



Placemaking initiatives in challenged inner cities

Enhancement of urban retail areas.

Storm Schoenmakers

4762231

29/10/2020

“Placemaking is a way to enhance the quality of a places, and by extension, the community and region in which those places are located. Placemaking in retail areas involves creating attractive places that contribute to well-functioning retail areas. Placemaking cannot be seen as a singular intervention but must be addressed as an integral area approach in regards to retail, taking in mind both the physical and the mental aspects needed to create spaces.”

Colophon

Name	Storm Marius Schoenmakers
Student number	4762231
Contact information	



Mentors	(1) Wouter Jan Verheul (2) Hilde Remøy
---------	---

University	Delft University of Technology
Department	Management in the Built Environment
Chair	Urban Design Management
Document:	P4 report
Title:	Placemaking initiatives in retail areas.
Date	10/01/2020

1st mentor:	Dr. W.J. (Wouter Jan) Verheul MBE, Urban Development Management
2nd mentor:	Dr. H.T. (Hilde) Remøy MBE, Real Estate Management



Abstract

The current market conditions in the retail sector are rapidly changing. This makes it hard for retail areas to conform to consumer needs. This is especially the case for challenged inner cities that are trying to cope with these changes for the physical demand of retail space. This constant market change and current state of retail areas desperately need a new approach that offers a solution. In this research a solution is sought by deploying placemaking. The aim of the research is to investigate possible factors that contribute to the overall success of a project aiming to deal with these everchanging retail areas. This results in the following research question: *Which critical success factors of placemaking contribute to the success of a challenged inner city?* The research shows that within the 37 factors that were analysed, a total of 14 were labelled as critical for success. In addition to these findings, the research is summarized in a final model that has been developed in order to implement the research findings in practice.

TABLE OF CONTENTS

Prologue

01. Introduction	9
1.1 Relevance.....	12
1.2 Research questions.....	13
1.3 Research method.....	14
1.4 Research output.....	15
1.5 Key definitions	16
02. Literature Review.....	18
2.1 The problem domain	18
2.2 Current state of affairs	20
2.3 Applicability of Placemaking.....	30
03. Research methodology.....	40
3.1 Objective and conceptual model.....	40
3.2 Methods and techniques.....	44
04. Case Studies.....	50
4.1 Necessary condition check	50
4.2 The Hofbogen	52
4.3 Schiedam	59
05. Synthesis	69
5.1 Cross-case analysis.....	69
5.2 Implementation	79
06. Conclusion	82
6.1 Conclusion	82
6.2 Discussion	86
6.3 Recommendation	87
References	91

Prologue

For years all was well in the centre of Dordrecht. It saw many visitors, showed a good turnover and there were hardly any store vacancies. However, that is clearly an image of the past. In the meantime, due to various trends and developments, the number of visitors and turnover has fallen sharply and many of the retail properties are vacant. Such a downward spiral has started in the city centres of many medium-sized cities in the Netherlands.

Global trends such as the financial crisis of 2008-2009 have only enhanced this problem. Around 2014, Dordrecht was trying to get back on track by launching several creative ideas to cope with the increasing vacancy. Street art was used to make some locations appear livelier and more interesting. This was a result of the bigger plan of the structure vision of Dordrecht around that time. The aim was to create more 'places to meet'. Therefore, some vacant buildings became a testing ground for these ideas. The pictures below show how empty shop windows were covered, to cope with this persistent vacancy problem. Yet these 'solutions' remained controversial, as it seemed like the city was quite literally sweeping its problems under the rug.

Despite all efforts to get Dordrecht back on track, the annual report from Ooms Brokers about the vacancy of retail properties in the centre of Dordrecht, shows a double picture. On the one hand, since the first publication (2014), more new shops than ever were opened. At the same time, the vacancy rate has increased by three percent, to a worrying seventeen percent. With that, Dordrecht occupies the fourth place on the ranking list of vacant properties in the country's cities with more than 100,000 inhabitants. Dordrecht is trying to get more entrepreneurs to the inner city, but most of these retail initiatives do not last more than a year before having to close again.

Most of the companies that settle now are larger chains such as KFC and larger retail chains. This makes for a city that is becoming more and more homogenous and will hardly differentiate itself from any other inner city in the Netherlands. This is a problem that not only Dordrecht is facing. Especially the challenged inner city is in decline, despite the growing economy, and is looking for a more sustainable solution. However, finding one has proven to be very difficult.





Kom
jij hier
ondernemen?



PART 1

Introduction



The first chapter explains the rationale of this master thesis by first introducing the problem statement of the research. This brings together the topics of placemaking as a tool for retail areas in inner cities. Subsequently, the relevant theme of the problem statement is described. The theme will connect the topic of this research and the relevant field of study.

1.01 Problem statement

Currently more and more retail real estate is losing its function due to ongoing changes in consumer behaviour. An example of this is the growing use of E-commerce (Omari, 2019) which has resulted in a decline for the need of physical retail locations. Besides this growing online trend, the demographic trend of aging (in Dutch: Vergrijzing) has had an effect on the retail sector as well. According to Vlek and Frielink (2016), the elderly spend less time and money in stores than the age groups between 20 and 65 years. This affects the need for physical stores, resulting in retail areas that have increasingly higher vacancy rates. Subsequently, these higher vacancy rates result in a decline of consumers that pass through these areas. This, in turn, affects the surrounding stores in these retail areas.

The store vacancy rate in the Netherlands has increased for years. Where the national average in 2010 was close to 6 percent, in 2016 this had risen to more than 10% of the retail floor space. Retail vacancy appears to be a negative spiral in these cities: the more vacancy, the less attractive the centre, the lower the number of visitors, the more vacancy (Veenhuizen, 2018). These negative effects that arise from vacancy occur more quickly with retail vacancy than with for instance office vacancy, because retail premises are often located on the ground floor and are therefore more visible to the public (Evers, Tennekes, & van Dongen, 2015). As soon as the vacancy is clearly visible to the consumer, this will result in a negative impact on the consumer's appreciation of the centre. In the challenged cities this effect is most visible as local authorities struggle to find a solution for this growing problem. A detailed description of why this is especially so in these areas is found in “Chapter 2.21 Scope”.

Much research has gone into the underlying problems that come with a shift of consumer needs, however finding a possible generic solution has remained difficult. This is due to the fact that these problems are context sensitive, despite being a national problem in the Netherlands. For this reason, many cities have tried to come up with their own solution to cope with the resulting vacancies. An example of this, as mentioned in the prologue, is Dordrecht and its window dressing policy. However, these “solutions” are in most cases not a long term answer to the ever growing problem of inner city vacancies and the effects it has on the inner city. Therefore, a solution needs to be found that could help challenged cities to break the negative spiral as defined by Veenhuizen. In summary the following statement catches the essential part of the problem this research will try to solve:

The demand for physical retail space is constantly changing as the consumer demands change. This can be due to both economical and demographical trends. However, the retail areas in inner cities, and especially those of challenged cities, are currently not able to adjust to these demands. This results in increased vacancies and the decline of these areas. Therefore, more generic solution(s) need to be found in order to make these areas more future proof. In this research, this is done from the perspective of placemaking.

1.02 Theme

Placemaking has the potential to break the negative spiral as it is defined by its ability to change the location into a place where everyone wants to live, work or recreate. Placemaking establishes a connection between users and public spaces, where the user has the most important role. Think of parks, city centres, squares and retail areas. But buildings can also contribute, whether temporarily or not, by making an area attractive so it attracts new people to an area. Users have the feeling of being more connected to a place that has been created through placemaking. When a public space or a building becomes more meaningful, this has a positive effect on the value of a location (Grundmann, n.d.). In regards to retail areas this has the potential to create new value in areas that could attract new types of consumers. These consumers can therefore attract new stores that would lower current vacancy rates.

The theme of placemaking aimed at retail in challenged inner cities is part of a larger theme regarding current developments in the inner cities. In this, retail is not the only sector that is struggling to find generic solutions to cope with the dynamic built environment. Research by Brink indicates that there are currently over 23.000 hectares of un(der)utilized areas in the Netherlands (Brink, 2017). This shows that to cope with the growing demand, new functions have to be found and this process is currently far from optimized. The possible solutions will have to deal with much larger demographic developments, such as the urbanisation trend. Current functions will have to be changed to fit new consumer demands. If this is also the case for the current retail sector is yet to be determined. For this reason, the preliminary focus will be on regaining the current function as retail area.

The chosen theme for this graduation research is Urban Development Management (UDM) of the Management in the Built Environment (MBE) department at the TU Delft. This theme investigates relevant strategies in relation to the design concepts, instruments and other relevant themes in relation to developments in urban environments. The UDM theme is aimed at creating sustainable and resilient solutions and aims to shape stakeholders in making weighted decisions. Two main topics are considered to be leading for the UDM theme: the importance of enhancing existing urban areas and the growing housing shortage (Delft University of Technology, 2018). These two topics are inextricably linked, as the solution for the housing shortage could possibly be found in the transformation of existing urban areas. However, not all buildings have the possibility to function as housing, especially not retail buildings, due to their shape, size and location. Therefore, the aim of this research is to investigate possibilities to create new demand for its current function as retail area. For instance, by only partly changing the current function and yet perpetuating long term support for the remaining retail in the area.

However, the countless attempts to resolve this ever growing problem have shown that it is not likely that there is one single solution for making these areas more resilient and future proof. The probability that this will be the case for the retail areas is therefore also very small. This research will therefore focus on finding the motive of the problem and will focus on the role of placemaking. In the following paragraph, a substantiation is giving of why placemaking could be such a good starting point into dealing with the complex problems within retail areas.

1.1 Relevance

TO motivate the relevance of this research, a distinction is made between the social and scientific relevance. The social relevance is aimed at creating an insight into the current problems of retail areas. The scientific relevance is aimed at giving a substantiation of why placemaking can be a good starting point as a way of dealing with vacancy in retail areas.

1.1.1 Social relevance

Change in retail use and formulas make for a shift in the demand for retail space (Evers et al., 2011). Vacancies have been increasing for the last decade due to shifting types of physical retail stores that emerge (Platform31, 2014). According to Burt & Sparks (2003) *“the retail environment is dynamic in nature and the modern retail sector has undergone significant structural changes, including the emergence of new retailing techniques and the rise of large retail chains and new retail formats and forms. The rise of new platforms and formulas have also resulted in a decline for demand of the physical retail space as we currently know it.”* This means that these areas need to be constantly changing due to the demand of the consumers. This also means that retail areas are no longer future proof in their current state (Lekkerkerker et al., 2015; Vlek et al. 2016; Wijk, 2016). This is even more enhanced by the growing competition among cities (Wijk, 2016). This can be explained from the example of Dordrecht: why go there to see ‘window-dressed facades’ when you can just as well go to a city like for example Rotterdam, that has more physical stores and no need for window-dressing . It is therefore important to find solutions to help parties, public and/or private, in the development of such areas. The preliminary research into the relevance has shown that, due to the complexities of inner-city areas, more research is needed into defining the typologies of the inner-city problems. Therefore chapter 2.2 “Current state of affairs” will further explain the inner-city problem.

VARIETY MIXED USE POP-UP E-COMMERCE
RETAIL
DEVELOPMENT CO-WORKING
SHOPPING PROPTech
DISTRESSED ASSETS

1.1.2 Scientific relevance

Lofti (2014) shows that there is a possible research relevance for placemaking as a tool for inner-city area enhancement. The research is following up on a master thesis that was published in 2010: “Enabling people to make the city - Mental ownership”, which was the basis for the creation of a socially sustainable neighbourhood. The first conclusion found in this thesis is that the most important factor for successful urban renewal is the creation of public space and spiritual property. Spiritual property is defined as *‘the user's involvement with something, not physically owned, but is treated, used and maintained as it is and is created by an optimal balance between participation, vertical coherence and creating a place’* (Van Etten, 2010). The second point is that mental ownership depends on creating places, and the level of participation is part of creating mental ownership (Van Etten, 2010). The research shows that there is potential in the idea of creating a sense of ownership through placemaking that has the potential to involve the public and private entities more actively through placemaking. In regards to retail areas, this could be very important to attract people to these areas, which helps neutralising the negative spiral and help dealing with these vacancies. To get a better understanding of how the research will be conducted, in the following section the research question is worked out.

1.2 Research questions

From the conducted literature review and problem statement the following research question and sub questions were developed. The sub questions explain the purpose of the question, the methods used and indicate the desired outcome.

1.2.1 Main research question

Which critical success factors of placemaking contribute to the success of a challenged inner city?

1.2.2 Sub questions

Which context variables determine the current condition of a challenged inner city?

→**Purpose:** to create a literature overview of the current condition of retail areas.

→**Method:** literature review.

→**Outcome:** necessary conditions and context variables of retail areas.

Which potential critical success factors, derived from literature, contribute to the overall success of a challenged inner city?

→**Purpose:** to create a clear boundary on the definition of placemaking in relation to retail areas.

→**Method:** literature review.

→**Outcome:** overview critical success factors.

Which potential critical success factors of placemaking initiatives contribute the most to the overall success of analysed retrospective case studies?

→**Purpose:** create an overview of conditions for successful key indicators.

→**Method:** case studies.

→**Outcome:** overview of successful key indicators of placemaking.

How could the conditions of successful placemaking in challenged retail areas be implemented in a development strategy of the prospective cases?

→**Purpose:** implementation plan of successful placemaking conditions.

→**Method:** case studies.

→**Outcome:** overview of conditions relevant to placemaking from case study.

1.3 Research method

In the following part of the research the methods used are explained, starting with the type of research that was conducted. This is followed by a description of the methods and techniques needed for this type of research. Finally, a description is made of the data collection and the analysis of this data.

1.3.1 Research type

A qualitative research strategy is used. This research focuses on the use of placemaking in retail areas. Currently not much is known about the effect that placemaking can have on retail areas, therefore a qualitative research strategy is best fitting for the research. A literature review will be conducted first, to determine what is known about the key concepts of this research. Subsequently, in-depth holistic case studies of projects in the Netherlands with successful placemaking principles has been analysed. The conditions for these initiatives will be derived from retrospective cases. The case studies will involve direct observation and document studies on the development of such retail areas before and after placemaking was implemented. Also, semi-structured interviews with stakeholders that were involved will be conducted. The lessons learned from the cross-case analysis will be used to subtract generic findings for further implementation.

1.3.2 Methods and techniques

The methods used can be divided into two main techniques. These consist of literature review and case studies. In the literature review the aforementioned first three sub questions will be answered. The second method that will be used in the research is the use of case studies. The outcome of the case studies will show possible key takeaways that can be used in further implementation in similar commercial real estate. Also, during the case study, semi-structured interviews will be conducted.

1.3.3 Data collection & analysis

As mentioned before, semi-structured Interviews will be used to retrieve valuable information about similar cases in which placemaking was used. This will be done with experts on placemaking of commercial real estate and people or organisations familiar with the use of placemaking. This information can show the possible 'do's and don'ts' in relation to placemaking and will help create a guideline for future workings of placemaking as a tool for both public and private initiatives.

In regards to the analysis, all developments on the case studies regarding inner cities were analysed in order to create an generic overview of the success factors that can be implemented in similar projects. Subsequently, these projects have been explored in more detail using various sources of literature, project documents, municipal documents and news websites.

1.3.4 Research boundary

The research is aimed at analysing the social context, marketing and physical boundaries of retail areas in the Netherlands. However, the research excludes the technical building aspects of transformation and adaptation of retail stores. The preliminary research shows that currently the 'research gap' is found within creating a generic solution to deal with vacancy and the decline of retail areas. In regards to transformation and adaption this has been analysed more frequently and therefore such a research gap is less relevant. This does not mean that transformation will not be part of the research, but it will be analysed from a broader perspective. Another reason for this is that placemaking is conceived as improving (semi) public space in shopping areas, including the plinths as described by 'the city at eye level' (STIPO, 2012). This excludes what happens in the stores itself as it would stretch the boundaries of the concept of placemaking too much.

1.4 Research output

The research output will show what the goals are. This is followed by the deliverables and the dissemination. At the end of this chapter the personal study targets are described.

1.4.1 Goals

The goal of the research is to create insight into the possibilities of placemaking in areas that are trying to deal with retail vacancy and overall decline of the retail area. The research will also evaluate the possibilities to use the outcome of the research to create a generic tool that can help private as well as public parties to use in these areas. However, the further use of this implementation can only be proven after the research is completed.

1.4.2 Deliverables and dissemination

As an answer to the main research question, the main deliverable of this research will be a selection of the conditions under which placemaking can play a role in the rejuvenation of retail areas in challenged inner cities. Also, an advice will be formulated for possible future leads for the implementation of the research findings.

The advice could indicate what steps have to be taken in order to determine possible missing research data that could also help in contributing to the rejuvenation of the retail areas. Because retail areas are merely a part of the total UDM theme, leads could possibly also be found in implementing the research finding into other subjects in the UDM theme (e.g. housing shortage). Besides the leads for possible further research, also other types of implementing are possible. This could be for instance an advice for city makers and municipalities to lower possible regulatory constrain in order to get smoother transitions of plans to become more future proof. For best results, it is important to provide a clear picture of what this research is based on, what it entails and what it will signify during the research. Therefore, preliminary results have been shared during the research, mainly with individuals that potentially could participate in one of the case studies.

1.4.3 Personal study targets

The aim for the research is to get a better understanding of the use of placemaking in the real estate sector. I would like to learn more about the inner workings of a commercial company that deals with these techniques in the development of real estate. This is because I am interested in this sector. Preliminary research has shown, however, that public and private parties will have to co-create in order to formulate a feasible plan. Therefore, finding the inner workings of public parties will be just as vital as that of private entities.

In chapter 3 Methods & Process, a more descriptive explanation is given regarding the research methods and how these are related to the finding from the literature study.

1.5 Key definitions

It is important that within this research, definitions that could have multiple meanings to different actors are described in the way they were intended. Therefore, in the following overview these key definitions are explained.

1.5.1 Key definitions

Critical success factors

“Critical success factor (CSF) is a management term for an element that is necessary for an organization or project to achieve its mission. Critical success factors should not be confused with success criteria. The latter are outcomes of a project or achievements of an organization necessary to consider the project a success or the organization successful. Success criteria are defined with the objectives and may be quantified by key performance indicators” (KPIs) (Franzen et. al, 2011).

Retail areas in the Netherlands

Because the empirical research will be based on cases located in the Netherlands, the following subdivision will be used to indicate different types of retail areas. A study of Locatus (2016) mentions fourteen typologies divided over three themes. These themes are: (1) central retail areas, (2) supporting retail areas and (3) others (Locatus, 2016). These retail areas consist of a combination of different functions: retailers, restaurants, bars, hotels and other supportive functions (e.g. tourist offices). The public space is also part of the combined retail area, but defining a clear boundary can be hard due to the dispersion of the previously mentioned functions (Groot et. al, 2010).

Urban regeneration

Urban regeneration can be seen as the rejuvenation of inner-city areas that are currently outdated in some way or form. This can have all sorts of reasons, but the key concept of the definition is that it is made into an area that is made functional for the current (and possibly future) consumer demands.

Placemaking

All temporary and permanent physical, social and marketing interventions in the (semi-) public space, including the plinths of the buildings. This is seen as the ‘city at eye level’ (Verheul, 2017).

Public space

“A public space is a place that is generally open and accessible to people. Roads (including the pavement), public squares, parks and beaches are typically considered public space. To a limited extent, government buildings which are open to the public, such as public libraries are public spaces, are also considered as a public space, although they tend to have restricted areas and greater limits upon use” (Caves, 2004). There are also spaces that can be public when making use of the facilities as for instance terraces of restaurants or bars.

Challenged inner cities

In the current retail climate some inner cities are performing better than others. This can be determined by indicators such as store vacancy and dilapidation, but also criminality is an indicator of poor performance. Research by Locatus (2016) shows that this is especially the case in central retail locations and supporting retail areas, with the exclusion of prime locations in metropolitan cities. The latter exclusion is mostly due to the fact that these metropolitan areas have their own pull-and-push factors to attract new people to the area and therefore do not follow the negative development of inner cities. The research will therefore focus on the areas that are currently struggling the most with negative developments and will therefore be referred to as ‘challenged inner cities’ (Wright et al, 2014).



PART 2

Literature Review

02. Literature Review

In the second chapter a literature review is used to create the theoretical underpinning of the research. In the first part of this chapter the problem domain is defined. This will show the influence of different research fields on the research domain. Moreover, the total overview of this section will support the currently existing knowledge gap regarding this subject. The outcome of this section will be summarised in chapter 3, in which the theoretical framework is created to explain the research problem using the literature. Together with the knowledge gap, this framework will form the fundamentals for the conceptual model that is described in chapter 3.

2.1 The problem domain

In order to create a relevant scientific research, it is essential to have a well-defined concept of placemaking. The definition of placemaking as described by Verheul (2017) shows a clear boundary of the scope of the definition, which lies within the public domain and excludes private spaces. However, this definition alone is not enough for a theoretical underpinning of the research and therefore the following paragraph will explain the theoretical underpinning of the research.

The approach is twofold and is represented in figure 1. The figure shows the interrelated connection between 'Current state of affairs of retail areas' and the possible 'Current use of placemaking'. The first part about retail areas will focus on a literary review of the problem source. The chapter will give an insight into the current retail vacancy and aims to create a basis for the theoretical framework of the research. This is useful for measuring the value of an area before and after the implementation of placemaking. The second part will show a literature review of the definition and use of placemaking with regards to the problem defined in the first part. Together these two parts form the empirical research section of the total main research question and will be later on compared to case studies from practice.

In the following subsection, the current state of affairs regarding retail areas is further analysed. However, because not all retail areas are similar, not all of them are affected by developments such as the growing e-commerce trend. Therefore, the chapter starts with an in-depth analysis of the problem domain of struggling retail areas.



Figure 1:
Interaction
between
placemaking and
retail areas. Own
illustration (2019)



RESEARCH SCOPE

The research scope is aimed at retail areas in inner cities in the Netherlands.

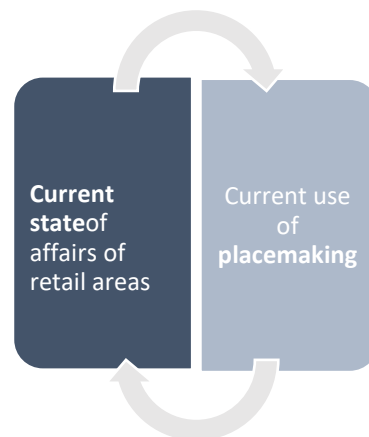
2.1.1.



