

Social Sustainability Barriers and Facilitators A Case Study in Suburban City Development

1. INTRODUCTION

Social sustainability is a critical aspect of urban development that is receiving increased attention in recent years. With the urban population predicted to double by 2050 leading to nearly 70% of the world's population living in cities (The World Bank, 2023), there is a need to find ways to do so sustainably. This is important as urban areas are becoming increasingly complex and diverse, and it is necessary to ensure that the needs and well-being of all residents are taken into consideration.

Furthermore, designing for social activity can help facilitate more social lives which has been proven to contribute to health and happiness (Harvard gazette, 2017)

In the context of urban development, social sustainability is understood as the integration of social, cultural, and environmental values and goals into the decision-making and development process and focuses on a number of factors revolving mainly around *equitable access* and *the sustainability of the community*. Equitable access in this context that can often be understood in terms of residents' access to critical functions within the neighbourhood. Sustainability of community on the other hand relates mainly to social interaction/social networks, participation in collective groups and networks, community stability, pride/sense of place and safety and security (Dempsey et al, 2011).

The complexity of the social sustainability definitions and contextualisation of contributing factors, calls for a better understanding of how it is approached and implemented in specific urban development projects as well as process facilitators and barriers. Despite the nature of urban development being a complex process including many stakeholders, as well as growing awareness of sustainability, little research can be found regarding stakeholder perspectives on conception of social sustainability goals. The present study aims to address this gap by exploring the perceptions of stakeholders involved in a specific city development case. The aim would therefore also be to inform better decision-making processes for urban development projects and improve the outcome of social sustainability, as well as contribute to the wider academic discussion on the topic.

The goal of this study is therefore to explore the barriers and facilitators regarding the conception of social sustainability goals in the urban development process of a city development case, as perceived by the development partnership company, the municipality, and the architect. In relation to the research question the study will aim to address the following objectives: 1) Determine what goals, barriers and facilitators are discussed by the different stakeholders in relation to social sustainability. 2) Understand their place in the development process and how they relate to the different stakeholders as well as each other. 3) Draw conclusions regarding the importance and meanings of goals, barriers and facilitators in relation to the process and larger contexts.

1.1 Presenting the case

The case selected for the study is Nærheden, a suburban city development outside Copenhagen close to the area of Hedehusene. From the start a strong focus on social sustainability was motivated by the need to address social issues in the area. Some context regarding this area provided by the competition brief for the development plan was: That the municipality had predictions of population growth, with a growing number of elderly citizens. A smaller number of citizens in Høje Taastrup municipality had higher education compared to the capital region and the national average. The percentage of immigrants and relative immigrants was higher in Høje Taastrup municipality compared to the region at large. Citizens in Hedehusene in relation to the rest of the municipality had lower income and worse health. The area Charlotteager in Hedehusene was on the government's "ghetto list". The goal of Nærheden was therefore not only to become an attractive settlement in itself, but to "lift" the surrounding areas of Hedehusene, and bring a critical mass to the area that would allow for the development of new attractive functions and facilities. In order to address these ambitious goals a collaboration was started with RealDania By og Byg, which brought more knowledge and capital to the project. A partnership company co owned by RealDania and the municipality called Nærheden P/S was started to facilitate the development and negotiations with other process actors. Nærheden P/S started a parallel assignment and competition to create a development plan for the area. In summary the vision outlined in the competition program for the development plan 2013 were:

“NærHeden should be a model for the sustainable suburb of the future and a central driver for the development of Hedehusene with opportunities for a high quality of life based on a healthy lifestyle, communities and activities in the city, nature and countryside.”

