

Natuur op bedrijventerreinen: onderzoek & praktijk

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**Inhoud**

**Deel 1: Onderzoek**

- Het bedrijventerrein
- *Huidige* waarde van bedrijventerreinen voor natuur
- *Potentiële* waarde van bedrijventerreinen voor natuur

**Deel 2: Praktijk in binnen- en buitenland**

- B&B praktijk in Japan
- B&B praktijk in USA
- B&B praktijk in Europa
- Wat kunnen we leren van deze praktijk?

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Deel 1 - Onderzoek

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4



ECONOMIE

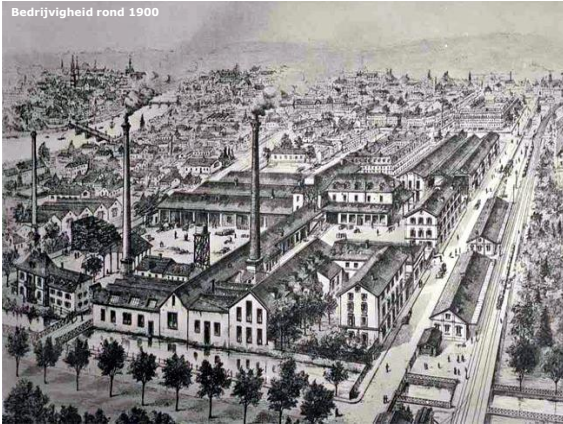
ECOLOGIE

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Bedrijvigheid rond 1900



## Criteria indeling bedrijventerreinen

- Functionele eigenschappen
- Economische voorwaarden
- Ruimtelijke visuele kwaliteit (beeldkwaliteit)
- Flexibiliteit

Vademecum bedrijventerreinen (Stef van der Gaag)



Zeehavens



Zware industrie



Distributierreinen



Kantorenpark



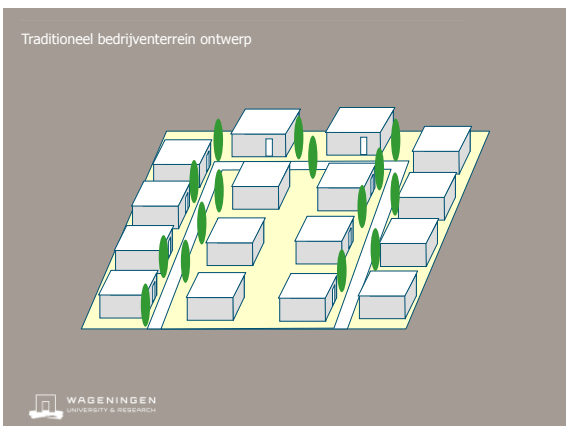


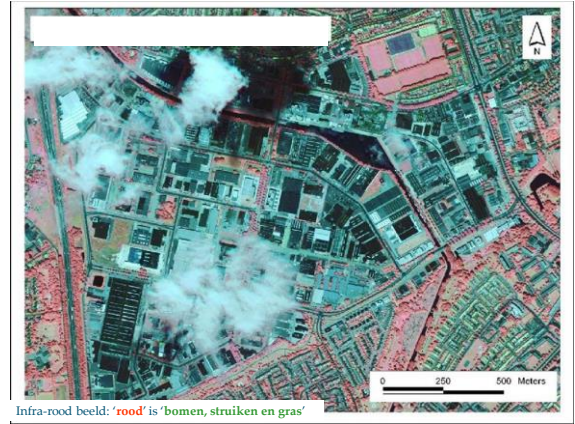
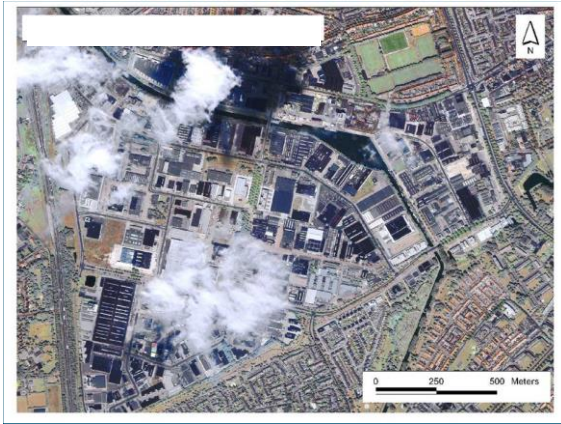
**Spraakverwarring?**

Bedrijventerrein	vs.	Bedrijfsterrein
Bedrijventerrein	vs.	Business Park
Terrein	vs. Blok	vs. Kavel
Bruto Opp	vs.	Netto opp.
Uitgeefbaar	vs.	Publiek

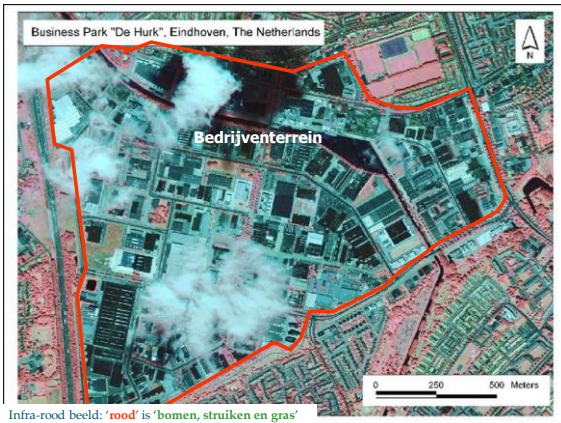
Rooilijn – Ontsluitingswegen – Uitgiftelgrens – etc.