THEORETICAL UNDERPINNINGS

A literary review into current vacancy in inner-city retail real estate and the definition of placemaking.

2.2 Current state of affairs



Vacancy in inner cities is a problem that is becoming increasingly more relevant in the current retail sector. Numerous researches were written on the growth of e-commerce and the effect this has on the retail sector (Omari, 2019). The implication and steps needed to create retail that is more resilient and future proof in regards to this still growing trend, are in most cases hard to implement into existing retail concepts. This is even more so for smaller businesses and/or starting businesses (Otto, Chung, 2000). But not all is lost, as some types of retail areas are still thriving. A recent research done by the Dutch paper AD has shown that smaller retail areas outside of the inner city are doing well: 80 percent of the retail shops perform well and only 34 of the 632 retail buildings cope with structural vacancies (AD, 2020). However, this is unusual in comparison with national developments in retail sectors in inner cities. It is for this reason the first subquestion is as followed:

Which critical success factors of placemaking contribute to the success of a challenged inner city?

2.2.1 Scope

Chapter 1.1.1 Social Relevance gives a small insight into the magnitude of issues retail areas in challenged inner cities face. However similar in themes such as context, size or environment, no inner city is truly the same (Hillier 1996). It is this complexity that makes it hard to compare cities and even harder to extract generic data as an outcome. The research therefore zooms in on the existing challenged areas. It starts with the broader context of the demand and supply of retail and works its way to inner-city specific problems. Also, by zooming in on these problem areas, other areas that are currently doing well are excluded. These are as previously mentioned: supporting neighbourhood shopping centres but also metropolitan inner cities, because these areas are attractive to go to regardless of the retail areas (Groot et. al, 2010). However, this does not exclude supporting retail areas in metropolitan cities, as they can have similar problems as other challenged inner cities.



The research scope aims to give insight into the effects of placemaking in inner cities in the Netherlands. However, this does not mean that these are currently the only locations that are troubled by retail vacancies. Therefore, the first subsection of the paragraph shows the broader context of the demand and supply of retail space, derived from literature. This is followed by zooming in on challenged inner cities.



2.2.2 Demand and supply of retail space

Real estate can be seen as very static (Geltner et al., 2007). If a building does not perform well then physical building space is not easily removed or altered without taking a large amount of time. There are two indicators that can be used to establish the balance between supply and demand: the current market level and the vacancy rate (Geltner et al, 2007). These can be used to indicate a possible unbalance between the supply and demand of retail real estate. Retail vacancy is in most cases not a singular trend and is connected to other trends such as changes in society or the upcoming e-commerce as described in the previous chapter (PBL & ASRE, 2013). However, vacancy can have a big impact on the overall retail area as it reduces the number of people that visit an area as the number of shops declines.

Vacancy is expected to increase in the upcoming years (PBL & ASRE, 2013). Besides the decline in demand due to trends such as growing online shopping demand, the stock of retail stores has been growing in the last ten years. This has resulted in an oversupply of retail. Therefore, the government has released a Spatial Policy Document in which a strict set of rules has been laid down regarding the development of retail location in- and outside an urban area (Krabben, 2006).



2.2.3 The challenged inner cities

For centuries companies have been settling themselves in the proximity of each other. In the process knowledge is gained and productivity becomes higher (Groot et al, 2010). Groot describes that this effect increases when inner cities become larger. An additional effect of this growth is the increased value of land and increased wages. These combined effects makes it interesting for companies to settle in similar locations. Also, the growing number of people in one location makes it interesting for other facilities such as retailers, restaurants and bars to settle in such locations.

That explains the presence of facilities such as shops, banks, the town hall, restaurants and theatres in city centres. It is precisely this diversity that makes people choose to visit a particular city instead of other cities in the vicinity. This results in larger cities thriving, while medium-size cities struggle with increased problems. The focus is therefore on these challenged inner cities, because their problems with vacancy in retail buildings are most urgent.

The character of a medium-sized city in general resembles a residential city rather than a consumer or production city (Groot et al. 2010) and it has between 40.000 and 100.000 inhabitants (Locates, 2020). In conjunction with the other characteristics of a local economy, the local job market deviates as well. The size of the workforce is often a lot bigger than the local employment volume. This leads to a substantial number of commuters to nearby cities. Van Wee (2009) describes travel time, travel costs and other components that relate to traffic and transport as an explanation for the resistance to moving.



2.2.4 Retail areas in these challenged inner-cities

There are many shapes and sizes of retail areas in inner cities, they all differ. As mentioned in the key definitions, a study of Locatus (2016) mentions fourteen typologies divided over three themes. These themes are: (1) central retail area, (2) supporting retail area and (3) others (Locatus, 2016). In regards to the theme of the research into challenged inner cities, only the first two themes - central retail area and secondary retail areas - are applicable.

Besides these measurable types of different retail areas, retail is subject to change due to new developments and trends. Dolega et al. (2015) describe retail areas as dynamic and complex economic systems that are constantly changing. A certain resilience is needed to cope with these constant changes. Resilience has to do with the ability to adjust to shocks. Places and sectors that develop great adaptability can be called resilient. Dolega et al. (2015) depict the adaptability of retail areas as a four-stage cycle (figure 3).

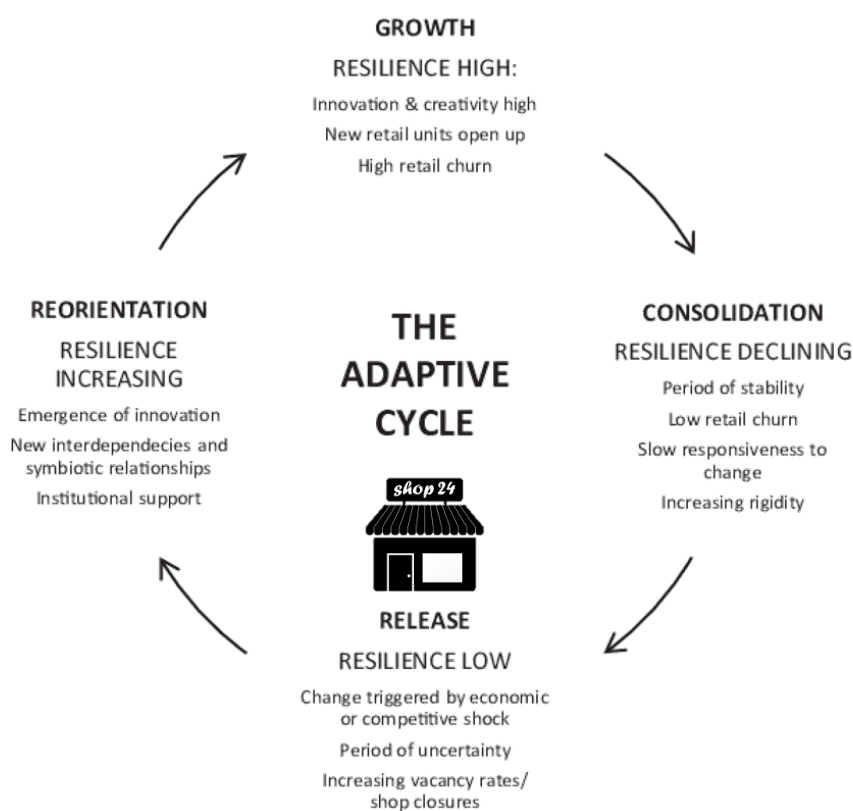


Figure 3:
Adaptability of
retail areas, Dolega
et. al (2015)

The decline of resilience is usually triggered by an unexpected shock such as an economic decline or the opening of a new shopping centre in the proximity. In the latter example, not only do stores close, various stores are likely to move to the new mall. As a result, the vacancy rate will increase in the decline phase. This causes urgency to change something.

Innovation takes place during the next stage, which is all about reorientation. New combinations can appear in the centres and centres can be adjusted, which attracts an increasing number of visitors. The shopping centre returns to the stage of growth (Dolega et al. 2015). A visible example of reorientation is the establishment of hotels, restaurants or other hospitality services in vacant retail properties. The transformation of structurally vacant retail premises is another example of reorientation. It contributes to the policy of allowing centres to function as more than just shopping areas. City centres transform from “place to buy” to “place to meet” by adding functions such as housing, catering and culture in the centre. Just as with the shop function, it is important for functions such as the hotel and catering

industry that the catchment area can manage the additions. After all, the catering industry is, just like retail trade, a very cyclic sector (City Affairs, 2015).

Challenged inner cities can be positioned in the “release phase” and therefore have a low resilience. According to the Dolega et al. reorientation is needed, by use of innovation. In this research, innovation is implemented with the use of placemaking. The research will determine which elements of placemaking will most likely enhance the success of the urban regeneration initiative. However, the research also shows two new elements that can contribute to this success: new interdependencies and symbiotic relationships. Institutional support is a necessity. However, considering the project scope these two new insights will not be analysed in the current research. They will however be used in the recommendation.

2.2.5 Effects of vacancy in retail areas

Many retail areas are struggling with declining visitor numbers and declining store sales. People more often visit for recreational reasons (places to be), in contrast to the more functional function it used to be such as click & collect destinations for articles that are purchased online and for advice on products and services (Risselada et. al, 2018). Besides the change in demand, the consumers themselves are also changing. The biggest demographic change that influences consumer behaviour (and therefore the retail sector) is aging. Aging has a long-term negative effect on turnover in the retail sector. According to Vlek and Frielink (2016), the elderly spend less than the age groups between 20 and 65 years. For the higher spending of age groups between 20 and 65 years Vlek and Frielink provide logical reasons such as family formation, career, and larger living spaces.

The store vacancy rate has increased in the Netherlands for years. Whereas the national average in 2010 was around 6%, in 2016 more than 10% of the retail floor space was vacant. Despite the fact that the vacancy rate has been declining in recent years in large and small cities, medium-sized cities are still struggling and their vacancy rate is still increasing (Veenhuizen, 2018).

Retail vacancy appears to be a negative spiral in these cities. The more vacancy, the less attractive the centre, the lower the number of visitors, the more vacancy. The research of Veenhuizen (2018) has shown that the vacancy rate has a negative effect on the total valuation of a centre. This is mainly due to the effects of vacancy on shop diversity, the appearance of the buildings and the atmosphere in the centre. The increasing retail vacancy rate also has some undesirable social consequences, such as a decrease in safety. Various investigations have proven that vacancy promotes crime (Spelman, 1993). Decay is another consequence that leads to a decrease in value of surrounding sites and buildings. In addition, the concept of cluttering plays a role, whereby the landscape is fragmented due to vacancies (Linden, 2018).

One external effect that results in vacancy is the disappearance of agglomeration effects. Normally, the proximity to other shops, restaurants, and facilities ensures a positive effect on surrounding retailers. Consumers are more inclined to make combination visits and spend more time in retail centres. Combination visits involve visiting different stores during one visit to a city centre. When stores are closer to each other, the chance of a combination visit increases considerably (Wrigley & Lambiri, 2009). However, when there is vacancy, these agglomeration effects disappear. There will be fewer combination visits because the stores are simply no longer there. As a result, even attractive retailers will notice a decrease in customers, and as such a financial downfall. This enforces the negative spiral where vacancy ensures more vacancy.

The vacancy rate also influences the deterioration of the city centre. Here the 'Broken Window Theory' by Kilson and Kelling (1982) is often cited when discussing the negative effects of vacancy. Environments that are already 'polluted' will become more and more so according to this theory. This causes a decrease in attractiveness and quality of life. When this is the case, this is called a 'social problem', because the negative effects spread in the immediate vicinity (Buitelaar, 2014). The relationship between visitor behaviour and the experience of the inner city has been proven before. If customers are satisfied, the duration of the visit is longer and the expenses and the frequency of visits increase (Teller & Reutterer, 2008). Compromised satisfaction due to vacancy can lead to a lower valuation.

A third effect of vacancy is a decrease in the retail supply. Because different properties are vacant, the store diversity decreases. Consumers have less choice between different stores and, as previously mentioned, can make fewer combination visits. A fundamental assumption from the research by Anselmson (2006) is that when a product, service or, in this case, a centre, pleases, and a consumer is satisfied, then it is likely that the consumer will buy again or will return. When this is no longer the case due to a decrease in retail supply and diversity, this will lead to consumers diverting to other centres in the surrounding environment where they have more options. If the consumer does decide to deviate, this may possibly cause a downward spiral of vacancy. The diversifying consumers thus influence surrounding stores financially and as a result stop their business or to move to a more profitable area.

These three main effects indicate a direct link between vacancy and the decline of retail areas. This is especially the case in challenged cities, because in those areas shop diversity was already lower compared to most bigger cities. Therefore, current vacancies have lowered the existing agglomeration effect, setting in motion the effect of the negative spiral that comes with these vacancies. What also becomes apparent is a relationship between the perception (experience) of such areas by consumers and the possible decline. In the following subsection this phenomenon will be further analysed and the different actors that are involved in these areas will be identified. This will improve understanding of their role and stakes but also in possible dilemmas they may have in this changing environment. Finally, this will also visualize the importance of consumer perception.

2.2.6 Actors

In contrast to many planned shopping centres, the retail areas in the inner cities mainly consist of divided ownership, making steering it very complex (Wijk, 2016). Different actors have different interests to keep the shop function economically vital. In order to realize retail areas adequately, insight into the interests of the various actors involved is needed (Franzen, 2011). Research shows that four dominant actors are involved in revitalizing inner cities: (1) shopkeepers, (2) property owners, (3) the municipality and (4) consumers. These can be identified as the **primary actors**. Other actors also play a role: residents, the province, business brokers, developers and financiers play a role to a greater or lesser extent (Dutch Council of Shopping Centres [NRW], 2017). These can be identified as **secondary actors**. The difference between primary and secondary actors can be defined as the connection that they have in relation to the project location. Primary actors are linked to the location and secondary actors have a stake (e.g. financial) in the location but are not primarily bound to this particular location. In this, residents are linked to the location but are not explicitly bound to the shopping area. The various actors are summed up from a previous MCD master-thesis research (Bulk, 2019) and placed in the following overview.

ACTOR	ROLE	STAKE	DILEMMAS
Primary Actors			
Shopkeepers	- Entrepreneur - Response to market demand and consumer needs	- Healthy exploitation / costs / benefits - Sufficient customers - Sales / rent ratio - Clean, whole, safe - Continuity	- Emergence of online shopping - Future functioning of shopping area - Location choice
Property Owners	- Investor	- Real estate value - Durable property for rent - Rent return - Investment value - Low vacancy risk - Clean, whole and safe	- Large difference in financial possibilities within this group of actors - Large difference in focus
Municipalities	- Vision and policy - Facilitating - Decision-making authority	- Social (collective) interest - Employment - Image - Quality of facilities - Income from the shopping area (property tax and parking)	- Collective interest versus individual interest - Limited position in existing shopping areas makes direct management difficult
Consumers	- The consumer forms the demand and thereby determines whether there will be an offer	- Experience - Quality of stay - Decision on facilities - Hedonic or utilitarian	- Convenience of online purchases - Consumer spending in other shopping areas
Secondary Actors			
Residents	- Important to have support from this group of actors	- Decision on facilities - Attractive living environment	- Disamenities such as nuisance, crowds, difficult parking, etc.
Province or other regional government	- Vision and policy - To a certain extent decision-making authority - Provide for vacancy	- Influence on retail policy - No unacceptable vacancy - Quality over quantity when it comes to store meters	- Collective regional interest versus the individual interest of the municipality - As far from development
Estate agents	- Advising - Binding	- Knowledge of the local market	- Commercial interest in assessing market potential
Developers	- Development of retail property - Transformation of retail property	- Addition of store program - Value jump	- Strong commercial interest combined with a glance in the short term.
Financiers	- Create liquidity	- Invest in the long term - Healthy return	- Reduction of the rental price has an effect on the value of the retail property. As a result, vacancy is sometimes preferred over a limited rental flow

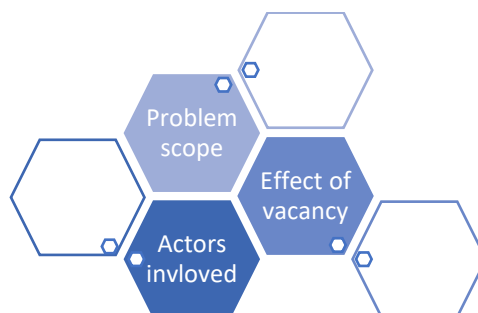
Table 1: Overview actors and interest, own table based on Bulk (2019)

Table 1 depicts four primary actors and five secondary actors. However, this does not mean these actors work as separate entities. In some cases, **collaboration** helps to get more cooperation on a project. An example of this is a building investment zone (BIZ). In this property, owners and shopkeepers can create a shared liquidity and even legal leverage to get actors to join in to a plan. These collaborations can be important in locations with fragmented types of ownership. In most retail areas this is the case (Zoest, 2017). In these areas of fragmented ownerships, it can be hard to activate all parties in an area, therefore having both financial and legal leverage can be helpful. This does not mean that types of ‘freeloading’ are completely banned when using a BIZ, but it can lower the chances. Certain entrepreneurs might still not be willing to invest in their stores. The formed collaboration can then choose to go forward with the plans despite getting an equal contribution. In this the ‘freeloading’ entrepreneurs still benefit from the new plans. Where there is only one owner, (e.g. shopping malls) private entities have more leverage as they can choose to not reissue lease contracts and as a result exclude these entrepreneurs in the new plans. This is a tool that is actively used by private parties.

When looking further at table 1, a difference is found between the stakes of the three dominant actors in their relation to the consumers and residents in that area. Shopkeepers and property owners are mainly focussed on a healthy exploitation, whereas consumers and residents are more focused on the quality and experience of the area and its facilities. However, the municipality is the exception in this. Its interest has a more social basis: on the one hand local politicians try to create an economically healthy environment and on the other hand they want to create quality of space needed to satisfy consumers and residents in these retail areas. This confirms the previous finding of Dolega et. al. (2015) in their determination for the necessity of institutional support in these areas. It is possible that in order to align common interest, municipal support can therefore play an important role. On the one hand it can create financially stable investments and on the other hand it can create a support base. In order to test the predictive insight, the role of public and private interest is analysed in the cases studies.

Another finding from the research of Bulk is that the consumer is the demanding actor and therefore also the supply. Not is not a very new finding, however; in combination with the recent conclusion on the importance of perception, this enhances the effect of perception in the validation of retail areas. If consumers perceive a shopping area as uninteresting, they will no longer go there. The absence of the consumer results in insufficient income for shops to stay in business, which will result in vacancies. And as the preliminary research already showed, this will lead to the physical deterioration of that specific area.

The figure below represents the now defined concept of ‘the current state of affairs in retail areas in the Netherlands’, comprised of a well-defined problem scope, the effects of vacancy and the actors that are involved. Together these form the basis for analysing which variables were decisive for this current condition.



2.2.7 Variables for the current condition

Chapter 2.2 The current state of affairs of retail areas researches which context variables have been decisive for the current condition of retail areas in the Netherlands. To do so a literary basis is needed which stipulates what variables can be found and how they are connected to placemaking and retail areas. The book 'Management of urban development processes in the Netherlands' by Franzen et. al. (2011), describes in the chapter of Hobma three levels of success factors: (1) necessary conditions, (2) context variables and (3) critical success factors. The combination of these three factors determines the success of an urban development. In the following headings these three elements are explained, connecting their implication to retail areas.

1) Necessary conditions: these factors are necessary but not sufficient for success. Failure to consider these criteria will undermine any goals, and in fact 'veto' the whole project. Unlike the context variables, veto criteria can be 'driven' or modified by the players. Hobma describes a number of veto criteria for urban area development projects that have been described in the literature (Franzen, 2011). The following summation shows the four conditions that are most closely matched with the investigated challenged inner cities.

- *Economic support base:* Van Rooy et al. (2006) shows the importance of a good financial support base. This is needed for the initial cash flows, to pay interest payments and to devise financial balance constructions.
- *Appropriate project scope:* In this Hobma describes the scope of the project. The more involvement of influences of the geographical area, the bigger the chance that the project will turn out well. Therefore, in retail areas the aim for a regional level can help the implementation of the overall project (Nijkamp et al., 2002).
- *Inclusion of actors:* In the book by Franzen et al. (2011) multiple entries can be found on the involvement of actors in a project. It is important for a project that a certain level of benevolence is found between both primary and secondary actors. Because, despite having different stakes and roles in a project, both can be a bottleneck for a project when not involved properly.
- *Ownership status:* The previous section shows that different actors have different types of involvement. This is also the case for the specific types of ownership situations. A property owner has a different stake than the shopkeeper, despite being involved in the same building. In order to initiate a project, it is important that a certain ownership status is reached (e.g. involving a municipality as it is an owner of the public space).

2) Context variables: The second level of success factors is that of the context variables. Context variables help to determine the success of the urban area development project. However, context variables can also be an obstruction for the overall success of the project. These include out of five main themes:

- economic climate;
- political climate;
- cultural background;
- demographics;
- changes in legislation and regulations.

Economic climate

The economic climate can have a large effect of the development of a project. For instance, if the retail market is doing well, this can contribute to the success of other retailers in the area as it attracts more people to the area. The economic environment in general has a similar effect: when people have enough to spend this will positively affect retailers. A low economy will result in a much lower spending

power (Franzen et al. 2011). However, as previously mentioned context variables can also lead to obstructions in the overall process. In regards to the economic climate, important context variables include the current financial state of retail areas, comprising the number of vacancies number and rent prices. Secondly, the market demand in the direct proximity of the retail area plays a role in the success of the overall plans (Geltner et al, 2007).

Political climate

The manner in which the political climate contributes to the success of retail areas can be seen from the following examples. Public entities such as the municipal councils can affect urban developments substantially, When a local municipal council supports a development, this can enhance the process of permits by swift agreement and therefore an overall faster process. Subsequently, when they are against a new development, this can affect the process negatively. The aesthetics commission is a good example of a municipal council that has a great effect on the overall development. It is therefore vital that an agreement is found with the aesthetics commission and the other participants of the development.

