	0	0	0.52	0.88	1.11	1.25	1.34	1.41	1.45	1.49

The RI value is used according to the number of elements ( $n$ ). Hence, the formula:

$$CR = \frac{CI}{RI} = \frac{\lambda_{max} - n}{r(n - 1)} 100\% \quad (4.8)$$

It is unrealistic, however, to expect 100 percent consistency in the answers because the questionnaire asks for opinions. Some degree of inconsistency may occur due to the subjectivity of individual estimates. Therefore, Saaty (2008) introduced the rule of thumb to accept assessment matrices with  $CR < 0.1$ . If the CR indicates that the judgements are too inconsistent, a comparison can be made with the questionnaire responses to the most important and least important indicator, to adjust the respondent's choice if necessary. However, Goepel (2013b) indicates that  $CR > 0.1$  is not necessarily a critical point, because even at a CR of 0.3, reasonable weightings can still be achieved. Furthermore, because this study focuses on obtaining group averages, the individual judgements are combined into group judgements. This allows inconsistent and consistent answers to be combined so that the group consistency may eventually become an accepted value. Therefore, this research adopts the threshold for accepting individual judgements of  $CR < 0.3$ . The aggregation into group judgements is related to the expert groups: municipality, consultancy, and center or inner city management organization. Although the option "other" for organization type is also included in the survey, it depends on how many respondents chose this answer and what they provide as an answer to include it in the data analysis.

### Calculating and aggregating data

The calculations of the priority vectors, the geometric mean and the grouping of judgements will take place by using software from Goepel (2013c). This software consists of several input worksheets for the manual input of the pairwise comparisons, a separate sheet for the automatic merging of the pairwise comparisons, as well as the calculation of the CR. As a result, the software produces a certain outcome of multiple matrices where the individual judgements of the indicators will be aggregated into one summarized matrix (group judgement). Despite the previously mentioned approach in the AHP research, this study does not elaborate on the mathematical background of the software and refers to the papers of Goepel (2013c), Op 't Eijndt (2019) and Brunneli (2015) for further explanation. Even though the software from Goepel (2013c) is comprehensive, it may be necessary to adjust some things manually, such as changing the previously discussed consistency. The next section on sensitivity analysis will look at this in more detail.

#### 4.4.4 Sensitivity analysis

In order to investigate the robustness of the results, a sensitivity analysis will be carried out by changing a number of controllable values or conditions. The sensitivity analysis is used to check whether the estimated weights and ranking, as a result of the aggregated pairwise comparisons, are stable. The sensitivity analysis can be performed in several ways. Two approaches are discussed below that can be applied in this research.

##### Partially completed responses

First, it is assumed that some experts only partially completed the online survey. This may occur because a respondent did not understand the questionnaire or did not complete the survey carefully. Although partially completed questionnaires are not included in the final sample, they may contribute to the weighting of one or more themes or indicators. It may happen that experts do not complete the questionnaire in full, but have given their judgements on the themes or a number of indicators. These pairwise comparisons can then be added to the original sample to see if the results change, which makes it possible to investigate the effect of a larger sample.

##### Inconsistent judgements

When individual opinions are combined into a group decision, inconsistency can occur in both the individual pairwise comparisons and the combined group decisions. To investigate the effects of inconsistent answers on the final weights of the indicators, there are two possibilities: (i) The expert's inconsistent answers can be adjusted to more consistent values, or (ii) the experts with inconsistent answers can be excluded from the group decision. The adjustment or exclusion of inconsistent answers can only be done manually as it is not included in the software from Goepel (2018). However, the software does indicate which pairwise comparisons are the most inconsistent, so it becomes clear which values can be manually adjusted to generate the strongest (consistent) effect. Adjusting responses is preferred over removing responses to retain the largest possible sample, where it still shows how much individual inconsistent answers affect the group judgment and ranking.

As discussed earlier, inconsistent judgements with a CR value up to 0.3 can still lead to good weightings (Goepel, 2013b). Therefore, only the individual judgements with CR values above 0.3 will be adjusted to  $\leq 0.3$ . When modifying values, one should keep in mind to make as few adjustments as possible in order to arrive at a CR value of  $\leq 0.3$ . In this process, the following two options are taken into account. Option one will be applied when there is a match between the answers to the corresponding second and third question in the questionnaire and the judgements. Option two will be applied when there is a deviation between the answers and judgements:

1. Modify the judgements that according to the software of Goepel (2018) indicate the highest value of inconsistency. These judgements are modified to a (lower or higher) value suggested by the software of Goepel (2018). If it turns out that the CR value has not reached the desired score of  $\leq 0.3$ , a second value will be adjusted and so on.
2. Modify the judgements that according to the software from Goepel (2018) indicate the highest value of inconsistency, taking into account the deviating choice for most important and least important indicator. For example, if an indicator has been judged most important but does not correspond with the respondent's answer to the second question in the questionnaire (most important), this indicator can be modified to a greater extent. The process of changing values is the same as in option one, but the answer to the most/least important question is dominant and determines to what extent a value can be modified.

## 4.5 Conclusion

The research design described in this chapter will be used to create a final framework of indicators to assess the quality of collaboration between stakeholders in an inner city. The elaboration of practical cases is used to gain insight into current practical collaborative organizations in Dutch inner cities, to check the initially formulated indicators for relevance in practice and to identify differences or similarities between the inner cities. The challenge here is to find sufficient information to support such expectations and to find information on similar topics, so that the practical cases can be used to compare the four inner cities with each other. The interviews are conducted to address the experience of the collaborating stakeholders with regard to their decisions in practice, and to verify the relevance and importance of the initial set of indicators. Additional indicators may be added as a result of discussing important issues in collaboration. Furthermore, because the interviews are semi-structured, it offers some flexibility to deviate from a certain topic, but it can also create bias because not every professional is asked the same questions.

The Analytic Hierarchy Process is a globally applied technique for solving complex decision problems, based on pairwise comparisons with numerical judgements resulting in a (group) ranking of importance. Although there is criticism, the method has been applied for decades and shows to be useful in identifying preferences of experts, where the technique is relatively easy to understand. While it is expected that a certain degree of inconsistency will be present, the sensitivity analysis attempts to check if the results are robust. Furthermore, the challenge with this method is that the questions and indicators in the online questionnaire are formulated in such a way that they are understandable to all respondents. Another challenge in both the interviews and the online questionnaire is to involve enough professionals from the respective stakeholder categories.

# Chapter 5

## Results

This chapter presents the results of this study that were obtained by applying the methods described in Chapter four. First, the results of the practical cases are described to get a general impression of some current Dutch inner city collaboration structures. Next, the results of the interviews are shown to link different practical experiences to the initial set of theoretical indicators, from which a more specified framework of indicators followed. This framework is used as input for the pairwise comparisons in the AHP study, of which the results ultimately determine the ranking of indicators related to the importance of inner city stakeholder collaboration.

### 5.1 Practical cases

This section highlights the results of the four practical cases to gain insight into the current collaboration structures of Dutch inner cities and to create an intermediate form of feedback on the initially formulated indicators. To get a general idea of the respective inner cities and the division used in defining an inner city as medium-large or large, the number and type of functions and vacancy rates are shown in Table 5.1. Here, the number of public functions determines the type of inner city and it appears that there are large differences between the number and type of functions that each inner city offers. The inner cities in question are located in different parts of the Netherlands as can be seen in Figure 5.1. The results of this chapter relate to the structure of the collaborative organizations and the stakeholders involved. For each inner city an organization chart is included with the current and sometimes future structure of collaboration.

Table 5.1: Current state of the respective inner cities (Chainels, 2021)

Inner city	Type	Daily functions (quantity)	Non-daily functions (quantity)	Leisure functions (quantity)	Services (quantity)	Vacancy (quantity)	Public functions (quantity)
<b>Den Bosch</b>	Large	83	403	261	125	49	921
<b>Doetinchem</b>	Medium-large	33	163	87	49	44	376
<b>Roosendaal</b>	Medium-large	49	168	107	91	116	531
<b>Zwolle</b>	Large	47	261	172	88	50	618



Figure 5.1: Map of the Netherlands with locations of the inner cities (d-maps, 2021)

### Den Bosch

Den Bosch is the capital of the province Noord Brabant and lies in the southern part of the Netherlands. The inner city has more than 12,800 inhabitants and consists of multiple districts (Gemeente 's Hertogenbosch, 2018). Almost half of the inhabitants are between 20 and 44 years old, but not many young people (up to 19 years old) live in the inner city (Gemeente 's Hertogenbosch, 2018). The inner city is known for its historic character and narrow streets and has many shops and hospitality facilities.

Collaboration in the inner city of Den Bosch takes place in an alliance of local businesses, such as retail, hospitality and cultural-historical organizations, but also real estate companies and event organizations (Gemeente 's Hertogenbosch, 2021). The municipality takes on a coordinating role. There are several entrepreneurs' associations active in the inner city, which together are part of the center management: *Hartje 's-Hertogenbosch*, representing the interests of retailers and chain stores, but also the hospitality industry and service companies. *Owners' association center 's-Hertogenbosch*, representing the interests of investors and owners of real estate in the inner city. Den Bosch also has its own departments at the *Central Association for Street Trading* and at the *Royal Catering Association of the Netherlands*. These organizations have regular meetings to discuss developments, which are coordinated by the center management. The center management formulates and sets objectives in an annual implementation program that is supported by all participating stakeholders (Gemeente 's Hertogenbosch, 2021). Currently, the municipality collects funds from the inner city entrepreneurs through a form of advertising tax. These funds are deposited in a committee, which is managed by the collaborating entrepreneurs. The money is used for marketing, events and decoration of the inner city. Other inner city stakeholders, like real

estate owners are not paying any funds at the moment. With the establishment of a BIZ this will change, expecting more financial resources to become available.

The current first form of center management will be converted into an inner city management organization in 2021, which will define tasks and financial funding more specifically. In this upcoming process, an inner city manager will be appointed and a real estate collective will be established in the form of a BIZ. In the short term, the aim is to promote collaboration between public and private parties by means of round-table discussions, which take place once or twice a year. Subsequently, the inner city wants to initiate a community formation per inner city district, with the aim of increasing the involvement of local businesses and institutions. In addition, data in the city will be measured more often and in turn shared and monitored via dashboards. Because Den Bosch is in transition to an inner city management organization, there is no definitive organizational chart yet. However, Figure 5.2 provides an overview of the current stakeholders that work together in the inner city.

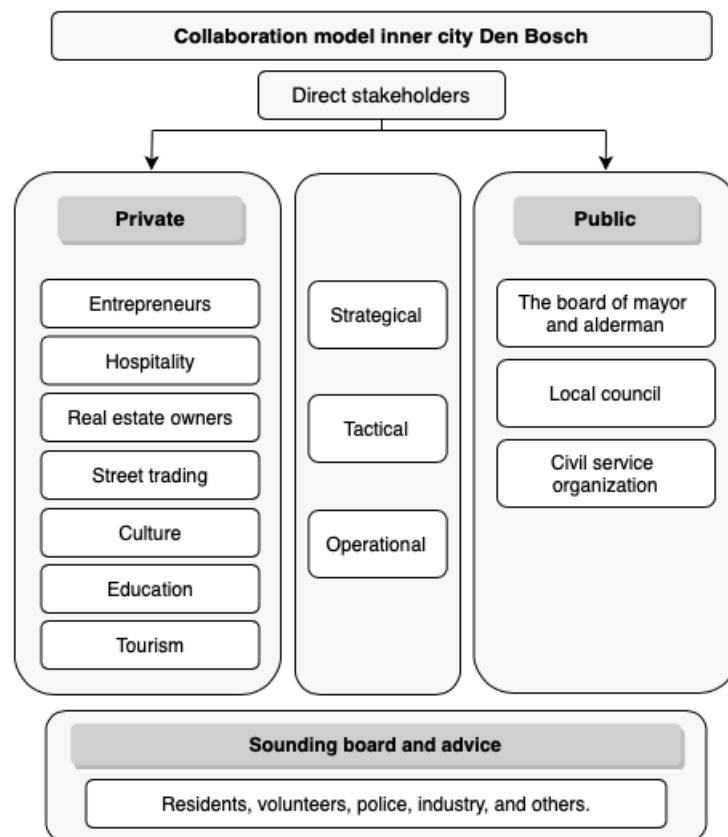


Figure 5.2: Den Bosch organization chart. Adapted from BRO (2017)

### Doetinchem

Doetinchem is a city in the province of Gelderland and lies in the eastern part of the Netherlands. The city Doetinchem is also capital of the municipality Doetinchem. The inner city has around 1,900 inhabitants (CBS, 2021a) and consists of the districts inner city North and South. This historic hart of the city is car-free and provides a diverse range of stores, cultural functions and an extensive range of hospitality (Urhahn, 2020).

Collaboration in the inner city of Doetinchem takes place in the form of Bedrijf Binnenstad Doetinchem (BBD) since 2018. This organization consists of the municipality, entrepreneurs and

real estate owners, each with their own representatives (VVVD, 2019). Retailers and hospitality owners are grouped under the local entrepreneurs' association (*Stichting Ondernemersfonds Doetinchem*) and the real estate owners are linked to the Business Investment Zone (BIZ). Figure 5.3 shows the organization chart of Doetinchem. The board of the BBD with the representatives of the stakeholders meets every six weeks. In addition to the board, there is also an executive organization that consists of a marketeer, area booster, activity manager and secretariat (Platform Binnenstadsmanagement, 2020). The BBD's legal form is a foundation. The collaborating parties each contribute €140,000 per year (VVVD, 2018), either through advertising tax or by their own contribution. This annual budget of roughly €420,000 is used to finance the executive organization, projects, activities and events. According to Ondernemersfonds Doetinchem (2021), each entrepreneur in the inner city contributes approximately €550 per year, which is collected via the municipality as advertising tax. These funds are transferred to a separate foundation (*stichting Ondernemersfonds Doetinchem*). Real estate owners pay a WOZ-related contribution (value of the property) between €100 and €800 per year. These funds are also made available to a separate foundation (*Vereniging BIZ Vastgoedeigenaren Doetinchem*). Both foundations manage the funds and make their own policies regarding the use of them. The funds that are collected additionally (above €140,000) can be used by the foundations for specific investments, often addressed to their own members. The municipality has no claim to these financial resources. BBD also receives funding from sponsorships and subsidies, resulting in an annual budget of approximately €700,000 per year (VVVD, 2018). With input and plans from all three representative parties, an annual program is formulated, wherein BBD strives for an attractive visitor and business climate. In doing so, BBD has four main tasks (Platform Binnenstadsmanagement, 2020; VVVD, 2019):

1. Marketing the inner city
2. Organizing (or instructing) public activities
3. Decorating and creating (or instructing) facilities
4. Managing vacant buildings and acquiring new companies

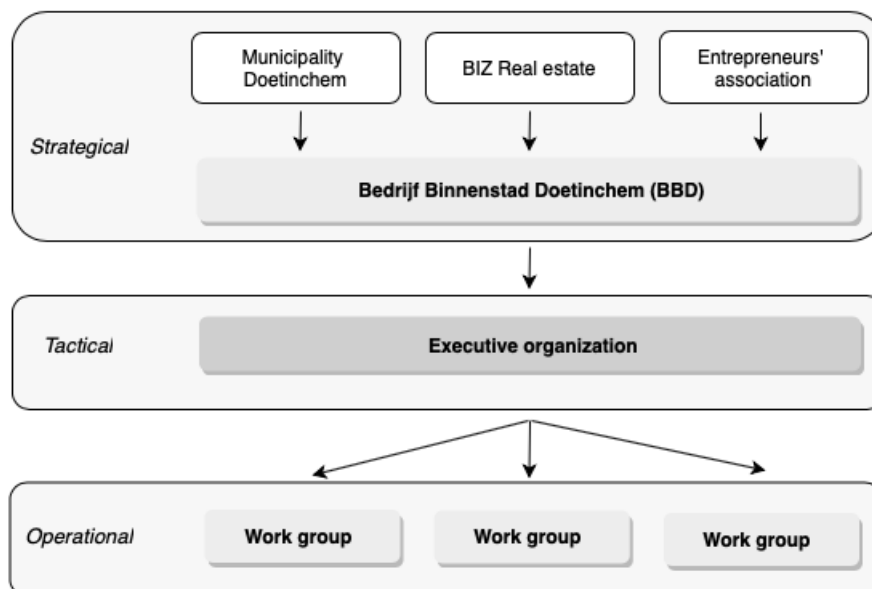


Figure 5.3: Doetinchem organization chart. Adapted from Platform Binnenstadsmanagement (2020)



**Roosendaal**

Roosendaal is a city in the province of Noord-Brabant and lies in the southern part of the Netherlands. The inner city has more than 6,300 inhabitants and consists of four districts (CBS, 2021a). The inner city is relatively compact and features several indoor shopping areas.

Collaboration in the inner city of Roosendaal takes place through the Inner City Board (*Bestuur binnenstad*). This organization consists of the management and the board. The management fulfills the role of initiator, contributes ideas and is responsible for the implementation of plans and coordination between the various stakeholders in the board (Hart voor de Binnenstad, 2021). The board represents the participating inner city stakeholders and makes decisions on projects, actions and investments in the inner city. The board directs the management and consists of representatives of the Real estate owners association, hospitality, Collectief Roosendaal, Foundation Promotion Retail City, alderman, culture and city marketing. Finally, there is also an executive organization that consists of the management, a project manager, a facility manager and office support. Collectief Roosendaal is the entrepreneurs association of the inner city. Together with the municipality, it forms the entrepreneurs’ fund. Both parties provide a financial contribution through this fund to the board of the inner city. The real estate owners association consists of three major real estate companies and a number of local real estate companies but does not (yet) contribute financially. The representative of the Real Estate Owners Association is elected and speaks on behalf of all real estate owners (Hart voor de Binnenstad, 2021). Figure 5.4 shows the organization chart of Roosendaal.

In order to establish the developments and vision of the inner city, the plan "Roosendaal: healthy city" by Riek Bakker from 2014 was used as a policy framework for the inner city. A large part of this plan has already been developed, resulting in an new action agenda 2021/2022 with ambitions for the inner city. These ambitions relate to, for example, transformation, accessibility, greening, logistics and marketing of the inner city (Binnenstadsbestuur Roosendaal, 2021). The agenda contains a number of concrete goals, but it is missing, for example, financial budgets and time schedules. It is expected that in 2021 a more specific multi-year program will be drawn up for the period 2022-2025. Furthermore, the inner city of Roosendaal has started various smart city projects. These include a consumer reward system (Roospas), an online portal with information about the inner city (Roos24), and a digital dashboard with data on various themes (Smartcity Dashboard) (Hart voor de binnenstad, n.d.).

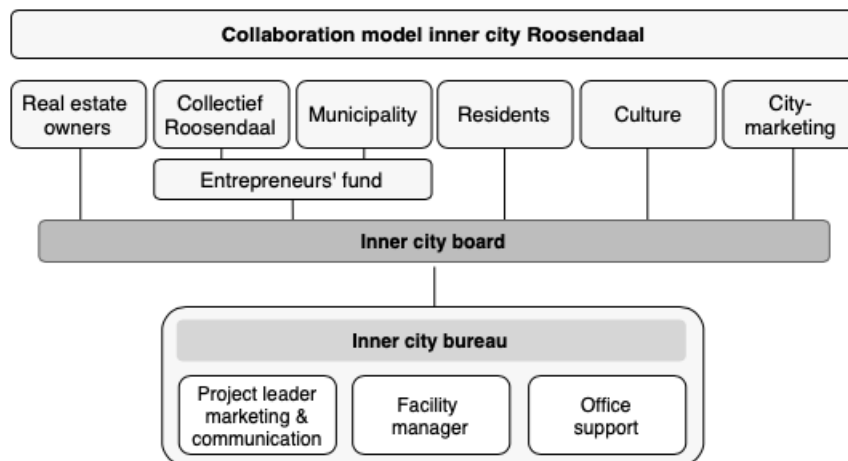


Figure 5.4: Roosendaal organization chart. Adapted from Hart voor de Binnenstad (n.d.)

## Zwolle

Zwolle is the capital of the province Overijssel and lies in the north-eastern part of the Netherlands. The inner city has more than 3,900 inhabitants and consists of the districts inner city Zuid, North and Noordereiland (Gemeente Zwolle, 2020). The inner city has a historic character and a strong shopping infrastructure, but has some difficulty in attracting and retaining tourists, employees and students (Gemeente Zwolle, 2017).