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Infra-rood beeld: 'rood' is 'bomen, struiken en gras'



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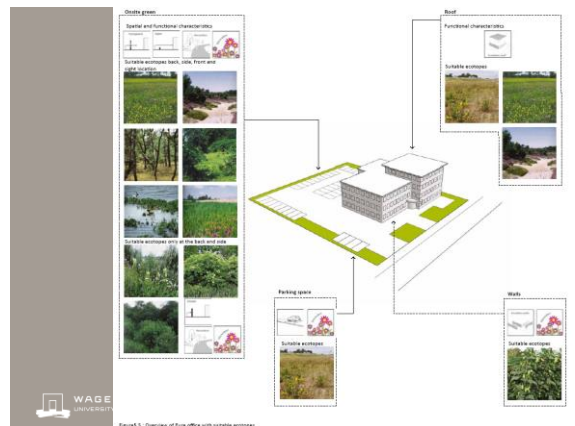
**GROEN WERKT BETER**  
Henk Bouwmeester  
KANSEN VOOR BEDRIJVENTERREINEN EN NATUUR  
Robert Snep

**Saai kantoorpark bloeit op met kieviten en vleermuizen**  
Natuurrijke omgeving, leefklimaat  
Natuurrijke omgeving, leefklimaat  
Natuurrijke omgeving, leefklimaat

12.000  
2300  
2010  
35.000

**Natuurlijke bedrijvigheid**  
Duurzaam ondernemen, maar dan het liefst natuurlijk wel in een groene omgeving.

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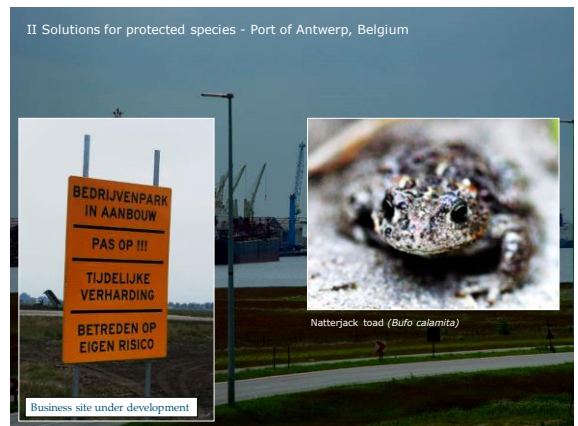
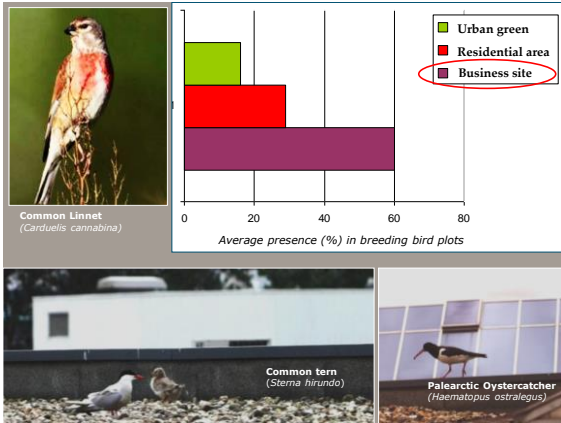


Promotieonderzoek Biodiversiteitbehoud op Bedrijventerreinen (2004 – 2009)

- I. Huidige natuurwaarde (vogels)
- II. Oplossingen voor beschermde soorten (amfibieën)
- III. Toekomstige natuurpotentieel (vlinders)
- IV. Natuur-inclusieve (landschaps)architectuur
- V. Bedrijfsgroen voorkeuren van economische stakeholders



I Current conservation value of business sites





Port of Antwerp

NEWS

Nieuws

Persbericht

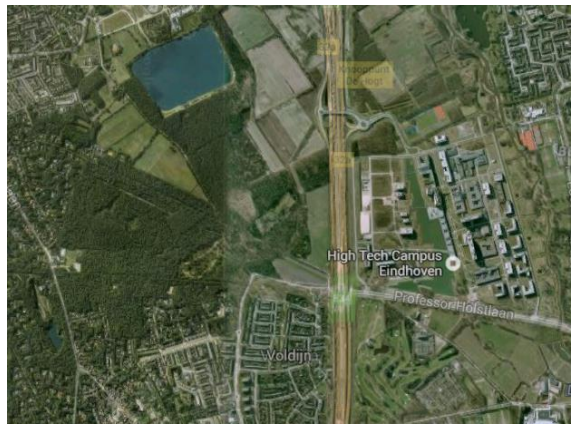
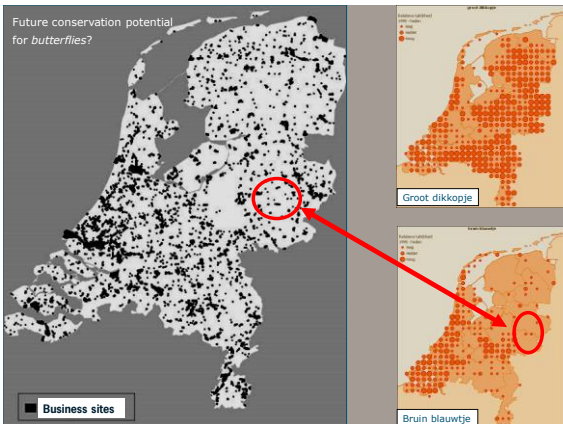
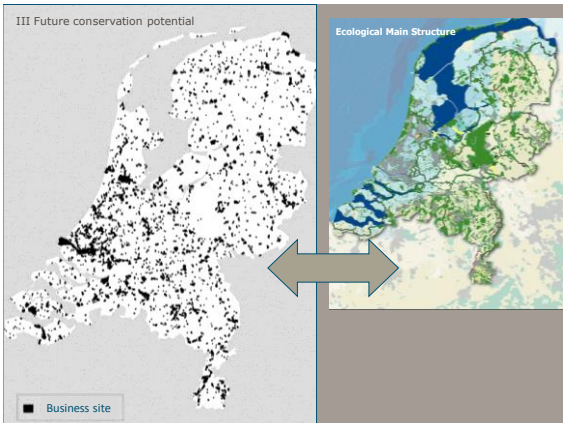
Natuurbeheer en economische activiteiten in harmonie in Antwerpse haven