Cultural background

The cultural background is third variable that contributes to determining the success of an urban area development project, but one which the parties involved are unable to influence. One important type of cultural preference in this context is the consumer trends and preferences. This depends on both 'where' and 'when' the retail area is located. Consumers in metropolitan areas are most likely to behave different from consumers in smaller towns and villages. Another example of changes in cultural preferences may be found when companies decide they would rather rent space in a prime location rather than somewhere further from this centre (Franzen et al, 2011). The key takeaway of the research of Hobma is that within an urban development project and retail areas in particular, there is a multitude of stakeholders with different stakes and motivations. Chapter 2.2.6. has already given an insight into what these roles, stakes and interest are in such a project. However, the research of Hobma shows that these stakes and interest can be different depended on the location and environment in which the project is located.

Demographics

Demographics are the fourth variable which can contribute to the success of an urban development project. Changing the demographics is in most cases impossible, but the implementation of demographic groups is vital for the success of a project. It is therefore important that prior to the development a clear idea is formed regarding the demographic situation in an area, This can be explained further by the following example. When a new retail area is introduced in an inner city with a relatively small number of people in the area with predominantly low incomes, it is important that the retail area is not too large and that it does not only have expensive stores. Despite the influence of people that come to the inner city from outside of these areas, the chance that such a development will be successful is very low.

Changes in legislation and regulations

During the process of a development, regulation and legislation can change. This may include new zoning plans or new rules regarding the amount of retailers in a specific area. These new regulations can have a big effect on a new development, as it might cause a development to come to a halt, if it does not comply with new regulations. However, in some cases new regulations can also speed up the process. In retail areas this is becoming more apparent, especially for local government such as municipal councils as it speeds up the development process. In most cases local government benefits

from successful inner cities due to the income it generates. The political climate changes every four years in the Netherlands and its therefore important to calculate possible changes in the periods of the political changes (Franzen, 2011)

3) *Critical success factors*: in this research these are considered as the factors that are determined by the placemaking initiative and will be analysed in the following subsection. In this section, the definition of placemaking is further developed, just as its implication for retail areas. The definition will determine which factors are of importance in retail areas. By using the context variables as a quick scan for the overall value of such factors, a selection can be made of factors that possibly influence the overall success of the project the most. This selection is useful for the second part of the research in which case studies are analysed.

The research of Franzen et al. (2011) shows that the success of an urban development is dependent on these three levels. Therefore, in order to find the critical success factors of placemaking in challenged inner cities, each of the three levels will have to be analysed. For the empirical part of the research, each of the two cases will test if the necessary conditions are met and also if context variables will influence the critical success factors of placemaking in both cases.

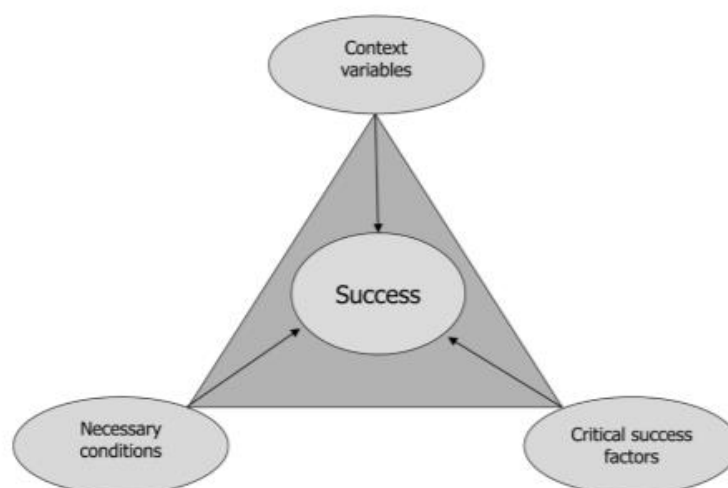
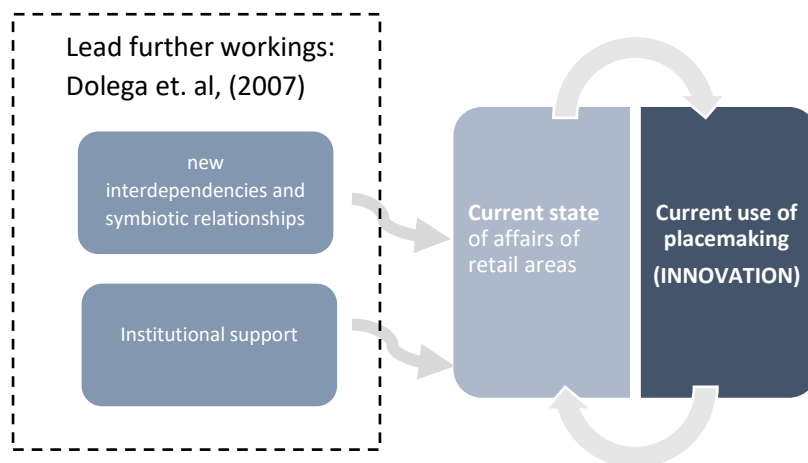


Figure 4: Determination of success Franzen et al. (2011)

2.3 Applicability of Placemaking



In chapter 2.2 an insight has been given into context variables that determine the success of an inner-city retail area. The chapter shows that the complexity of projects and the complex magnitude of actors and their involvement makes it hard to control this area. The following chapter is aimed at defining what critical success factors can be derived from successful placemaking. However, to do so placemaking itself has to be clearly defined and how this is implemented in retail areas has to be described. The latter is especially important because currently almost nothing is written about the effects placemaking potentially has on retail areas.

In the key definition placemaking is defined by Verheul (2017) as *'all temporary and permanent physical, social and marketing interventions in the (semi-)public space, including the plinths of the buildings.'* A key element of the definition is the term public space. *"Good public space gives identity to an area. It tells a story of a place, stimulates encounters, or offers other uses that suit our specific needs at the time. It contributes to economic prosperity, safety, health and happiness"* (Jacobs, 1960). Creating or improving public space is therefore a challenging task for anyone involved with the city: from social worker to real estate developer, from architect to city marketer. However, attention for public space is not self-evident. Administrators, designers and developers of the built environment still too often neglect public space. Or it is (insidiously) threatened by external developments such as safety, control, efficiency and commerce (Verheul, 2017). What this definition also tells us is that the overall concept of placemaking can be perceived as very broad. This is the reason that the term 'placemaking' is not used in a correct fashion or even not used at all, even when it is clearly applied. Therefore, the scope of finding relevant information about as many as possible critical success factors that are suitable for retail areas is not so much focused on the term 'placemaking' but more on the definition as given by Verheul. This leads to the following research question:

Which potential critical success factors, derived from literature, contribute to the overall success of placemaking in retail areas?

2.3.1 Variants of placemaking

To get a better understanding of placemaking and how this relates to improving retail areas that are currently struggling, the research focuses on two leading studies in the field of placemaking. This is the definition of Project for Public Space (PPS) of "what makes a great place" and secondly the research of Wouter Jan Verheul on 'placemaking and the discourse of the public space'. Together, these two will form the basis for defining the critical success factors of placemaking in retail areas.

What makes a great place:

According to PPS (2017) “*placemaking is both a philosophy and a practical process for transforming public spaces. It is centred on observing, listening to, and asking questions of the people who live, work, and play in a particular space in order to understand their needs and aspirations for that space and for their community as a whole*”. The process of placemaking is used on both existing plans and new developments. Because most developments are highly context-specific, the steps for defining a great place are in most cases different from each other. The process of PPS can be defined in five steps. The first step consists of meeting the community and defining the important stakeholders. Subsequently, it is important to evaluate the value and identity of the space. For this it is crucial that the location is visited often to get a better understanding of the whole area. When this is done, a vision for the new area can be devised. To implement this new vision it is sometimes important to phase certain parts of the developments. An important part of this is executing short-term experiments in which the idea can be tested in order to confirm or deny its value. Finally, the development can be seen as an ongoing re-evaluation and long term improvement.



An important part in the research is the model made by Project for public space, which introduces a way of analysing spatial quality. The model shows four parts: Sociability, Uses & activities, Comfort & image and finally Access & linkages. Within the model are the key attributes, the intangible qualities and finally the measuring tools. The latter are important, as it shows how the output can be measured and adjusted if the output is not satisfactory. However, the model currently lacks the critical success factors that determine the success of the placemaking initiative.

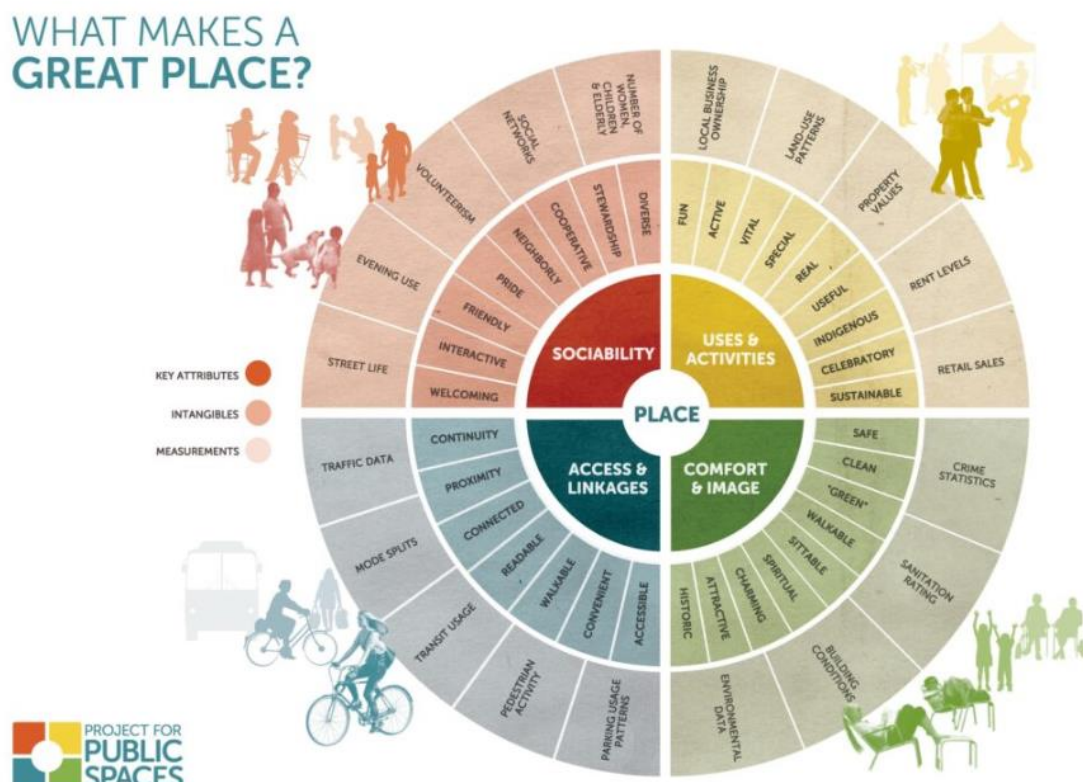


Figure 5: PPS model (2017)

Placemaking is a multiple process:

Currently little is written about the effects of placemaking in retail areas and the implementation of successful criteria. This is mostly due to the previously mentioned broad definition of placemaking, which makes it hard to define the specific placemaking elements. This does not mean that elements of placemaking have not already been implemented in retail areas, possibly this is merely because the definition of placemaking was not used. The research by Verheul (2017) shows a possible definition that has the potential to be implemented in retail areas: *'Placemaking as a multiple process'*. According to Verheul, placemaking consists of various factors and often involves multiple interventions. Four themes can be distinguished: *hardware, software, mindware and orgware of placemaking*. Verheul gives the following definition of these four themes:

The **hardware** focusses on physical interventions in the plinths and public space. There are manuals by William Whyte (1980), Allan Jacobs (1993) and Jan Gehl (2010), which contain advice on the 'do's and don'ts' of squares, streets, parks and the baseboards of buildings. Well-designed spaces are often harder to realise than we think, often we find blind walls or mirrored windows along new streets and there are still many large, empty squares (Verheul, 2017).

The placemaking **software** is about programming and activities in the public space. Through good design a lot can be achieved in public spaces, but hardware interventions are usually not enough. Similar to the process description of PPS sometimes short-term experiments can help implement new ideas in the overall development.

The **mindware** of placemaking is about how placemaking influences our perception. The Zomerhofkwartier in Rotterdam is an example of this. Until recently, it was a forgotten, uninteresting and avoided area on the edge of the city centre. Public developer Stipo, in co-creation with the Havensteder housing association and other parties, invested in all kinds of aspect of placemaking, with evident results in terms of broad revitalisation.

The **orgware** of placemaking focusses on the parties involved, their co-operation and the way they organize themselves. Established institutions increasingly adopt their traditional top-down role. The community is the expert, not the driver, project developer or designer. It is the people versus the drawing table. The users know best what needs to be done with space in 'their' area. This implicates that institutions will have to conduct research in local users' needs different or better, and implement this in redesign (Verheul, 2017).

The research of Verheul shows a promising division in the implementation of placemaking initiatives. However, currently these four definitions are too broad and not aimed specifically at retail areas. Therefore they need to be expanded to fit retail areas. Van Zoest, Verheul, Van Ginkel, Wijntuin, (2018) already elaborated on the current division, picturing themes as the plinth of the building, the marking and activities in these areas. This, together with the preliminary research and the model of Synchroon, gives substance to the four subdivisions of Verheul's themes that follow in the following section.

2.3.2 Success factors (CSF) of placemaking

Both PPS and Verheul classify placemaking in four parts, although the interpretation of these four are slightly different. Verheul's division shows critical success factors that are closely related to placemaking, while PPS is more focused on public space itself. Therefore, the division of Verheul will be maintained throughout the research. The themes are further specified, to make a better distinction among success factors:

1. Hardware: plinths & public space
2. Software: permanent & temporary
3. Mindware: brand & marketing
4. Orgware: stakeholders & organizing

Within these eight subdivisions, successful placemaking components are showed. On the left side, the success factor is described and on the right the source from which it was retrieved is named. The success factors were found based on the description of placemaking (Verheul, 2015). Within the selection of these factors a quick scan was done in order to determine how this is related to retail areas, in order to exclude placemaking elements that were not linkable to retail areas. The following overview shows the success factors that are most likely to positively contribute to the rejuvenation of retail areas.

HARDWARE				SOFTWARE			
Plinths		Public space		Permanent		Temporary	
Diversification of the current combination of retail, restaurants and bars	(Hildebrand, 1987)	Broadening the sidewalks to create more space for the pedestrians.	(Kim, 2015)	Mixed use functions to create a more diverse street and attract more people	(Grant, 2011)	Pop-up concept to fill vacant gaps in the retail supply	(CAEL, 2017)
Creating more room for public toilets. In addition to the current restaurants etc.	(Greed, 2004)	Removing cars from the inner city to make it more pedestrian friendly.	(PPS, 2017)	Using benches to create more places to admire the location.	(Verheul, 2015)	Organising festivals and other large scale events to create awareness of an area.	(Nozeman, 2015)
Creating an universal plinth appearance, including materialisation and colour schemes.	(Karssenberg, 2016)	Introducing more public green to create a more attractive public space.	(Anderberg, 2013)	Creating interactive street furniture to attract new (younger) people.	(Synchroon, 2017)	Windowdressing vacant shop fronts	(Rowling, 2012)
Urban re-allotment of existing building stock to fit current demand	(Bennet, 2016)	Creating a clear routing through the public space	(Swoboda, 2013)	Using art to create more attractive areas.	(Mouffe, 2008)	Open air exposés of art and theater.	(Mouffe, 2008)
Area concession to fit current demand.	(Saraswati, 2011)			Clustering shops to create specific areas (e.g. fresh food sections)	(Moore, 2013)	Neighbourhood (record) challenges	(CAEL, 2017)
MINDWARE				ORGWARE			
Branding		Marketing		Stakeholders		Organisation	
City branding to create a identity that consumers recognize and appreciate.	(Nozeman, 2015)	Create a omnichannel experience based shopping	(Abramham, 2019)	Using a bottom up approach to create new input of users.	(PPS, 2017)	Creating area investment zones (e.g. BIZ or GIZ)	(Zoest, 2017)
Designing around distinctiveness of the current buildings	(Markusen, 2010)	Focus on experience based shopping	(Abramham, 2019)	Both bottom up as top down approach	(CAEL, 2017)	Using incentives to attract new and active current entrepreneurs in the area	(Williams, 2002)
Urban branding for creating a specific identity for inner cities consumers	(CAEL, 2017)	Create public facilities to enhance the overall shopping experience (e.g. free wifi)	(Abramham, 2019)	Identifying stakeholders based on their roles, interest and possible involvement	(Nozeman, 2015)	Crowd funding to create financial support for new concepts and entrepreneurs.	(Berglin, 2013)
Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	(OPUS, 2008)	Create a personalised shopping experience based on preferences	(Abramham, 2019)	Using big data to create valuable insights in consumer behaviour	(Nozeman, 2015)	Using subsidies to create financial support for new concepts and entrepreneurs	(Berglin, 2013)
				Using penalties for shopowners to active them.	(Stolwijk, 2012)	Creating public will true citizen participation	(PPS, 2017)

Table 2: Placemaking interventions

Plinths

In the research of Grant (2011) the importance of a mixed use of functions is shown in relation to retail areas. The key concept is that different functions attract more people to an area which can enhance the overall time and money spent in such areas. In the research of Greed (2004) the importance is shown of facilities as toilets in the public space. As the public space is part of the overall retail area, this can contribute to the overall experience of consumers and ultimately determines if these consumers will come back to an area or will shop for necessities elsewhere. In addition to this experience, the visual appearance can also contribute to how consumers perceive an area. The research of Karssenberg (2016) shows that universal plinths can create a clearer view of the retail area and can give the area a well-maintained appearance. However, in some cases retail areas have become so scattered that it is impossible to implement such strategies. In this case it can prove to be more

valuable to re-allot certain areas to create a more suitable retail area (Bennet, 2016) or even to discard certain parts of an area to fit the current demand (Seraswati, 2011).

Public space

In the research of Kim (2015) the importance of the use of public space is shown. An important element from the research is the idea of creating a space that is aimed at the pedestrians that make use of the space. Therefore, widening the sidewalks can contribute to the use of such areas and subsequently enhance the time spend in such areas. In addition to this research by Project for Public space (PPS) (2017), PPS elaborates on this by determining that removing cars from such areas altogether can result in higher-quality public space and therefore higher-quality retail areas. Public green can also enhance the perceived quality of public space, according to research by Anderberg (2013), in which the relation is shown of public green and the perceived quality enhancement this could have. Finally, routing can play an important role in the perceived experience of consumers in retail areas. The research of Swoboda (2013) shows that unclear routing can reduce the overall footfall in an area and could potentially lower the overall experience of consumers visiting retail areas.

Permanent

Similar to the findings in the hardware, the mix of different functions within a retail area is important. The research by Hildebrand (1987) shows that an ideal mix between different functions needs to be found. However, this is highly depended on context-specific conditions. Therefore, finding the ideal mix is not a generic percentage, but a reaction to the location and the users of the area. Another finding from the research of Verheul is the addition of benches in the public space. Besides the functional addition (a place to rest) they also provide a place to admire the area as some sort of open-air theatre and experience the area in a whole new way. This concept can be enhanced to other forms of placemaking such as creating interactive street furniture (Synchroon, 2017) and adding art to the public space (Mouffe, 2008). Finally, in a research by Moore (2003), the clustering of certain stores (e.g. fresh foods, bakery, butcher, etc.) can lead to higher-valued areas.

Temporary

Initiatives of a more temporary kind can also contribute to the experience of an area. The city at eye level (CAEL) shows that pop-up stores are a way of fixing vacancy temporarily, but can also attract new people to an area. However, it is not always possible to find tenants that can provide such a substantiation. Therefore, according to Rowling (2012) window dressing is a way of fixing a temporary vacant window fronts and can contribute to solving problems as the aforementioned broken window theory. Another way of attracting new people to an area is to organize festivals and other events. According to Nozeman (2015) this is a tool that developers frequently use to create attention for a specific area. This is similar to the research by Mouffe (2008) in which the added value of open-air exposure is analysed as a way of discovering the value of cities characteristics. Finally, an up-and-coming trend is organizing neighbourhood challenges, according to CAEL (2017). These are currently mainly organized in residential environments, but they have the potential to be implemented in retail areas, as it is a way of connecting people to a place.

Branding

Another finding of the book of Nozeman (2015) is the application of city branding for an area. This creates an identity and has the potential to attract new people to an area. Markussen (2010) researched the location-specific characteristics and how these have the potential to be designed around the distinctiveness of an area. The research shows that distinctive identity is needed in order to attract people to an area in favour of larger cities in the surrounding area. A variant on the city

branding is the urban branding strategy. Similar to that of Nozeman, this strategy aims at creating an identity for an area, but pinpointing a specific location within the urban environment; it could be used for a single square or street.

Marketing

The research of Abraham shows multiple strategies for enhancing the marketing of retailers of an area. In this, four major elements contribute to the marketing of retailers. This is an omnichannel experience in which online contributes as a supportive function for the physical store or the other way around, where the physical store contributes as a support for the larger online platform. Secondly, experienced bases shopping becomes more important. According to Abraham, this has to be an experience that cannot be replaced with online shopping. To enhance this experience, facilities play a vital role (e.g. free WiFi). A third and final finding of Abraham is that consumers are more likely to return if the shopping is personalised. This could be personalised discounts or specials VIP shopping nights.

Stakeholders

According to PPS (2017) managing public space needs a top-down approach in order to get the input of the users and other stakeholders. In addition, CAEL states that a combination of both top-down and bottom-up is needed in inner-city areas in order to manage all different parties while retaining the creative input of the neighbourhood. According to Nozeman, an inventory of stakeholders including assessment of their influence and stakes is vital for managing stakeholders in an area. In addition, according to Nozeman, big data can be used to find the overall needs of consumers in an area. Finally, according to Moore (2012), a way to deal with entrepreneurs that are not willing to participate in the new developments is a penalty system, that can be used to active them. However, for this a willingness from public entities is required.