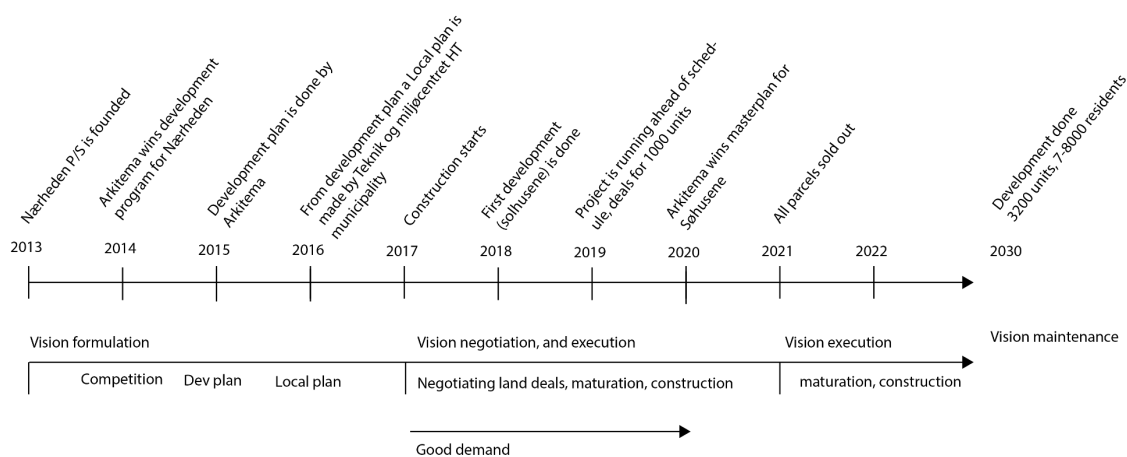
(Nærheden P/S, 2013)

Arkitema was selected to develop the development program for the area. In the development program the values and principles of the project are summarised as: density and city life, variation and easy

every and strong community (Nærheden P/S, 2019). In order to align the vision with other stakeholders, primarily investors and developers, a quality plan was also developed (Nærheden P/S, 2015). The parallel mission and competition process was used again at a later stage when the developer FB Group A/S wanted to buy a large portion of the area called Søkvarteret. Arkitema was then again selected, and tasked to develop a more detailed masterplan for the area. (FB Gruppen A/S, Arkitema Architects, 2020)

In regards to this case, stakeholder interviews were carried out with Rune Fløe Bæklund, head of team city and housing development at Høje Taastrup municipality, Ole Møller CEO at the development partnership company Nærheden P/S, as well as with Zuha Alasadi architect at Arkitema. This case is an example of a process with especially ambitious goals around social sustainability. This makes it interesting to study in terms of goals, barriers and facilitators different stakeholders had in regards to the well pronounced social sustainability implementation.

Figure 1. An overview of the process was constructed from frequent articles about the project published on the website Licitationen. (Licitationen, 2016), (Licitationen, 2017), (Licitationen, 2018), (Licitationen, 2019), (Licitationen, 2020), (Licitationen, 2021)



2. METHODOLOGY

2.1 Research design

Within this case study a variety of methods were used for data collection and analysis that were tailored to help answer the research question and objectives. The main methodology selected was content analysis. A type of content analysis is qualitative relational content analysis that focuses on examining the relationships between concepts. This method was chosen since it would allow to 1) determine what goals, barriers, and facilitators were discussed by the different stakeholders, 2) and discuss the relationships between them, 3) is applicable on a wide range of data including interview transcripts from semi structured interviews. This analysis allows the researcher to identify the

intentions, focus or communication trends of an individual, group or institution, as in this case relating to how the different stakeholders communicate around social sustainability goals, barriers and facilitators. (Columbia Mailman School of Public Health, 2023)

2.2 Data collection

The data for this study was collected through three semi-structured stakeholder interviews. The participants were selected based on their involvement in the urban development process of Nærheden, with focus on roles who were part of setting the larger vision for the project at some point. The interviews were conducted between November and December 2022 and lasted approximately thirty minutes to one hour each. The interviews were semi-structured in nature with questions asked during the interviews designed to elicit the participants' perspectives on social sustainability in the context of the urban development process. The interviews were audio-recorded and transcribed verbatim to the extent possible. The interviews were conducted in two languages: Danish and Swedish depending on the nationality of the interview subject. The interview with Zuha Alasadi from Arkitema were done in Swedish, while interviews with Ole Møller from Nærheden P/S (the city development company) as well as with Rune Fløe Bæklund from Høje Taastrup Municipality were done in Danish. A small language barrier may have been present during the transcription of the Danish interviews, resulting in a higher risk of misinterpretation. However for the purpose of this study it is assumed that these flaws were small enough for the researcher to be able to accurately identify the codes and meanings.

2.3 Coding scheme

The coding scheme was partly inductive, based on the three categories of goals, barriers, and facilitators. The themes were created based on codes that emerged from the transcripts during the data familiarisation phase. The codes were then organised into categories and relationships between the categories and codes were established. The data was coded in English although the data was in the languages of Danish and Swedish.