03 Jul 2014 | Het Antwerpse havengebied is een van de belangrijkste leefgebieden van Europese bedreigde soorten. Maar liefst 90 beschermde diersoorten hebben hun leefgebied in de Antwerpse haven. Een belangrijk aantal van de beschermde soorten zijn bovendien havenspecifiek: ze zijn voor hun voortbestaan in Vlaanderen afhankelijk van leefgebieden en habitats die typisch zijn voor havengebieden.

Rugstreeppad

Wanneer er op bedrijfsterrainen in de Antwerpse haven beschermde soorten worden aangetroffen, mogen de economische activiteiten van deze soorten niet in het gedrang brengen. Voor bedrijven biedt deze situatie niet minder mogelijkheden. Om hiervoor een duurzame oplossing te vinden, werd de voorlopige plan ook gemaakt van het Soortenbeschermingsprogramma Antwerpse Haven. Hiernaast zorgt de Antwerpse haven voor een gemeen, want het is eerste gebiedsgericht programma dat in Vlaanderen werd goedgekeurd door de Vlaamse minister van Leefmilieu.

Het Soortenbeschermingsprogramma (SBP) heeft als doel beschermde soorten waarvoor het havengebied een belangrijke vindplaats is in stand te houden op het niveau van het havengebied, veeleer dan op het niveau van het individueel bedrijven. Door het realiseren van een netwerk van kerngebieden en corridors waar havenspecifieke fauna en flora zich kan ontwikkelen, krijgt de havenplatteland en -ontwikkeling alle kansen waardoor economie en natuurbeheer in harmonie met elkaar kunnen bestaan. Anders gezegd, door er voor te zorgen dat er een goede staat van onderhoud wordt bereikt voor de beschermde soorten in het gehele havengebied, kunnen individuele bedrijven niet alleen maar hun activiteiten anders in te richten wanneer ze op hun terrein bijvoorbeeld een beschermde rugstreeppad



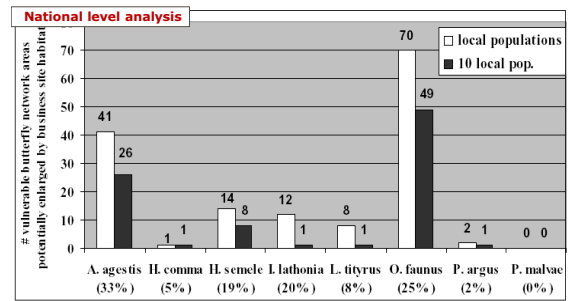
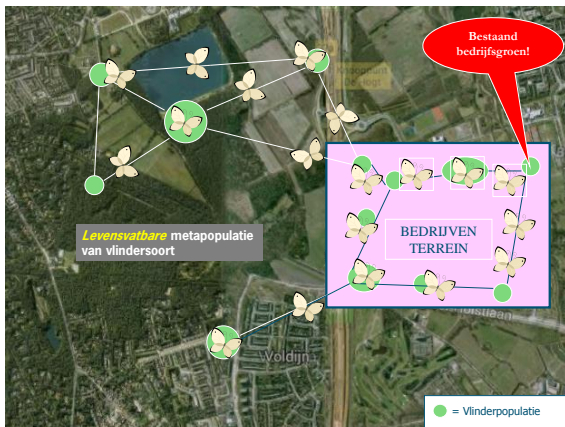
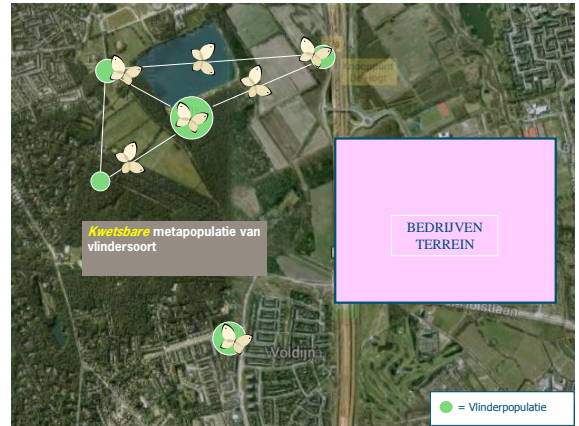
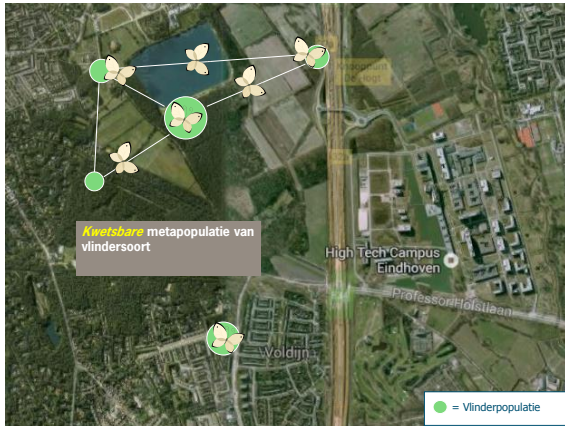


Figure 3. Number of vulnerable butterfly network areas that can be strengthened with additional habitat (for at least 1 local and for 10 local populations) at a neighboring business site. This number is also given as proportion (%) of the total number of vulnerable network areas. Vulnerable butterfly network area: contiguous area where the species was observed, with population considered as 'vulnerable for extinction' based on population size and network area size.