Organisation

As the previous success factor of Moore indicates it is not always easy to get all stakeholders aligned for new developments. In the research of Zoest (2017), investment zones are analysed (building investment zones, BIZ) in which a collective liquidity is raised in order to create a financial support base for a project. Public entities can contribute to these initiatives or can activate entrepreneurs by way of incentives that become available in order to uplift the area (Williams, 2002). The research of Berglin (2013) shows that within placemaking also other financial boosting methods can be used. One method is crowdfunding. Another method that was analysed was gaining subsidies. Subsidies are often used by public entities to improve certain problem areas or to retain historical value within an area. Finally, the Project for Public Space (PPS, 2017) mentions the importance of citizen participation in a project in order to get goodwill. PPS acknowledges that this allows for a smoother development process.

2.3.3 Prediction of most valuable Critical success factors for retail areas from literature

The overview in its current form shows successful factors of placemaking. However, despite the quick scan, these factors do not currently show which of these elements are considered as critical in placemaking in retail areas. The literature shows that each element can have a positive contribution to the overall placemaking concept, but it is not clear which are crucial. Therefore, each element is analysed based on the previously determined demand of retail space and the context variables of retail areas in order to investigate which of them could be considered as a possible critical success factor. These potential critical success factors can be used in retrospective case studies to determine the defined critical success factors for retail areas.

Projected critical success factors in hardware:

Within hardware there are four success factors that are most likely to be considered as critical for retail areas from the perspective of placemaking. These are therefore most likely to be followed-up in case studies.

- Area concession to fit current demand.
Similar to the effect of mixing functions, making concessions on an area could also lead to a denser used area. According to Saraswati (2011), sometimes area concessions are inevitable in order to create an area that can still cope with lower demand.
- Removing cars from the inner city to make it more pedestrian-friendly
The car has been steadily removed from the overall view of the inner city. This is vital, according to Project for Public space (2017), as it creates opportunities for new, visually appealing spaces and contribute to the overall personal experience of an area.
- Creating a clear routing through the public space
According to Swoboda (2013), routing in public space is of vital importance in retail areas. Not only does it enhance the overall experience, as constantly having to find your way can be very frustrating, but it also contributes to more consumers walking past more storefronts, because they are guided through an area. A company that has mastered this concept is IKEA, in which no pillowcase is left unseen when entering one of their stores.

Projected CSF in software:

Within software there are six success factors that are most likely to be considered critical for retail areas from the perspective of placemaking and are therefore most likely to be followed up in the case studies.

- Mixed functions to create a more diverse street and attract more people
According to the research of Grant (2011) mixing functions in area can result in a more appealing and more frequented area. This could help attract more people to a certain area, which is crucial for the vitality of the overall retail area and could lead to the uplift of the context variable of economic vitality.
- Creating interactive street furniture to attract new (younger) people
Currently the inner city is not only just a functional space. According to Synchroon (2017) the inner city is becoming a more experience-based location in which retail is a part of the whole plan. Creating street furniture and interactive objects that contribute to this experience can boost the overall number of people that visit such an area. This can therefore contribute to the cultural context variables by changing the view on how people see the inner city and how it should be used in the future.
- Using art to create more attractive areas
Also contributing to this experience is the creation of art in public spaces to create more visually appealing and a playful street view (Mouffe, 2008).
- Pop-up concept to fill vacant gaps in the retail supply
Pop-up concepts are an important part of both temporarily solving vacancy issues but also creating platforms for young and new entrepreneurs in an area. Therefore, these can be considered very valuable for retail spaces (CAEL, 2017).
- Organising festivals and other large-scale events to create awareness of an area
Festivals are a great way to create new attention for an area, this is something that currently is already actively used by developers and city makers. But this newfound attention could also lead to shared insight that could lead to legislation changes that in turn could help new initiatives benefit from a new support base.

- Window-dressing vacant shop fronts

Similar to the pop-up concept, window-dressing is already actively used by public and private parties to make sure the consumers are not aware of possible vacancy. Because, as previously determined, this could lead to the decline of an area (Rowling, 2012).

Projected CSF in mindware:

Within mindware there are four success factors that are most likely to be considered critical for retail areas from the perspective of placemaking. These are therefore most likely to be followed up in the case studies.

- Designing around distinctiveness of the current buildings

Currently the inner city is not only just a functional space. According to Synchroon (2017) the inner city is becoming a more experience-based location in which retail is a part of the whole plan. Markussen (2010) states that the distinctive properties of an area are important for creating the overall quality and brand of a space.

- Urban branding for creating a specific identity for inner cities consumers

Similar to the views of Markussen, OPUS (2008) shows that also specific areas in a city can be branded. Not everything needs to be in similar shape and size, in an urban area smaller interesting places can be determined as well.

- Focus on experience-based shopping

As mentioned before, experience-based shopping will become increasingly more important. People will want to be amused and shopping has become not solely a functional activity (Abraham, 2019).

- Create a personalised shopping experience based on preferences

The research of Abraham (2019) also shows that personalised shopping can contribute to the experience. This could be for instance creating special discounts that are only available for VIP members of certain stores.

Projected CSF in orgware:

Within orgware there are four success factors that are most likely to be considered critical for retail areas from the perspective of placemaking. These are therefore most likely to be followed up in the case studies.

- Both bottom-up and top-down approach

According to CAEL (2017) it is important that a project has a top-down as well as a bottom-up approach. This will lead to both approaches using their strengths to form the most suitable managing approach. This does require a good understanding of the overall project and a clear stakeholder definition.

- Identifying stakeholders based on their roles, interest and possible involvement

A clear stakeholder's analysis is vital for a project, according to Nozeman et al. (2015). By doing this in the beginning of a project, a sense of participation and ultimately compliance can be reached. It is important to execute this correctly, as it could help in later stages of the project.

- Creating area investment zones

Building investment zones are an important part in financing entrepreneur-based initiatives. This also gives some regulatory underlayment that entrepreneurs can use to get all participants to join in. Therefore, this has the potential to be critical in citizen-driven developments (Zoest, 2017).

- Creating public goodwill through citizen participation

Creating public goodwill is one of the key factors of placemaking and therefore it has the potential to be a critical success factor for retail areas as well. Participation can be reached in a multitude of

ways, but making this a key element of the overall process could help smoothen the process and attract goodwill (PPS, 2017).

When analysing the critical success factors, it shows that together, the four parts of the model of Verheul (2015) contribute to overcoming context variables. This shows that the current structure can be retained when analysing retail areas based on these four parts. Currently the critical success factors are determined solely in literature. The next step is to validate them based on retrospective case studies including the use of expert knowledge. In the following chapter, the build-up for the conceptual model is given and two relevant cases will be selected that will be used for retrospective case studies.



PART 3

Methods & Process

03. Research methodology

Chapter three represents the objective of the research, including a conceptual model that will represent it. This is followed by a further explanation of the methods and techniques used for the research. The final part of this chapter gives an overview of the targets and the planning in which the research must be held.

3.1 Objective and conceptual model

In order to make a difference in challenged inner cities, the main goal of this research is to get a better understanding of the implications of placemaking and the manner in which this can play a role in retail areas. The goal is to use these findings to create generic critical success factors of placemaking to use in prospective cases of challenged inner cities. The specific objectives of this research are:

1. Creating a theoretical framework of the research.
2. Identifying the role of placemaking in retail areas.
3. Identifying context variables of retrospective case studies of challenged inner cities.
4. Deriving generic critical success factors applicable for prospective cases of challenged inner cities.
5. Analysing each critical success factor on their influence on both necessary conditions and critical success factors.

The conceptual model is a representation of the objectives as set for this research. This model consist of the research of Franzen et al. (2011) and the adaptation of the model of Teller et al. (2008) for the case analysis. These, together with further understanding of placemaking derived from case studies, will possibly give an overview of generic information that can help stimulate further placemaking initiatives and help with lowering barriers.

The following paragraphs will further explain the conceptual model and its different parts. This model will show how retail areas are analysed and how adding a factor such as placemaking contributes to this.

3.1.1 Expectations

Placemaking has shown a promising input regarding the effects of its implementation in retail areas. Therefore, it is reasonable to expect that it can also be implemented on a more sustainable scale, which could result in developing more future-proof retail areas, responding to changing consumer needs. However, the preliminary research shows that the definition of placemaking is very broad. Therefore, it is important that when analysing placemaking it is very clear that it is a placemaking initiative and not something else.

The following subsection will show the conceptual model and will afterwards be described in depth. Also, an explanation is given of how this can be made operational for the second part of the research.

3.12 Conceptual model

To form the empirical section of the theoretical framework, a literary underlayment is needed that involves the appreciation of a retail area, but will also take into consideration factors of consumer perception. The reason for implementing perception in the research is that placemaking initiatives have proven to be difficult to quantify based on the results. This is because in the empirical research most elements of placemaking were implemented simultaneously and therefore the results are impossible to keep separate. Therefore, perception is used to get a better understanding of each factor

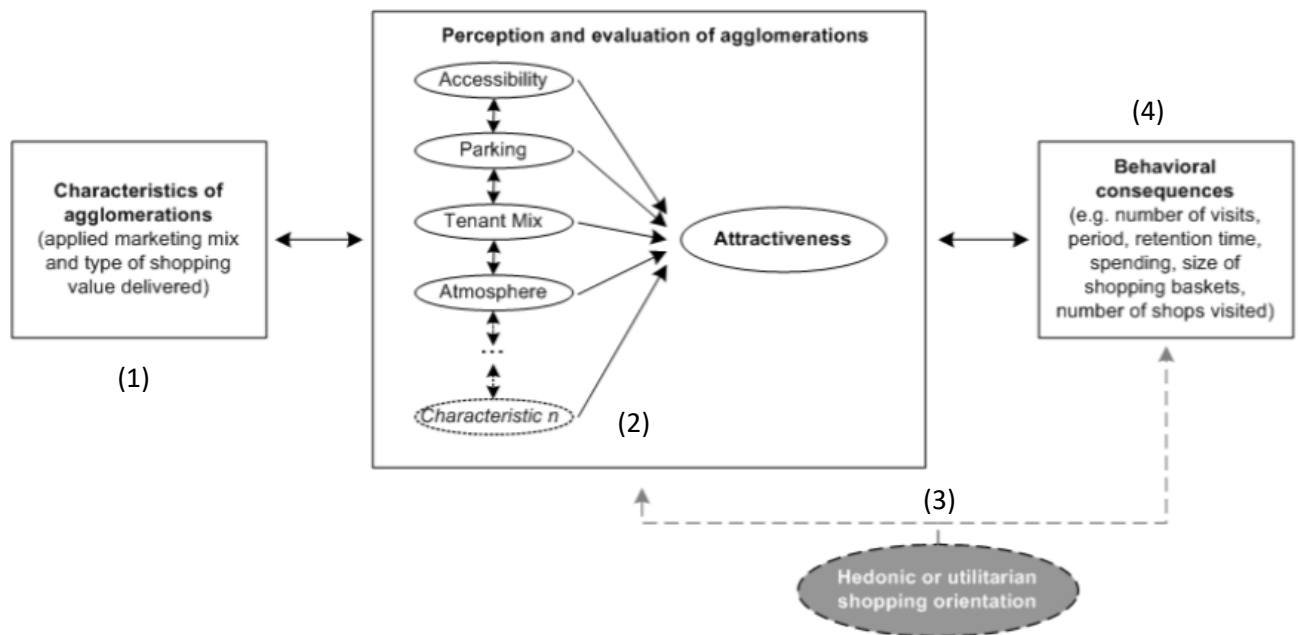


Figure 6 Perception of retail areas. Source: model Teller et. al.(2008)

and its implication for the project. The model of Teller et al. (2008) schematically displays characteristics of a retail area. This also shows that the perception can affect the total valuation of an area. Perception plays a major role in this. The interpretation can differ per stakeholder and can even differ per person (Solomon, Bamossy, Askegaard, Hogg, & Verhagen, 2008).

The model consists of four major points: characteristics, perception, stakeholder behaviour and behavioural consequences. These four points form the basis for analysing the current value of the retail area.

The characteristics can be seen as the 'current state'. From paragraph 2.2.4 (Effects of vacancy in retail areas) these can be divided into two major issues: (1) vacancy rate and (2) current market level (Geltner et al., 2007).

The second part is the perception. This is determined by the consumers. In the retail areas, consumers are the primary stakeholder and they determine the current demand. Therefore, their stakes are leading. The perception is based on: (1) experience, (2) quality of stay, (3) decision on facilities and (4) hedonic or unitarian use.

The third element is the stakeholder behaviour. The consumer is dominant in determining the shopping area, as previously shown. However, other stakeholders influence the retail area as well, especially the other three main actors. More research has to be done in order to understand what

municipalities, shop owners and property owners can do to contribute. For this research they are excluded however this will be taken in the recommendation in chapter 6.

The final element of the Teller model consists of behavioural consequences: the retainable information about retail area visitor numbers. The model of Teller et al. primarily focuses on measurable behavioural consequences: number of visits, retention time and size of the shopping basket.

However, finding data of these measurable behavioural consequences can be very hard. This is because challenged inner cities areas are in most cases more fragmented and therefore finding data regarding the complete inner city is very unlikely. This could make retaining this information less reliable, especially in a qualitative research in which not all measurable consequences can be seen as a direct form of causality (e.g. a spike in visitor retention time can also be due to unclear routing through an area and could have nothing to do with newly implemented strategies). The research therefore introduces a new term: “Economic Vitality”, to replace behavioural consequences to a more experience based and thus qualitative based type of research.

Economic vitality can be defined as *‘the power that runs the economic strength in every country. In essence it is the sustainment of liveable and viable communities’* (IBM, 2015). When translated to retail areas, this means the power that runs the economic strength in every retail area in order to create a sustainable and viable area. These ‘powers’ that can be analysed in challenged inner cities consist of the following three perceivable elements (before and after placemaking initiative was introduced):

1. Perceived visitor in store.
2. Perceived time in store.
3. Perceived money spend in store.

Proving economic vitality is important, as it can prove causality in the research. It shows that the findings of the expert meetings and interviews with stakeholders in the area are a result of the implemented strategy (in this case placemaking initiatives) and not of other changes in the area (Verheul, 2020).

Together these four points are used to create the first part of the conceptual model. The model (see below) is an interpretation of the model of Teller et al. (2008), but focused on retail areas in challenged inner cities.

The conceptual model as seen in figure ... is developed to combine the research of current challenged inner cities and the implication of placemaking into one framework. The model starts with a check if the necessary conditions of both cases are met. Secondly, a case and stakeholder analysis is made in order to get a clear view of the stakeholders involved. Then the perception is analysed of both the current state and the economic vitality as defined in the previous section. Finally expert interviews were held to test different critical success factors in the case. The conceptual model is adapted to fit the new insights for the implementation of the four parts of placemaking. Also, in the new conceptual model, perception is no longer a separate research part but becomes part of the current state and the economic vitality.

The conceptual model is a further development of the model of Teller et al. as described in chapter two. The model consists of two main themes: literature study (light blue) and empirical research (dark blue) The model shows that the interconnected relationships between the different part exist (arrows), which means that changing something in one place could have an effect on another part of the model. The following model shows the final conceptual model:

Conceptual model

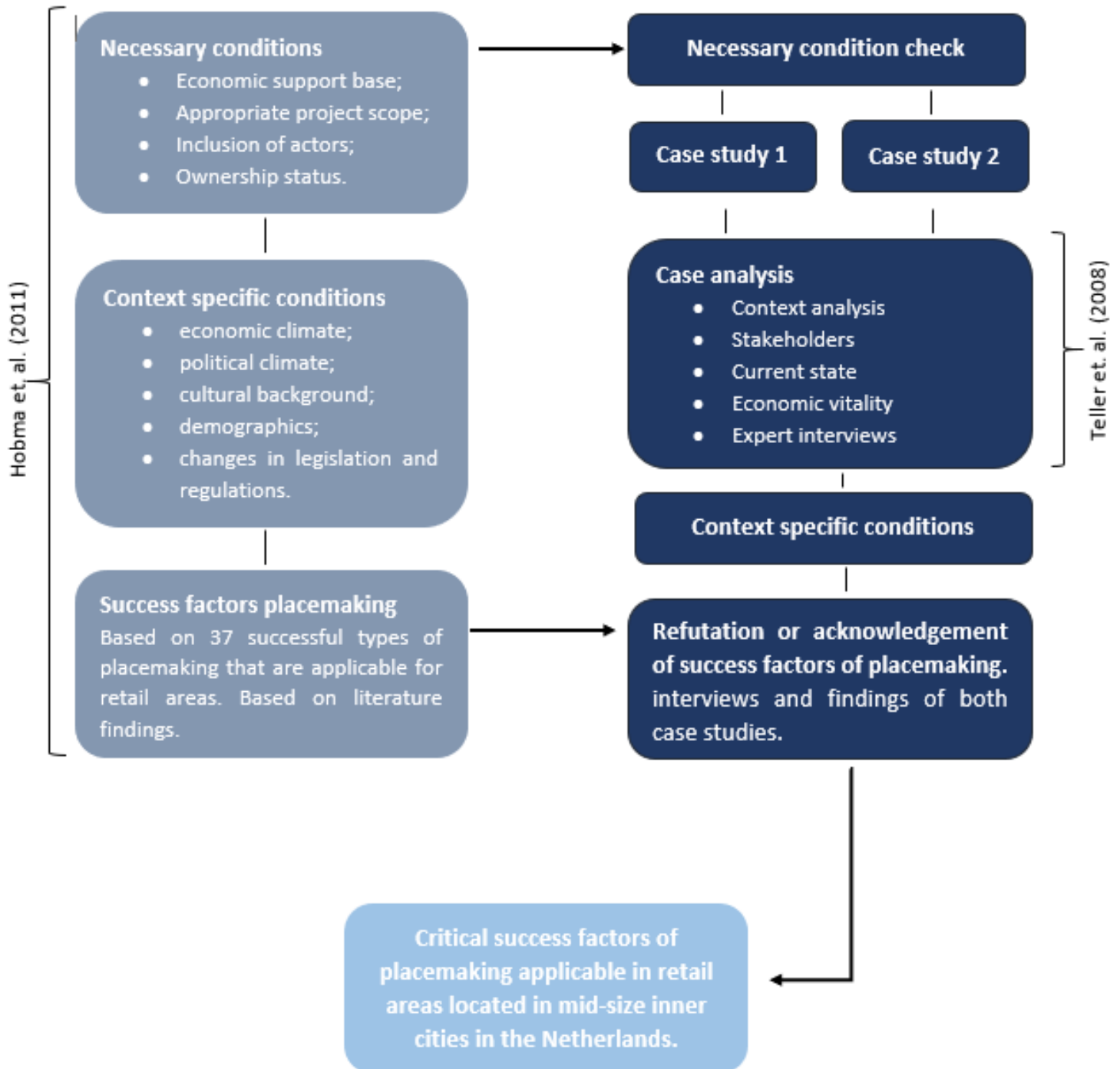


Figure 7 Conceptual framework, own illustration (2020)

3.2 Methods and techniques

This paragraph is about the relation between the different methods used in the process of the research. This consists of two parts: the literature-based research and the research derived from practice (e.g. case studies).

3.2.1 Literature review

Literature study: the literature study consists of both a research into the current vacancy problem in the inner cities and the possible implication of placemaking. Together they form the lead for research into further analysis of how placemaking can help in solving the vacancy problem and lowering barriers.

Knowledge gap: within the literature review, a gap is found in the existing literature of placemaking. The aim is therefore to fill this gap with findings of the research.

Theoretical framework: the goal of the theoretical frame is to create further workings on the insight of the literature review. This framework will be used further along in the research to create a theoretical frame that can be used to evaluate information found in the qualitative research.

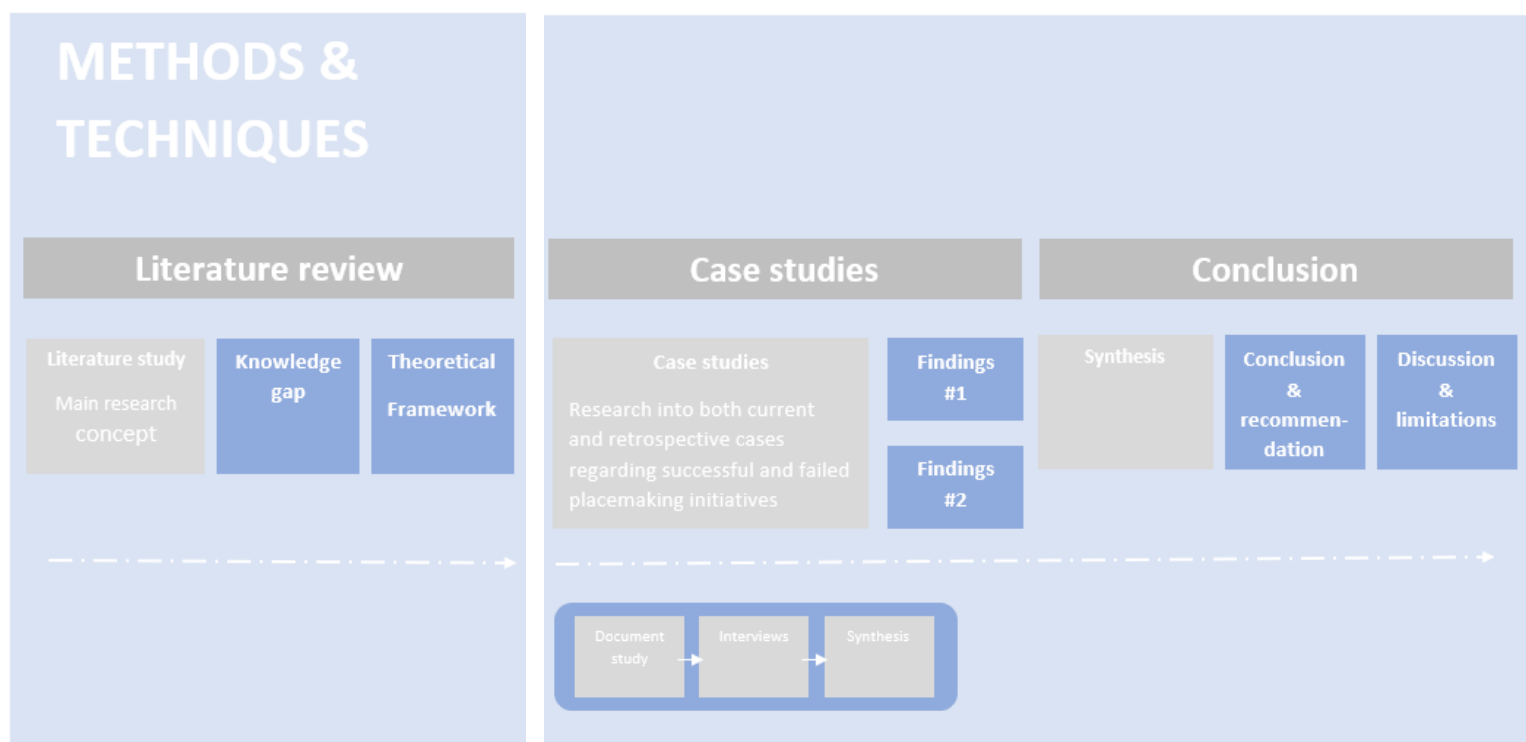


Figure 8 Research process, based on Gorter (2019)

Qualitative studies

The qualitative study is based on evidence found from practice. This is done by analysing two different case studies, all retrospective; one was successful and the other was unsuccessful. The findings can be used to create a generic insight in the implication of placemaking. The qualitative case studies will be based on document studies and interviews conducted with professionals and will create synthesis on examples of practice. Furthermore, the outcome of the two cases were compared to find possible generic similarities.