Collaboration in the inner city of Zwolle takes place primarily through the Zwollefonds foundation, which originally was a partnership between entrepreneurs from retail, hospitality and public-oriented businesses (Zwollefonds, 2021). Despite the fact that the Zwollefonds is set up for entrepreneurs, it now covers a collaboration between the municipality, the inner city management and the representatives of retail, hospitality and culture. Real estate owners are not (yet) represented in the partnership. However, it is the ambition of the ZwolleFonds to involve real estate owners, as well as educational and cultural stakeholders. The organization chart of Zwolle is presented in Figure 5.5, which already includes some inner city stakeholders who are currently not part of the collaboration. Nevertheless, it gives an impression of how the various organizations and groups work together. The representation of the different entrepreneurial industries takes place through the organizations CityCenter Zwolle (retailers' association) and the KHN (representatives hospitality industry). Together with the municipality and the inner city manager, these representatives constitute the board of the Zwollefonds (ZwolleFonds, 2019). All entrepreneurs in the inner city (approximately 630) make an annual financial contribution to the ZwolleFonds, which is collected through the BIZ (ZwolleFonds, 2019). The contribution is based on the value of the property in which the entrepreneur is located. It is estimated that the entrepreneurs jointly contribute €285,000 annually to the ZwolleFonds (Gemeente Zwolle, 2017). The municipality makes a financial contribution in the form of a subsidy, where the ZwolleFonds eventually manages and spends all financial funds. In addition to the board and the inner city manager, the ZwolleFonds has three working groups consisting of local entrepreneurs who also have a say in the spending of finances (Zwollefonds, 2021). These working groups are involved in the following activities:

1. Activities: increasing the attractive value of the inner city
2. Clean, whole and safe: improving safety and ensuring a clean inner city
3. Hospitable and vital inner city: improving the hospitality for visitors and residents

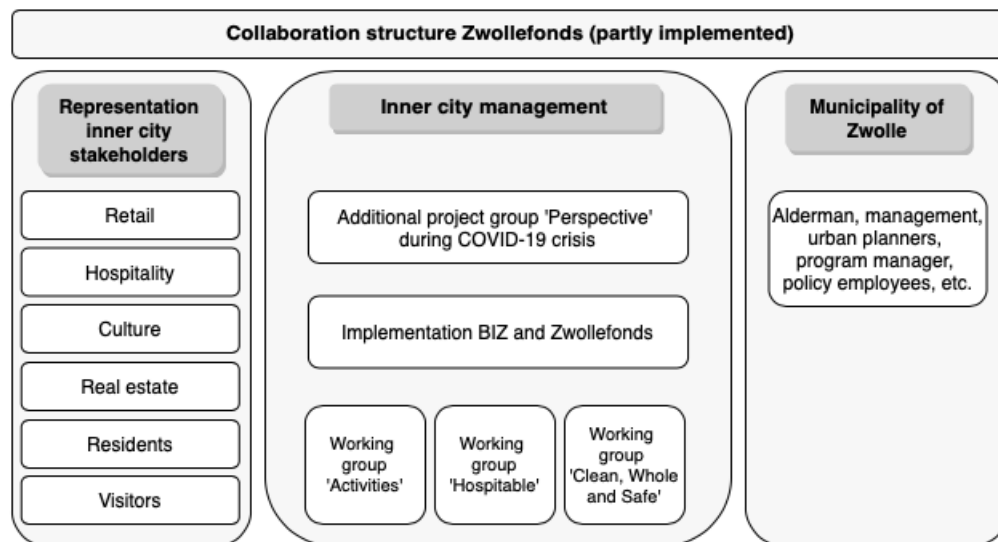


Figure 5.5: Zwolle organization chart. Adapted from Zwollefonds (2021)

### Concluding remarks

When considering the previous results of the practical cases, it is noticeable that every inner city has a certain structured collaborative organization. The organization always consists of the municipality and local entrepreneurs but in one case not of the real estate owners, although this party is recognized in the literature as one of the main collaborating stakeholders in inner cities. The board in all collaborative organizations consists of representatives of the collaborating stakeholders. However, the number of representatives and the stakeholders they represent varies per inner city. In most cases, these are representatives from the municipality, local entrepreneurs' and real estate owners' associations. Although not all financial resources of the inner cities could be identified, it appears that financial contribution among the stakeholders and the financial resources available to the organizations are different. In most inner cities, the financial contribution comes from local entrepreneurs and the municipality, and in some cases from the real estate owners. The financial resources are often collected through a BIZ, an advertising tax or via a voluntary contribution, where the inner city management organization manages and spends the finances. Only one organization uses an equal financial contribution from its main collaborating stakeholders. Apart from the similarities and differences discussed above, there are no remarkable distinctions between medium-large and large inner cities. Based on these four practical cases, it seems that the size of an inner city, i.e. the number and type of functions and the number of inhabitants, do not determine how inner city collaboration takes place or how collaboration initiatives are set up. Concluding that the four practical cases differ from each other in financial and organizational terms as well as in the number of stakeholders involved, confirms the lack of a uniform setup of stakeholder collaboration discussed earlier in section 4.2, which makes it seem that each inner city determines for itself how inner city collaboration is implemented.

## 5.2 Interviews

This section highlights the results of the semi-structured interviews that were conducted in the period April and May 2021 with representatives from the municipality, real estate owners and entrepreneurs from the inner cities of Den Bosch, Doetinchem, Roosendaal and Zwolle. Where the plan was to conduct 12 interviews, three with representatives from each inner city, it turned out that Zwolle had no general representation for the real estate owners. In order to follow the same approach for all types of interviews, it was decided not to contact an individual real estate owner because his/her input might deviate too much compared to a general representative. After all, the goal was to interview stakeholders who work together in a collaborative inner city organization. Therefore, only 11 interviews were conducted in this research, as can be seen in Table 5.2.

Table 5.2: Characteristics of the interviewees

Inner city	Type	Expertise, field of work or representation
Den Bosch	DB1	Municipality
Den Bosch	DB2	Entrepreneurs' association
Den Bosch	DB3	Real estate owners association
Doetinchem	D1	Municipality
Doetinchem	D2	Entrepreneurs' association
Doetinchem	D3	Real estate owners association
Roosendaal	R1	Municipality
Roosendaal	R2	Entrepreneurs' association
Roosendaal	R3	Real estate owners association
Zwolle	Z1	Municipality
Zwolle	Z2	Entrepreneurs' association

Although there is no clear outcome about the lack of real estate owners in collaboration, the interviewees from Zwolle indicated that real estate owners are difficult to contact because there is no general representation and that real estate owners not always get along with each other. Furthermore, the interviewees gave no answer or no clear answer whether the real estate owners are missed in the collaboration.

Despite the deviating number of interviewees, some form of protocol interview analysis was applied as described in Chapter four. This analysis involved several steps of which the results are described in this section. After the interview data was transcribed (step one) and irrelevant information was removed (step two), the transcripts were compiled and divided into text fragments (step three). Then, each text fragment was labeled (step four). As discussed in the methodology of this study, the initially formulated indicators constitute the basic labels. In addition, some interview-based labels were created by reasoning only with the input from the interviewees. This was successful in a number of cases, so that, for example, multi-year program and performance agreements were added to the final framework as indicators. Next, similar labels were merged (step five), and the text fragments were organized and rewritten. This rewriting was based on highlighting contradictions, similarities, and differences, and led to conclusions. Finally, the labels were grouped under several themes, that are primarily based on the main categories from the initial set of indicators from Chapter three. This allowed the indicators to be subdivided in an organized manner. The labels that were mentioned most frequently in (almost) all interviews have been tabulated because they are considered the most representative in this study. There are a few exceptions that are not tabulated, such as mutual respect, where every interviewee agreed on its importance. The generated output of the interview analysis is elaborated in Table 5.3. The main conclusions of the labels are elaborated on the following pages, where the complete analysis of the interviews is included in Appendix A.

Table 5.3: Labels from the interview analysis categorized by different themes

<b>Theme</b>	<b>Label (indicator)</b>
Interaction (a)	Feedback constituency Division of roles and tasks Frequency of meetings
Commitment (b)	Trust Mutual respect Responsibility and accountability Dependency Conflicting interests Commitment Unity
Capacity (c)	Sufficient resources and financial health Financial responsibility and contribution Paid and/or voluntary functions
Level of organization (d)	Leadership Inner city manager, etc. Rules and protocols Decision making Phase of collaboration

**(a) Feedback constituency**

Feedback and contact with the constituents vary per inner city and stakeholder type. Besides general meetings and board meetings, the most frequently used tool is the newsletter. A few cities use Channels as a communication tool. This communication tool is seen as quick and easy, with information articles being read better than newsletters. Two of the four inner cities use subgroups, such as street leaders and representatives of subareas in the inner city. According to a number of interviewees, communicating through street leaders results in greater involvement of the constituency.

**(a) Division of roles and tasks**

The interviewees' reactions are diverse, even within the same inner city. However, several interviewees indicate that there is no clear division of roles and tasks, and that expectations are not always expressed between the stakeholders. In general, the municipality is assigned certain permanent tasks, such as maintenance of public spaces. Several interviewees expect everyone to keep the common goal in mind. A few interviewees found the relationship between two functions in relation to each other unclear, such as a program manager and inner city manager. None of the inner cities has a concrete document with the roles and tasks.

**(a) Frequency of meetings**

Most collaborating organizations have regular meetings once every 6 weeks. Most interviewees consider this to be enough, but a few prefer less (once every 8 weeks). This is mainly because of efficiency reasons, e.g. to avoid repetition. Inner city organizations schedule more frequent meetings if necessary, for instance during the transition to new center management.

**(b) Trust**

All interviewees consider trust to be important in collaboration. Some consider it very important and consider it, along with respect, as one of the basic values. Others see trust in a business context, such as honoring agreements without actually trusting the person: "trust is good, control is better" (D3).

**(b) Mutual respect**

All interviewees find mutual respect very important in collaboration. Some even consider it essential, like a basic principle or element: "If there is no respect then you cannot collaborate" (D3). Respect often refers to equality, accepting interests and appreciating other stakeholders.

**(b) Responsibility and accountability**

The inner city management is frequently identified as the person or group responsible for implementation, and may also be held responsible for it. The board, often volunteers, is usually not held responsible, or only to a limited extent. This also applies to the community of stakeholders. Most interviewees do have a certain sense of responsibility, especially because they recognize the importance of a well-functioning inner city.

**(b) Dependency**

All interviewees state that collaboration is necessary because of mutual interest or common goal. Some indicated that it is smart to collaborate or that it contributes to professional inner city management. Some interviewees do not feel that they are dependent on other stakeholders, while others feel very dependent on others.

**(b) Conflicting interests**

The reactions of the interviewees vary. Some indicate that there are (always) conflicting interests. This can be, for example, between real estate owners and entrepreneurs, but also between entrepreneurs and residents. Others indicate that there are no conflicting interests, or only on a small scale. Like certain things that cannot be achieved or that too little help is offered, but they do not see this as a conflict. Some indicated that conflicting interests do not negatively influence collaboration.

**(b) Commitment**

The majority of the interviewees indicate that the commitment of the collaborating stakeholders is good to excellent. Stakeholders are convinced that collaboration is necessary. A few interviewees were less positive. They indicate that it is mainly the board members and representatives who show good commitment, but the constituencies less. A few interviewees indicate that there is sometimes someone with his own agenda or that residents and entrepreneurs find it difficult to see things in the longer term.

**(b) Unity**

Most interviewees indicate that the collaborating stakeholders do not form a unity. A few indicated that a unity is being formed or that it is going better to become one. Some stakeholders are too different from each other or lack a common goal. A few indicated that you cannot form a 100 percent unity and that you do not need to form a unity to work well together.

**(c) Sufficient resources and financial health**

The reactions of the interviewees are very different, sometimes contradicting, also from stakeholders in the same inner city. Most interviewees indicate that there are not enough financial resources, wherein some inner cities the municipality or province fills the financial 'gap' in the budget. A number of interviewees indicate that there is enough knowledge and capacity, and otherwise it is hired. A few indicate that there was a lack of technology or paid professionals. In other inner cities, technology is already applied in practice.

**(c) Financial responsibility and contribution**

The financial responsibility of stakeholders varies. There is one inner city where all three stakeholder groups contribute equally financially. In all the inner cities it can be seen that entrepreneurs make a financial contribution through the BIZ or advertising tax. The municipality usually provides a subsidy and is seen by a number of interviewees as the financial driver. In most inner cities, the real estate owners make a limited financial contribution or none at all. Occasionally they contribute with an advisory report.

**(c) Paid and/or voluntary functions**

Not all interviewees expressed an opinion on who is or is not paid in the collaborative organization. However, most interviewees indicate that the board and the representatives of the stakeholders in the inner city are volunteers. In case an alderman is a member of the board, this person is paid because it is his/her regular work. Also, some representatives of the real estate owners get paid. The inner city board (professionals), inner city manager or center manager is paid. Most interviewees think it is a good thing that these professionals are paid for the function they hold. A number of interviewees think that a paid function can generate a better effect than a voluntary function.

**(d) Leadership**

All interviewees agree that leadership must be present in collaboration. Most interviewees felt that leadership was very important, a few felt that collaboration does not depend on leadership. A leader must consider the greater good, give structure to the collaboration between stakeholders and show initiative. Stakeholders that should take on the leadership role in collaboration are: the board, the representatives and/or the inner city management.

**(d) Inner city manager, etc.**

All interviewees consider an inner city manager, director or center manager important to essential in collaboration. Such a function provides a point of contact, creates structure and monitors implementation. The function is seen as professional and has certain qualities. A number of interviewees consider this person to have final responsibility.

**(d) Rules and protocols**

Almost all interviewees consider basic rules to be important. Think about accountability, structure, financing and implementation. A number of interviewees believe that the freedom to make one's own contribution must be retained and that, to a certain extent, the rules can be handled with flexibility. A few interviewees consider rules and protocols to be unimportant, or only important when things go wrong.

**(d) Decision making (equal voting power)**

There are differences in decision making and voting power. This may be related to the type of organization, such as an organization where the board has equal voting power or a private company where shareholders have certain voting power. In general, a decision is made on the basis of most votes, with the aim of voting unanimously. Financial input does not play a role in voting power, although the interviewees from Den Bosch imply that finances may play a role for voting in the future: "at the moment, decision making comes down to votes and the interests of parties... the financial contribution of the involved parties will be increased, which means that these parties also expect something in return" (DB3).

**(d) Phase of collaboration**

The reactions vary per stakeholder and inner city. The interviewees from municipality A agree that they are in the initial phase of stabilization. The objective is now clear and they want to proceed. The interviewees from municipality B are not in agreement. One considers it a formative phase in which a new vision is developed. The other sees it as routine, and yet another sees it as expansion because the start-up and routine have already taken place. The interviewees from municipality C agree that there has been little development in recent years. There is collaboration, but one indicates that it has remained an initiative for 25 years, where another describes it as leaning back in the last 5 years. The interviewees from municipality D do not have the same opinion either. One sees it now as a stabilization/routine phase, even moving towards expansion if the new development program is established. Another interviewee indicates that it was stabilization, but now a renewal process because of the developments that are taking place in the inner city.

**Concluding remarks**

When considering the results above, it is noticeable that a number of indicators are of great importance in inner city stakeholder collaboration, and that some indicators have little or no significance or are too similar. Along with the coherence between different aspects of inner city collaboration, this has led to a complex combination of indicators. Some indicators are so similar, for example *Inner city manager, etc.* and *Leadership*, that they are difficult to distinguish from each other. In order to eventually create a suitable framework of indicators in which a hierarchy

can be applied, it was decided to modify, exclude or add certain indicators. This reduced the coherence between indicators and therefore allows for better differentiation to achieve a useful framework for the pairwise comparison study. The following section describes the changing of the indicators.

### 5.3 Framework of indicators

This section first textually discusses the modified, excluded and added indicators that play a role in the collaboration between inner city stakeholders. These are adjustments to the indicators from the previous section. Subsequently, this section provides an overview of the final indicators in Table 5.4. This overview is constructed according to the literature review and expert input through interviews.

#### Modified indicators

For the theme commitment, the indicators trust and mutual Respect have been merged because of the similarities and, according to the interviewees, common interest in collaboration. The indicator leadership has been combined with the indicator inner city manager, etc. to remove the high degree of coherence. The interviewees revealed that an inner city manager, or similar type of function, often takes on the leadership role or is considered a leader. Furthermore, the indicator financial responsibilities and contribution is described differently. The interviewees revealed that almost all active stakeholders in a collaboration organization contribute financially, but that there are large differences in financial contribution. Therefore, it was chosen not to focus on whether there is financial responsibility, but rather whether the collaborating stakeholders contribute equally financially. The indicator paid or- and voluntary functions is modified to paid management team because several interviewees emphasized that professionals in the management of a collaboration organization should be paid and can generate a better result than volunteers. The final indicator that was modified is decision making (equal voting power). The interviewees revealed that, in general, decisions in a collaboration organization are based on votes and that financial contribution barely influences this. Hence, the choice was made to focus on equal voting power rather than how decisions are made.

#### Excluded indicators

Furthermore, the indicator dependency is excluded from the framework of indicators because the interviewees did not clearly indicate its importance. It was not clear how dependency was reflected in the quality of inner city collaboration because the experiences of the interviewees were deviating. As such, there was no consistent understanding of the indicator. The indicators conflicting interests and phase of collaboration are also excluded because they provided too little concrete input to be distinctive and thus applied in the AHP study.

#### Added indicators

Lastly, a number of interview-based indicators were added that came up in multiple interviews. For example, performance agreements which was addressed by an interviewee as: "we create some kind of organizational structure with bylaws and performance agreements. This is necessary because some private parties enforce this, they want to be sure that certain things happen with the money they invest" (DB1). Such terms were not a direct response to a question that was asked but came up because the interviewees consider it important in inner city collaboration. Besides performance agreements, other interview-based indicators have been added to the overview, such as monitoring tool to monitor the progress of activities, and multi-year program which defines actions, objectives and financial budgets.



Table 5.4: Final framework of indicators

Theme	Indicator	Description
Interaction		The interaction between the stakeholders. Think of communication, division of roles and tasks, and monitoring progress
	Feedback constituency	Communication and feedback from the representatives to the constituency
	Division of roles and tasks	It is clear how the roles and tasks are divided
	Frequency of meetings	A fixed and regular meeting between the stakeholders in the collaborative organization (for example, once every six weeks)
	Monitoring tool	A tool to monitor the progress of collaboration and the activities that result from it
Commitment		Think of mutual respect or the degree of interest, dedication and willingness to contribute
	Trust and respect	Mutual trust between stakeholders and respecting the differences between them
	Responsibility and accountability	The extent to which stakeholders in the collaborative organization feel responsible and accountable for the results
	Effort	The degree of effort made by stakeholders in the collaborative organization. Think about the willingness to share information or in finding solutions
	Unity	The stakeholders in the collaborative organization form a unity with each other. The group interest is always prioritized
Capacity		The amount and distribution of resources (personnel, money, technology, etc.) that a collaborative organization has at its disposal
	Sufficient resources	The collaborative organization has sufficient resources to achieve its goals. Think of knowledge, people and money
	Multi-year program	There is a multi-year program that includes, for example, actions, objectives and a financial budget
	Equal financial contribution	All stakeholders within the collaborative organization contribute equally financially.
	Paid management team	The presence of a paid management team in the collaborative organization. Think of an inner city board and a support team
Level of organization		The degree of professional and structured collaboration
	Inner city director, etc.	The presence of a downtown director, downtown manager, or center manager, who often provides structure shows initiative and takes the leadership role
	Rules and protocols	Rules that indicate how to work together
	Performance agreements	Agreements about (policy) goals, ambitions and activities
	Equal voting power	All representatives and/or directors in the collaborative organization have equal voting power. This concerns the representatives of the stakeholders in the inner city

## 5.4 Analytical Hierarchy Process

The previous section defined the four themes and associated indicators that form the assessment framework for inner city collaboration. This section describes the results of the numerical valuation using pairwise comparisons to create a ranking of importance. First, the sample is described, followed by pairwise comparisons, the aggregation of weights and the final group ranking. Finally, the sensitivity analysis is discussed in order to test the robustness of the results, whereafter the final ranking of themes and indicators is presented.

### 5.4.1 Sample and survey description

A total of 67 people started the online survey, of which almost 50 percent completed the online survey. This resulted in a sample size of  $n = 33$ . The data were collected over a relatively short period of 2.5 weeks, in June and July 2021. Table 5.5 shows the distribution of respondents across the types of organizations that completed the survey. The experts from municipalities and consultancy firms represent the majority of responses. The lowest response rate was in the group 'other', where only 3 experts completed the online survey. The experts that chose other are active as a corporate real estate agent, entrepreneur and supplier in marketing. Despite the limited sample size in some groups, all 33 respondents were included in the calculations in order to numerically compute the weights for each theme and indicator.

Table 5.5: Frequency of organization type in the survey sample

Organization type	Frequency	Percentage
Municipality	12	36.4%
Consultancy	11	33.3%
Inner city management organization	7	21.2%
Other	3	9.1%
Total	33	100%

For the calculation of the weights, all 33 respondents gave their opinion and answered a total of 990 pairwise comparisons. The respondents made a selection in terms of importance between two indicators by selecting a value between one and nine. Figure 5.6 shows the frequency of the values that were given. The values that were selected the most were strong importance (351 times), followed by moderate importance (322 times). The value equal importance ranks third

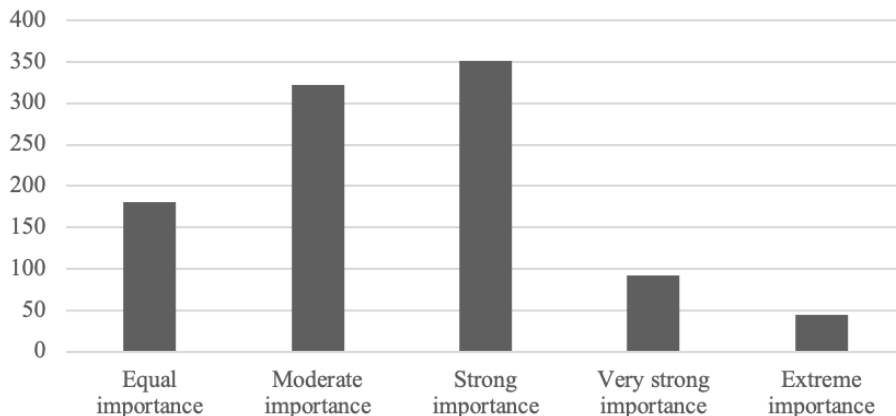


Figure 5.6: The number of values in the online pairwise comparison questionnaire

with 181 selections. The values that were selected the least were very strong importance (92 times) and extreme importance (44 times). Because the two values that indicate the highest importance (very strong and extreme) were chosen rarely, there does not seem to be an indicator or theme that influences the overall importance in inner city stakeholder collaboration to an extreme extent.

### 5.4.2 Pairwise comparisons

All values indicated by the respondents in the online survey were processed into pairwise comparison matrices. From these matrices, the priority vectors for the indicators were derived. This section shows the priorities for the three main expert groups, where in addition the group 'other' is included due to their share in the response of almost 10 percent. Table 5.6 shows the priority vectors and overall ranking as a result of the aggregated comparisons. The complete overview with all pairwise comparison matrices that led to this ranking is included in Appendix D.

Table 5.6: Priority vectors and ranking of themes and indicators

	Municipality	Consultancy	Inner city management organization	Other	Aggregated	Ranking
<b>Themes</b>						
Interaction	0.266	0.386	0.183	0.564	0.350	1
Commitment	0.273	0.310	0.259	0.245	0.272	2
Capacity	0.160	0.155	0.240	0.145	0.175	4
Level of organization	0.300	0.149	0.318	0.046	0.203	3
<i>n</i>	12	11	7	3		
CR	1.8%	2.0%	3.1%	15.3%		
<b>Interaction</b>						
Feedback constituency	0.530	0.305	0.364	0.441	0.410	1
Devison of roles and tasks	0.252	0.400	0.340	0.382	0.344	2
Frequency of meetings	0.092	0.093	0.126	0.071	0.096	4
Monitoring tool	0.125	0.201	0.170	0.106	0.151	3
<i>n</i>	12	11	7	3		
CR	3.4%	2.5%	3.5%	6.7%		
<b>Commitment</b>						
Trust and respect	0.276	0.380	0.212	0.458	0.332	1
Responsibility and accountability	0.293	0.242	0.341	0.247	0.281	2
Effort	0.234	0.241	0.256	0.089	0.205	3
Unity	0.197	0.137	0.190	0.206	0.183	4
<i>n</i>	12	11	7	3		
CR	1.0%	2.1%	1.5%	10.5%		
<b>Capacity</b>						
Sufficient resources	0.477	0.427	0.343	0.321	0.392	1
Multi-year program	0.322	0.355	0.303	0.459	0.360	2
Equal financial contribution	0.083	0.091	0.150	0.130	0.113	4
Paid management team	0.117	0.127	0.204	0.091	0.135	3
<i>n</i>	12	11	7	3		
CR	0.2%	0%	0.6%	1.2%		
<b>Level or organization</b>						
Inner city director, etc.	0.383	0.276	0.323	0.222	0.301	2
Rules and protocols	0.111	0.177	0.110	0.253	0.163	4
Performance agreements	0.388	0.306	0.420	0.306	0.355	1
Equal voting power	0.118	0.241	0.146	0.219	0.181	3
<i>n</i>	12	11	7	3		
CR	2.4%	0.8%	4.6%	6.6%		

### Aggregated weights and ranking

Table 5.6 shows a significant first place for the theme interaction. With an aggregated weight of all experts, this theme obtains a weight of 0.350, twice as much as the weight of the theme capacity, which is ranked last. There is a relatively large difference between the aggregated weights of the indicators of interaction, ranging from 0.096 to 0.441. In this theme, all expert groups ranked the indicator frequency of meetings last, while the literature indicates that a higher frequency of communication benefits relationship building and stimulates creativity. Also, the interviews show that almost all stakeholders have fixed regular meetings that occur once every six to eight weeks. The theme commitment was ranked second, which is reasonably in line with the literature review and interviews. While the literature shows that a lack of trust can form a barrier in collaboration, all interviewees indicated that the indicators trust and respect are important in inner city collaboration. This is also confirmed by the high ranking of this indicator in Table 5.6. The theme level of organization is ranked third, of which the indicator performance agreements has the highest aggregated weight of 0.355. This is remarkable because this is an interview-based indicator and did not emerge from the literature as important in inner city stakeholder collaboration. The theme with the lowest aggregated weight is capacity. The indicators in this theme show a relatively large difference between the prioritized weights, ranging from 0.392 and 0.360 to 0.113 and 0.135.