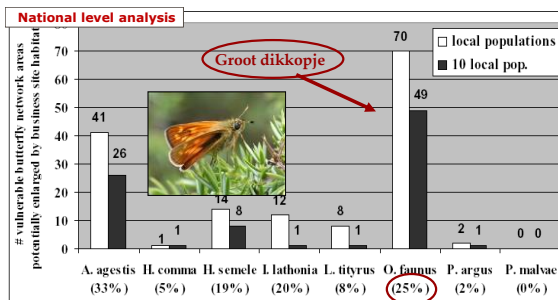


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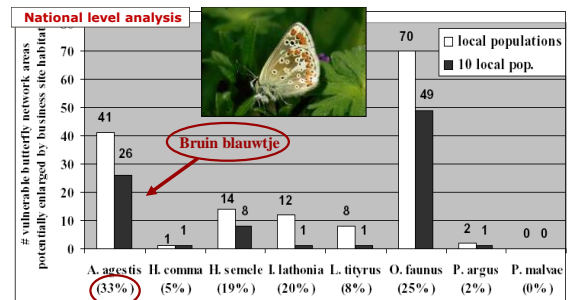
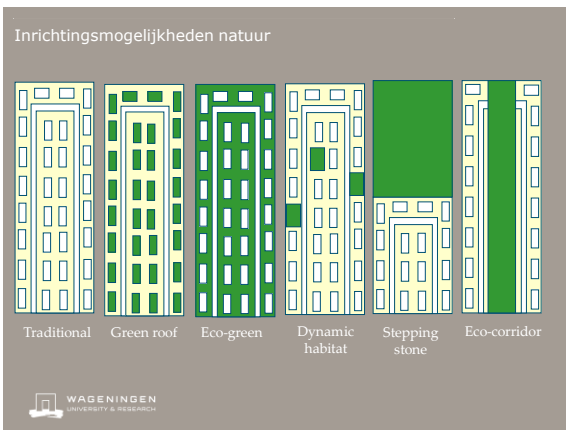


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Sneep, RPH, WallisDeVries, MF, Opdam, P. 2011. Conservation where people work: A role for business districts and industrial areas in enhancing endangered butterfly populations? Landscape and Urban Planning 103 (1): 94 - 101.



### Meerwaarde bedrijven voor natuurbehoud

Bedrijventerreinen:

- Specifiek habitat voor specifieke soorten (vb. pioniersoorten)
- Extra habitat voor soorten van klein oppervlak (vb. insecten)

Bedrijven:

- Vergroening terreinen >> beter kwaliteit werkomgeving
- Inzet bij ontwikkeling & beheer naburige natuur >> MVO: imago, bedrijfsvoering

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### Research

Snep, RPH, WallisDeVries, MF, Opdam, P (2011). Conservation where people work: A role for business districts and industrial areas in enhancing endangered butterfly populations? *Landscape and Urban Planning* 103 (1): 94 - 101.

Snep RPH, Van Ierland EC, Opdam P (2009). Enhancing biodiversity at business sites: What are the options, and which of these do stakeholders prefer? *Landscape and Urban Planning* 91: 26-35.

Snep RPH, Ottburg FGWA 2008. The 'habitat backbone' as a nature conservation strategy for industrial areas. Lessons from the naturepark, toad (*Bufo calamita*) in the Port of Antwerp (Belgium). *Landscape Ecology* 23: 1277-1289.

Snep RPH, Opdam PFM, Baveco JM, WallisDeVries MF, Timmermans WJ, Kwak RGM, Kuipers VHM 2006. How peri-urban areas can strengthen animal populations in cities: a modeling approach. *Biological Conservation* 127: 345-355.

Timmermans W, Snep RPH (2012). Bridging the gap between architecture and biodiversity conservation: stepping beyond 'greening' buildings. In: Haas T (ed.) *SUSTAINABLE URBANISM AND BEYOND: Rebirth cities for the future*. Rizzoli Press.