Both cases have been analysed in the same way, in order to get comparable results. The case build-up is as followed:

1. **Necessary condition check:** a check has been done if the necessary conditions as determined by Franzen et al. (2011) are met.
2. **The project:** gives a brief introduction into the projects and the overall concept of the plan.
3. **Stakeholders:** shows the different actors that were involved into the project. This is import for possible further implementation.
4. **Current state:** the current state shows how the retail area is currently operating. This is analysed using the indicators as determined in chapter two.
5. **Economic vitality:** the economic vitality is determined by the entrepreneurs that currently operate in the project area. This is also done using indicators as determined in chapter two.
6. **Placemaking initiative (expert interview):** an expert interview has been conducted to test the placemaking initiative and investigate possible indicators that do or do not work.
7. **Context-specific conditions:** context-specific conditions of Franzen et al. (2011) are analysed in both cases.
8. **Evaluation.**

Secondly, the information is used in a cross-case analysis. This is done in order to test possible generic critical success factors that can be used in prospective case studies. In the cross-case analysis, all possible critical success factors are analysed based on their implication to the project, their possibility to enhance necessary conditions and finally the effect of context-specific conditions on each individual factor. By doing so, each of the three elements of Hobma's research are met and therefore the chance of a project's success is optimized.

Finally, because only two retrospective cases were done to determine possible critical success factors, a final check by an expert will be done in order to confirm or deny each critical success factor. This will be done by a representative of DNWS ('the new shopping street'), an organisation that researches the current retail environment in the Netherlands.

In the following section the two retrospective case are chosen based on selection criteria found throughout the research.

3.2.2 Case study selection

In order to determine two cases that include sufficient information regarding retail areas with the use of placemaking, the following conditions for the selection of both cases were set. These conditions are a summation of important findings. The parentheses show where each criterion is retrieved from.

'Must-haves' selection criteria

- **Must be located in the Netherlands (chapter 1.01)**
Because the research is written mainly using Dutch context-related information, it is important that information gathered from the cases is also of Dutch origin.
- **Must be an area designed for retail or mixed use with retail (chapter 2.2.2)**
Areas that are designed for other functions could give a distorted view of current retail areas and their daily operations.
- **The necessary conditions as described by Franzen et al. must apply (chapter 2.2.7)**
Economic support base. Appropriate project scope. Inclusion of actors. Ownership status.
- **Cases meets context specific conditions (chapter 3.1)**
Because the research of Franzen et al. is written to fit the broader built environment and not specifically a challenged inner city, possibly not all context-specific conditions are relevant for the research. Therefore, the context specific conditions are based on chapter 3.1.
- **Responded selection**
Selection of sufficient respondents is important for the reliability of the research results. Therefore, the following criteria were set:
 - Project connection: all respondents must have been directly involved in the case project.
 - Number: for each case at least three respondents.
 - Function: function of each responded must differ, in order to get separate input on the implication of critical success factors.
 - One respondent must be involved in the project on an all-encompassing level (e.g. city planner / director).
 - One respondent must be involved in the overall process.
 - One respondent must be involved in physically building the project.
- **Both cases must integrate placemaking concepts**
This relates to the four criteria (hardware, software, mindware and orgware) of Verheul. It is important that both cases are an all-encompassing concept in order to confirm correlation between critical success factors.
- **Source selection criteria**
All sources must be correctly correlated with the timeframe in which the project was implemented. For the case analysis this can be both scientific literature as grey literature.

'Nice-to-haves' selection criteria

- **Cases are preferably in the same region**
This is done in order to get results that are not influenced too much by local conditions. This will give the most preferable generic outcome for the research.
- **A public plan versus a private initiative**
The implication public versus private could make a difference in how a plan is formed. Therefore, analysing the opposites could give interesting test results.

3.2.3. Selection

Considering the aforementioned selection criteria, two case studies were selected: the inner city of Schiedam and the Hofbogen in Rotterdam. Both cases are in close proximity to each other. The following overview shows the similarities and differences between both cases. In the current chapter, both cases are analysed in order to subtract the generic critical success factors.

Schiedam	
Type	Retrospective case study
City	Schiedam
Status	Delivered
Retail type	Primary shopping area
Plan type	Public initiative
Development period	2014-2019
Hofbogen	
Type	Retrospective case study
City	Rotterdam
Status	Delivered (with the exclusion of expansions)
Retail type	Secondary shopping area
Plan type	Private initiative
Development period	2008-2018



A person with short white hair, wearing a light blue t-shirt and dark pants, is walking away from the camera on a paved path. They have a dark backpack. The path is bordered by tall grass and pink flowers. A metal railing runs along the path. In the background, there are large green trees and a multi-story building with a mix of brick and light-colored panels. The sky is blue with white clouds.

PART 4

Empirical Research

04. Case Studies

In order to substantiate the literary findings an empirical research was conducted consisting of two case studies. The cases were selected based on the selection criteria described in paragraph 3.2.2. First the necessary condition check is done in according to the research of Franzen et al. (2011). Secondly an in-depth case analysis is done using the model of Teller (2008).

4.1 Necessary condition check

Two case study locations have been selected in paragraph 3.2.3, both of them located close to the second largest city of the Netherlands, Rotterdam. In order to properly conduct the case studies of these retail areas, a context analysis of the city in general will be provided first. Secondly a check is done if the necessary conditions are met in both cases.

4.1.1 Case description

Both projects are in close relation to each other due to their location and proximity to the main city centre of Rotterdam. The inner city of Schiedam is currently redeveloped with the use of an integrated approach. This approach shows similarities in the placemaking definition as determined in the research. This project shows similarities within the four parts of the research of Verheul, but is not specifically aimed at placemaking. The research will show which elements were critical for the success of both projects. The second case of the Hofbogen is closely related to the case in Schiedam. However, the Hofbogen is a secondary retail area that has lost its function over the years. However, the current approach for the rejuvenation of this area is an example of placemaking which makes it a possible case to analyse.

The cases will be analysed using the possible success factors as determined in chapter two and in this correlation is tested among the cases using information and interviews from practice. The outcome of the cases will determine the synthesis for the final conclusion of the research. Also, a case impression is given in Addendum 2.



Figure 9
Map of case
locations, own
figure (2020)

According to the research of Franzen et al. (2011) four necessary conditions have to be met in order to implement an urban development. These four conditions are compared to the cases of the Hofbogen and Schiedam in order to check if all conditions are met in both projects. As previously mentioned in the case selection criteria, the sources that provide the substantiation of all four conditions need to be retrieved in a correct timeframe in regards to the project initiation. Finally, the result of the necessary condition check are analysed in paragraph 5.1.2 cross case analysis.

Economic support base

ProRail and Hofbogen BV - or both corporations - ensure that the roof is made 'leak-proof', for which the municipality granted a financial contribution. The costs amount to € 1.3 million, of which ProRail pays half, the lessors a quarter and the city also a quarter, or € 325,000. The municipality contributes an additional € 2.4 million, with which Vestia and Havensteder can renovate the business premises in the 'arches' (Hofbogen 2014) (AD, 2014). In the case of Schiedam, a subsidy funding was created that ranged between € 20,000-35,000 for each individual owner of which a total of € 700,000 was made available besides the specific budgets for the public space (Municipality Schiedam, 2008).

Appropriate project scope

The project scope of the Hofbogen since its development in 2014 involved the former station Hofplein and reached to the Walenburgerweg in the north of Rotterdam. The project was spread over a timeframe of five years for the development of the former station building and the surrounding arks of the Hofbogen. In the case of Schiedam, the overall plan involved the whole inner city. However, in practice the whole plan was divided into smaller sections or streets, such as the Hoofdstraat. The timeframe has been spread over ten years since its introduction in 2008. However, the process has proven to be ongoing as demands in the retail environment keep changing.

Inclusion of actors

The consortium of the Hofbogen BV consisted of Havensteder, Vestia and ProRail. Within the development process, multiple external experts were hired for the implementation of the plans: a director, process managers, developers and engineers. Within the development process actors such as store owners, restaurant owners and residents were involved in the overall process to reach consent and create a successful market related final development. This was therefore seen as one of the keystones of the overall project (Heurkens, 2008).

In Schiedam the main actor was the municipality and the cooperation with owner associations. In this the municipality used their internal capacity of plan-makers to design the 'new' inner city. Subsequently, the municipality helped set up creative ventures that could help the overall implementation. An example of this the 'Winkelmeidenconcept', which is further explained in paragraph 4.3.2. (Kruisbrink, 2020).

Ownership status

In the case of the Hofbogen a consortium was founded between multiple social housing institutions to form the Hofbogen BV. The consortium bought the object of the Hofbogen in 2014 from ProRail. They remained the owner until 2019, when the decision was made to sell the Hofbogen to Dudok Group. (AD, 2019). This decision was based on the new social housing policy in Rotterdam that was implemented in the previous year. In regards to the public space, the Hofbogen BV was not the owner and therefore all alterations had to be approved by the municipality of Rotterdam (Municipality Rotterdam, 2014). In the case of Schiedam the ownership situation was more fragmented with multiple owners in the inner city. However, the municipality was owner of the public space and during the whole process direct negotiated with multiple owners associations that were active in the area in order to involve their needs in the overall project (Municipality Schiedam, 2008).

4.2 The Hofbogen

	Hofbogen
Type	Retrospective case study
City	Rotterdam
Status	Delivered (with the exclusion of expansions)
Retail type	Secondary shopping area
Plan type	Private initiative

4.2.1 The project

The viaduct of the Hofbogen was built in 1905-1908 as an alternative electric rail between Rotterdam and Scheveningen. This was initially constructed as an open overpass. In this overpass pedestrians and traffic could move underneath. Before long, however, the arches were provided with a façade. The arches housed functions such as small shops and a market cafe. The area had become very lively and active, but unfortunately fell into decline as the surrounding areas changed. Years later a new plan was devised to redevelop the former Hofbogen (Hofbogen, 2016).

In February 2006, a consortium, Hofbogen BV, was founded between the housing associations Havensteder and Vestia. They eventually bought the Hofbogen from Prorail: a Dutch railway company, and restored it to the Hofbogen as we know it today. An important part of the overall development was the redevelopment of the Hofplein train station, which was initially transformed into a mini-mall concept. However, due to market changes, this became a mixed used function with a combination of retail, restaurants and bars. The shopping mall was realised in 2011 and was adapted in the following years.

An addition to the Hofplein train station is the physical connection that was made which was called 'de luchtsingel', or skybridge. This was a 360-meter-long wooden bridge for pedestrians. The bridge provides a connection between Rotterdam central station and the Hofbogen. This new connection meant that pedestrians could easily walk to the Hofbogen and due to its eccentric appearance, it attracted new visitors. In 2015 the roof of Hofplein train station was redeveloped in order to create a publicly accessible rooftop park. Two years later this was completed and it provided a vital function for the use of the overall area.

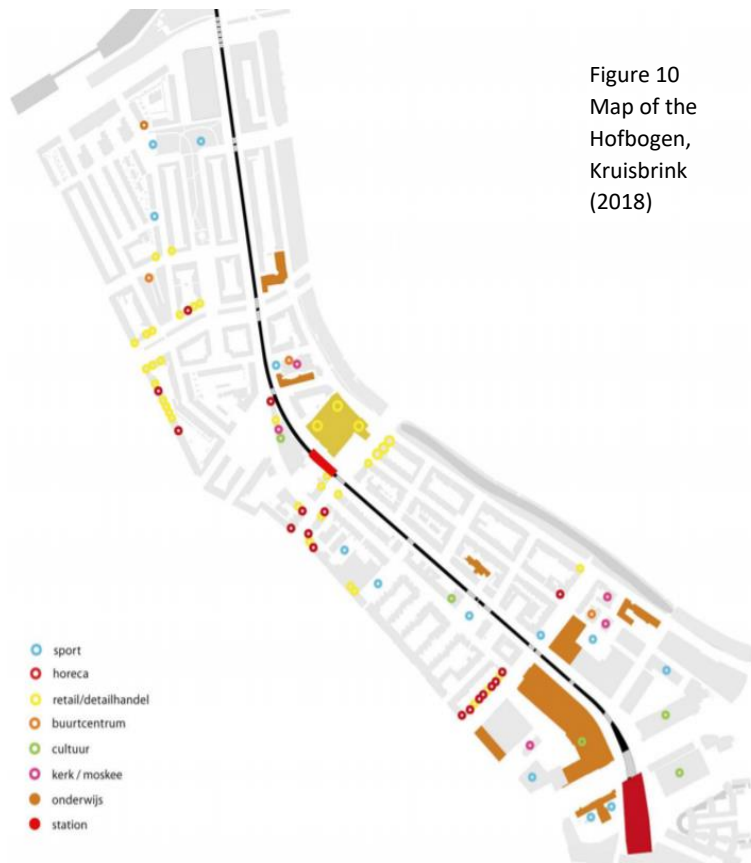


Figure 10
Map of the
Hofbogen,
Kruisbrink
(2018)

4.2.2 Stakeholders

In 2006 the Hofbogen BV, consisting of the housing corporations Havensteder and Vestia, had become the owner of the arches, while ProRail remained the owner of the two-kilometre-long roof of the building. The housing corporations had the ambition to redevelop both arches and the roof, so as to yield a healthy financial and social return. Havensteder in particular benefited from the redevelopment, because they owned many social rental properties in the surrounding neighbourhood (Heurkens, 2018).



The redevelopment was in danger of reaching an impasse, and the citizens grew impatient, as they wanted to furnish and use the roof. The impasse can be explained by a number of facts and developments. According to the Housing Act 2015, housing corporations must concentrate on the construction, rental and management of social rental housing and a number of other social tasks, and because of this Havensteder and Vestia, as shareholders of Hofbogen BV, decided to sell the property. In addition, ProRail also pursues an exit strategy; it wants to get rid of the ownership of the roof as soon as possible because it no longer serves any business interest. At the same time, a cooperation agreement was concluded between Hofbogen BV, ProRail and the municipality of Rotterdam, pre-sorting the sale. The most important condition in this contract is that with the joint sale of the arches and roof by Hofbogen BV and ProRail, the municipality will have the right to build the roof. In a legal sense, the potential buyer would become 'bare owner' of the entire Hofbogen viaduct, but in fact would only own the rentable and exploitable arch rooms. The buyer must then conclude an agreement with the municipality in which agreements are made about the tasks, powers and responsibilities of both parties. This mainly concerns what is and what is not possible for the interpretation, use and access to the roof park.

Despite the change of ownership, developments around the mini-mall are progressing, as the area is becoming a popular shopping and leisure area. The research of Bruijning (2016) shows a drastic incline in the number of entrepreneurs that fill up the current vacancy. Within a period of five years, the number of new retailers, restaurants and bars have increased by fourteen. The model also shows an incline in the economic activity level throughout the years (Bruijning, 2016).

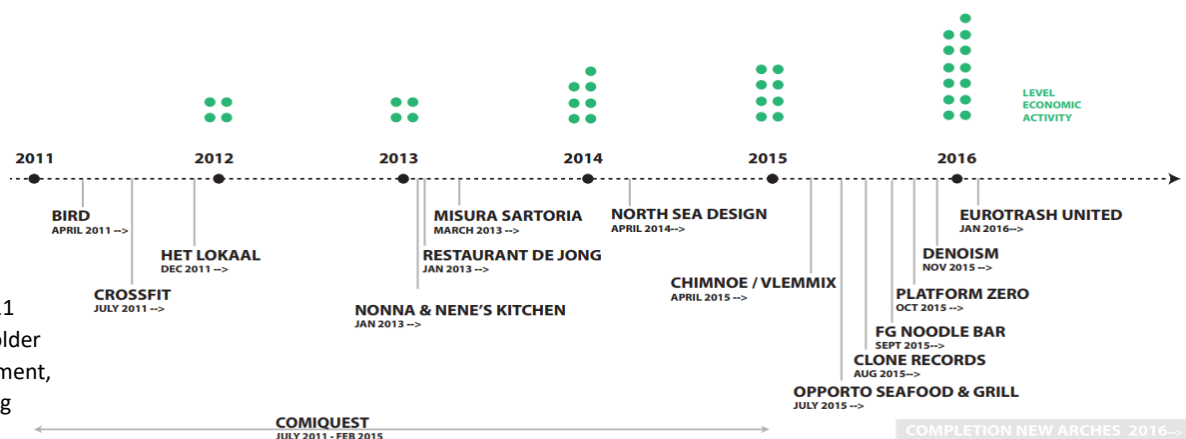


Figure 11
Stakeholder
involvement,
Bruijning
(2016)

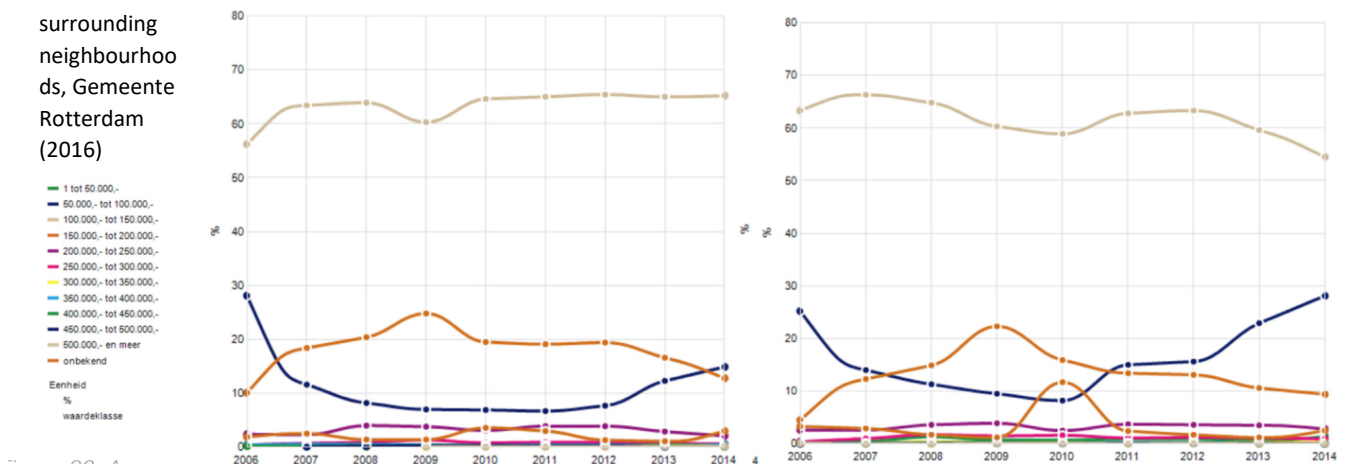
4.2.3 Current State

After the opening in 1908, the Hofbogen were the bearers of the illustrious ‘Hofpleinlijn’. Rotterdam and Scheveningen were connected by rail. Now, more than a hundred years later, the Hofbogen, with their monumental Hofplein viaduct, are once again considered a carrier for the future. The many entrepreneurs in the arches, including Michelin star chef François Geurds, award-winning coffee concept Man met Bril Koffie, concept stores of Denoism and Misura and entertainment venue BIRD, make a strong mark on the contemporary look of this special building. In a few years' time, rental income increased with 100% and vacancy was reduced from 40% to 4% (Brand, 2020).

An additional effect, possibly because of the current owners, was that the property value in the surrounding neighbourhoods grew. In figure 12, the WOZ value (real estate valuation act) is shown for the neighbourhoods Agniesebuurt and Oude Noorden. Indications show that the WOZ value, for both neighbourhoods range between € 50,000 to € 500,000 euro. The biggest difference can be seen in price ranges from € 100,000 to € 150,000: in 2006, more than 56.2% of the properties in the Agniesebuurt were valued in this range, while in 2014 this has risen to 65.2%. In the Oude Noorden this was 54.5% in 2006, and 63.3% in 2014.

The model by the municipality of Rotterdam shows the value change of the average WOZ value in the years 2011 until 2014. The urban area performs less than the overall depreciation of 8,7% in Rotterdam, negligible as it depends on a difference of 0,7 %. The neighbourhoods perform almost the same in comparison to the Northern district of Rotterdam, which entails a difference of 0,4% (Municipality Rotterdam, 2016).

Figure 12
WOZ values
surrounding
neighbourhoods,
Gemeente Rotterdam
(2016)



4.2.4 Economic Vitality

The economic vitality is based on three main indicators: the number of visitors, the time spent in stores and the money spent. The outcome is a summation of a survey held among entrepreneurs in the area. Entrepreneurs find that the number of visitors in the area has risen substantially in the last five years. As a reason for this, they name the new pedestrian bridge and the outdoor events surrounding the location. This is, according to the entrepreneurs, the main reason that the number of visitors in the stores also grew. In this ‘brand recognition’ plays a big role: “If people know your store, they are more likely to walk in”. Ultimately this also resulted in an incline of total money spent. Overall entrepreneurs are positive about the future and especially point out the combination of retail, bars, events and a creative and original environment as the main reason for the success of the Hofbogen.

4.2.5 Expert interviews

The expert interviews are based on the preliminary findings of the literature review of placemaking initiatives that have the potential to be considered critical success factors for retail areas in mid-size inner cities in the Netherlands. In order to get a broad knowledge base of experts, the choice was made to interview three experts that were actively involved in the case. The experts are described below, after which a summary is made of the findings of the three separate interviews. The summary also includes possible differences of opinion that were found among the different functions these expert hold.