### Differences between expert groups

Despite the aggregated group ranking, there are some significant differences between the judgements of the expert groups. Especially in the ranking of themes, as can be seen in Table 5.6. The municipality and inner city management organization rank level of organization highest, whereas this theme only achieved rank three in the aggregated weighting. Also, the lowest weight of 0.149 is assigned to level of organization in the consultancy group, which is less than half compared to the weights of the municipality and inner city management organization. Furthermore, the 'other' group has a lowest weight of 0.046 and a highest weight of 0.564, which are disproportional compared to the weights in the other expert groups. Also, in the themes capacity and level of organization, the municipality, consultancy and inner city management organization have exactly the same ranking, where only the group 'other' differs. Since the 'other' group consists of only 3 experts from different professions, it is questionable whether this is significant.

### (In)consistency

In addition to the weights and ranking, Table 5.6 also presents the CR value for each expert group. Whereas this study assumes that individual judgements can still be useful with CR values lower than 30 percent, group judgements cannot. In this case, the group 'other' has a too high CR value in Themes (15.3 percent) and commitment (10.5 percent), if the threshold of  $CR < 10$  percent is respected. This high value can partly be explained by the smaller number of experts in the group, as a result of which consistent and inconsistent judgements do not level each other. This alignment of judgements can, however, be observed in other expert groups. For example, the municipality with the indicators of commitment. The sample shows that five out of twelve respondents from the municipality have an individual CR value between 14 and 33 percent. Because of the consistent judgements from the other seven respondents, the group CR eventually turns to 1 percent. The effect and modification of (in)consistent values is further discussed in the following section.

### 5.4.3 Sensitivity analysis

In order to investigate the robustness of the estimated results, a sensitivity analysis is performed in two ways by changing a number of controllable values. The analysis is carried out to check whether the estimated weights and ranking are stable, even when some data or circumstances change. First, partially completed questionnaires are included, thereby adding multiple pairwise

comparisons to the importance of the main themes. Secondly, inconsistent individual judgements above a certain value are adjusted to see whether this affects the ranking of themes and indicators.

**Partially completed responses**

As indicated earlier, 67 experts started the online survey, but 34 experts did not complete it. Of the incomplete surveys, eight experts did give their judgement on the four themes in terms of importance. These include two experts from the municipality, one consultant and five experts from inner city management organizations, whose judgements were added to the initial priority vectors. Table 5.7 shows the results of the original sample and the results in combination with the eight additional pairwise comparisons. The aggregated ranking of themes did not change, while the relative difference between the weights increased. Also, the CR value has increased for the municipality (although still acceptable) and decreased for the inner city management organization. Other differences can be seen in ranking among the groups themselves. Especially with the inner city management organization, where level of organization still has the highest weight, but interaction and capacity have been ranked differently. As this expert group received the most (five) additional responses, it shows that opinions can differ within the same expert group.

Table 5.7: Sensitivity analysis - Additional pairwise comparisons

	Municipality	Consultancy	Inner city management organization	Other	Aggregated	Ranking
<b>Themes</b>						
Interaction	0.266	0.386	0.183	0.564	0.350	1
Commitment	0.273	0.310	0.259	0.245	0.272	2
Capacity	0.160	0.155	0.240	0.145	0.175	4
Level of organization	0.300	0.149	0.318	0.046	0.203	3
<i>n</i>	12	11	7	3		
CR	1.8%	2.0%	3.1%	15.3%		
Interaction	<i>0,272</i>	<i>0,380</i>	<i>0,254</i>	0,564	<i>0,368</i>	1
Commitment	<i>0,293</i>	<i>0,324</i>	<i>0,264</i>	0,245	<i>0,281</i>	2
Capacity	<i>0,169</i>	<i>0,142</i>	<i>0,182</i>	0,145	<i>0,159</i>	4
Level of organization	<i>0,266</i>	<i>0,154</i>	<i>0,300</i>	0,046	<i>0,191</i>	3
<i>n</i>	<i>14</i>	<i>12</i>	<i>12</i>	3		
CR	<i>3.0%</i>	<i>2.1%</i>	<i>1.8%</i>	15.3%		

**Modified inconsistent judgements**

The second part of the sensitivity analysis involves the modification of judgements. The majority of individual judgements have an acceptable CR value of < 0.3. However, a number of inconsistent judgements were made with CR values higher than 0.3. In this part of the sensitivity analysis, all judgements with a CR value above 0.3 were modified to ≤ 0.3. The judgements are changed as little as necessary to stay as close as possible to the input of the experts. A total of 36 individual judgements are changed, resulting in new values as shown in Table 5.8. This table shows that all weights changed and that almost all CR values reduced, but the overall ranking of themes and indicators did not change. The 'other' group still has a CR value above 10 percent. However, to lower this value further, the individual judgements need to be modified too much. Although the ranking in some expert groups changed, the inconsistent judgements had no effect on the final aggregated group ranking of indicators, which is the objective of this study. Therefore, the results of this part of the sensitivity analysis indicate that the original results (Table 5.6) are robust.

Table 5.8: Sensitivity analysis - Priority vectors and ranking of themes and indicators

	Municipality	Consultancy	Inner city management organization	Other	Aggregated	Ranking
<b>Themes</b>						
Interaction	<i>0.271</i>	<i>0.386</i>	<i>0.200</i>	<i>0.545</i>	<i>0.351</i>	1
Commitment	<i>0.280</i>	<i>0.313</i>	<i>0.258</i>	<i>0.259</i>	<i>0.277</i>	2
Capacity	<i>0.148</i>	<i>0.152</i>	<i>0.256</i>	<i>0.149</i>	<i>0.176</i>	4
Level of organization	<i>0.301</i>	<i>0.149</i>	<i>0.286</i>	<i>0.047</i>	<i>0.196</i>	3
	<i>n</i>	12	11	7	3	
	CR	<i>0.8%</i>	<i>1.0%</i>	<i>1.9%</i>	<i>13.4%</i>	
<b>Interaction</b>						
Feedback constituency	<i>0.539</i>	<i>0.300</i>	<i>0.369</i>	<i>0.371</i>	<i>0.395</i>	1
Devison of roles and tasks	<i>0.249</i>	<i>0.405</i>	<i>0.339</i>	<i>0.449</i>	<i>0.361</i>	2
Frequency of meetings	<i>0.084</i>	<i>0.094</i>	<i>0.123</i>	<i>0.072</i>	<i>0.093</i>	4
Monitoring tool	<i>0.127</i>	<i>0.201</i>	<i>0.169</i>	<i>0.108</i>	<i>0.151</i>	3
	<i>n</i>	12	11	7	3	
	CR	<i>2.5%</i>	<i>2.1%</i>	<i>3.1%</i>	<i>2.5%</i>	
<b>Commitment</b>						
Trust and respect	<i>0.274</i>	<i>0.379</i>	<i>0.212</i>	<i>0.472</i>	<i>0.334</i>	1
Responsibility and accountability	<i>0.294</i>	<i>0.257</i>	<i>0.341</i>	<i>0.265</i>	<i>0.289</i>	2
Effort	<i>0.229</i>	<i>0.238</i>	<i>0.256</i>	<i>0.090</i>	<i>0.203</i>	3
Unity	<i>0.202</i>	<i>0.125</i>	<i>0.190</i>	<i>0.174</i>	<i>0.173</i>	4
	<i>n</i>	12	11	7	3	
	CR	<i>0.9%</i>	<i>1.2%</i>	<i>1.5%</i>	<i>3.7%</i>	
<b>Capacity</b>						
Sufficient resources	<i>0.486</i>	<i>0.450</i>	<i>0.358</i>	<i>0.321</i>	<i>0.404</i>	1
Multi-year program	<i>0.318</i>	<i>0.332</i>	<i>0.300</i>	<i>0.459</i>	<i>0.352</i>	2
Equal financial contribution	<i>0.083</i>	<i>0.090</i>	<i>0.139</i>	<i>0.130</i>	<i>0.111</i>	4
Paid management team	<i>0.114</i>	<i>0.128</i>	<i>0.202</i>	<i>0.091</i>	<i>0.134</i>	3
	<i>n</i>	12	11	7	3	
	CR	<i>0.2%</i>	<i>0.1%</i>	<i>0.2%</i>	<i>1.2%</i>	
<b>Level or organization</b>						
Inner city director, etc.	<i>0.381</i>	<i>0.265</i>	<i>0.319</i>	<i>0.231</i>	<i>0.299</i>	2
Rules and protocols	<i>0.111</i>	<i>0.175</i>	<i>0.110</i>	<i>0.255</i>	<i>0.163</i>	4
Performance agreements	<i>0.390</i>	<i>0.306</i>	<i>0.425</i>	<i>0.304</i>	<i>0.356</i>	1
Equal voting power	<i>0.118</i>	<i>0.255</i>	<i>0.146</i>	<i>0.210</i>	<i>0.182</i>	3
	<i>n</i>	12	11	7	3	
	CR	<i>2.4%</i>	<i>0.9%</i>	<i>4.4%</i>	<i>6.0%</i>	

#### 5.4.4 Final ranking of themes and indicators

By taking into account the previously discussed results of the sensitivity analysis and the goal to create a suitable framework with ranked indicators that can be applied in the Binnenstadsbarometer, it was decided to add the partially completed responses to the final weighting of the themes. The eight partially completed responses show that the weighting of themes per expert group change, while the aggregated ranking remains the same. These additional responses almost equal the group numbers and increase the total number of respondents, which improves the reliability of the results.

Furthermore, the expert group 'other' is excluded from the final group ranking of themes and indicators. Although the sensitivity analysis showed that the inconsistent judgements had no effect on the aggregate group ranking, the input from the three respondents was found to differ considerably. In that sense, the 'other' group is excluded from the final sample because their

judgements were less representative and considered less useful. In the final ranking, it appears that the aggregated ranking of the themes and indicators remains the same, except for the theme commitment. Here, responsibility and accountability is ranked first and trust and respect is ranked second, although the difference is relatively small. The final weights and ranking are presented in Table 5.9.

Table 5.9: Final priority vectors and ranking of themes and indicators

	Municipality	Consultancy	Inner city management organization	Aggregated	Ranking
<b>Themes</b>					
Interaction	0.272	0.380	0.254	0.302	1
Commitment	0.293	0.324	0.264	0.294	2
Capacity	0.169	0.142	0.182	0.164	4
Level of organization	0.266	0.154	0.300	0.240	3
	<i>n</i>	14	12	12	
	CR	3.0%	2.1%	1.8%	
<b>Interaction</b>					
Feedback constituency	0.530	0.305	0.364	0.400	1
Devison of roles and tasks	0.252	0.400	0.340	0.331	2
Frequency of meetings	0.092	0.093	0.126	0.104	4
Monitoring tool	0.125	0.201	0.170	0.166	3
	<i>n</i>	12	11	7	
	CR	3.4%	2.5%	3.5%	
<b>Commitment</b>					
Trust and respect	0.276	0.380	0.212	0.289	2
Responsibility and accountability	0.293	0.242	0.341	0.292	1
Effort	0.234	0.241	0.256	0.244	3
Unity	0.197	0.137	0.190	0.175	4
	<i>n</i>	12	11	7	
	CR	1.0%	2.1%	1.5%	
<b>Capacity</b>					
Sufficient resources	0.477	0.427	0.343	0.416	1
Multi-year program	0.322	0.355	0.303	0.327	2
Equal financial contribution	0.083	0.091	0.150	0.108	4
Paid management team	0.117	0.127	0.204	0.150	3
	<i>n</i>	12	11	7	
	CR	0.2%	0%	0.6%	
<b>Level or organization</b>					
Inner city director, etc.	0.383	0.276	0.323	0.328	2
Rules and protocols	0.111	0.177	0.110	0.133	4
Performance agreements	0.388	0.306	0.420	0.371	1
Equal voting power	0.118	0.241	0.146	0.168	3
	<i>n</i>	12	11	7	
	CR	2.4%	0.8%	4.6%	

### Weighted hierarchical decision structure

The aim of the AHP study was to create a ranking in the framework of indicators. After the experts' priorities were identified via the online questionnaire and then aggregated to group opinions via pairwise comparisons, each theme and indicator received a numerical valuation. These values are added to the hierarchical decision structure, presented in Figure 5.7. Here, the structure is re-arranged according to the importance of indicators from top to bottom.

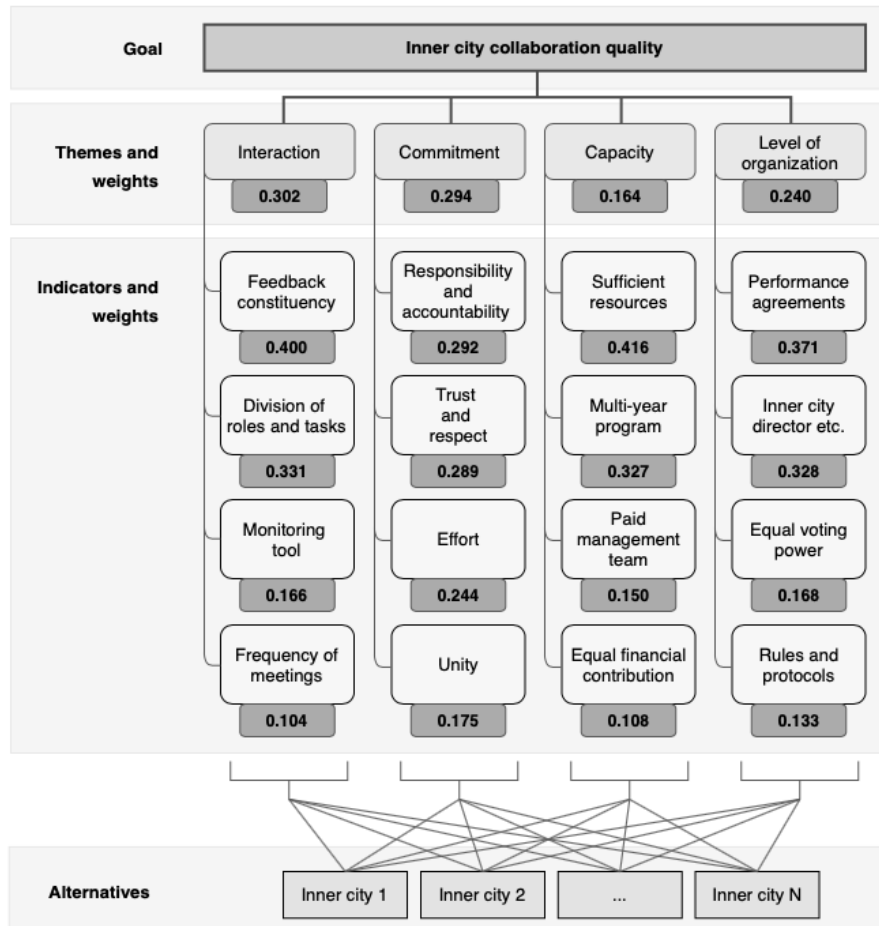


Figure 5.7: Hierarchical decision structure with numerical weights

### Final order of indicators

To obtain a final order and ranking of indicators, the weights of the themes are combined with the weights of the indicators. To achieve this, the weight of each indicator is multiplied by the weight of the corresponding theme. Table 5.10 shows the results, indicating which indicators have the most and least impact on the quality of inner city stakeholder collaboration. It can be noticed that the four highest-ranked indicators are more objective, and relate to agreements, division, responsibility and feedback. The lowest-ranked indicators are related to financial matters, such as equal financial contribution and a paid management team. Furthermore, equal voting power, rules and protocols, and the frequency of meetings achieve a low score. The final aggregated weights in Table 5.10 can be used in combination with information from data sets to be applied in the Binnenstadsbarometer.



Table 5.10: Final order of indicators

Theme	Weight	Indicator	Weight	Final weights	Ranking
Interaction	0.302	Feedback constituency	0.400	0.121	1
		Division of roles and tasks	0.331	0.100	2
		Monitoring tool	0.166	0.050	11
		Frequency of meetings	0.104	0.031	14
Commitment	0.294	Responsibility and accountability	0.292	0.086	4
		Trust and respect	0.289	0.085	5
		Effort	0.244	0.072	7
		Unity	0.175	0.051	10
Level of organization	0.240	Performance agreements	0.371	0.089	3
		Inner city director, etc.	0.328	0.079	6
		Equal voting power	0.168	0.040	12
		Rules and protocols	0.133	0.032	13
Capacity	0.164	Sufficient resources	0.416	0.068	8
		Multi-year program	0.327	0.054	9
		Paid management team	0.150	0.025	15
		Equal financial contribution	0.108	0.018	16

## 5.5 Conclusion

The objective of this chapter was to gain insight into current practical forms of stakeholder collaboration in Dutch inner cities, to subsequently use interviews to examine the relevance and applicability of the initial framework of indicators, to eventually create a ranking in this framework through an AHP study.

For the results of the practical cases, it remains clear that every inner city has a certain collaborative organization in place, with a board of representatives that always consists of the municipality and local entrepreneurs but not always of the real estate owners. Although real estate owners are always present in inner cities, in one out of four cases this stakeholder group still appears to be difficult to contact and lacks a general representation. The biggest differences between the practical cases can be seen in the structure of the organizations and the financial contribution and resources. In most inner cities, the financial contribution comes from local entrepreneurs and the municipality, and in some cases from the real estate owners. However, there are large differences in financial contribution, both between inner cities and between stakeholders that work together. The structure of the collaborative organizations is not the same in all cases, especially in the operational part. In two inner cities, an executive organization or agency has been appointed, another city uses work groups, and yet another relies on the constituencies of the representatives. Moreover, there are no differences or similarities according to the size of an inner city, i.e. the number of functions and inhabitants. Regarding these findings, it is assumed that these four practical cases confirm that there is no uniform set-up of inner city stakeholder collaboration.

The interviews showed that some of the indicators that were developed from the literature are strongly present and of importance in inner city collaboration, such as trust, respect and the presence of paid professionals, but that there are also indicators that were not distinctive enough or that were too similar to be used in the pairwise comparisons. In this sense, the interviews have done exactly what was intended, because it was expected that the theory could only provide insight to a certain point for such a practical action as collaboration. By discussing the (non) importance of indicators in the interviews, it was possible to find out what matters in collaboration, and thus to improve the framework of indicators. By 'testing' the initial framework in this way, it also led to the addition of extra interview-based indicators that were mentioned by the interviewees as important in inner city collaboration. This process resulted in a compact framework with

sufficient distinction between the themes and indicators to be used in the AHP study. With regard to the third sub-question in this research, "Which indicators can be used to measure the quality of stakeholder collaboration?", this research provided a final framework with indicators that are believed to be of influence in the quality of inner city stakeholder collaboration, which is supported by theory as well as the experience of inner city experts.

The opinions of experts on the importance of the various themes and indicators in relation to each other have been incorporated into the final framework. This results in a ranking that shows the importance of the indicators in inner city stakeholder collaboration, thus answering the fourth sub-question, "How are these indicators weighted to assess the state of stakeholder collaboration in inner cities?". The results in priority vectors show that most group judgements are consistent, except the 'other' group. Although an attempt was made to reduce the inconsistency in the sensitivity analysis, this was not followed because it would have influenced the individual opinions of the 'other' group too much. Therefore, it was decided to exclude the other group. On the other hand, the partially completed questionnaires were included in the sample, so that the expert groups have a fairly equal number of experts when it comes to ranking themes. The opinions of the expert groups on the importance of the themes, however, varied significantly. The final ranking puts interaction in the first place, while the municipality and inner city management organization do not consider this indicator as most important. Also, significant differences in priorities were observed between the indicators within interaction and capacity. These differences can be seen in the aggregated weights as well as in the weights per expert group. Furthermore, the indicators that are perceived as most important are related to 'harder' organizational matters, such as feedback constituency, division of roles and tasks, performance agreements, and responsibility and accountability. The probability that these indicators can be linked to urban data is greater because it concerns more objective information. In line with some of the findings from the literature review and interviews, some 'softer' (subjective) indicators are perceived as important, however, these indicators are not ranked highest. For example, trust and respecting mutual differences within the theme commitment. The probability that such an indicator can be linked to urban data is limited because it involves more subjective information.

## Chapter 6

# Conclusions and discussion

In this final chapter, the conclusion of the research is presented. Moreover, this chapter includes the discussion and limitations of the current research. Finally, recommendations for future research are provided.

### 6.1 Conclusions

In order to fulfill contemporary needs about inner city challenges, where most relate to social, environmental and economic changes, there has been an increase in the number of collaborative initiatives. These initiatives are used to initiate joint approaches, support the development of plans and create a wider exchange of knowledge. Moreover, these initiatives are increasingly combined with smart technological developments and collaboration structures in which multiple stakeholder groups perform certain roles and tasks. Although such collaboration initiatives have been in use for several years, it is not clear how the quality of stakeholder collaboration can be assessed and, where possible, improved.

This thesis worked towards an assessment tool by investigating indicators to measure inner city stakeholder collaboration, using desk research, qualitative research and quantitative research. First, a literature review was conducted to identify existing indicators that are related to collaboration and associated and commonly used terms, such as governance and productivity. This led to elements that show the potential for collaborative actions, the degree of collaboration, the amount of interaction between stakeholders and pre-conditions that can lead to successful collaboration. The literature also revealed that a lack of such elements causes barriers in the collaboration between stakeholders, which can eventually lead to limited stakeholder interaction and an unclear collaboration structure. The results of the literature review led to an initial framework of indicators. A total of seven themes and 29 indicators have been identified, which, as a theoretical framework, mirror the quality of collaboration between stakeholders in an inner city to a certain extent. The framework shows that the first three themes: interaction, commitment and communication are mainly focusing on the relationship and interaction between stakeholders. The last four themes: capacity, strategy, level of organization and result are more focused on the structure and approach of an organization. To verify however whether these theoretically formulated indicators correspond with collaboration in practice, four practical cases of collaboration initiatives in Dutch inner cities were developed. The results show that all four cases differ from each other in financial and organizational terms and the number of stakeholders involved, regardless of the size of the inner city, which implies that there is no uniform setup of inner city stakeholder collaboration.