### Biodiversity conservation at business sites

Options and opportunities

ALTERNATIVE SCIENTIFIC CONTRIBUTIONS FOR

Robbert Snep

Staat kantoorpark bloeit op met kleefvossen en vleermuizen

GROEN WERKT BETER

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### Deel 2 - Praktijk

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### 鳥瞰図 Bird's eye view

ソニーの森 Sony Forest

電波暗室 Anechoic chamber

体育館・食堂 Gymnasium and cafeteria

工場棟 Factory building

寺田町公園 Kota town park

SONY

地域開放型公園工場 Park factory open to the community

ソニーEMCS株式会社 東海テック寺田サイト Sony EMCS Corporation Tokai TEC Kohda Site

- 敷地 面積 18万1千㎡ (100%)
- プレサール面積 171,500㎡ (100%)
- 建築 面積 37,600㎡
- 緑地 面積 2万6千㎡ (約14%)
- Green space area: 78,000㎡ (approx. 42%) (in the green space area, the Sony Forest area is 18,000㎡)

### 緑豊かな公園工場 - インダストリアルパークを目指して - Green and lush park factory - Aiming for an industrial park -

72 (1972) 82 (1982) 1992 2000 2018

1期緑地整備 First-period green space development

2期緑地整備 Second-period green space development

3期緑地整備 Third-period green space development

4期緑地整備 Fourth-period green space development

5期緑地整備 Fifth-period green space development

6期緑地整備 Sixth-period green space development

7期緑地整備 Seventh-period green space development

8期緑地整備 Eighth-period green space development

9期緑地整備 Ninth-period green space development

10期緑地整備 Tenth-period green space development

11期緑地整備 Eleventh-period green space development

12期緑地整備 Twelfth-period green space development

13期緑地整備 Thirteenth-period green space development

14期緑地整備 Fourteenth-period green space development

15期緑地整備 Fifteenth-period green space development

16期緑地整備 Sixteenth-period green space development

17期緑地整備 Seventeenth-period green space development

18期緑地整備 Eighteenth-period green space development

19期緑地整備 Nineteenth-period green space development

20期緑地整備 Twentieth-period green space development

21期緑地整備 Twenty-first-period green space development

22期緑地整備 Twenty-second-period green space development

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89期緑地整備 Eighty-ninth-period green space development

90期緑地整備 Ninetieth-period green space development

91期緑地整備 Ninety-first-period green space development

92期緑地整備 Ninety-second-period green space development

93期緑地整備 Ninety-third-period green space development

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96期緑地整備 Ninety-sixth-period green space development

97期緑地整備 Ninety-seventh-period green space development

98期緑地整備 Ninety-eighth-period green space development

99期緑地整備 Ninety-ninth-period green space development

100期緑地整備 One hundred-period green space development



「幸田サイト」緑化活動中期ロードマップ  
Midrange roadmap for "Koda Site" greening activities

SONY

活動項目 Activity Item	2008	2009	2010	2011	2012
<b>緑地の整備</b> Development of green space	社員による緑地保全活動 SATOYAMA restoration activities by employees	ソニーの森でのアブコブの観察会、ツクバ、地元のシンボルツリーを植樹 Making of "Older Forest" in the Sony Forest, making of "Overseering Forest", and protection of symbolic trees in the local community	生物多様性保護を考慮した緑地整備、更なる改善 Development of green space with conservation of biodiversity in mind and further improvement	植木モニタリング (1回/5年) Tree monitoring (once per 5 years)	
<b>多様な生物が暮らせる場所</b> Location where diverse creatures can live					
<b>地域貢献活動</b> Local contribution activities	地域の里山保護活動、花いっぱい運動への参加、講座 Participation in and continuation of the SATOYAMA conservation activities and the filling-up-flowers activity in the local community	ソニー緑地整備 Maintenance of Sony Sakura Zaka	近隣河川浄化活動 Neighboring river cleanup activities		
<b>緑地の保全</b> Maintenance of green space	社員による樹木の手入れ Planting of 100 trees by employees	ソニー緑地整備 Maintenance of Sony Sakura Zaka	高の竹刈り Line of bamboo charcoal in the forest		
<b>他社・他サイトの支援</b> Assistance to other companies	緑地保全ガイドとして、他社・他サイトの普及啓蒙 Acceptance of visitors from other companies and other sites at a site with advanced greening, and continuation of guidance	2010年度 生物多様性シンポジウム(名古屋2回・東京1回) Presentations at biodiversity symposiums in FY 2009 (2 in Nagoya and 1 in Tokyo)			
<b>社員意識向上</b> Employee awareness improvement	新入社員教育「サトヤマとソニーの森」の企画 Continuation of new employee education program (care of SatoYama and the development of the Sony Forest), the care of foliage plants by employees, etc.	森の恵み「サトヤマ」イベント(シメジ、タケノコ、タケノコ、アサギ、タケノコ、アサギ、タケノコ、アサギ)	森の恵み「サトヤマ」イベント(シメジ、タケノコ、タケノコ、アサギ、タケノコ、アサギ)		
<b>社会・環境貢献緑地評価</b> Social and Environmental Green Evaluation System	SEES評価 SEES evaluation	SEES評価 SEES evaluation	SEES評価 SEES evaluation	SEES評価 SEES evaluation	SEES評価 SEES evaluation



Environment

- ▶ Basic Philosophy
- ▶ Toyota Environmental Activities Grant Program
- ▶ Forest of Toyota (Japan)
- ▶ Toyota Shiraoka-Go Eco-Institute (Japan)
- ▶ TOYOTA Mie Miyagawa Mountain Forest
- ▶ Environmental Conservation at Office Sites and in the Areas Surrounding Them (Belgium)
- ▶ Toyota's APA Costa dos Corais (Environment Protection Area) (Brazil)
- ▶ Saving the Hyacinth Macaw (Brazil)
- ▶ Preventing the Desertification in China (China)
- ▶ Toyota China Youth Environmental Protection Aid Program (China)
- ▶ Toyota Weekend Farmers (Korea)
- ▶ Toyota Eco Youth (Malaysia / Indonesia)
- ▶ Stop Global Warming (Thailand)
- ▶ Joint Initiative with Keu Gardens to Nurture Biodiversity (United Kingdom)
- ▶ Annual National Mayor's Challenge for Water Conservation (United States)
- ▶ TogetherGreen (United States)
- ▶ Eco-Schools (Europe)
- ▶ Rainforest Restoration Initiatives (Philippines)



WILDLIFE HABITAT COUNCIL

CERTIFICATION LOGIN BLOGS STORE SEARCH OUR IMPACT GET STARTED GET CERTIFIED KNOWLEDGE CENTER ABOUT

What We Do

**We help make every act of conservation matter.**  
Celebrating and empowering all acts of conservation is at the core of what we do, whether it's a simple pollinator garden or a complex wetlands restoration.