Participant 1

Name: Addy van der Knaap

Organisation: Hofbogen BV

Job description: Director

Participant 2

Name: Gijs van der Kleij

Organisation: Self employed

Job description: Process manager Hofbogen

Participant 3

Name: Rutger Polderman

Organisation: Self employed

Job description: Restauration advisor Hofbogen.

The three interviews are summarized in addendum 1. Table 6 shows which elements are perceived as critical in placemaking in inner cities. Prior to the interview, the participants were asked to explain if and/or how a specific factor was implemented in the project. Afterwards the participants were asked to score each factor based on their importance in the project. The participants had the option to score a specific factor “—” (not relevant), “-” (less relevant), “+” (possibly relevant), “++” (relevant), or “+++” (very relevant). Table 6 shows the average for each factor. Besides the scoring element, the participants were asked if they could give an explanation on why they found it important and how it was implemented in the project. These findings can also be found in addendum 1.

HARDWARE				SOFTWARE			
Plinths	--/+/-/+	Public space	--/+/-/+	Permanent	--/+/-/+	Temporary	--/+/-/+
Diversification of the current combination of retail, restaurants and bars	++	Broadening the sidewalks to create more space for the pedestrians.	--	Mixed use functions to create a more diverse street and attract more people	++	Pop-up concept to fill vacant gaps in the retail supply	++
Creating more room for public toilets. In addition to the current restaurants etc.	+-	Removing cars from the inner city to make it more pedestrian friendly.	--	Using benches to create more places to admire the location.	+-	Organising festivals and other large scale events to create awareness of an area.	++
Creating an inversed plinth appearance, including materialisation and colour schemes.	+	Introducing more public green to create a more attractive public space.	+	Creating interactive street furniture to attract new (younger) people.	+-	Windowdressing vacant shop fronts	+
Urban re-allotment of existing building stock to fit current demand	-	Creating a clear routing through the public space	++	Using art to create more attractive areas.	++	Open air exposés of art and theater.	++
Area concession to fit current demand.	++			Clustering shops to create specific areas (e.g. fresh food sections)	-	Neighbourhood (record) challenges	--
MINDWARE				ORGWARE			
Branding	--/+/-/+	Marketing	--/+/-/+	Stakeholders	--/+/-/+	Organisation	--/+/-/+
City branding to create a identity that consumers recognize and appreciate.	-	Create a omnichannel experience based shopping	+	Using a bottom up approach to create new input of users.	++	Creating area investment zones (e.g. BIZ or GIZ)	++
Designing around distinctiveness of the current buildings	++	Focus on experience based shopping	++	Both bottom up as top down approach	+	Using incentives to attract new and active current entrepreneurs in the area	+
Urban branding for creating a specific identity for inner cities consumers	++	Create public facilities to enhance the overall shopping experience (e.g. free wifi)	+	Identifying stakeholders based on their roles, interest and possible involvement	++	Crowd funding to create financial support for new concepts and entrepreneurs.	+
Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Create a personalised shopping experience based on preferences	+	Using big data to create valuable insights in consumer behaviour	-	Using subsidies to create financial support for new concepts and entrepreneurs	+
				Using penalties for shopowners to activate them.	-	Creating public will true citizen participation	++

Table 6: Summation of critical success factor rating, The Hofbogen

Acknowledgements

When analysing the different interviews, an important factor needs to be addressed that was not taken into account before. This is the acknowledgement that some factors, despite being crucial for the project, cannot be considered as critical success factors. This is due to the fact that these factors are context-specific and therefore do not contribute to the research aim of finding generic critical success factors of placemaking in inner cities in the Netherlands.

A second acknowledgement that could be concluded from the interviews is that some success factors that are considered as separate factors, can be combined into a more generic single factor.

Hardware

The interviews show that within the two subsections of the hardware of placemaking, three factors are considered the most important. Within plinths this is creating mixed functions in order to create a mixed group of consumers. The mix can attract more people to an area and this higher footfall can increase the success of the shops, bars and restaurants in the area and ultimately determine how successful an area is. The second success factor within plinths is that of area concession. All three participants acknowledge the importance of area concession in order to keep the balance between the market demand and supply. They also mention that a level of flexibility is needed to adapt to change. Within the public space, one important factor stands out: creating a clear routing. Within the Hofbogen this was done with the 'luchtsingel' which created a significant increase of the overall footfall.

Software

Within the first section of software, permanent, two factors are considered the most important. This is the diversification of the current mix of retail, restaurants and bars. The participants state that the current mix of 20-25% bars and restaurants creates a lively area. The second factor that was considered vital is the use of art installations. This creates the creative environment they aimed for and also had the effect of attracting new young people to this area.

Within the second section, temporary, three factors are considered to be vital. Pop-up stores create new concepts in currently vacant shopfronts and therefore decrease vacancies. And secondly the festivals and open-air expositions. Together, these form one success factor.

Mindware

Within the branding of mindware, two factors are considered to be vital for the success. The first is that of designing around distinctiveness. This was done in the Hofbogen by retaining the historical character while giving a modern substantiation to the shops, bars and restaurant. This gives character to the surroundings and helps the area to stand out. Secondly, creating an urban branding also contributed to the overall image of the Hofbogen and ultimately attracted sought-after entrepreneurs to the area.

Within the second factor of mindware, marketing, the experience-based shopping is seen as the most important. This can be created by a good combination of retail restaurants and bars, but also leisure such as the roof park to play or relax.

Orgware

Within the first part of Orgware, stakeholders, the following two factors are considered to be most important. Firstly, this is the bottom-up approach in which plans are developed from the perspective of consumers' and residents' demand. The aim is to create enthusiasm compliance for the plans. Secondly, stakeholder management in general is important. From the start of the Hofbogen project, stakeholders were carefully classified according to their stake in the projects. This has led to a high level of compliance, as they were included in the forming of the plan.

Within the second part of orgware, organisation, the first factor is creating area investments zones which lead to financial support that could initiate the project as a whole. The second factor is creating public goodwill through citizen participation. An important example was that of the 'luchtsingel', where residents and interested parties were invited to physically help build the bridge that connected the Hofbogen with the inner city of Rotterdam. This also resulted in donations that ultimately helped financing this part of the project.

4.2.6 Summary

The Hofbogen, located north of the city centre of Rotterdam, was initiated in order to regain value in an area owned mostly by social housing companies. The idea was to create new value by recreating the former retail shops. The Hofbogen BV was developed by a combination of Havensteder, Vestia and ProRail. The success of the project is proven by the decline in shop vacancy from 40% to 4% in only a few years. With the success of the retailers, bars and restaurants came an increase in valuation of the overall area which meant that Vestia and Havensteder also reached their goals. When compared with the economic vitality that was based on three main indicators, (number of visitors, time spent in stores and money spent), the shop owners are equally positive about the project. They state that all three indicators have risen substantially since the project was initiated. Finally, the critical factors that determined this success from a placemaking perspective were:

1. diversification of the current mix of retail, restaurants and bars
2. area concession
3. clear routing
4. mixed functions
5. use of art installations
6. festivals and open-air expositions
7. designing around distinctiveness
8. urban branding
9. experience-based shopping
10. bottom-up approach
11. stakeholder management
12. creating area investment zones
13. creating public goodwill through citizen participation.

4.2.7. Context-specific conditions: Hofbogen 2014-2019

The following subsection analysis is based on the context conditions of Franzen et al. (2011):

Economic climate

In 2014 the retail branch is the fastest growing branch in regards to job opportunity in Rotterdam. However, the total supply shows to be higher growing in relation to the overall take-up (EVR, 2014). Subsequently, the restaurant branch is being named as one of the most promising sectors for success. Since 2008, the tourism industry has grown by 18%, which has led to record numbers of hotel visits and leisure activities. This was one of the motivating factors for the mini-mall concept in Hofplein train station, changing the predominately shopping area into a mixed used location with leisure, restaurants and bars.

Secondly, in the case analysis into the 'current state', a significant decline of store vacancy can be reported, much higher than the rest of Rotterdam (EVR, 2014, 2015, 2016). This can be explained from the recent redevelopment of the Hofbogen: a 4% vacancy is much lower than the regional average.

Political climate

The policy vision of the municipality 2010-2020 shows two main focal point in regards to retail in Rotterdam. This is the enhancement of secondary shopping areas in Rotterdam through different subsidy arrangements and secondly the focus on tourism. The second focal point implicated the enhancement of existing and new tourist attractions in Rotterdam. Subsequently, the policy of the municipality of Rotterdam shows that the previously separate policies of retailers, restaurants and bars has become integrated into one 'horecagebiedsplan' (catering sector area plan) since 2016, that shows the importance of interaction between these two parts of the new inner city.

Cultural background

Shops in bad locations are being oppressed by the internet. Because of the economic stagnation and fast rising internet sales, there is a clear division between strong and weak shopping areas (EVR, 2014). The average spending power has been slightly increasing since the economic crisis, but this is still not sufficient for the current retail supply. The growing e-commerce has only increased bankruptcy among smaller retailers. A secondary growing trend in the period surrounding the development of the Hofbogen is the growing demand for leisure activities. Activities such as sports, festivals and culture are growing in popularity in Rotterdam. This can also be partly explained from the growth in the number of tourists that visit Rotterdam (Municipality Rotterdam, 2020).

Demographics

In regards to the population, the Rotterdam population has grown slightly from 618,000 to 634,000 over the course of the five years. The biggest population group is between 25-45. This is contrary to the neighbourhood in which the Hofbogen is situated: this area shows a small decline in the number of residents. Besides population growth, the population composition is expected to change due to aging. A certain degree of aging is expected, but less than for the Netherlands as a whole. The effect of aging on the retail areas has been addressed in chapter 2.2 of the research. It shows that aging ultimately leads to a decline in the average spending behaviour. This is because older people are less likely to spend money in comparison to younger people.

Changes in legislation and regulations

Within Rotterdam, one mayor change in legislation was implemented that changed the course of the Hofbogen significantly. This was the adaptation of the new housing decree of 2015. The new housing decree meant that the role of social housing in Rotterdam had become less significant and that social

housing institutions had to change their orientation in regards to the strategical placement of their housing portfolio (Hochstenbach 2016). For this reason Havensteder & Vestia finally made the decision to sell the Hofbogen to Dudok Group in 2019.

4.3 Schiedam

Schiedam	
Type	Retrospective case study
City	Schiedam
Status	Delivered
Retail type	Primary shopping area
Plan type	Public initiator

4.3.1 The project

Commercial real estate is becoming increasingly vacant throughout the city centre of Schiedam. At the same time, living in the city centre is very popular and there is a desire to strengthen the urban function of the city centre by adding more housing in Schiedam.

In recent years, the municipality has invested heavily in the city centre. Nevertheless, the retail vacancy rate in the city centre remains high. That is why they are not only committed to the realization of physical projects, such as the approach to Lange Haven and Hoogstraat, but also to the introduction of a vacancy regulation and incentive scheme. The 'Store Vacancy Approach' is aimed at having discussions with property owners about opportunities for real estate. The Vacancy Regulation has been introduced for this. Conversations with real estate owners provide more insight into the reasons for vacancy and possible approaches.

Two schemes have been introduced to grant entrepreneurs a subsidy (if all conditions are met) and to encourage real estate owners to convert vacant real estate into housing (if in the aforementioned streets of the scheme). The 'Revitalization inner-city subsidy scheme' is intended for (future) entrepreneurs. It aims to strengthen the store structure by providing subsidy for the establishment of entrepreneurs, in particular in the Hoogstraat, relocation of retail businesses / businesses from approach streets to the centre streets or the Hoogstraat and changes to already established entrepreneurs in the centre streets or the Hoogstraat. There are conditions attached to the scheme, which are examined by the municipality in advance. Advice is also sought from a committee consisting of market parties.

Property owners who want to change their vacant property into a home can use the 'Transformation Inner City' incentive scheme. This contributes to a concentration of commercial functions in the core of the city centre and an increase in housing. The municipality offers incentive loans in collaboration with the Stimuleringsfonds Volkshuisvesting (SvN). In addition to the municipality, entrepreneurs, residents and property owners were important partners in making the city centre lively.

In addition to a spatial vision, an effective approach requires awareness among residents, entrepreneurs and politicians of the distinctive qualities of the city and of parties of interest. This requires good coordination of the city marketing with the spatial vision. The integrated approach consists of three steps: listening, thinking and doing. The overall concept was aimed at a more experience-based type of shopping.



Figure 13
Project
Schiedam
Kruisbrink
(2018)

4.3.2 Stakeholders

There is a multitude of partners, including the Centre Management Schiedam Foundation, the DeWinkelmeiden Foundation (pop-ups, start-ups), Foundation Historisch Ondernemersplatform (a partnership between centre management, a large real estate owner and a financial institution), Stichting Promotion Schiedam, various cultural institutions and event organizations. In front of the Hoogstraat Plus a project has started in which residents, entrepreneurs, experts and interested parties participate.



The implementation program provides an overview of available budgets for the different projects. In projects in which the municipality plays an active role, a municipal budget is made available. The entrepreneurial fund for the city centre is fed with proceeds from the advertising tax. This will stop this year, and a search has been initiated to find new system to feed the fund. There are several subsidiary schemes in preparation for the declaration for the centre: Work to be done (approach to inner city properties: maintenance, facade approach, realizing living above shops) (source: contact municipality of Schiedam; municipality Schiedam, 2013), Incentive subsidy (2017: scheme for relocation shops from the approach streets to the centre streets attract new entrepreneurs and

specialization incumbent entrepreneurs), transformation subsidy (2018: scheme for transformation of, among other things, retail properties in approach streets to housing).

The Centre Management Foundation is the most important partner in the approach of shop vacancy and is also a representative of the shopkeepers in the city. The municipality only has occasional contact with individual entrepreneurs and real estate owners. This also applies to contact with brokers. The municipality work on a project basis with Stichting Schiedam, Stichting City restoration, some event organizations, some cultural institutions and some other governmental agencies (such as the Rotterdam City Region). The projects generally do not specifically aim to reduce vacancy rates, but often are indirectly influencing, strengthening or improving the shopping function in the inner city. The municipality maintains regular contact with vacancy managers such as Stipo and Stichting DeWinkelmeiden as part of the assignments given.

4.3.3 Current State

From 2003, the development was systematically mapped using data from Locatus. The spatial distribution and vacancy duration are based on the WOZ data from non-residential properties with retail function analysed (Griffoen, 2005).

Development of retail vacancy for 2003

In all studies since 1947, it was noted that, regarding the retail function in the city centre, the number of retailers was small in relation to the number of inhabitants of Schiedam. The proximity of Rotterdam centre is mentioned as an explanation for this. In later studies the demographic development (shrinkage in the 1970's and 1980's; see figure 14) and the relatively limited purchasing power of the local population (see figure 15) was noted. Also, without exception it is indicated that Schiedam has many shops with a small surface, compared to similar cities. Furthermore, the orientation to the centre was and is relatively limited. This also has to do with realized expansions of the range of shops in the region, such as in Rotterdam centre, the Oosterhof area(nowadays Alexandrium Shopping Centre), Zuidplein, Vlaardingen Centre, Court of Spaland, et cetera.

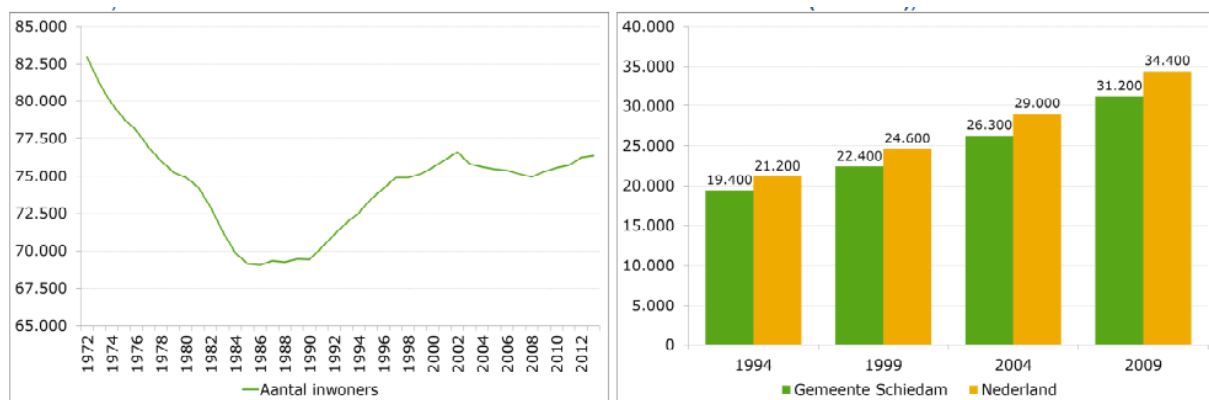


Figure 14
Shrinkage in the 1970s and 1980s by Locatus

Studies from 1947, 1965 and 1969 further point to a structural problem in the Schiedam city centre:

- The 1947 “Memorandum” speaks of a ‘very dispersed and inconsistent offer’.
- ETI Zuid-Holland talks in 1965 about ‘a decline of the Grote Omloop7 and a staple continuous shop front’.

- Empeo notes in 1969 ‘too long walking lines’ and calls for concentration of the shop function in ‘the spatial eight’, e.g. the southern part of the Hoogstraat, the Passage, the Broersvest, a cut through (the later Bolmers Gat) and the Broersveld.

Development of retail vacancy after 2003

From 2003, the development of retail vacancy in the Netherlands, and also in the Schiedam city centre, is systematically monitored by Locatus. From that monitoring it can be derived that in 2003 the retail vacancy in the inner city of Schiedam is nearly three times larger than the Dutch average (see figure 15). Comparison with, in addition, BRO data from 1997 and Locatus data from 2003 shows that the retail vacancy in the city centre of Schiedam increased by almost 7% in the period from 1996 and onwards. The difference with the Dutch average therefore increased sharply.

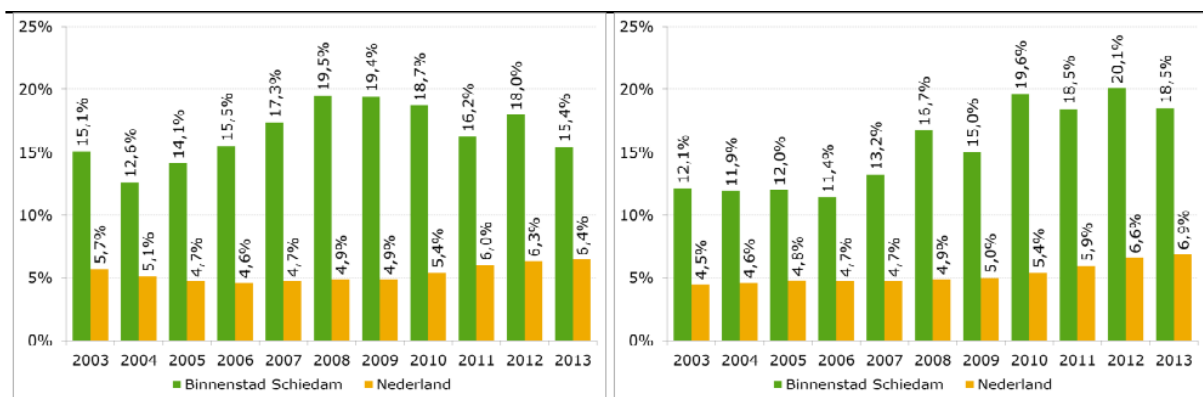


Figure 15 the relatively limited purchasing power of the local population by Locatus

The moment when the retail vacancy in the inner city of Schiedam becomes problematic cannot be established with absolute certainty, based on the available information. After all, in the framework of standards ‘problematic vacancy’ is defined as ‘more than three years above the friction vacancy’, whereby the friction vacancy is defined as 5% of the retail properties. However, it can be established with certainty that the shop vacancy in the inner city of Schiedam has been ‘problematic’ since 2003. In terms of the number of retail properties, the shop vacancy in the centre of Schiedam has clearly decreased in recent years: 96 and 97 retail properties in 2008 and 2009 respectively, to 69 properties in 2013, causing the absolute the number of vacant properties in 2013 to dive below that of 2004 (73 properties). This percentage was still slightly higher in 2013 compared to 2004, because there were also more retail buildings in 2004 in the inner city of Schiedam. In terms of the retail floor space, vacancy in the inner city of Schiedam has increased slightly since 2008; from 16.7% in 2008 to 18.5% in 2013. In 2010 the vacancy rate in terms of retail floor space is higher than that of the number of points of sale. This shows that the average area of a vacant point of sale has increased in recent years: from 95 m² per point of sale in 2008 to 145 m² per point of sale in 2013 (Schiedam 2013).

Currently, the number of empty retail properties in the city centre of Schiedam fell from 26% on May 11, 2017 to 18% on February 1, 2019. The figures are partly the result of the penalty system and the vacancy regulation, which Schiedam has been working with for almost two years. This however, does not lead to a significantly different market value in the centre area: this has remained almost the same in the last years, in which the placemaking initiative became active (Schiedam, 2019).

4.3.4 Economic Vitality

The economic vitality is based on three main indicators: the number of visitors, the time spent in stores and the money spent. The outcome is a summation of a survey held among entrepreneurs in the area. Entrepreneurs find that the number of visitors in the area has not been rising at all, some even state that there has been a decline. They name multiple reasons for this, but the main thought is that the overall concept is not comprehensive enough. They see minor changes but do not see any effect on the three main indicators. Overall, the entrepreneurs are sceptical for the future of the retail area. Especially, although this is not part of the research, because of the current COVID-19 crisis and the effect this has on the number of consumers.

4.3.5 Expert interviews

The expert interview are based on the preliminary findings of the literature review of placemaking initiatives that have the potential to be considered as critical success factors for retail areas in mid-sized inner cities in the Netherlands. In order to get a broad knowledge base of experts the choice was made to interview three experts that were actively involved in the case. These are introduced, after which a summary is made of the findings of the three separate interviews. The summary also includes possible differences of opinion that were found among the different functions these expert hold.