The coding process was performed in three steps. First, a preliminary review of the transcripts was conducted to familiarise the researcher with the content and identify initial themes. Next, the transcripts were read multiple times to identify recurring themes, which were then coded and organised into categories to extensively cover the data. All categories were: “goals”, “barriers”, “facilitators”, “steps”, “implementation” and “data”. Some of these categories related to concrete steps and implementation that gave mostly an overview over the process. These categories were also to a large extent described in the process documents and articles. During the interview, these were used mostly to contextualise more subjective experiences of the project such as “goals”, “barriers” and “facilitators”. These categories relating to stakeholder experiences were hence selected for closer

analysis, while quotes from interviews relating to other categories of data were used for validity and triangulation purposes.

This resulted in a slight narrowing of the research scope from looking at how in general terms social sustainability goals were conceived in the city development process of Nærheden, to looking more specifically at facilitators and barriers in terms of achieving goals related to social sustainability for the three interviewed stakeholders during the development process of Nærheden. The reason for this narrowing of focus, was that findings regarding these themes were deemed the most novel and relevant in regards to improving the process in the future. The narrower scope was also deemed more suitable for the size of the study.

The resulting coding scheme consisted of several sub-categories for each of the three themes. The goals category included codes such as "*Community participation*," "*Easy everyday life*," and "*mitigation of social issues*." The barriers category included codes such as "*Need for more information and research*," "*Difficulty creating community engagement*," and "*Unpredictable market and demand*." The facilitators category included codes such as "*strong political will*," "*Access to capital and expertise*," "*High investor demand*," and "*Good communication*." The codes were defined by a brief description of the content and the relationships between the codes were analysed. The resulting matrix of codes and relationships was used to illustrate the stakeholder perspectives on the goals, barriers, and facilitators of social sustainability in the urban development process.

2.4 Data analysis

The data was analysed using a relational content analysis approach. The first step was to assign the codes to the appropriate sections of the transcripts. The next step was to create a matrix that showed the relationships between the codes and the participants. The matrix was used to identify the specific barriers and facilitators that emerged from each participant's perspective and to compare and contrast the perspectives across participants.

The resulting matrix was designed to highlight the relationships between the different categories of codes as well as the participants. The cells in the matrix were colour-coded to represent the type of stakeholder (i.e., city development partnership company, municipality, or architect). The relationships were further analysed by examining the specific codes that emerged in each category and comparing and contrasting the perspectives across participants.

3. RESULT

Resulting from the analysis is the following table containing detailed codes related to the three predefined themes, “goals”, “barriers” and “facilitators”. The table shows the relationship between these code categories as well as from which stakeholder interview it was deducted. This answers the research question. Some overlap between stakeholder goals, barriers and facilitators could be observed, therefore it is likely that goals, barriers and facilitators were shared experiences to a large extent. The colour coding merely suggests from which interview a certain code was deducted.

Figure 2: Resulting codes relating to goals, barriers and facilitators derived from three stakeholder interviews. The rows show how the codes relate to each other. Colour codes show from which interview the presented code was retrieved.

Høje Taastrup Municipality	Nærheden P/S	Arkitema
Goals	Barriers	Facilitators
<i>Diverse typology</i>	<i>Unpredictable market and demand</i> , investors were larger than anticipated and wanted large uniform development	<i>High investor demand</i> - Strong negotiation standpoint as a result of strong market demand.
<i>“Lift” Hedehusene</i>	<i>Bad reputation of Hedehusene</i>	<i>Good communication</i> - PR, advertising, strategic naming of the project. A narrow vision that is easy to sell.
<i>Community participation</i>	<i>Difficulty in creating community engagement</i> , especially in the larger district area.	<i>Good community governance</i> - A city district organisation that all housing associations have to be represented in, and a sociologist present at the board. Community houses and events.
<i>Bring community housing to the area.</i>	<i>Difficult financing for private groups</i> developing a project for themselves.	<i>High investor demand</i> - ESG investments makes it more lucrative for professional developers to build community housing.
<i>Easy everyday life</i>	<i>Unpredictable market and demand</i> , Rapid growth made it difficult for municipalities to get all facilities for ex school in place quick enough.	<i>Prioritising access to daily facilities</i> - Easy access to transportation and facilities such as supermarkets, school, sports, nature etc.
<i>Community</i>	<i>Need for more information and research</i> . Limited information on how to build communities	