**We help companies further corporate goals.**  
WHC conservation programs advance companies' biodiversity, sustainability, employee engagement and community relations goals.

**We help companies help nature.**  
Successful WHC conservation programs aligned with local, regional and national conservation priorities contribute to the collective positive outcome for the environment.

**We build collaborations for conservation.**  
We partner with corporations, their employees, fellow conservation organizations, government agencies and community members to recognize and encourage wildlife habitat projects for conservation, education and recreation.

**Our work is unparalleled.**  
We're the only conservation organization to work exclusively with corporate landowners to establish,



**Corporate Members**

Sinds 1988!

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- Abercrombie Corporation
- Alicor Inc.
- American Electric Power
- Amway-Bunch Companies Inc.
- Ash Grove Cement Company
- BASF Corporation
- Bayar Corporation
- B&J
- Bevigan Moore & Co.
- BP
- Budgestone Americas Holding Inc.
- Bush Myers Squibb Company
- Calypso
- CEMEX
- CH2M Hill
- Chesler
- Clifco Petroleum Corporation
- Cligona Inc.
- Coloplast
- Conservation Central LLC
- Constellation Energy
- Consumers Energy
- Courtside Inc.
- DTE Energy
- DuPont Company
- Eli Lilly and Company
- Energy United States Drilling
- ENVI
- ENVISOL Holdings Inc.
- Environmental Logistic Services, LLC
- Eurotrans LP
- ExxonMobil
- Industrial Asphalt Inc. and KROJ LP of Austin
- ITC Holdings
- JF New & Associates
- Kaiser Aluminum
- Koch Industries Inc. & Subsidiaries
- Lafarge
- Marathon Oil Corporation
- Master Brands
- Marck & Company Inc.
- Monsanto Company
- Motorola
- Naustar Inc.
- Noble Energy Inc.
- NPC Services Inc.
- Occidental Petroleum Corporation
- Olefinics Materials
- Ontario Power Generation
- Pacific Gas & Electric
- Papco Holdings Inc.
- Pfizer Inc.
- PPD Industries Inc.
- Raytheon Company
- Republic Services Inc.
- Sears Holdings Corporation
- Shell Oil Company
- Southern Nuclear Operating Company
- Spectra Energy
- Statens
- Talson BioPharmaceuticals
- Tennessee Valley Authority
- Termin International (Canada) Inc.
- The Boeing Company
- The Dow Chemical Company
- Toll Pharmaceutical USA Inc.
- Toyota Motor Manufacturing North America Inc.

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**Creating Wildlife Habitats**

- Sustainability
- DuPont's Role
- Where We Stand
- Marketplace Goals
- DuPont Footprint Goals
- Market Solutions
- Sustainability Online Media Room
- Performance and Reporting
- External Recognition
- Sustainability Leadership
- Sustainability in Action
- Sustainability by Example

DuPont has a strategy for land conservation that includes placing surplus property into protected status through the company's Land Legacy Program, as well as lending support to activities in local communities aimed at preserving green space. In addition, DuPont manages as much of its local property as possible for wildlife habitat.

Currently, 16 DuPont sites around the globe have been certified by the Wildlife Habitat Council, a Member-based nonprofit association dedicated to increasing the quality and amount of wildlife

## Environmental stakeholder management as business strategy: the case of the corporate wildlife habitat enhancement programme

H. Cardskadden and D. J. Lober\*

A new management approach and conservation process is the corporate wildlife habitat programme. This programme, co-ordinated by the non-profit-making Wildlife Habitat Council, encourages corporations to voluntarily manage lands for wildlife and biodiversity protection. This case study examines the benefits to corporations from participating in this programme in terms of the programme's influence on relationships with key corporate stakeholders including employees, host communities, environmental groups and regulators. The method of the study was a survey of individuals responsible for wildlife habitat enhancement programmes at 164 sites in the United States.

Ninety-five percent of respondents indicated that wildlife habitat programmes led to improved employee morale. Seventy-two percent indicated improved relationships with environmental groups. Sixty percent of respondents noted a positive effect of the programme on their relationship with regulators.

The study also identifies specific benefits of programmes that reported annual cost saving:

- Results:**
- 59% improved employee morale
  - 60% positive effect on community relations
  - 49% improved relationship with regulators
  - 50% annual cost savings

Involvement. Relationships with community, Government, and regulators. Relationships with community, Government, and regulators. Relationships with community, Government, and regulators. Relationships with community, Government, and regulators.

These results are useful, both for aiding management in making decisions about whether to implement a wildlife habitat enhancement programme can provide to their companies, as well as to improve their organization's wildlife and biodiversity protection. Furthermore, this case provides a tangible example of where business and the environment can be mutually compatible.