Participant 1

Name: Celine Kruisbrink

Organisation: Municipality Schiedam

Job description: City planner

Participant 2

Name: Vera van der Vlerk

Organisation: Municipality Schiedam

Job description: Process manager inner-city developments

Participant 3

Name: Geert Medema

Organisation: Municipality Schiedam

Job description: Policy advisor monument

The three interviews are summarized in addendum 1. Table 7 shows which elements are perceived as critical in placemaking in inner cities. The participants had the option to score a specific factor “—” (not relevant), “-” (less relevant), “+” (possibly relevant), “++” (relevant), or “+++” (very relevant). Table 6 shows the average for each factor. Besides the scoring element, the participants were asked if they could give an explanation on why they found it important and how it was implemented in the project. These findings can also be found in addendum 1.

Acknowledgements

A third acknowledgement is that the success factors as they were discussed do not take into account the completeness of the project and also what extend the project was a success. This will therefore be analysed in the synthesis in chapter 5, in which the critical success factors from literature are compared with those of the case studies.

HARDWARE				SOFTWARE			
Plinths	--/+/-/+//++	Public space	--/+/-/+//++	Permanent	--/+/-/+//++	Temporary	--/+/-/+//++
Diversification of the current combination of retail, restaurants and bars	++	Broadening the sidewalks to create more space for the pedestrians.	-	Mixed use functions to create a more diverse street and attract more people	++	Pop-up concept to fill vacant gaps in the retail supply	++
Creating more room for public toilets. In addition to the current restaurants etc.	+	Removing cars from the inner city to make it more pedestrian friendly.	+	Using benches to create more places to admire the location.	+	Organising festivals and other large scale events to create awareness of an area.	++
Creating an inversed plinth appearance, including materialisation and colour schemes.	-	Introducing more public green to create a more attractive public space.	+	Creating interactive street furniture to attract new (younger) people.	-	Windowdressing vacant shop fronts	++
Urban re-allotment of existing building stock to fit current demand	-	Creating a clear routing through the public space	++	Using art to create more attractive areas.	-	Open air exposés of art and theater.	++
Area concession to fit current demand.	+			Clustering shops to create specific areas (e.g. fresh food sections)	-	Neighbourhood (record) challenges	+
MINDWARE				ORGWARE			
Branding	--/+/-/+//++	Marketing	--/+/-/+//++	Stakeholders	--/+/-/+//++	Organisation	--/+/-/+//++
City branding to create a identity that consumers recognize and appreciate.	+	Create a omnichannel experience based shopping	+	Using a bottom up approach to create new input of users.	+	Creating area investment zones (e.g. BIZ or GIZ)	-
Designing around distinctiveness of the current buildings	++	Focus on experience based shopping	+	Both bottom up as top down approach	++	Using incentives to attract new and active current entrepreneurs in the area	+
Urban branding for creating a specific identity for inner cities consumers	++	Create public facilities to enhance the overall shopping experience (e.g. free wifi)	+	Identifying stakeholders based on their roles, interest and possible involvement	+	Crowd funding to create financial support for new concepts and entrepreneurs.	-
Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Create a personalised shopping experience based on preferences	+	Using big data to create valuable insights in consumer behaviour	+	Using subsidies to create financial support for new concepts and entrepreneurs	+
				Using penalties for shopowners to activate them.	++	Creating public will true citizen participation	+

Table 7: Summation of critical success factor rating, Schiedam

Hardware

The interview shows that within the two subsections of the hardware of placemaking, the following factors are considered the most important. Within plinths this is creating mixed functions in order to create a mixed group of consumers. The mix can attract more people to an area and this higher footfall can increase the success of the shops, bars and restaurants in the area and ultimately determine an areas' success. Despite being a relatively new concept of mixed-use stores and other functions, all three participants are positive about the successful effect this has on the retail areas.

Within the public space one important factors stands out, namely the creation of a clear routing. Within the project different anchor points were created that make for a clear routing.

Software

Within the first section of software, permanent, one factors is considered the most important. The first is the diversification of the current mix of retail, restaurants and bars. This diversification is important because the demand for a place to sit and drink or eat something grows. Another important finding is the need for a selective policy regarding the substantiation of stores. This is important because when a policy accepts all entrepreneurs, this can lead to decline of the overall shop value (e.g. too much budget shops).

Within the second section of software, temporary, there are four success factors. These are the pop-up stores and window dressing. The concept of 'DeWinkelmeiden' was used to fill in vacant stores with both pop-up concepts and window-dressing ideas. And secondly the organisation of festivals and open-air exposés in order to get more people to the inner city and ultimately increasing the overall footfall.

Mindware

Within the branding of mindware, two factors are considered to be vital for the success. The first is that of designing around distinctiveness. In Schiedam, this was done by focussing on revitalising the historical character of the city centre. This helps distinguishing the city from other surrounding city centres. Secondly, creating an urban branding also contributed to the overall image of the city centre by creating multiple anchor point and revitalising the quay to its former glory.

Within the second part, marketing, there were no critical factors.

Orgware

Within the first part of orgware, stakeholders, two factors are considered to be most important. Firstly, this is the top-down and bottom-up approach, in which the municipality uses its influence but bases their decisions also on the input of stakeholders. A second factor is the penalty system that was implemented. This resulted in the activation of shop owners in order to reduce the vacancy in the area.

Within the second part, organisation, no apparent factors were found vital.

4.3.6 Summary

The project of rejuvenating Schiedam's inner city was initiated by the municipality in order to reduce growing vacancy and to regain Schiedam former historical value. In cooperation with multiple creative partners, the city of Schiedam found solutions to fill vacancies with creative ideas. Currently, the number of empty retail properties in the city centre of Schiedam is down from 26% on May 11, 2017 to 18% on February 1, 2019. The figures are partly the result of the penalty system and the vacancy regulation, which Schiedam has been working with for almost two years. When compared to the perception of retailers in the area, most of them remain sceptical about the result of the project. Most of them indicate they have not experienced significant changes since the project was initiated. This is contradictory to the finding of the current state.

Finally, the success factors that were vital in the project are as follows:

1. diversification of the current mix of retail, restaurants and bars
2. clear routing
3. mixed functions
4. pop-up stores
5. window dressing.
6. festivals
7. open air exposes
8. designing around distinctiveness
9. urban branding
10. top down and bottom up approach
11. penalty system

4.3.7. Context-specific conditions: Schiedam

The following subsection is an analysis of Schiedam based on the context conditions of Franzen et al. (2011),

Economic climate

The redevelopment of the inner city of Schiedam was initiated during the economic crisis of 2008-2009. The effects of the crisis are especially obvious in the decline of visitors and money spent in the inner city of Schiedam. The vacancy in the inner city peaks in 2010 with an vacancy rate of 19.7%, which is almost three times the national average. This high vacancy rate is due to different factors of which the main factors are competition with other cities and the low resilience after the economic crisis. Especially the competition with the inner city of Rotterdam leaves Schiedam with ongoing vacancy growth. For this reason the new plans were introduced to regain value in the inner city. The new plan ('Werk aan de winkel') involves a total of € 700,000 to be invested by store owners to restore or

redevelop dilapidated storefronts. And secondly, the public space is uplifted in some key positions throughout the inner city.

Political climate

Due to project initiation by the municipality of Schiedam, the policy documentation between 2010-2020 is closely integrated in the overall redevelopment of the inner city of Schiedam. The main focal point of the inner city was to regain the historical value of the area. For this, the municipality had two main objectives: enhancing the public space on key anchor positions and the restoration of historical properties in the inner city (Municipality Schiedam, 2010).

Cultural background

The economic crisis had made a clear hole in the current shopping area in Schiedam. Store vacancy is therefore high at the start of the implementation of the redevelopment of the inner city. A more direct threat that had changed the shopping area after the crisis in the shopping area is the growth of e-commerce. The changing retail environment has shown that current retail real estate has become less valuable. However, in the case of Schiedam the fragmented ownership also created a new problem. There were some real estate owners that would not transform and/or sell their properties due to the higher book value (Kruisbrink, 2020) in relation to other functions such as dwellings. To activate these owners, the municipality of Schiedam implemented a penalty system for shop owners that would not take action with long-term vacancies (Municipality Schiedam, 2008).

Demographics

Over a period of ten years, between 2008 and 2018, the population of Schiedam has grown with approximately 4,000 to 78,000 residents. The average age in Schiedam is between 45-65 (Allecijfers, 2020). Similar to the case of the Hofbogen, aging is one of the demographic developments that potentially will influence the inner city due to the change in consumer behaviour. The average of people over the age of 65 in Schiedam is just under 21%, which is higher than the national average of 18% (Municipality Schiedam, 2020).

Changes in legislation and regulations

The most important legislative change affecting the inner city of Schiedam is the subsidy scheme that was set up in 2017 for shop owners in Schiedam. A maximum is attached to the amount that can be subsidized on the basis of the private costs of the individual or organization. Research has shown that an average of six times the amount invested by shop owners in the relation to the subsidy obtained by the municipality (Municipality Schiedam, 2020). Subsequently, the municipality has changed legislation in order to provide temporary permits for activities in the inner city and also lowered some demands for renovation transformation such as process times to accelerate the legislation process (municipality Schiedam, 2012).





PART 5 Synthesis

05. Synthesis

Both literature and case study shared an insight into the importance of certain placemaking factors and the effects these could have on retail areas in challenged inner cities. In the following chapter an analysis is made using findings of both parts of the research. Together these will form the conclusion of the research. The cross-case analysis starts with an analyses of both similarities and possible differences between the cases, in order to clarify differences in the results between literature and case study. Secondly an overview is made between these differences with an explanation of choices made.

5.1 Cross-case analysis

5.1.1 Necessary condition check

At the start of the case analysis, a necessary condition check was done based on the literary bases of Franzen et al. (2011). The preliminary check shows that both projects comply with all four necessary conditions. The following summation can be made from the findings:

Economic support base

In the Hofbogen the economic support base comprises the financial input of Vestia, Havensteder, ProRail and the subsidies provided by the municipality of Rotterdam. For the city centre of Schiedam, this is solely based on the budget set by the municipality itself. The multiple income streams of the Hofbogen has led to an higher financial support base.

Appropriate project scope

Both projects have strategically divided the overall plan in multiple pieces to be more flexible and adaptive to change. In the case of the Hofbogen this was done by developing certain areas such as the 'mini-mall' concept at first and the addition of other elements later in the project. In the case of Schiedam this was done by aiming at specific streets or key buildings first. What becomes apparent when compared to each other is that the speed with which the overall process was implemented, the Hofbogen was done in a much shorter time frame. This was due to the better financial underlayment of the project and the absence of fragmented types of ownership.

Inclusion of actors

Similar to the description of the economic support base, the Hofbogen BV shows a wide network of experts that were included in the project. Secondly, multiple strategies were implemented to involve both potential entrepreneurs and people from the surrounding neighbourhood in the overall project. The case of Schiedam shows the predominant use of in-house capabilities. However, financial support was used to create new concepts that would assist the implementation of the overall project (e.g. 'DeWinkelmeiden').

Ownership status

In the case of the Hofbogen, ownership was gained through the consortium that bought the object of the Hofbogen and exploited it until their objective (especially Vestia) changed, due to new legislation regarding social housing in Rotterdam. In the case of Schiedam, ownership was more fragmented: the municipality was the owner of most public space and could enhance this according to the plans for the inner city. As a way to deal with fragmented ownership, the municipality set up a subsidy fund to activate store owners.

5.1.2 Projects

Both projects are closely related to each other, due to their location and proximity to the main city centre of Rotterdam. However, when closely analysed, the Hofbogen shows more characteristics of placemaking in regards to the plan of Schiedam inner city. Also, the goals of the projects are very different. Both are aimed at a sustainable exploitation of the entrepreneurs in the area, but the Hofbogen intended to create an increased value in the surrounding neighbourhoods. Schiedam strictly aimed at lowering vacancy rates and retaining a healthy retail area.

- **Similarities:** both cities are located in the lee of the inner city of Rotterdam
- **Differences:** the Hofbogen can be considered as a secondary retail area which was bought by a private partnership. The inner city of Schiedam is the primary retail area.

5.1.3 Stakeholders

The analysis of both stakeholder groups shows a big difference in regards to the initiation of the project. The Hofbogen is initiated from a private initiative that collectively formed the Hofbogen BV. In the inner city of Schiedam, the municipality is the main initiator of the project. The latter can be considered as a more classical inner-city approach, where a new plan has been created for the inner city with the use of urban planners. Because of this more top-down approach the main stakeholders, the entrepreneurs, found it difficult to be involved in the overall concept and therefore were quite reluctant towards the plans. In the project of the Hofbogen, the concept was integrated much more with the ideas of the entrepreneurs, which resulted in an overall concept that attracted much more new creative entrepreneurs.

- **Similarities:** both plans were devised as an integral approach for rejuvenating the retail area.
- **Differences:** the Hofbogen can be seen as a bottom-up approach and Schiedam had a more top-down approach.

5.1.4 Current state

The analysis of the current state of both cases shows that the vacancy rate has declined in both retail areas. In Schiedam the vacancy rate fell from 26% in May 2017 to 18% in February 2019. This was partly due to its penalty system. The Hofbogen went from 40% to 4% over a period of five years. This big shift is partly explained by the fact that a big section was not used and had fallen into decay in the years prior to the new concept. In addition, the Hofbogen also showed an incline in the overall WOZ values in the neighbourhood.

- **Similarities:** both plans show a decline in the vacancy number
- **Differences:** the approaches to reach this decline are different. With the Hofbogen the decline resulted from the overall concept, while in Schiedam a penalty system was used.

5.1.4 Economic vitality

The analysis of the economic vitality was important for the research, because this connected the developments in the current state to the implication of the placemaking initiative. This so-called causality connected the interpretation of the placemaking initiative to the perceived changes in the number of footfall and incline / decline in turnover for entrepreneurs. In the Hofbogen, entrepreneurs find that the number of visitors in the area has risen substantially in the last five years. As a reason they name the new pedestrian bridge and the outdoor events organized around the location. This is, according to the entrepreneurs, the main reason that the number of visitors in the stores also grew. In this, 'brand recognition' plays a big role. Ultimately this also resulted in an incline of total money spent. This is different with the entrepreneurs in Schiedam, where they claim not to have felt involved in the process and were sometimes still reluctant towards new developments.

- **Differences:** entrepreneurs in the Hofbogen are positive about the recent developments and perceive an incline in sales as a direct effect of this. Entrepreneurs in Schiedam do not perceive any changes.

5.1.5 Context variables

The second level of success factors is that of the context variables, also known as 'background variables'. Context variables help to determine the success of the urban area development project. However, context variables can also be an obstruction for the overall success of the project and can influence the implication of critical success factors as seen in the comparison of both project cases of the empirical research. Despite being hard to influence, context variables can have an effect on the implication of certain critical success factors. Therefore, both cases are compared to analyse which context variables differences were apparent between the cases. The separate context variable analysis done in both cases is aimed at showing differences among the two, despite the fact that the two cases are in such a close proximity to each other.

Economic climate

The biggest apparent difference between the two cases is the time each one was implemented. In Schiedam the project was implemented in 2008, just when the economic crisis started. This possibly was a factor in the cooperative behaviour between the municipality and retail owners, which at the start was very low. The Hofbogen was implemented in 2014, in a time that shows more economic growth, including that based on consumer behaviour in comparison to the previous years.

Secondly, the financial underlayment of both projects differs, due the size and number of inhabitants that live in these two different cities. In this, Rotterdam has a great advantage, as more liquidity can be made available.

Finally, the overall financial underlayment of the overall project of the Hofbogen is greater, due to fact that the project had both public and private parties that contributed, as previously determined in the necessary condition check in chapter 4.1.

Political climate

In both cases, the political support base for changing the inner cities was solid. It seems that both political entities in the cities were aware of the apparent problems their challenged inner cities faced and therefore most willing to help face these problems. In this Rotterdam aims at creating more mixed used areas with a combination of retail, restaurants and bars, with tourism becoming a main focus point of the political agenda. The aim of Schiedam was regaining former value through a municipal subsidized program to activate shop owners in the inner city.

Cultural background

The biggest developments that effected both cases is the rise of e-commerce. In the past decade, e-commerce has become increasingly popular among consumers and has therefore affected the retail environment significantly. Competitive pricing and overnight shipping have pushed most smaller retailers, even the ones with online stores, out of business as they could not compete with larger chains. In the case of the Hofbogen, a significantly different approach is used to deal with this growing trend. Here, the choice was made to solely aim at new and creative concepts that were selectively chosen. This meant that people had to come to the physical stores because these products were only found there.

A second development that was especially apparent in the case of the Hofbogen, was the growing demand for leisure-based activities. The importance of this is shown by the example of the

implementation of the mini-mall that was introduced at the beginning of the project. The mini-mall that was located in the former Hofplein building was aimed to house only retailers, but when it became apparent that a mix of activities was needed to attract people, the overall concept was changed to a more mixed-use function with bars, restaurants and retailers.

And finally, a cultural difference that becomes apparent in the case of Schiedam is the strategy of property owners in retail areas. Despite a decline in physical stores, property owners remain owner of a store despite it being vacant. This is mostly because the book value is higher for a store in regards to other functions and for some investors or companies these book values are more important than possible rent incomes. This results in vacant buildings that are not being used.

Demographics

The biggest difference between demographics is the overall size of the two cities. Rotterdam has 634,000 inhabitants and Schiedam only has 78,000. This can have a considerable effect on the number of people that visit a retail area regularly. A second difference is the average age of the inhabitants in both cities. In Schiedam the average age is higher than that of Rotterdam. This higher average age can have an effect on inner cities and retail areas as the research has shown that the spending potential declines as people get older. However, the aging process can be seen as a process that slowly has an effect on the shopping area, whereas that of growing trends such as e-commerce is much faster (Coster, 2019). This is due to aging being a process that is expected to grow among the average population with about 10-15% over a timeframe of 50 years (CBS, 2018) (Bonneux (2008). However, Ecommerce has grown 54,8 % since the previous year alone resulting in a much more direct effect on physical stores (CBS, 2020).

Changes in legislation and regulations

Despite not being aimed at retail, the social housing decree of 2015 has played a major role on the course of the Hofbogen. Because of this, Vestia eventually changed its goals regarding social housing in Rotterdam and this eventually led to the Hofbogen being sold. In the case of Schiedam, legislation and regulation were changed with mitigating measures in order to smoothen and enhance the overall development process. This was done by creating new temporary permits as a way to deal with problems such as vacancy in a relatively short term. Secondly, the municipality of Schiedam aided entrepreneurs in the area with both financial and organizational capabilities in order to activate them to enhance the shops in the inner city.

5.1.6 Correlation of critical success factors in placemaking

The selection of the critical success factors is based on three elements: the literature review, the case study interviews and the case analysis. The following overview (table 8) will show all success factors of placemaking and the decisions made. The factors can be seen as secondary success factors or as critical success factors. The aim of the overview is to show a possible correlation between the literature and the case study, in order to determine which factors were critical for the success.

		Literature review	Case study 1 Hofbogen	Case study 2 Schiedam	Secondary success factor	Critical success factor
1	Diversification of the current combination of retail, restaurants and bars		X	X		X
2	Creating more room for public toilets, in addition to those in restaurants etc.				X	
3	Creating a universal plinth appearance, including materialisation and colour schemes				X	

4	Urban re-allotment of existing building stock to fit current demand				X	
5	Area concession to fit current demand	X	X			X
6	Broadening the sidewalks to create more space for the pedestrians				X	
7	Removing cars from the inner city to make it more pedestrian-friendly	X			X	
8	Introducing more public green to create a more attractive public space				X	
9	Creating a clear routing through the public space	X	X	X		X
10	Mixed-use functions to create a more diverse street appearance and attract more people	X	X	X		X
11	Using benches to create more places to admire the location	X			X	
12	Creating interactive street furniture to attract new (younger) people	X			X	
13	Using art to create more attractive areas	X	X		X ^{*1}	
14	Clustering shops to create specific areas (e.g. fresh food sections)				X	
15	Pop-up concept to fill vacant gaps in the retail supply	X	X	X		X
16	Organising festivals and other large-scale events to create awareness of an area	X	X	X		X
17	Window-dressing vacant shop fronts	X		X		X
18	Open air exposés of art and theatre		X	X		X
19	Neighbourhood (record) challenges				X	
20	City branding to create an identity that consumers recognize and appreciate				X	
21	Designing around distinctiveness of the current buildings	X	X	X		X
22	Urban branding for creating a specific identity for inner cities consumers	X	X	X		X
23	Creating urban imaginary to spaces within the urban areas that are visually attractive spaces				X	
24	Create an omnichannel experience-based shopping				X	
25	Focus on experience-based shopping	X	X			X
26	Create public facilities to enhance the overall shopping experience (e.g. free WiFi)				X	
27	Create a personalised shopping experience based on preferences	X			X	
28	Using a bottom-up approach to create new input of users.		X			X
29	Both bottom-up and top-down approach	X		X		X
30	Identifying stakeholders based on their roles, interest and possible involvement	X	X			X
31	Using big data to create valuable insights in consumer behaviour				X	
32	Using penalties for shop owners to activate them			X		
33	Creating area investment zones (e.g. BIZ or GIZ)	X	X			X
34	Using incentives to attract new entrepreneurs and activate existing entrepreneurs in the area				X	
35	Crowd funding to create financial support for new concepts and entrepreneurs				X	
36	Using subsidies to create financial support for new concepts and entrepreneurs				X	
37	Creating public will through citizen participation	X	X			X

Table 8: Critical success factor matrix.

^{*1} Despite being considered a critical success factor in the case of the Hofbogen, using art in the public space as a way of uplifting an area has been marked as a secondary success factor. This is because the manner of uplifting an area depends on the overall concepts that is determined for the area. Therefore, in the case of Schiedam this was not seen as a critical factor for the projects' success.