In addition to desk research, semi-structured interviews with inner city experts were conducted to provide a more in-depth understanding of how different inner city stakeholders interpret collaboration, and to discuss the relevance of the initially formulated indicators. The transcriptions of the interviews were studied through protocol analysis, using a multi-step coding system to verify

previous findings and explore new ones. The qualitative results imply that most indicators from the initial framework are considered to be important in inner city stakeholder collaboration. However, some indicators had to be combined or modified because of their high degree of similarity. Other indicators were removed because their importance was not indicated by the interviewees. On the other hand, the results led to the addition of three interview-based indicators whose importance was acknowledged by the interviewees. This process led to the final formulation of four themes, composed of 16 indicators. The approach of conducting semi-structured interviews was effective in specifying the initially formulated framework to include only those indicators in the research that matter in inner city stakeholder collaboration. In this sense, the interviews have done exactly what was intended, because it was expected that theory could only provide insight to a certain point for such a practical action as collaboration.

The indicators in the framework were weighted by three expert groups through pairwise comparisons as part of the Analytic Hierarchy Process. This method was used to examine the relative importance of the themes and indicators. The quantitative results show a large difference between the expert group opinions in the themes, where the strongest variation is seen between the consultants and the municipality and inner city management organization. This difference of opinions is less pronounced for the underlying indicators, where the ranking between groups is sometimes even similar. The indicators that are recognized by the experts to be most important in inner city stakeholder collaboration relate to "harder" organizational matters, such as feedback to the constituency, division of roles and tasks, performance agreements, and responsibility and accountability. Other, more "softer" (subjective) indicators are considered important, like trust and respecting mutual differences, but these indicators are not ranked highest regarding the quality of inner city stakeholder collaboration. Lower ranked indicators relate to financial matters, the frequency of meetings, and rules and protocols. Furthermore, sensitivity analyses did not lead to any changes in the original ranking of indicators. In this sense, the use of the calculated weights led to a robust ranking of the themes and indicators. However, the analysis did lead to the addition of partially completed questionnaires to the sample, so that the three expert groups had a fairly equal number of experts. The analysis also led to the exclusion of the least represented expert group 'other', which reduced the degree of inconsistency. This approach was effective in establishing a ranking in which the experts recognised some indicators as very important.

In answer to the main research question, "*How can inner cities be assessed in terms of stakeholder collaboration, using a standardized framework of indicators?*", it can be concluded that through this research, in the first place a toolbox has been developed to interrogatively assess the quality of inner city stakeholder collaboration. The framework is based on existing research and interviews with inner city stakeholders, where the importance of the 16 indicators has been weighted by experts from municipalities, consultancy firms and inner city management organizations. The toolbox enables inner cities to be assessed individually and thereby guided in the establishment of a collaboration organization, and possibly in the improvement of existing collaborative constructions. Secondly, the standardized framework with indicators can serve as an actual tool as soon as a link is made with relevant data sets. Here, it is more likely that especially the indicators that relate to organizational matters, like division of roles and tasks and performance agreements, can be linked to data sets due to their objectivity. Other indicators involve a certain degree of subjectivity, and although the results show that these indicators are important in stakeholder collaboration, it is questionable whether they can be measured with data. If future data sets contain information for several inner cities, a link can be made with the more extensive measuring instrument *Binnenstadsbarometer* to compare the performance quality of multiple Dutch inner cities. Once the necessary data have been collected, the indicators can be weighted accordingly, so that a correct and justifiable choice can be made between the various alternatives to make an assessment. In that sense, the results of this study do not directly contribute to making the governance component of the *Binnenstadsbarometer* measurable. However, the results do provide the first step in the creation of an assessment tool by providing a framework of indicators on which inner city stakeholder collaboration can be scored.

## 6.2 Discussion

In the past, a number of indicators were published that make collaboration or stakeholder interaction measurable to some extent (Emerson & Nabatchi, 2015a; Frey et al., 2006; Leeb & Rudeberg, 2014; Ooms et al., 2020; Op 't Eijndt, 2019). In this research, the most relevant indicators to measure the quality of inner city stakeholder collaboration are combined in an initial framework of indicators. The first step in this process was to elaborate on four practical cases. This led to some clear results, related to the collaborative organizations, the board, the representation of stakeholders, the financial resources, and the size of an inner city. However, it is questionable to what extent four practical cases can be considered representative. Although the practical cases have provided insight into the current forms of collaboration in some inner cities and showed the lack of a uniform setup of collaboration, the results have not provided an intermediate form of feedback on the initially formulated indicators. Also, the method proved to be time-consuming. Therefore, as an alternative to the practical cases, the interviews could have been expanded with additional questions in order to gain insight (more quickly) into the current forms of collaboration.

As it turns out that inner cities do not use a uniform setup of stakeholder collaboration and therefore differ from each other, it is questionable whether a standardized measurement tool is applicable for measuring inner city stakeholder collaboration. However, after specifying the initial framework of indicators by discussing it in interviews, it appeared that certain indicators from the literature are (less) relevant to inner city collaboration. Additionally, the interviews generated multiple indicators that are considered important in inner city stakeholder collaboration. In doing so, the interviews achieved exactly what was intended, as it was expected that theory would only be able to provide insight to a certain extent for such a practical action as collaboration. So, despite the lack of a uniform method for inner city stakeholder collaboration, the indicators described in this research can be used to make an assessment.

Furthermore, the results of the interviews show that some indicators from theory are not distinctive enough or considered unimportant in stakeholder collaboration. For example, it was not clear how dependency was reflected in the quality of inner city collaboration, as the experiences of the interviewees varied. However, the question of dependency in the interviews was more focused on the dependency on other stakeholders, while Freeman (1984) states dependency on an organization. These different interpretations of indicators affect the output from the interviews and highlight the bias that can arise when conducting semi-structured interviews. Other interview results show that conflicting interests did not provide enough concrete input to be distinctive, because of the interviewees' conflicting answers. Leeb and Rudeberg (2014) indicate that conflicting interests can be prevented by a common goal, especially when different interests are at stake. Although this study examined the indicator conflicting interest, the presence or absence of a common goal is perhaps of greater importance in inner city collaboration.

The results of the AHP study show that the main indicators in the framework relate to organizational and softer aspects. Here it is noticeable that, in comparison with existing research, several indicators relate to barriers in collaboration (Berden et al., 2019), such as lack of trust, lack of communication and information sharing, and insufficient knowledge. Because of this overlap between indicators, it is expected that by assessing inner cities on these respective indicators only, the discussed barriers can be reduced or prevented, and thus possibly improve collaboration between stakeholders. Other results from the AHP study show that the indicators performance agreements and division of roles and tasks are considered important in stakeholder collaboration. These results support the theory from Weltevreden et al. (2018), which indicates that good collaboration and success in collaborative organizations is based on shared and measurable goals and a good division of tasks.

Furthermore, some things can be noticed in regard to the indicators of stakeholder interaction. It appears that feedback to the constituency is the most important indicator in inner city collaboration. Although this indicator does not emerge explicitly from the literature, similar indicators

from literature are considered important, such as information exchange (Op 't Eijndt, 2019) and frequent communication (Frey et al., 2006; Leeb & Rudeberg, 2014). On the other hand, frequency of meetings, receives a low weight in terms of importance. This is in contrast to what is reported in Frey et al. (2006) and Leeb and Rudeberg (2014), where the frequency of meetings is recognized as important to build relationships, trust and to stimulate creativity, but also to make stakeholders experience the atmosphere and communication as safe and open. Because the frequency of meetings exclusively relates to the representatives in an organization, this may imply that communication, feedback and information exchange (interaction) are important, but mainly towards the constituency and less between the representatives of an organization.

Finally, it is noticeable that there are differences of opinion between the expert groups. For example, interaction comes in first place in the aggregated group ranking, whereas the municipalities and inner city management organizations both consider other themes to be more important. The results show that the consultants deviate the most from the other two expert groups. This is interesting because consultants generally only give advice on collaboration and are not active in the collaboration themselves. This may indicate that better alignment between these stakeholders is needed to provide good advice and to implement advice effectively.

### 6.3 Practical implications

The results of this research generate insights and implications for a divers range of inner city stakeholders. In first place, the literature review can provide insight into the characteristics of inner city stakeholders by means of their interests, objectives and responsibilities. Furthermore, the concepts of governance and stakeholder collaboration are discussed on the basis of various indicators and factors. This results in an overview of existing applications, including the link to inner cities as well as stakeholder collaboration, which is often missing in current literature.

Furthermore, the framework of indicators can be used as toolbox to interrogatively assess the quality of inner city stakeholder collaboration, thereby contributing to a better implementation of (smart) inner city collaboration concepts. Both consultants, municipalities and inner city management organizations can apply the framework for strategic guidance in improving or establishing a collaboration organization. Other stakeholders participating in the collaboration (such as city marketing, culture, street trading, etc.) can also use the framework because the indicators are not exclusively focused on certain target groups but on organizations as a whole.

Despite the lack of a uniform method of inner city collaboration, which makes standardized measurement more difficult, this framework can be used as a first assessment to determine to what extent stakeholders collaborate. If it turns out that some important indicators in question are not present in a collaboration organization, it can already give an indication of the lower quality. In this sense, an assessment with only the framework does not result in a score to compare inner cities, but it does show what is lacking in collaboration.

### 6.4 Limitations and future research

This section considers the limitations of this study and suggests recommendations for future research. First of all, it should be stated that collaboration between different stakeholders in a constantly changing environment is subject to a continuous process of change. Therefore, the final framework is not able to assess all the components that are related to collaboration between stakeholders in an inner city. Furthermore, this research developed a comprehensive framework of indicators to assess the quality of inner city stakeholder collaboration, however, the question remains how low-scoring or missing indicators can still be relevant and to what extent. Future research can verify the importance of the current indicators, also in combination with judgements from other stakeholders.

As AHP turned out to be useful in this study, it is not a flawless method. In creating the AHP hierarchy, it is important to arrange the indicators in clusters so they do not differ in extreme ways. While in this study the indicators have been placed together under four themes, to present the framework as clearly as possible, there is a chance that experts interpret the descriptions differently. This may have affected the validity of the results. Furthermore, some respondents found it difficult to fill in the questionnaire, even though the questionnaire was carefully designed and the themes and indicators were formulated as clearly as possible. The degree of difficulty also had to do with their unfamiliarity in pairwise comparison and the difficulty of choosing indicators according to their importance. Also, where Doloi (2008) indicates that a sample in AHP does not need to have a minimum number of responses, the sensitivity analysis in this study showed that adding five judgements to the expert group inner city management organization led to a different group judgement. It shows that opinions can differ within the same expert group, where in this case the group sample increased from  $n = 7$  to  $n = 12$ . Although the partially completed responses were included in the weighting of the themes, they were not included in the weighting of the indicators, which limits the generalizability.

This study worked towards the development of an actual tool, where the missing component remains the identification of suitable data sets. While it was stated in the introduction of this study that more inner cities are implementing smart concepts, raising the expectation that relevant data would be available, this study was unable to find data sets. Although finding suitable data can be addressed as future research, it remains uncertain how subjective indicators can be measured. As these indicators often relate to the opinions of individuals, the question remains whether the use of surveys and questionnaires can be avoided. Future research can examine how stakeholders, such as the municipality, can collect information about collaboration in an inner city. For example, monitoring how many (policy) decisions are made and which stakeholders are involved, or exploring the effect of conducting an annual satisfaction survey among collaborating stakeholders. Alternatively, municipalities can introduce policies stating that agreements between collaborating stakeholders must be documented. This may lead to the creation of a database from which information about performance agreements and a division of roles and tasks can be derived.

Moreover, regarding the objective indicators, future research could focus on obtaining information from data sets that are periodically updated, such as websites or (data) platforms. This ensures continuity of information and can therefore provide, for example, annual insight into the progress of an inner city or to benchmark several inner cities through the Binnenstadsbarometer. The data sets can range from raw to processed data, from public to protected proprietary data and can be spread over different time periods. With the knowledge that more inner cities apply smart concepts and more stakeholders apply a collaborative approach, it is assumable that more data will become available. Also, the most important indicators in the framework focus on objective organizational aspects. This offers perspective in measuring collaboration with data as these indicators are less influenced by the opinions of stakeholders. If future studies succeed in finding suitable data sets to measure inner cities, a sensitivity analysis can be performed based on maintaining the ranking of indicators and changing the weights. This can be used to see whether there is a change in the outcome of the best scoring inner city.

This research discussed a theoretical framework of indicators with inner city experts on its relevance to stakeholder collaboration. As a result, some indicators were removed, merged or added based on the opinions of these experts. Although these opinions are primarily based on experiences in collaboration, the specific goals and interests of the stakeholders have not been examined. This study shows clear differences in judgements about the importance of an indicator, but the arguments for giving a certain weight are not discussed and could be further investigated. For example, an entrepreneur may be more focused on economic views, whereas a municipality may pay more attention to collective interest. Future research could largely adopt the method of this study but focus more on the specific interests, objectives and responsibilities of stakeholders to include in the importance of the indicators.

This way of emphasising can also be applied to collaborative organizations in future research. The practical cases in this research only provided insight to a certain extent. By examining collaborative organizations in more and different inner cities, it is possible to identify developments, structures and resources even more, to get a detailed picture of how collaboration takes place in multiple inner cities. For example, some collaboration organizations use an office in the inner city as contact point to provide information or to share suggestions and ideas with each other. This office is open to visitors, residents, entrepreneurs and other stakeholders in the inner city. From such a fixed and central place it may even be possible to apply a different approach in (measuring) stakeholder collaboration by means of an observation study. Stakeholders can meet each other here more often and more quickly, for example to coordinate (performance) agreements and to monitor the progress of activities. Other inner cities use websites that show the progress of projects and the stakeholders that are involved. Such developments give the impression that some inner cities are ahead of others when it comes to collaboration and the way it is implemented in practice.



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# Appendix A

## List of topics and sample questions

This appendix contains the list of topics and sample questions that were used as guidance during the semi-structured interviews with stakeholders from municipalities, entrepreneurs' associations and real estate owners associations.

Table A.1: List of topics and questions

Topics	Questions
General experience	How do you find the collaboration in inner city x going? - What do you like and dislike about it? - Can you give an example of ...
Form of organisation	What type of organisation is currently in place? (company, association, cooperation, etc.) - If already known, please ask why this form
Share of collaboration	Can you indicate what percentage of entrepreneurs/real estate owners are represented in the association of entrepreneurs/real estate owners? - Can you indicate what percentage of all stakeholders in the inner city are involved in the collaboration? - Are there certain (large companies/retailers/real estate owners) that do not participate?
Communication	How often do the stakeholders meet? - What is discussed in general terms during a meeting? - To what extent does feedback take place to the constituencies? - What do you think that goes well or wrong during the meetings? - In what other ways is communication taking place?
Decision making	Can you tell us something about the decision making process between the stakeholders involved? - How does a decision occur? - Is there a certain say in relation to a stakeholders financial input? (for example, if an organisation contributes more financially, they have more influence).



**Table A.1 continued from previous page**

Topics	Questions
Strategy	<p>Is there a joint strategy, integrated plan or action plan?</p> <ul style="list-style-type: none"> <li>- What is described in it?</li> <li>- Is this recorded in a document?</li> <li>- Does it monitor progress?</li> <li>- What do you think is going right or wrong here?</li> <li>- Do you think it is necessary to have a joint strategy or plan?</li> </ul>
Phase	<p>Phases of collaboration are discussed in the literature. Think of formation, stabilisation, routine and expansion (Mandell &amp; Keast, 2008) or initiation, growth and maturity (Ooms et al, 2020). Can you indicate in which phase the collaborative organisation is currently located?</p> <ul style="list-style-type: none"> <li>- Where does the collaborative organization currently stands in relation to the end goal?</li> <li>- Why do you think so?</li> </ul>
Financial	<p>Can you say something about the financial health of the collaborative organisation?</p> <ul style="list-style-type: none"> <li>- Which stakeholders have a certain financial responsibility?</li> <li>- What determines the financial contribution of a stakeholder?</li> <li>- Where is most of the money spend on?</li> <li>- What do you think is going right or wrong here?</li> </ul>
Leadership	<p>To what extent do you think leadership is important for collaboration?</p> <ul style="list-style-type: none"> <li>- Can you explain this?</li> <li>- Who takes the lead in the collaborative organization?</li> </ul>
Center manager	<p>There is/is no appointed center manager. Could you please indicate whether a center manager is essential in inner city collaboration?</p>
Rules and protocols	<p>To what extent do you think rules are important in collaboration?</p> <ul style="list-style-type: none"> <li>- Are there rules and fixed procedures in the collaborative organisation?</li> </ul>
Motivation, willingness and transparency	<p>How do you experience the commitment of the collaborating stakeholders? (e.g. the willingness to share information and help each other find solutions)</p>
Conflict	<p>Are there conflicting interests in the collaborative organisation?</p> <ul style="list-style-type: none"> <li>- Can you give an example?</li> </ul>
Respect	<p>To what extent do you think mutual respect is important in collaboration?</p>
Trust	<p>To what extent do you think trust is important in the collaboration?</p>
Unity	<p>Do you think that all collaborating stakeholders form a unity? (e.g. accepting differences between them)</p>

Table A.1 continued from previous page

Topics	Questions
Expectations	<p>Can you say something about mutual expectations in collaboration? (i.e. what you can expect from others, but also what they can expect from you)</p> <ul style="list-style-type: none"> <li>- Do mutual expectations play a role in the quality of collaboration?</li> <li>- Can you explain?</li> <li>- Is there a clear division of roles and tasks?</li> </ul>
Dependency	<p>To what extent do you see yourself, or the stakeholders you represent, as dependent on the collaborative organisation? (think of things you cannot achieve on your own)</p>
Commitment	<p>Do you think that all stakeholders participate and contribute equally to the collaborative organisation?</p> <ul style="list-style-type: none"> <li>- Why do you think so?</li> </ul>
Participation	<p>To what extent do you think that the importance of a stakeholder is related to the participation of this stakeholder in the collaborative organisation? (think of the increasing share of project developers because of vacant real estate)</p>
Responsibility	<p>Can you indicate to what extent you, or the stakeholders you represent, feel responsible for the results achieved?</p> <ul style="list-style-type: none"> <li>- Can you say to what extent stakeholders are held responsible for their work?</li> </ul>
Resources	<p>Do you think there are sufficient resources to achieve the common goal? (think of knowledge, people, technology, money)</p>
Concluding	<ul style="list-style-type: none"> <li>- Do you consider the collaborative organisation to be necessary?</li> <li>- Can you give examples of results or projects that could not have been achieved without collaboration?</li> <li>- What do you think the ideal collaborative organisation looks like? (what is missing in the current collaborative organisation?)</li> <li>- Have all aspects of collaboration been mentioned or are there any other important points you would like to mention?</li> </ul>

## Appendix B

# Interview analysis

This appendix presents the complete analysis of the interviews. In the tables on the following pages, the indicators are discussed per theme with the interviewees' reactions and the final conclusion. The interviewees' responses are presented in Dutch, the conclusions of each table are presented in Dutch and English. Due to the confidential nature, the elaborated interview reports are only attached as an appendix for the supervisors of this research. Transcripts of the interviews can be requested by contacting the author.