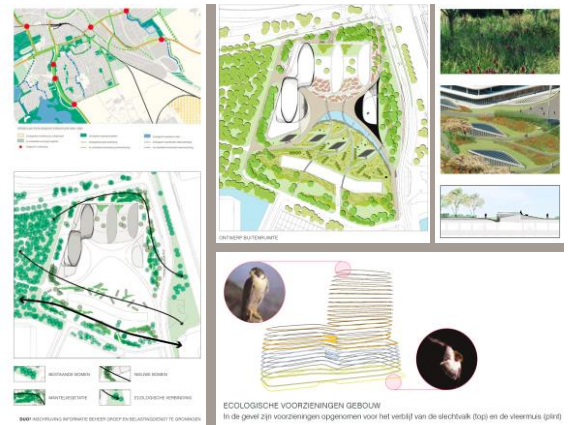
WAGENINGEN  
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01

New office complex development at outdated office site



Adjacent urban forest houses protected bat species, grey heron colony, typical forest flora.



ECOLOGISCHE VOORZIENINGEN GEBOUW  
In de gewest zijn voorzieningen opgenomen voor het verblijf van de vleerhulk (top) en de vleermuis (grond)

- \* urban 'office garden' green preserved for bat corridor function
- \* selected plant species offer habitat for birds and butterflies
- \* separate 'wildlife space' built-in the office complex

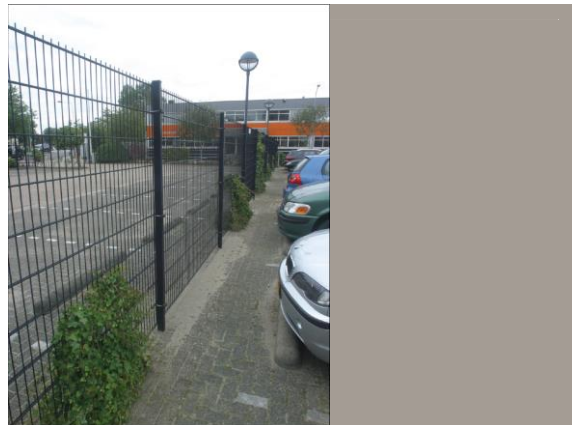


Cooperation with real-estate developer, (landscape) architect, construction companies, municipality, environment NGOs



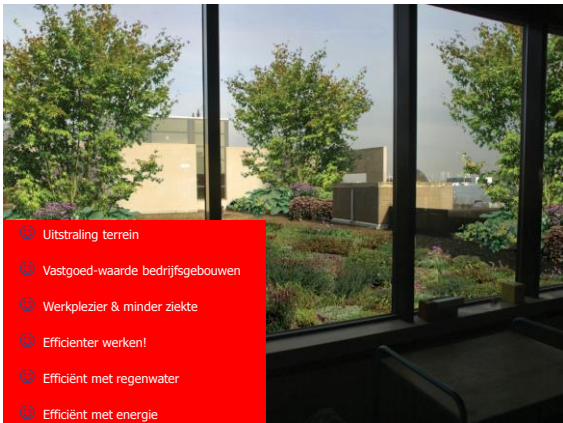
Nature-inclusive architecture







- ☺ Uitstraling terrein
- ☺ Vastgoed-waarde bedrijfsgebouwen
- ☺ Imago bedrijven
- ☺ Werkplezier & minder ziekte
- ☺ Efficiënter werken!



- ☺ Uitstraling terrein
- ☺ Vastgoed-waarde bedrijfsgebouwen
- ☺ Werkplezier & minder ziekte
- ☺ Efficiënter werken!
- ☺ Efficiënt met regenwater
- ☺ Efficiënt met energie

**Voordelen groene bedrijfsomgeving**

- ☺ Uitstraling terrein
- ☺ Vastgoed-waarde bedrijfsgebouwen
- ☺ Vormgeven duurzaamheidsambitie
- ☺ Imago bedrijven
- ☺ Werkplezier & minder ziekte
- ☺ Efficiënter werken!
- ☺ Commitment werknemers bij bedrijf
- ☺ Efficiënt met energie
- ☺ Efficiënt met regenwater

**WAGENINGEN**  
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**Maatregelen vergroenen bedrijfsomgeving**

Platte daken >> **groendaken?**

Kale gevels >> **groengevels**

Bestaand 'saai' bedrijfsgroen >> **bedrijfsgroen** met meerwaarde (bijv. ecologie)

Ongebruikte overhoeken en bestrating >> **vergroening**

Entree bedrijf >> **groene** entree

Relatie natuur en groen in omgeving >> **groene** (lunch)wandeling

**WAGENINGEN**  
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Parking at entrance, adjacent to main office and corporate restaurant



Green lunch garden with habitat for butterflies and birds




**Balancing Business with Sustainability**

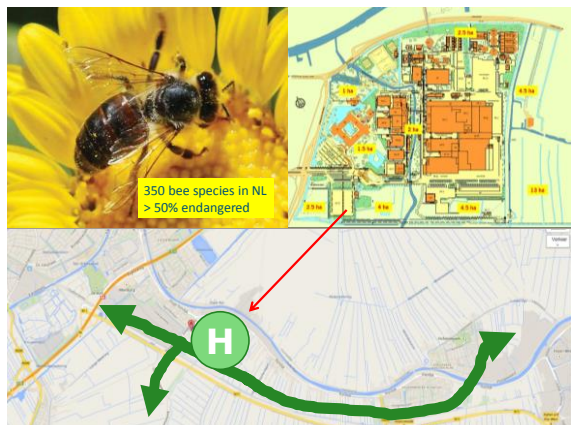
"It has been an incredibly complex, often difficult, but entirely rewarding journey"