	through urban development	
<i>High quality buildings and public space</i>	<i>Design budget not allowing architects to follow the implementation phase</i>	<i>Good communication - through - More than normal detail in descriptions and drawings.</i>
<i>High quality buildings and public space</i>	<i>Unpredictable market and demand, A too fast process as a consequence of high demand can make it difficult to have time to assure quality.</i>	<i>High investor demand - , and prices can result in better negotiations around vision implementation.</i>
<i>An efficient and fruitful process.</i>	<i>Need for more information and research. Some aspects of “the future suburb” are still under discussion, and the project has many ambitious demands.</i>	<i>Good communication - Frequent meetings and qualification of concepts.</i>
<i>Develop an ambitious project with high complexity and quality.</i>		<i>Access to capital and expertise- Common interests in social sustainability between municipality and Real Dania allowing for collaborative partnership through Nærheden P/S</i>
<i>Mitigate social issues and bring new citizens to the area.</i>		<i>Strong political will - clear social objectives to address.</i>

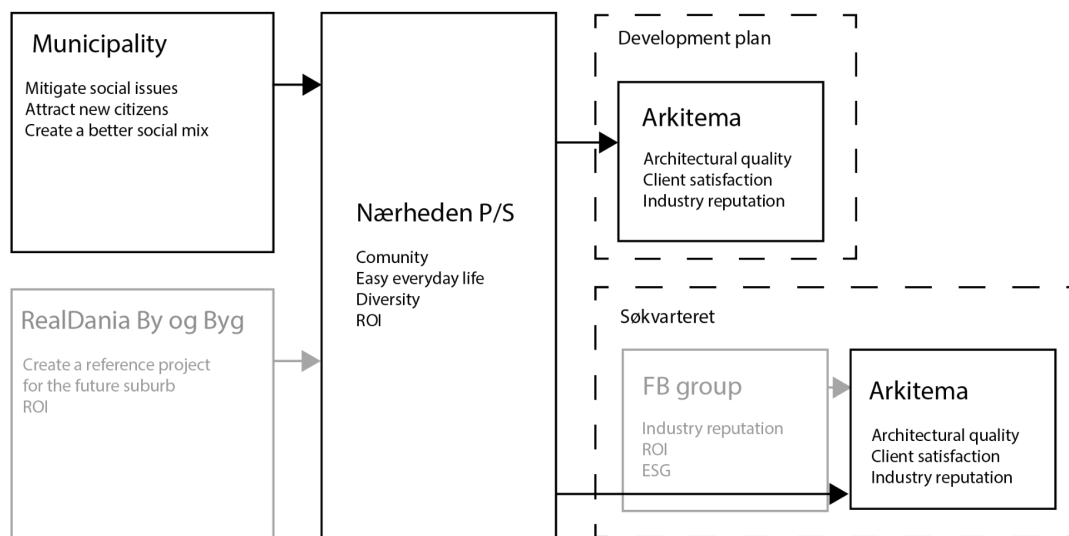
4. DISCUSSION

4.1 Stakeholder relations and goals

While all actors agreed in regards to the importance of social sustainability, most goals, barriers and facilitators were identified in the interview with the city development partnership Nærheden P/S, which as project facilitators had the largest number and most diverse set of goals. All other stakeholder goals relate to those of the partnership since Nærheden P/S has board members from the municipality, and since the partnerships company judges the architects proposal and provides the project brief for them to adhere to, in the case of creating the development program. Also when plots are developed, Nærheden P/S judges the proposals created by the developer and architect, as was the case for development of the masterplan for Søkvarteret. Each stakeholder has their own priorities and aspects of the project they find especially important. This is reflected in the way they evaluate progress; the municipality stating that they monitor data regarding citizen turnover rate and demographics regarding social mix. The architect talks about the quality of implementation of their proposal and resulting architectural space, talking about “driving through the area” in order to see how it was coming along.

Nærheden P/S mentioned talking to people on the street and seeing the area every day. For Nærheden P/S a wide variation of aspects were seen from a strategic perspective, with much focus on the success of methods for implementing concepts such as community, architectural quality and delivering a profitable project.

Fig 3: How stakeholders and their most important goals relate. Nærheden P/S goals contains representing interests from the municipality as well as from Real Dania By og Byg, and enforces them on the developers and architect through the approval process when developing plots or the judgement of development plan suggestions and development of them. The greyed out actors were not interviewed in this study.