Table B.1: Interaction - Feedback constituency

Indicator	Type	Reaction
Feedback constituency	D1	Twee keer per jaar in een overleg (voorjaar en najaar). Daarnaast delen we informatie via Chainels, wat een stuk beter wordt gelezen dan de nieuwsbrieven die we voorheen hadden.
	D2	Voorheen nieuwsbrieven, nu digitaal via Chainels. Dat maakt het communiceren sneller en makkelijker. Daarnaast 1 keer per 2 maanden overleg met de straathoofden (vertegenwoordiger van een straat). Bestuursvergadering ondernemersvereniging 1 keer in de maand. Ledenvergadering ondernemersvereniging is 1 keer per jaar. Dit is genoeg, we kunnen elkaar ook nog opzoeken via het kantoor in de binnenstad.
	D3	Via een maandelijkse nieuwsbrief, de jaarlijkse algemene ledenvergadering, een werkgroep met een tiental betrokken vastgoedeigenaren, en via WhatsApp groepen. Daarnaast maken we gebruik van Chainels.
	R1	-
	R2	2 keer per jaar is er een vergadering. Daarnaast een maandelijkse nieuwsbrief. Er zijn ook meerdere commissies waarmee overlegd en gecommuniceerd wordt. Er is goed contact met de achterban
	R3	1 keer per kwartaal overleg met vereniging van vastgoedeigenaren. Verder kom je veel collega's tegen in de binnenstad, zorgt voor korte lijnen.
	DB1	Terugkoppeling ontbreekt. Erg lastig om de individuele winkelier/ondernemer te bereiken en tot actie aan te sporen.
	DB2	Hoofdzakelijk via tweewekelijkse nieuwsbrieven. 1 keer per jaar algemene ledenvergadering. Voor corona was er 2 keer per jaar een inspiratieavond. Achterban is zeer matig betrokken.
	DB3	Afhankelijk van het onderwerp vindt er terugkoppeling plaats.
	Z1	De nieuwsbrief van het ondernemersfonds heeft een groot bereik richting de ondernemers. Communicatie vindt op die manier plaats.
Z2	Terugkoppeling vindt plaats via de vertegenwoordigers van de deelgebieden (kwartieren) in de binnenstad. We zitten dicht op de gebieden, hebben korte lijnen en creëren daarmee meer interesse vanuit de achterban. Daarnaast een nieuwsbrief waar nodig.	
Conclusion	<p>De terugkoppeling naar en het bereiken van de achterban wisselt per binnenstad en type stakeholder. Naast de algemene ledenvergaderingen en bestuursoverleggen, is het meest gebruikte middel de nieuwsbrief. Een enkele binnenstad gebruikt Chainels als communicatiemiddel. Hierbij wordt de communicatie als snel en makkelijk ervaren, waarbij informatieartikelen beter worden gelezen dan nieuwsbrieven. Twee van de vier binnensteden hanteren subgroepen, zoals straathoofden en vertegenwoordigers van deelgebieden, waarmee een grotere betrokkenheid bij de achterban wordt gecreëerd.</p> <p>*English:  Feedback and contact with the constituents vary per inner city and stakeholder type. Besides general meetings and board meetings, the most frequently used tool is the newsletter. A few cities use Chainels as a communication tool. This communication tool is seen as quick and easy, with information articles being read better than newsletters. Two of the four inner cities use subgroups, such as street leaders and representatives of subareas in the inner city. According to a number of interviewees, communicating through street leaders results in greater involvement of the constituency.</p>	

Table B.2: Interaction - Division of roles and tasks

Indicator	Type	Reaction
Division of roles and tasks	D1	Verwachtingen worden bij ons niet altijd uitgesproken.
	D2	Goede communicatie in de samenwerking is het allerbelangrijkste. Daar begint het mee.
	D3	Nu we georganiseerd zijn, zijn de onderlinge verwachtingen duidelijker. Met dit instituut als samenwerking tussen de 3 belangrijkste partners kun je al verwachtingen honoreren.
	R1	Er worden geen onderwerpen geschuwd en zeggen alles tegen elkaar. Maar er is geen duidelijke rol- en taakverdeling.
	R2	Verwachtingen zijn nooit naar elkaar uitgesproken. Er is geen duidelijke rol- en taakverdeling. De gemeente heeft wel vaste taken, zoals onderhoud openbare ruimte. Verder is het een ongeschreven verdeling dat ondernemers in de commissie evenementen en stadsaankleding zitten en de vastgoedeigenaren niet.
	R3	We verwachten dat iedereen vanuit zijn of haar rol een steentje bijdraagt aan een betere binnenstad. Er is een duidelijke rol- en taakverdeling. Die is in de samenwerkingsovereenkomst en werkagenda duidelijk verdeeld.
	DB1	Als gemeente hebben wij bepaalde taken, waar wij andere informeren of laten participeren. Je moet wel een gezamenlijke stip op de horizon hebben om de binnenstad beter te verkopen.
	DB2	Wij verwachten van andere partijen dat zij het gezamenlijke doel voor ogen houden. Je verwacht een gezamenlijke inzet.
	DB3	Iedereen moet een duidelijke mening en visie hebben, maar ook elkaars belangen in acht nemen.
	Z1	Soms is er een onduidelijke rol- en taakverdeling. Het is nu onduidelijk hoe de programmamanager en de binnenstadsmanager zich tot elkaar verhouden.
Z2	De retail bemoeit zich niet met de horeca en andersom. We trekken gezamenlijk op, als er vragen zijn gaan we met elkaar in gesprek en maken we afspraken.	
Conclusion		<p>De reacties van de geïnterviewde zijn uiteenlopend, ook in dezelfde binnenstad. Toch geven meerdere geïnterviewde aan dat er geen duidelijke rol- en taakverdeling is, en dat verwachtingen niet altijd worden uitgesproken. De gemeente wordt wel bepaalde vaste taken toegewezen, zoals onderhoud openbare ruimte. Meerdere geïnterviewde verwachten dat iedereen het gezamenlijke doel voor ogen houdt. Een enkeling vindt de verhouding tussen twee functies ten opzichte van elkaar onduidelijk, zoals programmamanager en binnenstadsmanager. Geen enkele binnenstad heeft concreet vastgelegd wat de rol- en taakverdeling is.</p> <p>*English:  The interviewees' reactions are diverse, even within the same inner city. However, several interviewees indicate that there is no clear division of roles and tasks, and that expectations are not always expressed between the stakeholders. In general, the municipality is assigned certain permanent tasks, such as maintenance of public spaces. Several interviewees expect everyone to keep the common goal in mind. A few interviewees found the relationship between two functions in relation to each other unclear, such as a program manager and inner city manager. None of the inner cities has a concrete document with the roles and tasks.</p>

Table B.3: Interaction - Frequency of meetings

Frequency of meetings
<p>Most collaborating organizations have regular meetings once every 6 weeks. Most interviewees consider this to be enough, but a few prefer less (once every 8 weeks). Mainly for reasons of efficiency, for instance to prevent repetition. Inner city organizations schedule more frequent meetings if necessary, for instance during the transition to a new center management.</p>

Table B.4: Commitment - Trust

Indicator	Type	Reaction
Trust	D1	Ook vertrouwen is voor mij, naast respect, een van de eerste waarden in samenwerking.
	D2	Dan gaat het over het nakomen van afspraken die je met elkaar maakt, het blijft een zakelijke samenwerking. Het is niet zo dat ik iemand vertrouw als persoon.
	D3	Vertrouwen is goed, controle is beter. Zeker als je op afstand wil besturen zal een goed controlemiddel nodig zijn.
	R1	Heel belangrijk. We hebben allemaal één gemeenschappelijk doel en daar vertrouwen we elkaar ook in.
	R2	Vertrouwen is van groot belang.
	R3	Vertrouwen moet er zijn, het heeft raakvlak met respect.
	DB1	Vertrouwen is heel belangrijk. Vertrouwen hebben in hetgeen wat een stakeholder teweegbrengt.
	DB2	Heel belangrijk. Vertrouwen hebben in het einddoel, maar ook als iemand ergens niet mee kan leven, om gezamenlijk naar een oplossing te zoeken.
	DB3	-
	Z1	Heel belangrijk. Vertrouwen hebben dat iets goed komt en voorkomen dat het geschaad wordt, het is lastig om dat weer op te bouwen.
Z2	Belangrijk. Je moet van je afspraken op aan kunnen.	
Conclusion		Alle geïnterviewde vinden vertrouwen belangrijk in de samenwerking. Sommige vinden het heel belangrijk en zien het naast respect als een van de basiswaarden. Andere zien vertrouwen puur zakelijk, zoals het nakomen van afspraken, zonder de persoon zelf te vertrouwen. Een enkeling gaf aan "vertrouwen is goed, controle is beter".
		*English: All interviewees consider trust to be important in collaboration. Some consider it very important and consider it, along with respect, as one of the basic values. Others see trust in a business context, such as honoring agreements without actually trusting the person. One interviewee said "trust is good, control is better" (D3).

Table B.5: Commitment - Mutual respect

Mutual respect
All interviewees find mutual respect very important in collaboration. Some even consider it essential, like a basic principle or element: "If there is no respect then you cannot collaborate" (D3). Respect often refers to equality, accepting interests and appreciating other stakeholders.

Table B.6: Commitment - Responsibility and accountability

Indicator	Type	Reaction
Responsibility and accountability	D1	Verantwoordelijkheid en betrokkenheid wordt zwaar gevoelt door de gemeente, omdat de binnenstad economisch zeer van belang is.
	D2	De verantwoordelijkheid hangt samen met de persoon. De binnenstadsdirecteur is wel verantwoordelijk te houden maar de vrijwilligers in het bestuur niet. In het bestuur word je geacht aanwezig te zijn en goed de achterban te vertegenwoordigen.
	D3	De verantwoording bij vastgoedeigenaren is heel groot. We spreken elkaar aan op hoe de zaken erbij staan. Het mag wat mij betreft een wedstrijdje zijn per straat.
	R1	De binnenstadsdirectie spreekt partijen aan op hun verantwoordelijkheid en stand van zaken. De directie is verantwoordelijk voor de uitvoering.
	R2	De directie en hun medewerkers zijn verantwoordelijk voor de uitvoering. En het bestuur controleert de directie. De gemeente wil graag eindverantwoordelijke zijn, terwijl het bestuur dat moet zijn. Ik voel me persoonlijk verantwoordelijk voor de resultaten, de achterban heeft dat minder.
	R3	Het verantwoordelijkheidsgevoel wisselt per vastgoedeigenaar. De grote vastgoedeigenaren voelen zich echt wel verantwoordelijk, vanwege eigenbelang en waardevoller vastgoed.
	DB1	Partijen worden niet verantwoordelijk gehouden.
	DB2	-
	DB3	Stakeholders worden in beperkte mate verantwoordelijk gehouden. Het was tot op heden vooral een overlegorgaan.
	Z1	Het is nog de vraag in hoeverre het ondernemersfonds verantwoording moet afleggen over de gebruikte subsidies. Ondernemers worden in mindere mate verantwoordelijk gehouden.
Z2	Verenigingen hebben elk hun eigen verantwoordelijkheden. De programmamanager is verantwoordelijk om de strategische agenda in te vullen.	
Conclusion		<p>De binnenstadsdirectie wordt meerdere keren aangewezen als de persoon of groep die verantwoordelijk is voor de uitvoering, en daar ook verantwoordelijk voor gehouden mag worden. Het bestuur, vaak vrijwilligers, wordt over het algemeen niet of in beperkte mate verantwoordelijk gehouden. Dit geldt ook voor de achterban. De meeste geïnterviewde hebben wel een bepaald verantwoordelijkheidsgevoel, vooral omdat zij het belang van een goed draaiende binnenstad inzien.</p> <p>*English:  The inner city management is frequently identified as the person or group responsible for implementation, and may also be held responsible for it. The board, often volunteers, is usually not held responsible, or only to a limited extent. This also applies to the community of stakeholders. Most interviewees do have a certain sense of responsibility, especially because they recognize the importance of a well-functioning inner city.</p>

Table B.7: Commitment - Dependency

Indicator	Type	Reaction
Dependency	D1	Er zijn een aantal dingen die we alleen kunnen bereiken met teamwork.
	D2	Je bent afhankelijk van samenwerking. Het is slim om met elkaar samen te werken in plaats van dat je elkaar tegenwerkt.
	D3	Van de gemeente ben je in hoge mate afhankelijk vanwege de regelgeving. Bij ondernemers ben je van de kwaliteit afhankelijk, als zij het niet goed doen dan houdt de zaak op te bestaan en moet je een nieuwe huurder zoeken. Vastgoedeigenaren zijn behoorlijk gebonden.
	R1	Ik ben niet afhankelijk van de samenwerking. Maar we hebben elkaar wel nodig, we hebben een wederzijds belang.
	R2	Wij als ondernemers zijn heel afhankelijk van samenwerking in de binnenstad.
	R3	Om onze visie tot stand te brengen hebben we de gemeente en ondernemers nodig. Daarnaast zijn citymarketing en horeca nodig om de binnenstad aantrekkelijker te maken.
	DB1	De gemeente, als entiteit, is niet afhankelijk van samenwerking. De partijen hebben elkaar wel nodig om het gezamenlijke doel te kunnen behalen.
	DB2	Het realiseren van een professioneel binnenstadsmanagement zou je alleen niet kunnen bereiken.
	DB3	Ik vind afhankelijk een verkeerd woord. Maar op middellange termijn is het negatief om niet samen te werken, want $1 + 1 = 3$
	Z1	We realiseren ons niet altijd hoe belangrijk de samenwerking is. Het nieuwe programma binnenstad kan niet gerealiseerd worden zonder alle partijen.
Z2	Samenwerking is echt nodig, anders krijg je het niet voor elkaar. De betrokkenheid gaat bij veel partijen tot hun eigen voordeel.	
Conclusion		<p>Alle geïnterviewde geven aan dat samenwerking nodig is vanwege een wederzijds belang of gezamenlijk doel. Sommige geven aan dat het slim is om samen te werken of dat het bijdraagt aan een professioneel binnenstadsmanagement. Een aantal vinden niet dat zij afhankelijk zijn van andere stakeholders, waar anderen zich juist heel afhankelijk voelen van anderen.</p> <p>*English: All interviewees state that collaboration is necessary because of a mutual interest or common goal. Some indicated that it is smart to collaborate or that it contributes to professional inner city management. Some interviewees do not feel that they are dependent on other stakeholders, while others feel very dependent on others.</p>



Table B.8: Commitment - Conflicting interests

Indicator	Type	Reaction
Conflicting interests	D1	Er zijn conflicterende belangen in de samenwerking. Dit heeft betrekking op ruimte om wonen in de binnenstad mogelijk te maken, en op parkeren en bereikbaarheid.
	D2	Dat valt wel mee. We weten goed van elkaar hoe we over dingen denken, dan heb je niet zo snel conflicten. Er zijn zaken die je niet voor elkaar kan krijgen, maar dat zie ik niet als conflict.
	D3	Ja, bijvoorbeeld het ombouwen van winkel naar woning. Of bij de besteding van geld voor bijvoorbeeld een jubileumfeest. De meerderheid wil dat wel, een aantal niet, daar kan een conflict uit ontstaan.
	R1	Nee, ik heb ze nog niet ontdekt. Het is geen conflict, maar er is weinig hulp om voor elkaar te zorgen.
	R2	Ja die zijn er ongetwijfeld, maar het functioneren van de binnenstadsorganisatie wordt daardoor niet vertraagd of stilgelegd. Denk aan alcoholverkoop in de retail.
	R3	Die zijn er niet op een hele grote schaal. Bijvoorbeeld de parkeertarieven, of dat vastgoedeigenaren te veel vanuit het eigen belang kijken.
	DB1	-
	DB2	Die zijn er altijd. Tussen ondernemers onderling, maar ook met bewoners die last hebben van de terrassen. Het gezamenlijke belang is wel altijd groter dan een conflicterend belang.
	DB3	Wellicht dat er in de loop der tijd meer belangenconflicten gaan ontstaan als er meer organisaties in elkaar gaan schuiven.
	Z1	Ja die zijn er zeker. Het gaat vaak om de balans tussen leefbaarheid en levendigheid. Terrassen die langer openblijven kunnen zorgen voor overlast bij bewoners, of de ruimte die je gebruikt voor het toevoegen van groen.
Z2	Ja die zijn er altijd, maar dat beïnvloedt de samenwerking niet.	
Conclusion		<p>De reacties van de geïnterviewde zijn heel uiteenlopend. Sommige geven aan dat er (altijd) conflicterende belangen zijn. Dit kan onderling zijn bij vastgoedeigenaren en ondernemers, maar ook tussen bijvoorbeeld ondernemers en bewoners. Andere geïnterviewde geven aan dat er geen conflicterende belangen zijn of slechts op kleine schaal. Dingen die je niet voor elkaar kan krijgen of dat er te weinig hulp wordt aangeboden, maar dat zien zij niet als conflict. Een aantal geeft aan dat conflicterende belangen de samenwerking niet negatief beïnvloeden.</p> <p>*English:  The reactions of the interviewees are varying. Some indicate that there are (always) conflicting interests. This can be, for example, between real estate owners and entrepreneurs, but also between entrepreneurs and residents. Others indicate that there are no conflicting interests, or only on a small scale. Certain things that cannot be achieved or that too little help is offered, but they do not see this as a conflict. Some indicated that conflicting interests do not negatively influence collaboration.</p>

Table B.9: Commitment - Effort

Indicator	Type	Reaction
Effort	D1	Hoog. In tijden van de covid-19 crisis hebben we ook de frequentie van overleggen verhoogd. De basisbereidheid onder stakeholders is gelijk.
	D2	Ik heb het gevoel dat we het met zijn allen doen. De samenwerking is nog vrij nieuw, maar de lijntjes zijn kort en we kunnen snel dingen voor elkaar krijgen.
	D3	Uitstekend. Iedereen is ervan overtuigd dat je moet samenwerken. We hebben een instituut wat echt iets in te brengen heeft en door de politiek als waardevol wordt gezien.
	R1	Heel constructief. We hebben allemaal hetzelfde belang voor ogen.
	R2	Goed. Bij alle vergaderingen is nagenoeg iedereen aanwezig. Iedereen bereidt zich dan ook goed voor.
	R3	Wisselend. Bij de personen in het bestuur zit het goed, maar bij de achterban is het wel eens lastig. Vooral de ondernemers zijn kritischer en negatiever, wat wellicht ook te maken heeft met de tijd waarin we zitten (covid-19 crisis).
	DB1	De motivatie naar de nieuwe vorm van het centrummanagement is op dit moment heel groot. Dus de inzet blijkt nu uit de motivatie die wordt getoond.
	DB2	Over het algemeen positief. Het zijn vooral de mensen die de kar trekken binnen hun vereniging of doelgroep, die zich enthousiast inzetten.
	DB3	Goed. Iedereen heeft met bepaalde regelmaat zijn eigen agenda, maar personen worden daar ook op aangesproken.
	Z1	Goed, heel constructief. Soms is het wel lastig voor ondernemers en bewoners om dingen op de langere termijn te zien.
Z2	Volledig, gewoon top.	
Conclusion		<p>De meerderheid van de geïnterviewden geeft aan dat de inzet van de samenwerkende stakeholders goed tot uitstekend is. Stakeholders zijn ervan overtuigd dat samenwerking nodig is. Een enkele geïnterviewde is minder positief. Zij geven aan dat het vooral de bestuursleden en vertegenwoordigers zijn die een goede inzet tonen, maar de achterban minder. Een enkeling heeft nog wel eens een eigen agenda of vindt het lastig om dingen op de langere termijn te zien.</p> <p>*English:  The majority of the interviewees indicate that the commitment of the collaborating stakeholders is good to excellent. Stakeholders are convinced that collaboration is necessary. A few interviewees were less positive. They indicate that it is mainly the board members and representatives who show good commitment, but the constituencies less. A few interviewees indicate that there is sometimes someone with his own agenda or that residents and entrepreneurs find it difficult to see things in the longer term.</p>

Table B.10: Commitment - Unity

Unity
Most interviewees indicate that the collaborating stakeholders do not form a unity. A few indicated that a unity is being formed or that it is going better to become one. Some stakeholders are too different from each other or lack a common goal. A few indicated that you cannot form a 100 per cent unity and that you do not need to form a unity to work well together.

Table B.11: Capacity - Sufficient resources and financial health

Indicator	Type	Reaction
Sufficient resources and financial health	D1	Er zijn voldoende middelen voor de ambities die wij gesteld hebben. De begroting bestaat jaarlijks uit 3 x 140.000 door de ondernemers, vastgoedeigenaren en gemeente.
	D2	Financieel is moeilijk aan te geven omdat we weinig gedaan hebben door corona. In technologie zijn nog wel stappen te zetten, ik wil meer meetbaar maken.
	D3	Er zijn altijd te weinig middelen. Er mag meer geïnvesteerd worden in financiële bijdrage, kennis en menskracht. Al het beschikbare geld op de jaarbegroting kan worden uitgegeven. De werkzaamheden omvatten meer dan de beschikbare uren.
	R1	Er zijn genoeg (financiële) middelen. De gemeente, ondernemers en vastgoedeigenaren beschikken over veel kennis. We passen ook veel technologie toe, vandaar ook Smart City Roosendaal. De gemeente is wel de grootste financier.
	R2	Het mag altijd meer, maar er zijn genoeg financiële middelen. Jaarlijks ongeveer 400.000 te besteden. Ook qua kennis en capaciteit is er genoeg, en anders wordt het ingehuurd.
	R3	Bijdrage ondernemers en vastgoed is niet genoeg. Rondmaken begroting hangt af van financiële bijdrage gemeente. Er is genoeg kennis en capaciteit aanwezig.
	DB1	Er zijn nu niet genoeg middelen. Er is een gebrek aan geld en tijd, en misschien een gebrek aan ideeënkracht. We willen straks dat er 3 grote betalers gaan zijn.
	DB2	Er zijn niet voldoende middelen. De ondernemers betalen via reclamefonds jaarlijks 265.000, dat zou 500.000 mogen zijn. De vastgoedeigenaren moeten ook een bijdrage gaan leveren en de gemeente mag financieel ook meer bijdragen.
	DB3	Momenteel is er een beperkt financieel budget. In de toekomst moeten alle 3 partijen samen een begroting van 400.000-700.000 neerzetten. Nu bestaat het management uit vrijwilligers, dit moeten betaalde professionals worden.
	Z1	Financiering is voldoende. De ondernemers betalen via de BIZ, de gemeente levert wisselende subsidies. Er zijn genoeg middelen, maar er kan meer uitgehaald worden, anders gebruikt worden.
	Z2	Er zijn genoeg middelen en de financiële gezondheid is goed. We kunnen de dingen doen die we willen. Er wordt wel eens extra geld beschikbaar gesteld vanuit de provincie, op projectbasis. We schrikken wel eens van bedragen bij andere binnensteden.
	Conclusion	

Table B.12: Capacity - Financial responsibility

Indicator	Type	Reaction
Financial responsibility	D1	Alle drie de partijen leggen jaarlijks €140.000 in. De gemeente heeft daarnaast een begroting voor o.a. de infrastructuur.
	D2	De gemeente, ondernemers en vastgoedeigenaren dragen gelijk bij in de financiën.
	D3	Alle drie de partijen brengen gelijke bedragen in.
	R1	De gemeente int de reclamebelasting, verdubbelt het, en plaatst het bij de samenwerkingsorganisatie. De gemeente is de financiële trekker. Op verzoek van ondernemers en vastgoedeigenaren hebben we gekozen voor reclamebelasting.
	R2	Het ondernemersfonds en de gemeente leveren de grootste financiële bijdrage. De vastgoedeigenaren het minst. De provincie mag ook financieel gaan bijdragen. De gemeente is de grootste geldschietter.
	R3	De bijdrage van een vastgoedeigenaar wordt bepaald op het aantal vierkante meters. De ondernemers betalen via het collectief meer dan het vastgoed. Het rondmaken van de begroting hangt af van de bijdrage van de gemeente.
	DB1	Er is nu nauwelijks sprake van financieel fundament. Straks moeten er drie grote betalers gaan komen: vastgoedeigenaren, ondernemers en de gemeente.
	DB2	Degene die betaalt, die bepaalt. De ondernemers dragen financieel bij via het reclamefonds. Jaarlijks is dat ongeveer €265.000, dat mag wel €500.000 zijn.
	DB3	De bijdrage is nu beperkt. In de toekomst worden er bijdragen gevraagd waardoor de begroting op €400.000 - €700.000 uit gaat komen. De private partijen dragen daar het grootste deel aan bij.
	Z1	Vanuit de BIZ wordt er een financiële bijdrage geleverd. De gemeente levert een subsidie.
Z2	Momenteel leveren de vastgoedeigenaren nog geen financiële bijdrage.	
Conclusion		<p>De financiële verantwoordelijkheid die stakeholders dragen is wisselend. Er is één binnenstad waarbij alle drie de partijen financieel evenveel bijdragen. Bij alle binnensteden is te zien dat ondernemers via de BIZ of reclamebelasting een financiële bijdrage leveren. De gemeente levert meestal een subsidie en wordt bij een aantal gezien als financiële trekker. De vastgoedeigenaren leveren in de meeste binnensteden een beperkte of geen financiële bijdrage, een enkele keer dragen zij bij met een adviesrapport.</p> <p>*English: The financial responsibility of stakeholders varies. There is one inner city where all three stakeholder groups contribute equally financially. In all the inner cities it can be seen that entrepreneurs make a financial contribution through the BIZ or advertising tax. The municipality usually provides a subsidy and is seen by a number of interviewees as the financial driver. In most inner cities, the real estate owners make a limited financial contribution or none at all. Occasionally they contribute with an advisory report.</p>

Table B.13: Capacity - Paid and/or voluntary functions

Paid and/or voluntary functions
<p>Not all interviewees expressed an opinion on who is or is not paid in the collaborative organization. However, most interviewees indicate that the board and the representatives of the stakeholders in the inner city are volunteers. In case an alderman is a member of the board, this person is paid because it is his/her regular work. Also, some representatives of the real estate owners get paid. The inner city board (professionals), inner city manager or center manager is paid. Most interviewees think it is a good thing that these professionals are paid for the function they hold. A number of interviewees think that a paid function can generate a better effect than a voluntary function.</p>

Table B.14: Level or organization - Leadership

Indicator	Type	Reaction
Leadership	D1	Het is cruciaal dat het management over leiderschapskwaliteit beschikt. Leiderschap is van belang. Gemeente is leidende partij met ideeën.
	D2	Leider moet kijken naar het stadsbelang of regionaal belang. De voorzitters hebben allemaal een leidersrol. Een leider moet initiatief nemen en de mogelijkheden opzoeken.
	D3	Leiderschap moet aanwezig zijn. Belangrijk dat de binnenstadsdirecteur de leiderschapsrol op zich neemt.
	R1	Leiderschap is heel belangrijk en de trekker van alle activiteiten. De binnenstadsdirectie staat boven alle partijen en moet leider zijn om iedereen bij de les te houden.
	R2	Leiderschap is van belang. Het is belangrijk dat de vertegenwoordigers leiderschap hebben binnen hun achterban. Ook belangrijk om één sterke ambtenaar te hebben die initiatiefrijk is.
	R3	Leiderschap is zeker van belang. De binnenstadsdirectie moet de leiderschapsrol op zich nemen om structuur aan te brengen en alles te bewaken. Directie is fulltime betrokken bij samenwerking en is onafhankelijk/objectief.
	DB1	De binnenstadsmanager of het bestuur moet leiderschap tonen en een goed voorbeeld geven.
	DB2	Belangrijk om dingen in gang te zetten, maar bij een goede samenwerking minder van belang. Anders voert een van de partijen (leider) de boventoon. Samenwerking hoeft niet van leiderschap afhankelijk te zijn.
	DB3	Heel belangrijk bij de vertaling van zaken vanuit de achterban en het sturen van de achterban.
	Z1	Heel belangrijk bij het oppakken van zaken en welke richting je opgaat. De leider moet initiatief tonen en het boegbeeld zijn van de binnenstad. Het gemeentebestuur hakt bepaalde knopen door en de programmamanager heeft een leidende rol.
Z2	Heel belangrijk. Leider moet soms boven de partijen staan om iets vlot te trekken of op gang te brengen. Iedere vertegenwoordiger moet leider zijn. Gemeente moet initiatiefnemer zijn in vormen strategische agenda en kan, indien nodig, direct een beslissing maken.	
Conclusion		<p>Alle geïnterviewde vinden dat leiderschap aanwezig moet zijn in samenwerking. De meeste geïnterviewde vinden leiderschap heel belangrijk, een enkeling vindt dat samenwerking niet van leiderschap hoeft af te hangen. Een leider moet het grotere belang in acht nemen, structuur geven aan de samenwerking en initiatief tonen. Partijen die de leiderschapsrol voornamelijk op zich moeten nemen zijn: het bestuur, de vertegenwoordigers en/of de binnenstadsdirectie.</p> <p>*English:  All interviewees agree that leadership must be present in collaboration. Most interviewees felt that leadership was very important, a few felt that collaboration does not depend on leadership. A leader must consider the greater good, give structure to the collaboration between stakeholders and show initiative. Stakeholders that should take on the leadership role in collaboration are: the board, the representatives and/or the inner city management.</p>

Table B.15: Level or organization - Inner city manager, etc.