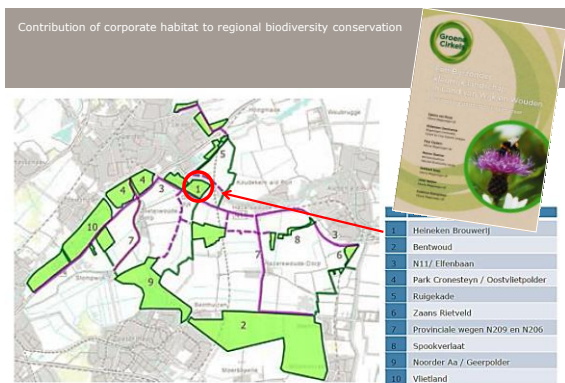



Brewing a Better Future was introduced in April 2016 and born out of close discussion with our stakeholders. It has provided the Company with a roadmap and reflects our ambition to become an even greener business.





350 bee species in NL  
> 50% endangered



Figuur 1 Indicatie van het regionale netwerk van het bij-zonder kleurrijk landschap in het land van Wijk en Wouden.







From research to practice

### BIODIVERSITY DEVELOPMENT STRATEGY FOR BUSINESS SITES

- CORPORATE AMBITION TOWARDS BIODIVERSITY**  
TARGET: WHO, WHY?  
BUSINESS OPERATION CONSTRAINTS?
- SELECT TARGET SPECIES GROUP AND HABITAT**  
SURROUNDINGS: ECOLOGICAL NETWORKS  
HABITAT PREFERENCES, LIFE-HISTORY OF TARGET SPECIES
- BUSINESS SITE ANALYSIS**  
CURRENT CORPORATE GREEN, NEW HABITAT OPPORTUNITIES  
FEASIBILITY OF GREEN LAY-OUT AND MANAGEMENT CHANGE
- BIODIVERSE BUSINESS SITE DESIGN PLAN**  
INCLUDE BOTH CONSERVATION AND BIODIVERSITY EXPERIENCE MEASURES  
COSTS, BENEFITS, PLANNING
- IMPLEMENTATION PROCESS**  
CLOSE COOPERATION WITH LANDSCAPE FIRM AND FACILITY MANAGERS
- COMMUNICATION & MONITORING**



ACTOREN	ARGUMENTEN
Bedrijven - Directie - Duurzaamheidsmanager - Milieumanager - Facilitair Bedrijf - Communicatie/Marketing - Human Resource Management	Uitstraling Imago Reductie beheerkosten Koeling
Bedrijvenvereniging	Vastgoedwaarde
Parkmanagement	Risicobeheersing schade
Projectontwikkelaar & Ontwikkelmaatschappij	MVO ambities: - klimaat - biodiversiteit - sociaal
Adviseur Stedenbouw & Architectuur Adviseur Landschap/Tuinarchitectuur	Wet- & Regelgeving
Hovenier / aannemer	Arbeidsproductiviteit
Waterschap	Ziekteverzuim reductie
Gemeente/regio overheid - Kamer van Koophandel / EZ - Gebiedsmanager - Hydroloog - Planologie	Loyaliteit werknemers
Natuurorganisaties	Relatiemanagement

ACTOREN	ARGUMENTEN	GROEN/NATUUR-PRAKTIJK
Bedrijven - Directie - Duurzaamheidsmanager - Milieumanager - Facilitair Bedrijf - Communicatie/Marketing - Human Resource Management	Uitstraling Imago Reductie beheerkosten Koeling	Duurzaam Inkopen - Natuurvriendelijke grondstoffen  Omgeving bedrijventerrein - Steun natuurbehoud - Recreatiemogelijkheden ontwikkelen
Bedrijvenvereniging	Vastgoedwaarde	Casco bedrijventerrein - Eco-zones (EVZ) - Waterbergingvijvers
Parkmanagement	Risicobeheersing schade	- Groene bermen - Groene entree - Groene omheining - Groen parkeren
Projectontwikkelaar & Ontwikkelmaatschappij	MVO ambities: - klimaat - biodiversiteit - sociaal	Perceel - Permanent groen (park/buffer) - Tijdelijk groen (braakliggend) - Groene estree, omheining, P-plaatsen
Adviseur Stedenbouw & Architectuur Adviseur Landschap/Tuinarchitectuur	Wet- & Regelgeving	Gebouw - Groendaken (low-cost extensief, klimaatadaptief, biodivers, recreatief) - Groengevels (uitstraling, bio, klimaat,...) - Faunavorzieningen gebouwen
Hovenier / aannemer	Arbeidsproductiviteit	
Waterschap	Ziekteverzuim reductie	
Gemeente/regio overheid - Kamer van Koophandel / EZ - Gebiedsmanager - Hydroloog - Planologie	Loyaliteit werknemers	
Natuurorganisaties	Relatiemanagement	



### Algoritme, knelpunten, oplossingen

Algoritme	Knelpunten	Opleiding / Tools
aanleiding +		
contact bedrijf +	Juiste match?	Bedrijfsgericht werken
initieel argument +	Voldoende potentie?	Analyse biodivers potentie
additionele argumenten +	Voldoende overall meerwaarde?	Onderbouwing meerwaarde (incl. cost/benefit)
akkoord bedrijf +	Inspirerend genoeg?	Visualisaties / Communicatie
opdracht intern +	Passend bij werkwijze FB?	Bestek / FB werkvorm
opdracht extern +	Passend bij werkwijze hovenier?	Selectie hovenier, opleiding
uitvoering		

*Biodivers bedrijventerrein!*