4.2 Barriers

In relation to every stakeholders area of responsibility and tasks in the consumption process of social sustainability different barriers were discussed, some barriers relating to social sustainability goals were:

Difficulty in creating community engagement was expressed by the development company as a major concern, since one of their main goals is to create community. As expressed by Ole Møller CEO of Nærheden P/S: “it is a big task for people to understand that they have to maintain not only the places where they live but also the larger community, and they have to get involved. You have to be careful not to make too big of a community”. This may reference the structure for distributing responsibility through “grundejerforeninger” where the individual citizens are members, but that in turn is part of a larger “bydelsforening” that concerns itself with the whole of Nærheden.

Unpredictable market and demand was both a barrier and a facilitator, but was perceived as a challenge by the municipality in regards to getting daily facilities into place fast enough, hence relating to the goal of “easy everyday life”. An example brought up was the school that was not large enough for all the kids that had moved into the area. The school was originally meant to replace two existing schools in Hedehusene, but now one of these schools was kept open since the demand from the fastly growing population was too high. Arkitema also expressed concern that fast development, especially in the first parts of the project, could leave less time to “find the right developer” for the project, hence compromising quality. More than the speed of development, the high demand also influenced the size of developments, with more demand from investors wanting to develop larger areas. Here the goal of diversity was challenged when investors expressed a desire to own more uniform developments, while the development plan expressed that there should be diverse typologies within every large parcel.

Need for more information and research was expressed as a problem for Nærheden P/S regarding that not much information was to be found on how to build communities in urban development, which made achieving the goal of creating community more difficult. Arkitema, talking about the industry debate about “the future suburb” said the following: “the city of the future, is something that is discussed, and for which one has not naturally cracked the code. How much urban vs how much suburban, what also works economically.” also hinting towards a limited industry knowledge being limited in terms of implementation.

Design budget not allowing architects to follow the implementation phase was perceived as a barrier by Arkitema. Not being part of the implementation process made it difficult for them to ensure their concepts were interpreted right during construction. Architect Zuha Alasadi that worked on the masterplan for Søkvarteret stated the following: “We felt that many of the visions were difficult to read in the finished buildings, that intimate neighbourhood and the little streets were missed a little. They did the original competition and were not really involved in the wider process as architects.”. In this regard the implementation of “kvarterspladser” was especially criticised stating that they looked more like “trafikpladser” and that a longer involvement of the architect was normal in many other projects. This barrier relates mainly to the goal of creating a architecture and public spaces of high quality.

Bad reputation of Hedehusene was perceived as a barrier by Nærheden P/S in relation to selling the first parcels. While this may be more of an economical barrier, one could argue that perception of social sustainability also plays a dominant role for it, and that “lifting” the reputation of the surrounding area, has a wider social sustainability function.

Difficult financing for private groups was perceived as a barrier in relation to bringing community living to the area. Denmark has a history of co-housing developed by passionate groups, which the CEO of Nærheden P/S Ole Møller said he himself had been part of at one time. It was a wish to bring these types of developments to the area but this failed since the groups were not able to secure financing from banks. The reason for this was stated as changed regulations that make it more difficult for first time buyers to get loans, and that the banks looked differently at it before. This made it more difficult to bring young community centred people to the area that otherwise would have been part of realising the community goal.

4.3 Facilitators

Urban development is complex and many facilitators for different aspects relating to social sustainability was identified while some facilitators related to overall feasibility success of this kind of project such as “strong political will” and “access to expertise and capital” as well as “good stakeholder communication”, some facilitators emerged in relation to specific project goals such as “good community governance” helping to address the goal of creating community. Another facilitator of that kind was “prioritising access to daily facilities” which helped fulfil the goal of “easy everyday life” and create strong social equity within the area and “advertising and strategic naming” helped create a positive perception of the area relating to social sustainability in terms of perception of community. A strong facilitator was the high investor demand as a result of a high market cycle, which allowed for good negotiations around the overall vision and social sustainability, especially at the late stages of the project. This factor, while strong, is difficult to predict and plan for. In more detail the facilitators were:

Strong political will - A strong political motivation was expressed by Høje Taastrup municipality in regards to mitigating social issues, and creating a better social mix by attracting new citizens. It seems like this was mainly motivated by the municipality having areas on the “ghetto” list at the time and area citizens had lower education level and worse health than the average for the municipality as stated in the competition program for developing the development plan. These problems seem to have been key in triggering a focus on social sustainability for the project and may have been a key factor in the implementation.