Indicator	Type	Reaction
Inner city manager, etc.	D1	Centrummanager is aanspreekpunt en kan aanduiden wat er speelt in de binnenstad. Centrummanager moet leiderschapskwaliteiten hebben.
	D2	Binnenstadsdirecteur is essentieel als uitvoerende tak. Dient als zichtbaar aanspreekpunt en gezicht van de binnenstad.
	D3	Directeur is van belang, houdt toezicht op alle activiteiten en is eindverantwoordelijke.
	R1	Binnenstadsdirectie moet als onafhankelijke partij, andere stakeholders aanspreken op de voortgang. De directie staat boven alle partijen. We hadden voorheen een centrummanager die losstond van de organisatie, maar dat gaf te veel onduidelijkheid. De directie vervult nu die functie.
	R2	Binnenstadsdirectie is essentieel als professionele uitvoeringspartij, anders blijft samenwerking hangen in plannen. Het bestuur stuurt de directie aan.
	R3	Directie is belangrijk om actiepunten te controleren. Directie is objectief en fulltime betrokken, bewaken het grotere plaatje en geven structuur.
	DB1	Centrummanager is essentieel, maar andere stakeholders moeten daardoor niet achterover gaan zitten afwachten. Centrummanager komt met ideeën en initiatieven.
	DB2	Een centrummanager of groep is absoluut essentieel in de samenwerking. Mensen die betaald krijgen en op professionele wijze hun tijd kunnen besteden aan de binnenstad.
	DB3	Het is belangrijk dat iemand 24/7 bezig is met de binnenstad. Deze persoon moet weten hoe de lijnen lopen en over bepaalde kwaliteiten beschikken.
	Z1	Binnenstadsmanager is essentieel. Belangrijk als aanspreekpunt voor de ondernemers, buiten de gemeente om. Ik zie de binnenstadsmanager niet als initiatiefnemer.
Z2	Binnenstadsmanager is heel belangrijk in samenwerking. Die moet structuur creëren tussen stakeholders in de binnenstad en beleid van de gemeente.	
Conclusion		<p>Een binnenstadsmanager/directie, directeur of centrummanager wordt door alle geïnterviewde als belangrijk tot essentieel in samenwerking gezien. Een dergelijke functie vormt een aanspreekpunt, creëert structuur en bewaakt de uitvoering. De functie wordt gezien als professioneel en beschikt over kwaliteiten. Een aantal geïnterviewde ziet deze persoon als eindverantwoordelijke.</p> <p>*English:  All interviewees consider an inner city manager, director or center manager important to essential in collaboration. Such a function provides a point of contact, creates structure and monitors implementation. The function is seen as professional and has certain qualities. A number of interviewees consider this person to have final responsibility.</p>

Table B.16: Level or organization - Rules and protocols

Indicator	Type	Reaction
Rules and protocols	D1	Ik zie het als huwelijkse voorwaarden. Als het goed gaat liggen ze in de kluis en als het fout gaat heeft een van de twee partners ze nodig. Als je het goed doet zijn regels niet nodig.
	D2	Onze samenwerking gaat goed dus regels zijn niet nodig. Maar het is ook ter bescherming van iemand: De binnenstadsdirecteur mag vrij over geld beslissen tot een bepaald bedrag. Er moeten wel bepaalde regels zijn.
	D3	De gedeelde verantwoording, gelijke inbreng en stemrecht bij meerderheid vormt al een basis in regels. Verder moet er gedelegeerd worden aan het binnenstadsbedrijf en niet dat de achterbannen zich daarmee bemoeien.
	R1	Nee, regels en protocollen zijn niet van belang. Iedereen heeft dezelfde bedoelingen en mag overal over meepraten zolang het fatsoenlijk gebeurt.
	R2	Er zijn alleen overleg- en besluitprocedures.
	R3	Als vast protocol is er nu dat er regelmatig basis overleg moet zijn. Heel veel regels lijkt mij ook niet goed, je moet de vrijheid houden voor eigen inbreng. Niet te veel afgebakend.
	DB1	Nu zijn er geen regels, straks komen die er wel. Bijvoorbeeld jaarlijkse prestatieafspraken met elkaar en protocollen voor houvast. Private partijen dwingen dat ook af, zij willen zien waar het geld aan besteed wordt.
	DB2	Regels en protocollen klinkt wel heel officieel, maar er moet wel een heldere structuur zijn met toezicht en controle. Een goede afspraak is noodzakelijk.
	DB3	Regels zoals voorbereiding, terugkoppeling en besluitvorming volgen wij als rode draad in de samenwerking. Wat besproken wordt, wordt vastgelegd maar ik wil meer regels maken in de tijd, hoe een proces verloopt.
	Z1	Ik houd niet van protocollen en regels, maar er moeten wel wat afspraken zijn met daarbinnen genoeg vrijheid. Afspraken gericht op rolverdeling, financiën en uitvoering.
Z2	Elke stad heeft wel een soort van 5 geboden, maar daar moet je flexibel mee omgaan omdat je een dynamische binnenstad hebt. Het gesprek aangaan is daarbij belangrijk.	
Conclusion	<p>Bijna alle geïnterviewde vinden basisregels van belang. Denk aan verantwoording, structuur, financiering en uitvoering. Een aantal geïnterviewde vindt dat de vrijheid voor eigen inbreng behouden moet blijven en er flexibel mee omgegaan kan worden. Een enkeling vindt regels en protocollen niet van belang of pas alleen als het fout gaat.</p> <p>*English:            Almost all interviewees consider basic rules to be important. Think about accountability, structure, financing and implementation. A number of interviewees believe that the freedom to make one's own contribution must be retained and that, to a certain extent, the rules can be handled with flexibility. A few interviewees consider rules and protocols to be unimportant, or only important when things go wrong.</p>	

Table B.17: Level of organization - Decision making (equal voting power)

Indicator	Type	Reaction
Decision making	D1	Volledige overeenstemming. Besluitvorming is op basis van consent, iedereen is gelijkwaardig.
	D2	Allemaal gelijke stemmen. Het streven is unaniem beslissen. De binnenstadsdirecteur en zijn team beslissen zelf ook wel veel, daar worden wij als bestuur wel in betrokken.
	D3	Er zijn 3 partijen, met elk 6 stemmen. In principe is 2/3 van de stemmen voldoende om iets doorgang te geven. Ondernemers en vastgoedeigenaren kunnen binnen een week beslissen, bij de overheid duurt dat langer. Een aantal zaken liggen bij gemeentelijke wetten vast.
	R1	Alles gaat in goed overleg. Tot nog toe is een beslissing altijd unaniem geweest. Als een project alleen wordt gefinancierd door de gemeente, dan moet de gemeenteraad beslissen.
	R2	Bij het binnenstadsbestuur is besluitvorming op basis van de meeste stemmen gelden. Bij de Smart City bv. is besluitvorming met stemmen: de gemeente heeft 3 stemmen, de ondernemers en vastgoedeigenaren samen ook 3.
	R3	Bij de vereniging van vastgoedeigenaren moet in principe iedereen akkoord gaan. Financiële bijdrage aan de binnenstadsorganisatie wordt eerst besproken met de achterban.
	DB1	Wij nemen momenteel niet zo veel beslissingen, het is een beetje een praatclub. Beslissingen die (straks) worden genomen, gebeurt door de partijen die meebetalen.
	DB2	Over het algemeen meeste stemmen gelden. Oorspronkelijk waren de partijen wel redelijk gelijkwaardig. Dat wordt nu moeilijker met bijvoorbeeld de ambulante handel die minder financieel heeft in te brengen. Financiën spelen ook wel een rol bij zeggenschap.
	DB3	Het komt aan op stemmen en belangen van een partij. Dit gaat waarschijnlijk veranderen als er straks een financiële bijdrage wordt gevraagd, betrokken partijen verlangen dan dat er iets tegenover staat.
	Z1	-
Z2	Het bestuur geeft goed- of afkeuring op basis van meeste stemmen gelden. De besluitvorming is vaak al voorgedrukt in de organisaties van horeca, retail en cultuur. Een bottom-up proces. Afkeuring kan voorkomen als er niet genoeg draagvlak is.	
Conclusion		<p>Er zijn verschillen in de besluitvorming en stemmacht. Dit kan samenhangen met het type organisatie, zoals een organisatie waarbij het bestuur gelijke stemmen heeft, of een bv waar aandeelhouders een bepaalde stemmacht hebben. Over het algemeen komt een besluit tot stand op basis van meeste stemmen gelden, met het streven om unaniem te stemmen. Financiële inbreng speelt geen rol bij de stemmacht, hoewel de geïnterviewde van één binnenstad aangaven dat financiën in de toekomst een rol kunnen gaan spelen bij de zeggenschap.</p> <p>*English:  There are differences in decision-making and voting power. This may be related to the type of organization, such as an organization where the board has equal voting power, or a private company where shareholders have a certain voting power. In general, a decision is made on the basis of most votes, with the aim of voting unanimously. Financial input does not play a role in voting power, although the interviewees from one inner city indicate that finances may play a role for voting in the future.</p>



Table B.18: Additional - Strategy or common goal

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**Phase of collaboration**

In municipality A an inner city vision has been drawn up with several themes and subareas. It contains long- and short-term objectives. Some interviewees consider it important to have a common goal, otherwise you will be going in all directions. In municipality B, a plan from 2014 is in effect. This plan has largely been implemented and is outdated on some points. A few interviewees indicate that there is no need for a new strategy yet. However, an action agenda has been set up for the next 3 to 4 years, which contains goals, resources and activities for stakeholders. Municipality C has lacked a common goal or strategy in recent years. There was no coherence. This year, an inner city vision was drawn up for the upcoming ten years. This vision discusses subareas and includes action items for the coming years. The current strategic agenda in municipality D is abstract. It was unclear whether the collaborative organization is a strategic organization or only for contact with the entrepreneurs. The new development program is currently being set up and contains a long-term vision and an implementation agenda. The municipality is considered to be the right organization to draw up the development program, after which the collaborative organization provides feedback.

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Table B.19: Additional - The perfect picture

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**The perfect picture**

The reactions of the interviewees are diverse. In some inner cities, stakeholders are not yet represented (enough). Others indicate that residents and smaller stakeholders are not involved enough or that their constituencies are hard to reach. If we look at what stakeholders envision as the perfect picture, it appears that the visibility of the inner city company or management could be higher (for example, an office in the inner city) and that the approach in collaboration of other inner cities should be explored: "you do not always have to invent the wheel yourself" (R1). In addition, there should be a clear collaboration structure with short lines and a clear allocation of roles and tasks.

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Table B.20: Additional - Differences between medium-large and large inner cities

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**Differences between medium-large and large inner cities**

When looking at the differences between the medium-large and large inner cities, a number of things stand out. It seems that, in general, the medium-large inner cities are better organized than the large inner cities. Both medium-large inner city organizations has been set up with a board and a (paid) inner city director or a (paid) inner city board. These collaborative organizations involve at least the three main stakeholders: the municipality, the real estate owners and the entrepreneurs. Compared to the large inner cities, one inner city lacks structural representation of the real estate owners, despite the fact that the collaborative organization has been active for several years with a broad representation of stakeholders from the hospitality, retail and cultural sectors. Because of this lack in representation, only the entrepreneurs and the municipality contribute financially. In the other large inner city, the three main stakeholders are represented in the collaboration. However, all three interviewees indicate that there has been little implementation in recent years, where there is also less of a financial basis in the collaborative organization. Looking at both medium-large inner cities and financing, it appears that the municipality, real estate owners and entrepreneurs all contribute financially. It is only in one medium-large inner city that all three stakeholders contribute equally. In the other medium-large inner city, the real estate owners contribute proportionally less financially.

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## Appendix C

# Online pairwise comparison survey

This appendix contains the online questionnaire to retrieve the priorities in pairwise comparisons. The questionnaire is presented in the same way as the respondents received it and is formulated in Dutch.

# De waardering van indicatoren van binnenstedelijke samenwerking

Beste respondent,

Bedankt dat u mee wilt doen aan het invullen van deze enquête.

Aan de hand van literatuur en interviews is onderzocht welke indicatoren een rol spelen bij de samenwerking tussen partijen die bij de binnenstad betrokken zijn. Het doel van dit onderzoek is inzicht te verkrijgen in het belang van deze indicatoren.

De uitkomst van het onderzoek geeft inzicht in hoe de samenwerking in Nederlandse binnensteden verbeterd kan worden. Daarnaast draagt het onderzoek bij om het thema Governance van de Binnenstadsbarometer van Platform Binnenstadmanagement beter meetbaar te maken.

De onderzoeksgegevens worden gebruikt voor wetenschappelijk onderzoek. De resultaten daarvan worden in een openbaar afstudeerverslag gepubliceerd.

Het duurt ongeveer 10-15 minuten om de enquête in te vullen. De antwoorden worden anoniem verwerkt. Wilt u meer weten over het onderzoek dan kunt u een e-mail sturen naar [j.k.tiemeijer@student.tue.nl](mailto:j.k.tiemeijer@student.tue.nl).

Alvast hartelijk dank voor het invullen,  
Jasper Tiemeijer

Accepteer eerst onze gegevensbescherming.

Toon verklaring gegevensbescherming



## Gegevensbescherming

U neemt deel aan een onderzoek waarbij we informatie verzamelen door u een vragenlijst voor te leggen die u digitaal kunt invullen. Voor meer informatie en details over de studie en verwerking van persoonsgegevens verwijs ik u naar bijgevoegde informatiebrief.

[Download informatiebrief](#)

Accepteren

Sluiten

## Expertise

Voorafgaand aan de vragen over de indicatoren volgen hieronder enkele vragen met betrekking tot uw professionele expertise.

### \*Bij welk type organisatie bent u werkzaam?

! Kies één van de volgende antwoorden

- Gemeente
- Adviesbureau
- Centrum- of binnenstadmanagementorganisatie
- Anders:

### \*Wat is uw expertisegebied?

## Expertise

Voorafgaand aan de vragen over de indicatoren volgen hieronder enkele vragen met betrekking tot uw professionele expertise.

### \*Hoe groot is de gemeente waarvoor u werkzaam bent?

📌 Kies één van de volgende antwoorden

- Minder dan 20.000 inwoners
- 20.000 - 50.000 inwoners
- 50.000 - 100.000 inwoners
- 100.000 - 250.000 inwoners
- 250.000 - 500.000 inwoners
- Meer dan 500.000 inwoners

## Voorbeeldvraag

De vragen in deze enquête gaan over verschillende indicatoren die invloed hebben op de kwaliteit van samenwerking. Hierbij gaat het uitsluitend om samenwerking tussen organisaties (stakeholders) in een binnenstad, zoals de gemeente, ondernemers, vastgoedeigenaren, etc.

U wordt gevraagd om aan de hand van vergelijkingen aan te geven welk van de twee indicatoren naar uw mening belangrijker is voor de kwaliteit van binnenstedelijke samenwerking. Er zullen verschillende combinaties van indicatoren aan bod komen, per regel wordt u gevraagd om twee indicatoren horizontaal met elkaar te vergelijken. Welk van de twee vindt u belangrijker en in welke mate? (1 antwoord per regel).

Het voorbeeld hieronder betreft een andere context. Hierin geeft een respondent zijn mening over een auto. De respondent vindt merk 'sterk belangrijker' dan kleur, brandstof 'matig belangrijker' dan merk, en brandstof 'sterk belangrijker' dan kleur. Onderstaande vraag dient enkel als voorbeeld, u hoeft hier geen antwoord in te vullen.

	Extreem veel belangrijker	Zeer sterk belangrijker	Sterk belangrijker	Matig belangrijker	Gelijk	Matig belangrijker	Sterk belangrijker	Zeer sterk belangrijker	Extreem veel belangrijker	
Merk	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Kleur
Merk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Brandstof
Kleur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Brandstof

## Hoofdindicatoren binnenstedelijke samenwerking

\*We beginnen met de volgende 4 hoofdindicatoren:

- **Interactie:** De interactie tussen de stakeholders. Denk aan communicatie, rol- en taakverdeling en het monitoren van voortgang.
- **Inzet:** Denk hierbij aan onderling respect of de mate van interesse, toewijding en de bereidheid om bij te dragen.
- **Capaciteit:** De hoeveelheid en verdeling van middelen (personeel, geld, technologie, etc.) die een samenwerkingsorganisatie tot zijn beschikking heeft.
- **Organisatieniveau:** De mate waarin professioneel en gestructureerd wordt samengewerkt.

Geef nu voor elk paar van indicatoren aan welke volgens u belangrijker is in binnenstedelijke samenwerking.

	Extreem veel belangrijker	Zeer sterk belangrijker	Sterk belangrijker	Matig belangrijker	Gelijk	Matig belangrijker	Sterk belangrijker	Zeer sterk belangrijker	Extreem veel belangrijker	
Interactie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Inzet
Interactie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Capaciteit
Interactie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Organisatieniveau
Inzet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Capaciteit
Inzet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Organisatieniveau
Capaciteit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Organisatieniveau

\*Welk van de onderstaande indicatoren vindt u het **meest** belangrijk in binnenstedelijke samenwerking?

📌 Kies één van de volgende antwoorden

- Interactie
- Inzet
- Capaciteit
- Organisatieniveau

\*Welk van de onderstaande indicatoren vindt u het **minst** belangrijk in binnenstedelijke samenwerking?

📌 Kies één van de volgende antwoorden

- Interactie
- Inzet
- Capaciteit
- Organisatieniveau



## Interactie (1)

**\***

De volgende indicatoren komen bij **interactie** aan de orde:

- **Terugkoppeling achterban:** communicatie en terugkoppeling vanuit de vertegenwoordigers naar de achterban.
- **Heldere rol- en taakverdeling:** het is duidelijk hoe de rollen en werkzaamheden zijn verdeeld.
- **Overlegfrequentie:** een vast en regulier overleg tussen de stakeholders in de samenwerkingsorganisatie (bijvoorbeeld eens per zes weken).
- **Monitoringsmiddel:** een middel of tool om toezicht te houden op de voortgang van de samenwerking en de activiteiten die daaruit voortkomen.

**Geef per paar van indicatoren aan welke volgens u belangrijker is bij de interactie tussen stakeholders in de samenwerkingsorganisatie.**

	Extreem veel belangrijker	Zeer sterk belangrijker	Sterk belangrijker	Matig belangrijker	Gelijk	Matig belangrijker	Sterk belangrijker	Zeer sterk belangrijker	Extreem veel belangrijker	
Terugkoppeling achterban	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Heldere rol- en taakverdeling
Terugkoppeling achterban	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Overlegfrequentie
Terugkoppeling achterban	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Monitoringsmiddel
Heldere rol- en taakverdeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Overlegfrequentie
Heldere rol- en taakverdeling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Monitoringsmiddel
Overlegfrequentie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Monitoringsmiddel

\*Welk van de onderstaande aspecten vindt u het **meest** belangrijk bij de interactie tussen stakeholders in de samenwerkingsorganisatie?

! Kies één van de volgende antwoorden

- Terugkoppeling achterban
- Helderere rol- en taakverdeling
- Overlegfrequentie
- Monitoringsmiddel

\*Welk van de onderstaande aspecten vindt u het **minst** belangrijk bij de interactie tussen stakeholders in de samenwerkingsorganisatie?

! Kies één van de volgende antwoorden

- Terugkoppeling achterban
- Helderere rol- en taakverdeling
- Overlegfrequentie
- Monitoringsmiddel

## Inzet (2)

\*

De volgende indicatoren komen bij **inzet** aan de orde:

- **Vertrouwen en respect:** wederzijds vertrouwen en het respecteren van onderlinge meningsverschillen.
- **Verantwoordelijkheid en aansprakelijkheid:** de mate waarin stakeholders in de samenwerkingsorganisatie zich verantwoordelijk en aansprakelijk voelen voor de resultaten.
- **Inspanning:** de mate van inspanning van de stakeholders in de samenwerkingsorganisatie. Denk aan de bereidheid tot het delen van informatie of bij het vinden van oplossingen.
- **Eenheid:** de stakeholders in de samenwerkingsorganisatie vormen een eenheid met elkaar. Het groepsbelang wordt altijd vooropgesteld.