Access to capital and expertise - The municipality chose to go into collaboration with RealDania when developing the project since this would allow the project to reach a higher

quality and ambition level. Rune Fløe Bæklund states that “it would have been a big challenge to do it alone”. RealDania in this case brought expertise in city development as well as capital to match the value of the land the municipality provided for the project.

High investor demand - allowed for faster development of the project and hence faster social sustainability results. The main way that the high investor demand influenced the vision implementation was by giving Nærheden P/S a better negotiation position towards developers, especially later in the project when land prices were higher. Examples of this was that they were able to demand that NREP develop co-housing concept Plushusene in a more mixed way, not only adhering to seniors. They were also able to demand that the developer FB-Gruppen should create a more detailed masterplan for the area Søkvarteret for which Arkitema was the architect, further helping facilitate good implementation of the vision. Another aspect of creating this demand especially for development with social focus was the trend of ESG and sustainable finance, leading to developers measuring non-financial factors of projects including social factors. Ole confirms that this may be a reason why they could get professionally developed co-housing in the area such as Pulshusene and Bovieran.

Good communication between stakeholders - in terms of frequent meetings was expressed as a facilitator for Arkitema, this allowed them to quickly qualify concepts and better develop the vision. They met with the board group every other week during the development of the masterplan for Søkvarteret. In regards to overcoming the communication barrier of not being able to follow the implementation of their vision, they provided extra detailed descriptions and drawings which would facilitate better communication in their absence for the later phases of the project. Good communication was also observed in terms of communicating the vision, Ole Møller stated: “we have gone from a broad vision to a narrower, easy everyday life and close community, because people understand it. And it's easy to communicate. The original vision was with 4 points.” The extensive documentation of the vision in the development program but also the intention to align stakeholder expectations through the quality program, helped to further facilitate good communication.

Advertising and strategic naming - was stated as a facilitator in terms of creating interest in the area and making it attractive for people to move there. As previously stated Hedehusene had a bad reputation due to association with social issues that nærheden had to escape. Hence the project name did not contain the word Hedehusene, but a more abstract reference to the area in the name Nærheden. Tv advertising was also made. This partially addresses an economic goal of generating investor demand but the perception of the area could also be seen as relating to social sustainability.

Good community governance - while barriers were observed in relation to the “bydelsforening” this organisation could be a potential facilitator for future community in the area, and help make sure the right governance structure is in place after the development is done. In order to further help this become a facilitator a sociologist is present at the board, that is paid to help facilitate and build a sustainable community organisation.

Prioritising access to daily facilities - While a goal of the project was to “bring a critical mass to the area that would allow them to develop more facilities” (competition program, 2013) the area also contained many facilities and good access to nature for recreational purposes. Furthermore good train connections and highway access to the city creates even better access and social equity in the area. This goal is further expressed in the development program. One example is the vision that the school should be open to everyone also during the evening for events etc, hence creating more access to common facilities in the area. Many of these facilities are also mentioned in the interview with Nærhedn P/S and are especially relevant in relation to their goal of easy everyday life.

CONCLUSION

It is clear that a successful implementation of social sustainability goals in a city development process is closely linked to the success of the general project since many facilitators discussed as important for social sustainability could also be seen as general facilitators for a good process, such as good communication, access to capital and expertise as well as high investor demand. However this was somewhat contextualised in terms of communication of, and regarding, sustainability concepts, access to expertise regarding advanced city development as well as capital with a long investment horizon and high demand for social sustainable developments (facilitated somewhat by the ESG trend) but mostly by a generally high market cycle. Hence these factors relate both specifically to social sustainability and generally to project success.

While there were many goals with related barriers and facilitators in the project, the goals expressed by the development company may have had the most influence on the project outcome as well as the largest overlap with stakeholder goals. The development company acts on behalf of the municipality and RealDania, and protects the vision during the implementation process. The general vision expressed was community and easy everyday life. This coincides with the statement that social sustainability factors mainly can be divided into community factors or equity factors as stated in Dempseys definition of social sustainability (Dempsey, 2011), for which Nærhedens “community” goal relates to Depseys “sustainability of community” and Nærhedens “ease of everyday life” goal

relates to Dempseys “social equity” as this is commonly measured by accessibility. This works well with the general break down of that vision provided by the competition program as well as by the interview with Ole Møller, where it became clear that this goal could be interpreted mainly in terms of easy access to daily facilities such as the school, sports facilities, green areas, the main street at Hedehusene, as well as good train and highway connections to central Copenhagen. This somewhat validates the main goals of the project as socially sustainable also from an academic standpoint.

Implementation of equity factors went seemingly well, maybe with the exception of having to reopen a school due to high demand. This could be a consequence of the clear physicality of these factors in terms of concrete functions, making them easier to plan and evaluate. However the market place seemed to play a strong role here, increasing speed and size of development. In this regard the inherent unpredictability of the market could be seen as a challenge when planning for these factors, however this may be difficult to address. As opposed to equity factors, community factors which depend in large on factors such as interpersonal connections and community cohesion (Dempsey et al, 2013), seemed more difficult to realise. This was expressed mainly in terms of difficulty in getting people engaged in the larger area, not just the place they lived in. Nærheden P/S also expressed that there was little information to be found regarding how to create community in urban development projects. This could point towards further research potential on preferred group sizes, governance arrangements or incentives leading to higher engagement in this kind of community.

In terms of limitations this study only included a small number of stakeholders within the development process. It is here assumed that these stakeholders took part in the most important stages where the vision was negotiated. However, including especially the real estate developers perspective as well as the community’s would have been preferable in order to get a more holistic outlook on the process. This study was also only limited to one case, which makes it difficult to assess the generalizability of the results to be applicable to other development processes.

Overall, the results of this study provide valuable insights into the barriers and facilitators regarding the conception of social sustainability goals in the urban development process of a city. The findings highlight the need for more understanding about ways to increase community participation. The results also provide a starting point for further research into the implementation of social sustainability goals in urban development.

LITTERATURE

Context

Dempsey N, et al. The Social Dimension of Sustainable Development: Defining Urban Social Sustainability. (2011)

https://www.researchgate.net/publication/229889535_The_Social_Dimension_of_Sustainable_Development_Defining_Urban_Social_Sustainability

The World Bank. Urban Development (2023)

<https://www.worldbank.org/en/topic/urbandevelopment/overview#:~:text=Today%2C%20some%2056%25%20of%20the,people%20will%20live%20in%20cities.>

The Harvard Gazette. Good genes are nice but joy is better (2017).

<https://news.harvard.edu/gazette/story/2017/04/over-nearly-80-years-harvard-study-has-been-showing-how-to-live-a-healthy-and-happy-life/>

Process documents

Nærheden P/S. Program for parallelopdrag (2013)

NærHeden P/S. Udviklingsplan (revised 2019)

NærHeden P/S. Kvalitetsprogram (2015)

FB Gruppen A/S, Arkitema Architects. Masterplan Øst (2020)

Høje Taastrup municipality. Lokalplan 4.42 (2016)

Methodology

Columbia Mailman School of Public Health. Content Analysis (2023)

<https://www.publichealth.columbia.edu/research/population-health-methods/content-analysis>

References for timeline

Licitationen. FB Gruppen og bygge partner sender 19.000 kvm projekt videre i systemet (2021)

https://www.licitationen.dk/article/view/814825/fb_gruppen_og_byggepartner_sender_19000_kvm_pr_ojekt_videre_i_systemet

Licitationen. 166 boliger stort projekt skifter hænder i Hedehusene (2021)

https://www.licitationen.dk/article/view/812723/166_boliger_stort_projekt_skifter_haender_i_hedehusene

Licitationen. Sjælsø og FB Gruppen sammen om 16.000 kvm boligbyggerie (2020)

https://www.licitationen.dk/article/view/738253/sjaelso_og_fb_gruppen_sammen_om_16000_kvm_boligbyggeri

Licitationen. 28 meter høj bro-pylon kom på plads ud på de små timer (2019)

https://www.licitationen.dk/article/view/687398/28_meter_hoj_bropylon_kom_pa_plads_ud_pa_de_smaa_timer

Licitationen. Her er NærHedens første boliger (2018)

https://www.licitationen.dk/article/view/618274/her_er_naerhedens_første_boliger

Licitationen. CCO skal tegne skolen (2018)

https://www.licitationen.dk/article/view/579233/ccoteam_skal_tegne_hojetaastrups_nye_folkeskole

Licitationen. Både byudviklingsområdet Nye ved Aarhus og Nærheden ved Hedehusene er dybt afhængige af infrastruktur i verdensklasse (2016)

https://www.licitationen.dk/article/view/305029/infrastrukturen_er_afgørende_for_nye_bydele_landet_over