Geef per paar van indicatoren aan welke volgens u belangrijker is wat betreft de inzet van stakeholders in de samenwerkingsorganisatie.

	Extreem veel belangrijker	Zeer sterk belangrijker	Sterk belangrijker	Matig belangrijker	Gelijk	Matig belangrijker	Sterk belangrijker	Zeer sterk belangrijker	Extreem veel belangrijker	
Vertrouwen en respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Verantwoordelijk en aansprakelijk
Vertrouwen en respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Inspanning
Vertrouwen en respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Eenheid
Verantwoordelijk en aansprakelijk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Inspanning
Verantwoordelijk en aansprakelijk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Eenheid
Inspanning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Eenheid

\*Welk van de onderstaande aspecten vindt u het **meest** belangrijk bij de inzet tussen stakeholders in de samenwerkingsorganisatie?

📌 Kies één van de volgende antwoorden

- Vertrouwen en respect
- Verantwoordelijk en aansprakelijk
- Inspanning
- Eenheid

\*Welk van de onderstaande aspecten vindt u het **minst** belangrijk bij de inzet tussen stakeholders in de samenwerkingsorganisatie?

📌 Kies één van de volgende antwoorden

- Vertrouwen en respect
- Verantwoordelijk en aansprakelijk
- Inspanning
- Eenheid

## Capaciteit (3)

\*

De volgende indicatoren komen bij **capaciteit** aan de orde:

- **Voldoende middelen:** de samenwerkingsorganisatie beschikt over voldoende middelen om de doelstellingen te verwezenlijken. Denk aan kennis, mensen en geld.
- **Meerjarenprogramma:** er is een meerjarenprogramma waarin bijvoorbeeld acties, doelstellingen en een financiële begroting zijn opgenomen.
- **Gelijke financiële bijdrage:** alle stakeholders binnen de samenwerkingsorganisatie dragen in gelijke mate financieel bij.
- **Betaald managementteam:** de aanwezigheid van een betaald managementteam in de samenwerkingsorganisatie. Denk aan een binnenstadsdirectie en een ondersteunend team.

Geef per paar van indicatoren aan welke volgens u belangrijker is m.b.t. de capaciteit van de samenwerkingsorganisatie.

	Extreem veel belangrijker	Zeer sterk belangrijker	Sterk belangrijker	Matig belangrijker	Gelijk	Matig belangrijker	Sterk belangrijker	Zeer sterk belangrijker	Extreem veel belangrijker	
Voldoende middelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Meerjarenprogramma
Voldoende middelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Gelijke financiële bijdrage
Voldoende middelen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Betaald managementteam
Meerjarenprogramma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Gelijke financiële bijdrage
Meerjarenprogramma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Betaald managementteam
Gelijke financiële bijdrage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Betaald managementteam

\*Welk van de onderstaande aspecten vindt u het **meest** belangrijk bij de capaciteit van de samenwerkingsorganisatie?

📌 Kies één van de volgende antwoorden

- Voldoende middelen
- Meerjarenprogramma
- Gelijke financiële bijdrage
- Betaald managementteam

\*Welk van de onderstaande aspecten vindt u het **minst** belangrijk bij de capaciteit van de samenwerkingsorganisatie?

📌 Kies één van de volgende antwoorden

- Voldoende middelen
- Meerjarenprogramma
- Gelijke financiële bijdrage
- Betaald managementteam

## Organisatieniveau (4)

\*

De volgende indicatoren komen bij **organisatieniveau** aan de orde:

- **Binnenstadirecteur e.a.:** de aanwezigheid van een binnenstadirecteur, binnenstadsmanager of centrummanager, die vaak structuur geeft, initiatief toont en de leiderschapsrol op zich neemt.
- **Regels en protocollen:** regels die aangeven hoe er samengewerkt moet worden.
- **Prestatieafspraken:** afspraken over (beleids)doelen, ambities en werkzaamheden.
- **Gelijke stemmacht:** alle vertegenwoordigers en/of bestuurders in de samenwerkingsorganisatie hebben gelijke stemmacht. Hierbij gaat het om de vertegenwoordigers van de stakeholders in de binnenstad.

**Geef per paar van indicatoren aan welke volgens u belangrijker is bij het organisatieniveau van de samenwerkingsorganisatie.**

	Extreem veel belangrijker	Zeer sterk belangrijker	Sterk belangrijker	Matig belangrijker	Gelijk	Matig belangrijker	Sterk belangrijker	Zeer sterk belangrijker	Extreem veel belangrijker	
Binnenstadirecteur e.a.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Regels en protocollen
Binnenstadirecteur e.a.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Prestatieafspraken
Binnenstadirecteur e.a.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Gelijke stemmacht
Regels en protocollen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Prestatieafspraken
Regels en protocollen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Gelijke stemmacht
Prestatieafspraken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Gelijke stemmacht

\* Welk van de onderstaande aspecten vindt u het **meest** belangrijk bij het organisatieniveau van de samenwerkingsorganisatie?

📌 Kies één van de volgende antwoorden

- Binnenstadsdirecteur e.a.
- Regels en protocollen
- Prestatieafspraken
- Gelijke stemmacht

\* Welk van de onderstaande aspecten vindt u het **minst** belangrijk bij het organisatieniveau van de samenwerkingsorganisatie?

📌 Kies één van de volgende antwoorden

- Binnenstadsdirecteur e.a.
- Regels en protocollen
- Prestatieafspraken
- Gelijke stemmacht



## Afsluiting

Heeft u nog suggesties om samenwerking in binnensteden meetbaar te maken?

Indien u vragen of opmerkingen heeft, kunt u deze hieronder kwijt.

---

Dit is het einde van de enquête. Bedankt dat u de tijd heeft genomen om aan deze enquête deel te nemen!

U kunt dit venster sluiten.

## Appendix D

# Pairwise comparison matrices

This appendix contains an overview of all pairwise comparison matrices from the respondents. These are the accepted matrices as a result from the online questionnaire among respondents from municipality, consultants, inner city management organizations, and other. The results per theme and indicator are shown, where each table shows the judgements per expert group.

<b>Pairwise comparison matrix values</b>
--

Themes - Municipality
-----------------------

(1)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1	3	1/7
	Commitment	1	<b>1</b>	1/5	3
	Capacity	1/3	5	<b>1</b>	1
	Level of organization	7	1/3	1	<b>1</b>

(2)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	5	1/5
	Commitment	1/5	<b>1</b>	3	1/3
	Capacity	1/5	1/3	<b>1</b>	3
	Level of organization	5	3	1/3	<b>1</b>

(3)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/5	3	3
	Commitment	5	<b>1</b>	3	5
	Capacity	1/3	1/3	<b>1</b>	5
	Level of organization	1/3	1/5	1/5	<b>1</b>

(4)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	5	1/3
	Commitment	1/5	<b>1</b>	5	1/5
	Capacity	1/5	1/5	<b>1</b>	1/7
	Level of organization	3	5	7	<b>1</b>

Table continued from previous page

(5)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	3	7	3
	Commitment	1/3	<b>1</b>	5	3
	Capacity	1/7	1/5	<b>1</b>	1/5
	Level of organization	1/3	1/3	5	<b>1</b>

(6)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	7	5
	Commitment	1/5	<b>1</b>	1/5	1/5
	Capacity	1/7	5	<b>1</b>	1/5
	Level of organization	1/5	5	5	<b>1</b>

(7)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1	1	1
	Commitment	1	<b>1</b>	1	1
	Capacity	1	1	<b>1</b>	1
	Level of organization	1	1	1	<b>1</b>

(8)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	1/5	1/5
	Commitment	1/5	<b>1</b>	1/5	1/5
	Capacity	5	5	<b>1</b>	1/5
	Level of organization	5	5	5	<b>1</b>

(9)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/9	1/5	1
	Commitment	9	<b>1</b>	9	9
	Capacity	5	1/9	<b>1</b>	3
	Level of organization	1	1/9	1/3	<b>1</b>

(10)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	3	5	1/3
	Commitment	1/3	<b>1</b>	5	1/7
	Capacity	1/5	1/5	<b>1</b>	1/7
	Level of organization	3	7	7	<b>1</b>

(11)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/7	5	1/3
	Commitment	7	<b>1</b>	5	1
	Capacity	1/5	1/5	<b>1</b>	1/3
	Level of organization	3	1	3	<b>1</b>

(12)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/5	1/5	1
	Commitment	5	<b>1</b>	7	3
	Capacity	5	1/7	<b>1</b>	5
	Level of organization	1	1/3	1/5	<b>1</b>

**Pairwise comparison matrix values**

Themes - Consultancy

(1)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1	5	5
	Commitment	1	<b>1</b>	5	5
	Capacity	1/5	1/5	<b>1</b>	5
	Level of organization	1/5	1/5	1/5	<b>1</b>

(2)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1	1	1
	Commitment	1	<b>1</b>	5	5
	Capacity	1	1/5	<b>1</b>	1
	Level of organization	1	1/5	1	<b>1</b>

(3)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/3	3	3
	Commitment	3	<b>1</b>	5	3
	Capacity	1/3	1/5	<b>1</b>	1/3
	Level of organization	1/3	1/3	3	<b>1</b>

(4)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	3	7	3
	Commitment	1/3	<b>1</b>	3	1/7
	Capacity	1/7	1/3	<b>1</b>	1/7
	Level of organization	1/3	7	7	<b>1</b>

(5)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1	5	3
	Commitment	1	<b>1</b>	5	3
	Capacity	1/5	1/5	<b>1</b>	1/3
	Level of organization	1/3	1/3	3	<b>1</b>

(6)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1	3	3
	Commitment	1	<b>1</b>	3	3
	Capacity	1/3	1/3	<b>1</b>	1
	Level of organization	1/3	1/3	1	<b>1</b>

(7)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	1/3	5
	Commitment	1/5	<b>1</b>	5	5
	Capacity	3	1/5	<b>1</b>	3
	Level of organization	1/5	1/5	1/3	<b>1</b>

(8)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	5	1
	Commitment	1/5	<b>1</b>	5	5
	Capacity	1/5	1/5	<b>1</b>	1/5
	Level of organization	1	1/5	5	<b>1</b>

Table continued from previous page

(9)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/5	3	5
	Commitment	5	<b>1</b>	3	5
	Capacity	1/3	1/3	<b>1</b>	1/5
	Level of organization	1/5	1/5	5	<b>1</b>

(10)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	7	1/3	5
	Commitment	1/7	<b>1</b>	1/9	3
	Capacity	3	9	<b>1</b>	7
	Level of organization	1/5	1/3	1/7	<b>1</b>

(11)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	1/3	1
	Commitment	1/5	<b>1</b>	1/5	1/3
	Capacity	3	5	<b>1</b>	3
	Level of organization		3	1/3	<b>1</b>

Pairwise comparison matrix values

Themes - Inner city management organization

(1)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/7	1/7	1/3
	Commitment	7	<b>1</b>	1/5	5
	Capacity	7	5	<b>1</b>	5
	Level of organization	3	1/5	1/5	<b>1</b>

(2)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	7	1	3
	Commitment	1/7	<b>1</b>	1/9	1/7
	Capacity	1	9	<b>1</b>	1
	Level of organization	1/3	7	1	<b>1</b>

(3)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/7	7	5
	Commitment	7	<b>1</b>	5	7
	Capacity	1/7	1/5	<b>1</b>	1/5
	Level of organization	1/5	1/7	5	<b>1</b>

(4)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	3	5	1/5
	Commitment	1/3	<b>1</b>	7	3
	Capacity	1/5	1/7	<b>1</b>	1/3
	Level of organization	5	1/3	3	<b>1</b>

Table continued from previous page

(5)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	3	1/5	1/5
	Commitment	1/3	<b>1</b>	1/5	1/7
	Capacity	5	5	<b>1</b>	1/5
	Level of organization	5	7	5	<b>1</b>

(6)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/3	1/5	1/7
	Commitment	3	<b>1</b>	1/5	1
	Capacity	5	5	<b>1</b>	1
	Level of organization	7	1	1	<b>1</b>

(7)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/5	1	1
	Commitment	5	<b>1</b>	5	1
	Capacity	1	1/5	<b>1</b>	1/5
	Level of organization	1	1	5	<b>1</b>

**Pairwise comparison matrix values**

Themes - Other

(1)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	<b>5</b>	9
	Commitment	1/5	<b>1</b>	5	<b>5</b>
	Capacity	1/5	1/5	<b>1</b>	5
	Level of organization	1/9	1/5	1/5	<b>1</b>

(2)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	3	<b>3</b>	5
	Commitment	1/3	<b>1</b>	1	<b>9</b>
	Capacity	1/3	1	<b>1</b>	9
	Level of organization	1/5	1/9	1/9	<b>1</b>

(3)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	<b>5</b>	5
	Commitment	1/5	<b>1</b>	5	<b>5</b>
	Capacity	1/5	1/5	<b>1</b>	5
	Level of organization	1/5	1/5	1/5	<b>1</b>

**Pairwise comparison matrix values**

Interaction - Municipality

(1)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	7	7	5
	Devisioin of roles and tasks	1/7	<b>1</b>	5	3
	Frequency of meetings	1/7	1/5	<b>1</b>	1/3
	Monitoring tool	1/5	1/3	3	<b>1</b>

(2)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	5	5	5
	Devisioin of roles and tasks	1/5	<b>1</b>	5	1
	Frequency of meetings	1/5	1/5	<b>1</b>	1/3
	Monitoring tool	1/5	1	3	<b>1</b>

(3)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	5	7	5
	Devisioin of roles and tasks	1/5	<b>1</b>	5	1
	Frequency of meetings	1/7	1/5	<b>1</b>	1
	Monitoring tool	1/5	1	1	<b>1</b>

(4)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/5	3	1/3
	Devisioin of roles and tasks	5	<b>1</b>	5	3
	Frequency of meetings	1/3	1/5	<b>1</b>	1/3
	Monitoring tool	3	1/3	3	<b>1</b>

(5)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	5	7	3
	Devisioin of roles and tasks	1/5	<b>1</b>	5	3
	Frequency of meetings	1/7	1/5	<b>1</b>	3
	Monitoring tool	1/3	1/3	1/3	<b>1</b>

(6)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	3	5	5
	Devisioin of roles and tasks	1/3	<b>1</b>	3	5
	Frequency of meetings	1/5	1/3	<b>1</b>	1
	Monitoring tool	1/5	1/5	1	<b>1</b>



Table continued from previous page

(7)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/3	5	1
	Devison of roles and tasks	3	<b>1</b>	3	1
	Frequency of meetings	1/5	1/3	<b>1</b>	3
	Monitoring tool	1	1	1/3	<b>1</b>

(8)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	5	5	5
	Devison of roles and tasks	1/5	<b>1</b>	5	5
	Frequency of meetings	1/5	1/5	<b>1</b>	1/3
	Monitoring tool	1/5	1/5	3	<b>1</b>

(9)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	5	9	9
	Devison of roles and tasks	1/5	<b>1</b>	5	5
	Frequency of meetings	1/9	1/5	<b>1</b>	1/5
	Monitoring tool	1/9	1/5	5	<b>1</b>

(10)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	5	7	3
	Devison of roles and tasks	1/5	<b>1</b>	3	1
	Frequency of meetings	1/7	1/3	<b>1</b>	1/3
	Monitoring tool	1/3	1	3	<b>1</b>

(11)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	7	5	5
	Devison of roles and tasks	1/7	<b>1</b>	1/3	1
	Frequency of meetings	1/5	3	<b>1</b>	5
	Monitoring tool	1/5	1	1/5	<b>1</b>

(12)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	7	1/3	5
	Devison of roles and tasks	1/7	<b>1</b>	5	7
	Frequency of meetings	3	1/5	<b>1</b>	1
	Monitoring tool	1/5	1/7	1	<b>1</b>

**Pairwise comparison matrix values**

Interaction - Consultancy

(1)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	3	5	5
	Devisioin of roles and tasks	1/3	<b>1</b>	3	3
	Frequency of meetings	1/5	1/3	<b>1</b>	1
	Monitoring tool	1/5	1/3	1	<b>1</b>

(2)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1	7	5
	Devisioin of roles and tasks	1	<b>1</b>	9	5
	Frequency of meetings	1/7	1/9	<b>1</b>	1/7
	Monitoring tool	1/5	1/5	7	<b>1</b>

(3)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/3	1	3
	Devisioin of roles and tasks	3	<b>1</b>	5	3
	Frequency of meetings	1	1/5	<b>1</b>	1/3
	Monitoring tool	1/3	1/3	3	<b>1</b>

(4)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1	9	5
	Devisioin of roles and tasks	1	<b>1</b>	9	1/5
	Frequency of meetings	1/9	1/9	<b>1</b>	1/9
	Monitoring tool	1/5	5	9	<b>1</b>

(5)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/3	7	3
	Devisioin of roles and tasks	3	<b>1</b>	7	3
	Frequency of meetings	1/7	1/7	<b>1</b>	1/3
	Monitoring tool	1/3	1/3	3	<b>1</b>

(6)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/3	5	1
	Devisioin of roles and tasks	3	<b>1</b>	5	1
	Frequency of meetings	1/5	1/5	<b>1</b>	1/5
	Monitoring tool	1	1	5	<b>1</b>

Table continued from previous page

(7)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/5	3	3
	Devison of roles and tasks	5	<b>1</b>	5	5
	Frequency of meetings	1/3	1/5	<b>1</b>	1/3
	Monitoring tool	1/3	1/5	3	<b>1</b>

(8)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/3	1	5
	Devison of roles and tasks	3	<b>1</b>	5	5
	Frequency of meetings	1	1/5	<b>1</b>	3
	Monitoring tool	1/5	1/5	1/3	<b>1</b>

(9)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/5	1/3	5
	Devison of roles and tasks	5	<b>1</b>	3	3
	Frequency of meetings	3	1/3	<b>1</b>	5
	Monitoring tool	1/5	1/3	1/5	<b>1</b>

(10)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	7	5	1/3
	Devison of roles and tasks	1/7	<b>1</b>	1/5	1/9
	Frequency of meetings	1/5	5	<b>1</b>	1/7
	Monitoring tool	3	9	7	<b>1</b>

(11)		Feedback constituency	Devison of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/5	3	1/7
	Devison of roles and tasks	5	<b>1</b>	5	1
	Frequency of meetings	1/3	1/5	<b>1</b>	1/5
	Monitoring tool	7	1	5	<b>1</b>

**Pairwise comparison matrix values**

Interaction - Inner city management organization

(1)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/7	5	7
	Devisioin of roles and tasks	7	<b>1</b>	5	7
	Frequency of meetings	1/5	1/5	<b>1</b>	5
	Monitoring tool	1/7	1/7	1/5	<b>1</b>

(2)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1	5	1
	Devisioin of roles and tasks	1	<b>1</b>	5	1
	Frequency of meetings	1/5	1/5	<b>1</b>	1/5
	Monitoring tool	1	1	5	<b>1</b>

(3)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1	3	5
	Devisioin of roles and tasks	1	<b>1</b>	5	5
	Frequency of meetings	1/3	1/5	<b>1</b>	1/5
	Monitoring tool	1/5	1/5	5	<b>1</b>

(4)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	7	7	5
	Devisioin of roles and tasks	1/7	<b>1</b>	7	5
	Frequency of meetings	1/7	1/7	<b>1</b>	1/7
	Monitoring tool	1/5	1/5	7	<b>1</b>

(5)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	3	5	3
	Devisioin of roles and tasks	1/3	<b>1</b>	1	3
	Frequency of meetings	1/5	1	<b>1</b>	1/3
	Monitoring tool	1/3	1/3	3	<b>1</b>

(6)		Feedback constituency	Devisioin of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1	1/5	1
	Devisioin of roles and tasks	1	<b>1</b>	1	1/3
	Frequency of meetings	5	1	<b>1</b>	1/3
	Monitoring tool	1	3	3	<b>1</b>

Table continued from previous page

(7)		Feedback constituency	Devisiion of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1/3	1/3	5
	Devisiion of roles and tasks	3	<b>1</b>	1	1
	Frequency of meetings	3	1	<b>1</b>	3
	Monitoring tool	1/5	1	1/3	<b>1</b>

Pairwise comparison matrix values

Interaction - Other

(1)		Feedback constituency	Devisiion of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1	<b>5</b>	5
	Devisiion of roles and tasks	1	<b>1</b>	5	<b>5</b>
	Frequency of meetings	1/5	1/5	<b>1</b>	1/5
	Monitoring tool	1/5	1/5	5	<b>1</b>

(1)		Feedback constituency	Devisiion of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	1	<b>5</b>	3
	Devisiion of roles and tasks	1	<b>1</b>	7	<b>7</b>
	Frequency of meetings	1/5	1/7	<b>1</b>	1/5
	Monitoring tool	1/3	1/7	5	<b>1</b>

(1)		Feedback constituency	Devisiion of roles and tasks	Frequency of meetings	Monitoring tool
	Feedback constituency	<b>1</b>	7	<b>3</b>	3
	Devisiion of roles and tasks	1/7	<b>1</b>	5	<b>5</b>
	Frequency of meetings	1/3	1/5	<b>1</b>	3
	Monitoring tool	1/3	1/5	1/3	<b>1</b>

Pairwise comparison matrix values

Commitment - Municipality

(1)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	<b>3</b>	<b>1</b>	<b>1/5</b>
	Responsibility and accountability	1/3	<b>1</b>	<b>1</b>	<b>1/5</b>
	Effort	<b>1</b>	<b>1</b>	<b>1</b>	<b>1/3</b>
	Unity	<b>5</b>	<b>5</b>	<b>3</b>	<b>1</b>

(2)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/3	<b>1</b>	1/3
	Responsibility and accountability	<b>3</b>	<b>1</b>	<b>3</b>	<b>3</b>
	Effort	<b>1</b>	1/3	<b>1</b>	1/3
	Unity	<b>3</b>	1/3	<b>3</b>	<b>1</b>

(3)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	<b>7</b>	<b>1</b>	<b>3</b>
	Responsibility and accountability	1/7	<b>1</b>	<b>1</b>	<b>3</b>
	Effort	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
	Unity	1/3	1/3	<b>1</b>	<b>1</b>

(4)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>
	Responsibility and accountability	<b>1</b>	<b>1</b>	<b>5</b>	<b>3</b>
	Effort	<b>1</b>	1/5	<b>1</b>	<b>3</b>
	Unity	1/3	1/3	1/3	<b>1</b>

(5)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/3	1/3	<b>3</b>
	Responsibility and accountability	<b>3</b>	<b>1</b>	<b>1</b>	<b>5</b>
	Effort	<b>3</b>	<b>1</b>	<b>1</b>	<b>3</b>
	Unity	1/3	1/5	1/3	<b>1</b>

(6)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	<b>5</b>	<b>5</b>	<b>5</b>
	Responsibility and accountability	1/5	<b>1</b>	<b>3</b>	1/3
	Effort	1/5	1/3	<b>1</b>	1/3
	Unity	1/5	<b>3</b>	<b>3</b>	<b>1</b>

Table continued from previous page

(7)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/3	3	3
	Responsibility and accountability	3	<b>1</b>	3	3
	Effort	1/3	1/3	<b>1</b>	1
	Unity	1/3	1/3	1	<b>1</b>

(8)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/5	1	1/5
	Responsibility and accountability	5	<b>1</b>	5	3
	Effort	1	1/5	<b>1</b>	1
	Unity	5	1/3	1	<b>1</b>

(9)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	1/5	9
	Responsibility and accountability	1	<b>1</b>	1	9
	Effort	5	1	<b>1</b>	9
	Unity	1/9	1/9	1/9	<b>1</b>

(10)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	5	3
	Responsibility and accountability	1	<b>1</b>	5	1
	Effort	1/5	1/5	<b>1</b>	1/3
	Unity	1/3	1	3	<b>1</b>

(11)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	1	1/5
	Responsibility and accountability	1	<b>1</b>	1/3	1/5
	Effort	1	3	<b>1</b>	3
	Unity	5	5	1/3	<b>1</b>

(12)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	3	1/5	3
	Responsibility and accountability	1/3	<b>1</b>	1/5	1/5
	Effort	5	5	<b>1</b>	5
	Unity	1/3	5	1/5	<b>1</b>

**Pairwise comparison matrix values**

Commitment - Consultancy

(1)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	5	5	5
	Responsibility and accountability	1/5	<b>1</b>	1/3	1
	Effort	1/5	3	<b>1</b>	5
	Unity	1/5	1	1/5	<b>1</b>

(2)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	1/3	5
	Responsibility and accountability	1	<b>1</b>	1/3	5
	Effort	3	3	<b>1</b>	5
	Unity	1/5	1/5	1/5	<b>1</b>

(3)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/3	1/3	1
	Responsibility and accountability	3	<b>1</b>	3	3
	Effort	3	1/3	<b>1</b>	3
	Unity	1	1/3	1/3	<b>1</b>

(4)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	7	3
	Responsibility and accountability	1	<b>1</b>	3	1/5
	Effort	1/7	1/3	<b>1</b>	1/5
	Unity	1/3	5	5	<b>1</b>

(5)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	3	1/3	1/5
	Responsibility and accountability	1/3	<b>1</b>	1/3	1/3
	Effort	3	3	<b>1</b>	3
	Unity	5	3	1/3	<b>1</b>

(6)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	3	3	5
	Responsibility and accountability	1/3	<b>1</b>	3	3
	Effort	1/3	1/3	<b>1</b>	3
	Unity	1/5	1/3	1/3	<b>1</b>



Table continued from previous page

(7)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	5	3	3
	Responsibility and accountability	1/5	<b>1</b>	1/3	3
	Effort	1/3	3	<b>1</b>	3
	Unity	1/3	1/3	1/3	<b>1</b>

(8)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	3	3	5
	Responsibility and accountability	1/3	<b>1</b>	1	3
	Effort	1/3	1	<b>1</b>	3
	Unity	1/5	1/3	1/3	<b>1</b>

(9)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/3	5	5
	Responsibility and accountability	3	<b>1</b>	5	1/5
	Effort	1/5	1/5	<b>1</b>	5
	Unity	1/5	5	1/5	<b>1</b>

(10)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	5	7
	Responsibility and accountability	1	<b>1</b>	5	7
	Effort	1/5	1/5	<b>1</b>	3
	Unity	1/7	1/7	1/3	<b>1</b>

(11)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	1	1
	Responsibility and accountability	1	<b>1</b>	1	1
	Effort	1	1	<b>1</b>	1
	Unity	1	1	1	<b>1</b>

**Pairwise comparison matrix values**

Commitment - Inner city management organization

(1)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	1/5	1/3
	Responsibility and accountability	1	<b>1</b>	1/5	1/3
	Effort	5	5	<b>1</b>	7
	Unity	3	3	1/7	<b>1</b>

(2)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	3	7
	Responsibility and accountability	1	<b>1</b>	3	7
	Effort	1/3	1/3	<b>1</b>	3
	Unity	1/7	1/7	1/3	<b>1</b>

(3)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	3	1
	Responsibility and accountability	1	<b>1</b>	1	1
	Effort	1/3	1	<b>1</b>	3
	Unity	1	1	1/3	<b>1</b>

(4)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/5	1	1
	Responsibility and accountability	5	<b>1</b>	1	5
	Effort	1	1	<b>1</b>	5
	Unity	1	1/5	1/5	<b>1</b>

(5)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/3	1/3	1
	Responsibility and accountability	3	<b>1</b>	3	1
	Effort	3	1/3	<b>1</b>	1/3
	Unity	1	1	3	<b>1</b>

(6)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	3	1/3
	Responsibility and accountability	1	<b>1</b>	1	1
	Effort	1/3	1	<b>1</b>	1/3
	Unity	3	1	3	<b>1</b>

Table continued from previous page

(7)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1/5	1	1
	Responsibility and accountability	5	<b>1</b>	3	3
	Effort	1	1/3	<b>1</b>	1
	Unity	1	1/3	1	<b>1</b>

Pairwise comparison matrix values

Commitment - Other

(1)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	7	5	1/5
	Responsibility and accountability	1/7	<b>1</b>	5	1
	Effort	1/5	1/5	<b>1</b>	1/3
	Unity	5	1	3	<b>1</b>

(2)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	1	5	3
	Responsibility and accountability	1	<b>1</b>	3	1
	Effort	1/5	1/3	<b>1</b>	1/3
	Unity	1/3	1	3	<b>1</b>

(3)		Trust and respect	Responsibility and accountability	Effort	Unity
	Trust and respect	<b>1</b>	5	5	3
	Responsibility and accountability	1/5	<b>1</b>	5	3
	Effort	1/5	1/5	<b>1</b>	3
	Unity	1/3	1/3	1/3	<b>1</b>

**Pairwise comparison matrix values**

Capacity - Municipality

(1)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/5	3	3
	Multi-year program	5	<b>1</b>	5	5
	Equal financial contribution	1/3	1/5	<b>1</b>	3
	Paid management team	1/3	1/5	1/3	<b>1</b>

(2)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	5	5
	Multi-year program	1/3	<b>1</b>	7	7
	Equal financial contribution	1/5	1/7	<b>1</b>	1/5
	Paid management team	1/5	1/7	5	<b>1</b>

(3)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	7	5
	Multi-year program	1/3	<b>1</b>	3	1
	Equal financial contribution	1/7	1/3	<b>1</b>	1/3
	Paid management team	1/5	1	3	<b>1</b>

(4)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	5	3	3
	Multi-year program	1/5	<b>1</b>	1	1
	Equal financial contribution	1/3	1	<b>1</b>	3
	Paid management team	1/3	1	1/3	<b>1</b>

(5)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	7	7
	Multi-year program	1/3	<b>1</b>	5	3
	Equal financial contribution	1/7	1/5	<b>1</b>	1
	Paid management team	1/7	1/3	1	<b>1</b>

(6)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	5	5	1
	Multi-year program	1/5	<b>1</b>	3	5
	Equal financial contribution	1/5	1/3	<b>1</b>	1
	Paid management team	1	1/5	1	<b>1</b>

Table continued from previous page

(7)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/3	3	3
	Multi-year program	3	<b>1</b>	3	5
	Equal financial contribution	1/3	1/3	<b>1</b>	1
	Paid management team	1/3	1/5	1	<b>1</b>

(8)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/5	7	7
	Multi-year program	5	<b>1</b>	5	5
	Equal financial contribution	1/7	1/5	<b>1</b>	5
	Paid management team	1/7	1/5	1/5	<b>1</b>

(9)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	9	9	9
	Multi-year program	1/9	<b>1</b>	9	5
	Equal financial contribution	1/9	1/9	<b>1</b>	1/5
	Paid management team	1/9	1/5	5	<b>1</b>

(10)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	5	7	1
	Multi-year program	1/5	<b>1</b>	3	1/3
	Equal financial contribution	1/7	1/3	<b>1</b>	1/5
	Paid management team	1	3	5	<b>1</b>

(11)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1	9	5
	Multi-year program	1	<b>1</b>	7	3
	Equal financial contribution	1/9	1/7	<b>1</b>	1/5
	Paid management team	1/5	1/3	5	<b>1</b>

(12)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1	7	5
	Multi-year program	1	<b>1</b>	5	5
	Equal financial contribution	1/7	1/5	<b>1</b>	1
	Paid management team	1/5	1/5	1	<b>1</b>

**Pairwise comparison matrix values**

Capacity - Consultancy

(1)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	5	5
	Multi-year program	1/3	<b>1</b>	3	3
	Equal financial contribution	1/5	1/3	<b>1</b>	3
	Paid management team	1/5	1/3	1/3	<b>1</b>

(2)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/5	3	3
	Multi-year program	5	<b>1</b>	9	9
	Equal financial contribution	1/3	1/9	<b>1</b>	1/9
	Paid management team	1/3	1/9	9	<b>1</b>

(3)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	3	5
	Multi-year program	1/3	<b>1</b>	3	3
	Equal financial contribution	1/3	1/3	<b>1</b>	1
	Paid management team	1/5	1/3	1	<b>1</b>

(4)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/3	5	5
	Multi-year program	3	<b>1</b>	7	7
	Equal financial contribution	1/5	1/7	<b>1</b>	1
	Paid management team	1/5	1/7	1	<b>1</b>

(5)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/3	5	5
	Multi-year program	3	<b>1</b>	7	7
	Equal financial contribution	1/5	1/7	<b>1</b>	1/3
	Paid management team	1/5	1/7	3	<b>1</b>

(6)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/5	5	3
	Multi-year program	5	<b>1</b>	5	5
	Equal financial contribution	1/5	1/5	<b>1</b>	1/3
	Paid management team	1/3	1/5	3	<b>1</b>

Table continued from previous page

(7)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	5	5	5
	Multi-year program	1/5	<b>1</b>	3	3
	Equal financial contribution	1/5	1/3	<b>1</b>	3
	Paid management team	1/5	1/3	1/3	<b>1</b>

(8)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/5	5	5
	Multi-year program	5	<b>1</b>	1/5	1/5
	Equal financial contribution	1/5	5	<b>1</b>	1
	Paid management team	1/5	5	1	<b>1</b>

(9)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	5	5	3
	Multi-year program	1/5	<b>1</b>	7	7
	Equal financial contribution	1/5	1/7	<b>1</b>	1/3
	Paid management team	1/3	1/7	3	<b>1</b>

(10)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	5	9	1/3
	Multi-year program	1/5	<b>1</b>	5	1/5
	Equal financial contribution	1/9	1/5	<b>1</b>	1/9
	Paid management team	3	5	9	<b>1</b>

(11)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	5	5	5
	Multi-year program	1/5	<b>1</b>	5	5
	Equal financial contribution	1/5	1/5	<b>1</b>	5
	Paid management team	1/5	1/5	1/5	<b>1</b>

**Pairwise comparison matrix values**

Capacity - Inner city management organization

(1)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	7	7	7
	Multi-year program	1/7	<b>1</b>	1	1/5
	Equal financial contribution	1/7	1	<b>1</b>	1/5
	Paid management team	1/7	5	5	<b>1</b>

(2)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	1/3	9
	Multi-year program	1/3	<b>1</b>	1	3
	Equal financial contribution	3	1	<b>1</b>	5
	Paid management team	1/9	1/3	1/5	<b>1</b>

(3)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	1/5	5
	Multi-year program	1/3	<b>1</b>	3	5
	Equal financial contribution	5	1/3	<b>1</b>	3
	Paid management team	1/5	1/5	1/3	<b>1</b>

(4)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/3	7	1
	Multi-year program	3	<b>1</b>	9	3
	Equal financial contribution	1/7	1/9	<b>1</b>	1/9
	Paid management team	1	1/3	9	<b>1</b>

(5)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1	1	1/3
	Multi-year program	1	<b>1</b>	1	1
	Equal financial contribution	1	1	<b>1</b>	1
	Paid management team	3	1	1	<b>1</b>

(6)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1	5	1/3
	Multi-year program	1	<b>1</b>	3	1
	Equal financial contribution	1/5	1/3	<b>1</b>	1/5
	Paid management team	3	1	5	<b>1</b>



Table continued from previous page

(7)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/3	7	1
	Multi-year program	3	<b>1</b>	3	3
	Equal financial contribution	1/7	1/3	<b>1</b>	1
	Paid management team	1	1/3	1	<b>1</b>

Pairwise comparison matrix values

Capacity - Other

(1)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1/5	1	5
	Multi-year program	5	<b>1</b>	5	9
	Equal financial contribution	1	1/5	<b>1</b>	5
	Paid management team	1/5	1/9	1/5	<b>1</b>

(2)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	1	5	5
	Multi-year program	1	<b>1</b>	5	5
	Equal financial contribution	1/5	1/5	<b>1</b>	1
	Paid management team	1/5	1/5	1	<b>1</b>

(3)		Sufficient resources	Multi-year program	Equal financial contribution	Paid management team
	Sufficient resources	<b>1</b>	3	3	1
	Multi-year program	1/3	<b>1</b>	3	3
	Equal financial contribution	1/3	1/3	<b>1</b>	1
	Paid management team	1	1/3	1	<b>1</b>

**Pairwise comparison matrix values**

Level of organization - Municipality

(1)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1	1/5	1/5
	Rules and protocols	1	<b>1</b>	1/5	1
	Performance agreements	5	5	<b>1</b>	3
	Equal voting power	5	1	1/3	<b>1</b>

(2)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	7	5
	Rules and protocols	1/5	<b>1</b>	1/5	5
	Performance agreements	1/7	5	<b>1</b>	5
	Equal voting power	1/5	1/5	1/5	<b>1</b>

(3)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	3	3	3
	Rules and protocols	1/3	<b>1</b>	1	3
	Performance agreements	1/3	1	<b>1</b>	3
	Equal voting power	1/3	1/3	1/3	<b>1</b>

(4)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	3	1/3	3
	Rules and protocols	1/3	<b>1</b>	1/3	1
	Performance agreements	3	3	<b>1</b>	3
	Equal voting power	1/3	1	1/3	<b>1</b>

(5)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	3	5
	Rules and protocols	1/5	<b>1</b>	1/5	1
	Performance agreements	1/3	5	<b>1</b>	5
	Equal voting power	1/5	1	1/5	<b>1</b>

(6)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	3	3	3
	Rules and protocols	1/3	<b>1</b>	1	3
	Performance agreements	1/3	1	<b>1</b>	1
	Equal voting power	1/3	1/3	1	<b>1</b>

(7)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	3	1/3	1
	Rules and protocols	1/3	<b>1</b>	1/3	3
	Performance agreements	3	3	<b>1</b>	3

Table continued from previous page

	Equal voting power	1	1/3	1/3	<b>1</b>
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(8)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	9	1	1
	Rules and protocols	1/9	<b>1</b>	1/5	1/5
	Performance agreements	1	5	<b>1</b>	5
	Equal voting power	1	5	1/5	<b>1</b>

(9)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	9	1/9	5
	Rules and protocols	1/9	<b>1</b>	1/9	1
	Performance agreements	9	9	<b>1</b>	9
	Equal voting power	1/5	1	1/9	<b>1</b>

(10)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	9	7	7
	Rules and protocols	1/9	<b>1</b>	1/3	1
	Performance agreements	1/7	3	<b>1</b>	1
	Equal voting power	1/7	1	1	<b>1</b>

(11)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	7	1/5	5
	Rules and protocols	1/7	<b>1</b>	1/9	1
	Performance agreements	5	9	<b>1</b>	9
	Equal voting power	1/5	1	1/9	<b>1</b>

(12)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	7	1	3
	Rules and protocols	1/7	<b>1</b>	1/7	1
	Performance agreements	1	7	<b>1</b>	1
	Equal voting power	1/3	1	1	<b>1</b>

Pairwise comparison matrix values

Level of organization - Consultancy

(1)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	1/3	1
	Rules and protocols	1/5	<b>1</b>	1/3	1/3
	Performance agreements	3	3	<b>1</b>	1/5
	Equal voting power	1	3	5	<b>1</b>

Table continued from previous page

(2)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	7	5	1
	Rules and protocols	1/7	<b>1</b>	1/5	1/7
	Performance agreements	1/5	5	<b>1</b>	1
	Equal voting power	1	7	1	<b>1</b>

(3)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	3	3	3
	Rules and protocols	1/3	<b>1</b>	1/3	3
	Performance agreements	1/3	3	<b>1</b>	1
	Equal voting power	1/3	1/3	1	<b>1</b>

(4)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	1/3	3
	Rules and protocols	1/5	<b>1</b>	1/5	3
	Performance agreements	3	5	<b>1</b>	5
	Equal voting power	1/3	1/3	1/5	<b>1</b>

(5)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1	1/3	3
	Rules and protocols	1	<b>1</b>	1/3	3
	Performance agreements	3	3	<b>1</b>	5
	Equal voting power	1/3	1/3	1/5	<b>1</b>

(6)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1/5	1/3	1/3
	Rules and protocols	5	<b>1</b>	1	3
	Performance agreements	3	1	<b>1</b>	3
	Equal voting power	3	1/3	1/3	<b>1</b>

(7)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	1	3
	Rules and protocols	1/5	<b>1</b>	1/5	1
	Performance agreements	1	5	<b>1</b>	5
	Equal voting power	1/3	1	1/5	<b>1</b>

(8)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	5	1
	Rules and protocols	1/5	<b>1</b>	1/5	1/7
	Performance agreements	1/5	5	<b>1</b>	1/3
	Equal voting power	1	7	3	<b>1</b>

Table continued from previous page

(9)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1/5	1/3	1/5
	Rules and protocols	5	<b>1</b>	1/5	1/3
	Performance agreements	3	5	<b>1</b>	1/3
	Equal voting power	5	3	3	<b>1</b>

(10)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1/5	3	1/7
	Rules and protocols	5	<b>1</b>	5	1/3
	Performance agreements	1/3	1/5	<b>1</b>	1/9
	Equal voting power	7	3	9	<b>1</b>

(11)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1	1	3
	Rules and protocols	1	<b>1</b>	5	3
	Performance agreements	1	1/5	<b>1</b>	5
	Equal voting power	1/3	1/3	1/5	<b>1</b>

Pairwise comparison matrix values

Level of organization - Inner city management organization

(1)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	7	7	7
	Rules and protocols	1/7	<b>1</b>	1/5	5
	Performance agreements	1/7	5	<b>1</b>	5
	Equal voting power	1/7	1/5	1/5	<b>1</b>

(2)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	1	1/3
	Rules and protocols	1/5	<b>1</b>	1/3	1/3
	Performance agreements	1	3	<b>1</b>	1
	Equal voting power	3	3	1	<b>1</b>

(3)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	9	3	5
	Rules and protocols	1/9	<b>1</b>	1/9	3
	Performance agreements	1/3	9	<b>1</b>	5
	Equal voting power	1/5	1/3	1/5	<b>1</b>

Table continued from previous page

(4)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	7	1/3	3
	Rules and protocols	1/7	<b>1</b>	1/5	1
	Performance agreements	3	5	<b>1</b>	5
	Equal voting power	1/3	1	1/5	<b>1</b>

(5)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1	1/3	1
	Rules and protocols	1	<b>1</b>	1/3	1
	Performance agreements	3	3	<b>1</b>	1
	Equal voting power	1	1	1	<b>1</b>

(6)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	5	1	3
	Rules and protocols	1/5	<b>1</b>	1/3	3
	Performance agreements	1	3	<b>1</b>	5
	Equal voting power	1/3	1/3	1/5	<b>1</b>

(7)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1	1/5	1/7
	Rules and protocols	1	<b>1</b>	1/9	1/5
	Performance agreements	5	9	<b>1</b>	3
	Equal voting power	7	5	1/3	<b>1</b>

**Pairwise comparison matrix values**

Level of organization - Other

(1)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1/5	1/5	1/5
	Rules and protocols	5	<b>1</b>	5	5
	Performance agreements	5	1/5	<b>1</b>	5
	Equal voting power	5	1/5	1/5	<b>1</b>

(2)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	3	1	1
	Rules and protocols	1/3	<b>1</b>	1/3	1/3
	Performance agreements	1	3	<b>1</b>	3
	Equal voting power	1	3	1/3	<b>1</b>

**Table continued from previous page**

(3)		Inner city director, etc.	Rules and protocols	Performance agreements	Equal voting power
	Inner city director, etc.	<b>1</b>	1	5	3
	Rules and protocols	1	<b>1</b>	1	1/3
	Performance agreements	1/5	1	<b>1</b>	1
	Equal voting power	1/3	3	1	<b>1</b>

Table D.21: Pairwise comparison matrices - themes

**Pairwise comparison matrix values**

Additional partially completed

Municipality

(1)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/3	1	1/3
	Commitment	3	<b>1</b>	7	7
	Capacity	1	1/7	<b>1</b>	3
	Level of organization	3	1/7	1/3	<b>1</b>

(2)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	3	5	3
	Commitment	1/3	<b>1</b>	1	3
	Capacity	1/5	1	<b>1</b>	5
	Level of organization	1/3	1/3	1/5	<b>1</b>

Consultancy

(1)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1	5	1
	Commitment	1	<b>1</b>	7	5
	Capacity	1/5	1/7	<b>1</b>	1/5
	Level of organization	1	1/5	5	<b>1</b>

Inner city management organization

(1)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	5	5	1/5
	Commitment	1/5	<b>1</b>	1	1/5
	Capacity	1/5	1	<b>1</b>	1/5
	Level of organization	5	5	5	<b>1</b>

(2)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/3	3	5
	Commitment	3	<b>1</b>	7	3
	Capacity	1/3	1/7	<b>1</b>	1/3
	Level of organization	1/5	1/3	3	<b>1</b>

Table D.21 continued from previous page

Pairwise comparison matrix values

(3)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	1/3	1/3	1
	Commitment	3	<b>1</b>	5	5
	Capacity	3	1/5	<b>1</b>	3
	Level of organization	1	1/5	1/3	<b>1</b>

(4)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	7	5	5
	Commitment	1/7	<b>1</b>	5	5
	Capacity	1/5	1/5	<b>1</b>	1/5
	Level of organization	1/5	1/5	5	<b>1</b>

(5)		Interaction	Commitment	Capacity	Level of organization
	Interaction	<b>1</b>	7	5	1
	Commitment	1/7	<b>1</b>	1/3	1/5
	Capacity	1/5	3	<b>1</b>	1/5
	Level of organization	1	5	5	<b>1</b>