Each of the 37 possible success factors were analysed to determine if they can be considered as critical success factors. In the overview, three boxes could be filled in: success factor in literature, in case 1 or in case 2. When all three boxes were ticked, this meant that this factor is considered a critical success factor. In case only two boxes were ticked for a specific factor, this was analysed based on which box was not ticked and the reason for this. This could be, for instance, because one of the case studies had not implemented the factor in the project, despite it being a possible critical success factor. In this case they could still be considered as critical success factors. Finally, when only one box was ticked, this meant that again a check was done as to why the other boxes were not filled in. In all cases the conclusion was that these factors were not critical, due to the lower extent to which they were effective in the project. In all cases one box or less ticked meant that the factor was secondary. From the analysis of the overview the following summation can be made:

Secondary success factors			Critical success factors	
1. Creating more room for public toilets, in addition to those in restaurants etc.	11. City branding to create an identity that consumers recognize and appreciate	20. Using art to create more attractive areas	1. Diversification of the current combination of retail, restaurants and bars	9. Designing around distinctiveness of the current buildings
2. Creating a universal plinth appearance, including materialisation and colour schemes	12. Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	21. Using a bottom-up approach to create new input of users	2. Area concession to fit current demand	10. Urban branding for creating a specific identity for inner cities consumers
3. Urban re-allotment of existing building stock to fit current demand	13. Create an omnichannel experience-based shopping	22. Using penalties for shop owners to active them	3. Creating a clear routing trough, the public space	11. Focus on experience-based shopping
4. Broadening the sidewalks to create more space for pedestrians	14. Create public facilities to enhance the overall shopping experience (e.g. free WiFi)		4. Mixed use functions to create a more diverse street and attract more people	12. Both bottom up as top down approach
5. Removing cars from the inner city to make it more pedestrian-friendly.	15. Create a personalised shopping experience based on preferences		5. Pop-up concept to fill vacant gaps in the retail supply	13. Identifying stakeholders based on their roles, interest and possible involvement
6. Introducing more public green to create a more attractive public space	16. Using big data to create valuable insights in consumer behaviour		6. Window dressing vacant shop fronts	14. Shared area investment zones
7. Using benches to create more places to admire the location	17. Using incentives to attract new and activate current entrepreneurs in the area		7. Organising festivals and other large-scale events to create awareness of an area	15. Creating public goodwill through citizen participation
8. Creating interactive street furniture to attract new (younger) people	18. Crowd funding to create financial support for new concepts and entrepreneurs		8. Open air exposés of art and theatre	
9. Clustering shops to create specific areas (e.g. fresh food sections)	19. Using subsidies to create financial support for new concepts and entrepreneurs			
10. Neighbourhood (record) challenges				

Table 9: Final critical success factors.

For a further explanation, all fifteen critical success factors are provided with a substantiation from the case studies in order to help understand why each of these fifteen factors were considered critical success factors.

Hardware

1. Diversification of the current combination of retail, restaurants and bars has proven to be of vital importance for the 'new' inner city. Despite not being named a critical success factor from literature, further research shows that the inner city is not just a functional get-in-get-out space anymore. The inner city has transformed from place-to-be into place-to-meet. Restaurants and bars can enhance this effect. Expert meetings show that a healthy mix of 20-25% restaurants and bars in relation to retail is desirable.

2. The second critical success factor that is highlighted is that of area concession. Despite not being implemented in the case of Schiedam, multiple interviewees still advocate for the importance of this factor. They state that it is hard but necessary in the current retail climate to create an area that fits the current consumer demand, even if this means that certain areas need to be transformed for other functions, such as residential. In the case of the Hofbogen, area concession meant that part of developments in the northern part of the Hofbogen stopped, as market demand changed during the development. This requires both a strong financial underlayment of the project and a sufficient support base for the overall project.

3. Creating a clear routing through the public space has proven to be vital in both case studies and in literature. Clear routing can create an enhanced shopping experience for the consumer and can, when implemented well, enhance the number of visitors that visit the inner city. A prime example of enhancing routing is the 'luchtsingel' or skybridge, which connects the Hofbogen to the city centre of Rotterdam. However, it is not always possible to implement such a large-scale element in a project. It is therefore important to find a suitable solution for each individual inner city.

Software

4. The critical success factor of mixed-use functions to create a more diverse street and attract more people has a similar implication as the diversification of restaurants and bars. By creating stores with multiple functions, such as store-in-store concepts with a combination of retail with a fresh food kiosk, multiple consumer flows are created, which is desirable for inner cities.

5-6. Pop-up concept & window dressing can be used to temporarily fill up vacant retail space. This is desired as it provides a short-term solution to increased vacancy. In the case of Schiedam, the municipality set up an organisation called 'DeWinkelmeiden' which was responsible for finding creative solutions for vacant retail space. The platform they created offered new opportunities for starting entrepreneurs. What made this so successful was the fact that financial support of the municipality helped reduce rent prices for these concepts, which was vital, especially for start-ups that were trying to prove themselves but could not until now, due to high rent prices.

7-8 Two separate critical success factors that were also seen as one by the expert meetings were organising festivals & open air exposes. These two are of vital importance as they attract more and even new people to an area. Not only can such events create higher revenues on the day(s) the event takes place, but they also provide new knowledge of an area, to create new future revenue streams as the area becomes better known.

Mindware

9. Designing around distinctiveness of the current buildings is proven to be vital for retail areas and especially challenged inner cities. Many challenged inner cities have suffered due to competition of, in most cases, larger or better-known cities in the vicinity. It is therefore vital that challenged inner cities distinguish themselves based on the context-specific conditions. In the case of the Hofbogen, the average age of visitors was lower than that of Schiedam. This was one of the reasons the Hofbogen aimed at creating a more creative environment with a combination of bars and restaurants. In Schiedam, where the average age is higher, the key distinctive feature was aimed at regaining its historical qualities.

10. The inner city is built up in a long process and in most older inner cities this is based on an organic growth of the inner city. These means that not all places will have the same characteristics. Urban branding for creating a specific identity for inner cities can help enhance certain areas to create their own identity within the overall concept of the inner city. This can attract different population groups as it can appeal to a wider audience.

11. Focus on experience-based shopping has proven to be critical for the success due to the new function of the inner city as a place-to-meet. For this, experience-based activities contribute to the valuation of the inner city. A higher valuation can determine if an individual will continue to visit such an inner city. In the context analysis of the Hofbogen the importance of leisure-based activities in the inner city is highlighted by the implication of the mini-mall concept. The consumer demands eventually lead to a change of the mini-mall concept to mixed-use function. The revaluation of this specific part of the Hofbogen has proven to be one of the most successful parts of the overall project. The experience of shopping can be enhanced in numerous ways. This can be the use of foodtrucks and festivals or even using hospitality services to boost the overall experience.

Orgware

12. Both cases show a different approach to the overall management strategy. In the case of the Hofbogen a bottom-up approach was used and in Schiedam this was done top-down. However, in the expert interview the importance of both bottom-up and top-down approach is proven. The bottom-up approach, that involves consumer needs and trends, contributed to the smooth implementation of the overall plan of the Hofbogen. This also ensured that the overall plan was well-tuned to the market demand. In the case of Schiedam the top-down approach helped activate storeowners and investors in the area. The combination of the strengths of these two management strategies was named in the expert interviews as the most valuable strategy. A second additional finding that comes forth from the expert interviews shows the potential of a public private partnership. Not only can this create multiple streams of financial liquidity in a project, but similar to the management strategy the strengths of both public and private entities can come together to enhance the overall project.

13. A vital factor while setting up a new development is identifying stakeholders based on their roles, interest and possible involvement. In both cases, during the expert interviews all participants stressed the importance of stakeholders analysis. Involving vital stakeholders in the project has the potential to create more willingness in relation to implementing new plans. In the case of Schiedam this was done by involving different entrepreneur associations of different streets in the overall plan for the rejuvenation of Schiedam. By actively involving the entrepreneurs, they became more receptive to newly presented plans as the project progressed.

14. The importance of the third and final highlighted example of a critical success factor is already shown by the example of area concession. This is the critical success factor of shared area investment zones. The reason why this is so important is because implementing a large-scale plan or concept as such as an area concession requires a lot of time and money, that in most cases cannot be supplied by just one entity; not even public entities, as they have to stick to specific budgets. But by creating a project with shared goals and benefits as shown in the case of the Hofbogen, between multiple social housing funds, ProRail and the municipality, a better financial underlayment can be reached.

15. The 'luchtsingel' or skybridge that was realised shows an important critical success factor in the project: citizen participation. Despite lacking the budget for realising this part of the project, together with both important stakeholder and local residents in the area a plan was devised in which people could sponsor their own planks, that would be added to the project. Also, people were asked to physically help build the bridge and this created a real sense of belonging. In the end a bridge was created that attracted new people to the area and the bridge felt as if it belonged to the community, due to high level of participation it had received during the realisation.



Figure 16, The "luchtsingel" Rotterdam

5.1.7 Interaction context variables, critical success factors and necessary conditions

Despite the nature of context variables for being difficult to influence the effect this has on the stipulation of necessary condition and the implication critical success factors is not yet addressed. The following subsection will compare the previous findings in order to determine the effect of context variables on the critical success factors.

The **economic climate** is besides regional influences very depended on the sheer size of the city. In this the idea is that the more people that live in an area, the more support can be gained. This does not only have to be financial support such as the municipal taxes that can be spend but can also enhance an area due to the sheer amount of people that visit a retail area, as seen in the case of The Hofbogen. Therefore, changes in the economic climate can have a direct effect on the implication of critical success factors. The different economic climates of both project cases shows the difference of the effect of the cooperative behaviour, as shown in chapter 5.1.5. It is for this reason that a decline in the economic climate will likely effect critical success factors in "Orgware: such as the stakeholder participation and the involvement of shared area investments. A secondary, and more substantial effects, on the overall project is the notion that with a declining economic climate eventually even the necessary conditions such as a proper financial support base or involvement of actors is not reached making the development unfeasible. The cross case comparison confirms the notion of the effects on critical success factors in Orgware as it shows that the case of Schiedam had more difficulty with involving stakeholders an reaching appropriate funding which resulted in a limited project result.

The **political climate** and especially the local support of the municipality is in both cases very high, despite being one public initiative (Schiedam) and one private initiative (the Hofbogen). It is safe to assume, that in the current market conditions such as the growing vacancy numbers and de overall depreciation of retail areas across the Netherlands, that the regional and local politics are aware that something needs to be done to improve such areas. However, the approach can differ substantially as shown in the comparison of both project cases of the empirical research. In the case of the Hofbogen the adaptive approach led to an environment for creative entrepreneurship with many hospitality

based services. In the case of Schiedam the primary focus was on regaining the former historical value of the area. Therefore, the political climate has the most effect on the positioning of an area and the structural vision city makers developed. Therefore, the main effect on the critical success factors of the political climate can be found in the “Mindware”. The two main critical success factors that this effects are the designing around distinctiveness and Urban branding for creating a specific identity for inner cities. Subsequently other factors such as the introduction of art in the public space were only relevant in the Hofbogen as it was suitable for the overall concept and therefore in Schiedam it was not.

Within the **cultural background** two differences have effected the critical success factors of the case study analysis. The first mayor difference is the growing leisure based activity demand which was actively addressed in the case of the Hofbogen. In this especially activities in Software were of importance such as festivals open air exposes but also activities and facilities provided by the storeowners themselves. In Schiedam this was implemented on a far smaller scale which ultimately resulted in a less well known and desirable location. A second difference was the ownership situation of the retail properties. Schiedam was dealing with property owners that were not willing to invest in the area and therefore were forced to use a penalty system to activate store owners. However the case of the Hofbogen shows that a good overall plan does not need such systems as it can solve this problems due to more cooperative based solutions. This ultimately resulted in the penalty system not being classified as a critical success factor. Another factor that was not considered critical for the success is the omnichannel experience. Despite the growing E-commerce this factors was not considered critical for the success of both two cases. This is mainly due to large online platforms that make it hard for smaller entrepreneurs to compete with due to competitive pricing and fast delivery time (Bruin, 2019).

The biggest **demographic** differences between the two cases were the total amount of people and the average age. The total amount of people is already addressed in the economic climate as it reflects the need for shared investment areas. Subsequently more people in an area can also lead to the need for more facilities and therefore more stores and hospitality services. It is therefore less likely for the Hofbogen to have to resort to critical success factors such as area concession or urban reallootment now that the project is finished. In the case of Schiedam however this is still more likely as the overall demand is much lower due to the sheer amount of people that live in the area. However the average age also effects the need of certain critical success factors. This becomes apparent within the consumer needs of both cities. In the Hofbogen the average age is lower in comparison to Schiedam which possible indicates why the need for leisure based activities is higher.

In regards to **change in legislation** the two cases are quite similar. This is mostly because most changes in regulations are on a more regional level and therefore apply both cases. However, one difference that can be seen between the two cases were the mitigating measures that were taken by the municipality of Schiedam in order to speed up certain procedures for storeowners in order to speed up the process. This resulted in more private initiatives for the enhancement of stores and buildings in the inner city of Schiedam. Therefore the critical success factor of citizen participation was enhanced true the implication of these mitigating conditions. The effect showed that the invested money of the municipality was invested in sixfold by private initiative that used the money of the municipality as a first start-up.

5.2 Implementation

Currently the research shows fifteen different critical success factors and three project-specific success factors that are important for placemaking in challenged inner cities. However, implementing all factors in a project can be quite difficult, because of the different ways in which projects are executed, as shown in the two different case studies. Therefore, the aim of this final part of the research is to visualize the findings using the previously analysed research of Verheul (2017) and the model of Projects for Public space (PPS) (2017).

5.2.1 Model built-up

Similar to the PPS model, the model has of three tiers and similar to the research of Verheul (2017) these consist of four parts: hardware, software, mindware and orgware. The three tiers are, from inside to outside: the key attributes, the critical success factors and the secondary success factors.

In addition one final adjustment is that four critical success factors are gathered in two separate factors. This is because during the interviews multiple participants have indicated that they considered them as one factor. These factors are:

- Pop-up concepts
 - Window-dressing
 - Festival
 - Open air exposes
- >Which formed “pop-up & window-dressing concepts”
- >Which formed: “festivals & open-air exposes”

During the case study analysis three acknowledgements were made that, in order to be properly implemented, need to be addressed. These are: the exclusion of location-specific success factors, the combination of certain factors due their closely corresponding characteristics and finally the comparison of all critical success factors with the project’s (perceived) success. The finished model as represented by figure 17 is used as a visual representation for public and/or private entities that are interested in investing both time and energy in order to regain value in the area of ‘their’ challenged inner city. By doing so they are looking at *all temporary and permanent physical, social and marketing interventions in the (semi-) public space, including the plinths of the buildings*.

5.2.2 Expert panel review, DNWS

The new shopping street (DNWS) is a non-profit organisation and platform that operates in the Netherlands. The organisation ‘*aims to facilitate knowledge, available solutions, content (data) and infrastructure for local initiatives*’. The organisation consists of fourteen experts in the field of retail development in the Netherlands. The research findings were presented and discussed in order to discover possible new findings that were not addressed in the literature and case studies. In the feedback, two main elements were addressed that need to be added to the final research findings. The first is the implementation of phasing in the final research model. This will therefore be addressed in the recommendation in chapter 6.3.

A second finding is the addition of a factor that indicates the need for enhancement of the public space. In the current model the only critical success factor that contributes to the enhancement of the public space is the importance of routing in retail areas. The addition of ‘enhancing the public space’ as a separate factor underlines the importance of public space as a factor for the overall appreciation of an area. According to PPS (2017) “*Whether a space is comfortable and presents itself well - has a good image - is key to its success. Comfort includes perceptions about safety, cleanliness, and the availability of places to sit - the importance of giving people the choice to sit where they want is generally underestimated.*”

A possible reason that this new critical success factor was not defined earlier is the separation of single factors of the public space within the research. In the research, the five factors regarding public space were all aimed at a specific part of the public space, such as making it car free, the addition of public green or even creating more places to sit. However, using a broader definition to define the factor for 'enhancement of the public space' while using factors such as 'the addition of more public green' and 'sufficient places to sit' shows the importance of the need for these enhancements in such areas. Subsequently the broader definition also enables plan-makers to implement this factor in an manner that is adapted to the location specific needs.

5.2.3 The final model



Figure 17 Final critical succes model



PART 6

Conclusion, Discussion and Recommendation

06. Conclusion

The final part of the research consists of the conclusion, discussion and recommendation. The conclusion consists of the answers of the four sub-questions which together form the final answer for the main research question. The discussion will zoom in on possible problems that could have impact on the research output. Finally, the recommendation will sum up the leads for further implementation of the research.

6.1 Conclusion

Which context variables determine the current condition of retail areas in the Netherlands?

Retail vacancy appears to instigate a negative spiral in challenged cities. The more vacancy, the less attractive the centre, the lower the number of visitors, the more vacancy. This has a negative effect on the total valuation of a city centre. This is mainly due to the effects of vacancy on shop diversity, the appearance of the buildings and the atmosphere in the centre. The increasing retail vacancy rate also has undesirable social consequences, such as the decrease in safety and the indication that vacancy evokes crime. Decay is another consequence that leads to a decrease in value of surrounding sites and buildings. Especially the challenged cities in the Netherlands are trying to come up with ideas to cope with these problems. However, currently a successful guideline remains to be found. The research of Franzen et al. (2011) shows that the variables of the location can be divided into five context variables. Context variables help to determine the success of the urban area development project. However, context variables can also indicate an obstruction for the overall process of the project. These include five main themes:

Economic climate: economic changes have a large impact on consumer behaviour and therefore on the success of retailers in the challenged inner city. Secondly, the economic climate of cities or regions can determine the amount of resources (e.g. time and money) that can be made available for the improvement of inner cities.

Political climate: the political climate in the Netherlands changes every four years due to new elections. This can influence plans due to contrasting opinions of aldermen regarding their vision and subsequently the use of resources for the inner city.

Cultural background: this variable is potentially the fastest changing of the five context variables as it is driven by trends and new developments. The biggest trend that currently affects the retail areas is the growing e-commerce as it has lowered the demand for physical stores substantially.

Demographics: demographic conditions can determine both the size and the appearance of retail areas as this is dependent on the number of people that come to an area. Larger cities in areas with higher gross incomes will have a completely different appearance in retail when compared to smaller inner cities with low wage incomes.

Changes in legislation and regulations: this can enhance the development of inner cities but can also lengthen the process. New regulations such as (fire)safety and sustainability can reevaluate current redevelopment plans for inner cities. However, in some cases new regulations are adopted that shorten a development process in order to be implemented in a shorter time frame. These changes

are mostly dependent on local and regional governments and their position of such urban area developments.

The research of Franzen et. al (2011) shows that besides the context variables two other levels are important for the success of urban area developments. These are that within a development certain necessary conditions are met and the acknowledgement of certain critical success factors. Despite the nature of context variables for being difficult to influence the effect this has on the stipulation of necessary condition and critical success factors is not yet addressed. For this an empirical comparison was done while answering the main research question.

Which potential critical success factors, derived from literature, contribute to the overall success of placemaking in retail areas?

Currently, placemaking is used to uplift a location or an area. However, research shows that placemaking can deliver much more than just physical interventions. The research of Verheul (2017) shows that placemaking is not just a single intervention but an ongoing process. Verheul describes placemaking as *'all temporary and permanent physical, social and marketing interventions in the (semi-) public space, including the plinths of the buildings'*. Placemaking can be used to keep an area adaptable for the everchanging demand that comes with the built environment. From the literature study a total of 32 factors of successful placemaking were derived. These were divided in the four parts of placemaking (hardware, software, mindware and orgware), according to the research of Verheul. These 32 factors were analysed on their potential to be considered as critical success factors. This was done by analysing the implication of each factor to the development process and the context-specific conditions of Franzen et al. (2011). From this, an initial analysis was conducted in order to analyse which factors were most likely to be considered as critical success factors.

This was subsequently tested in the case studies in order to (dis)prove which of these factors were critical success factors. The factors that were considered to be the potential critical success factors based on literature were as follows:

Hardware

- Area concession
- Removing cars from the inner city
- Clear routing

Software

- Mixed use functions
- Creating interactive street furniture

- Using art to create more attractive areas
- Organising festivals
- Window-dressing

Mindware

- Designing around distinctiveness
- Urban branding

- Experience based shopping

Orgware

- Both bottom up as top down approach
- Identifying stakeholders
- Area investment zones
- Citizen participation

Which potential critical success factors of placemaking initiatives contributed the most to the overall success of analysed retrospective case studies?

Within the research of the case studies, two main elements were addressed: firstly, this was the case analysis based on the project, stakeholders, current state and economic vitality from the research of Teller (2008). The research shows that both projects, despite being successful, have different implications on the perception of the success as seen by the entrepreneurs working in these areas. The analysis shows that the notion of success can differ for each project and is dependent on the predetermined goals (e.g. lowering vacancy or creating new value). These findings were taken into

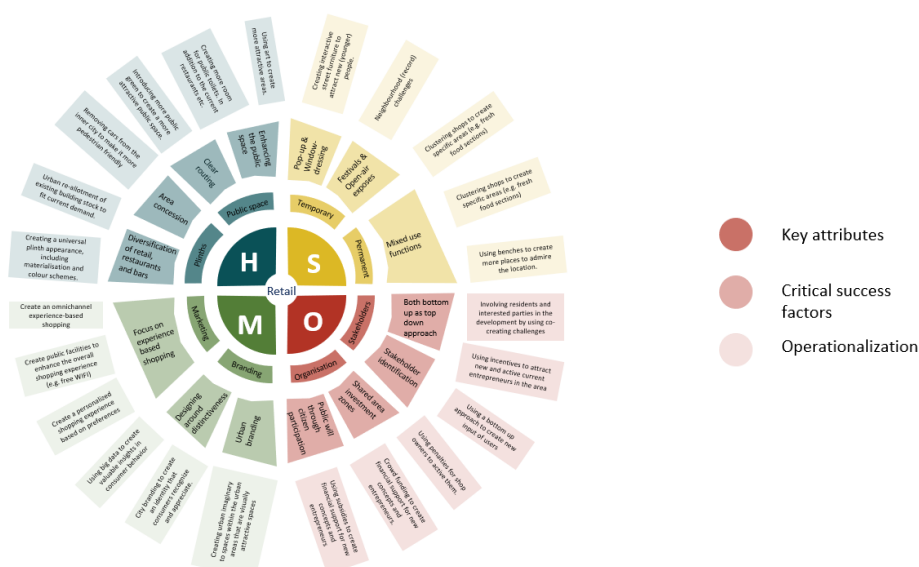
account during the cross-case assessment in which both cases and the previous finding of the literature were reviewed.

The second element consisted of interviews, in which six experts were asked about their experience with the 37 successful factors of placemaking and how they were applicable in the project. The outcome shows that in case one a total of fifteen potential critical factors were found and in case two a total of eleven. In the cross-case analyses the findings of the literature review, case analysis of the Hofbogen and the case analysis of Schiedam were compared and analysed with regards to which factors could be considered as critical success factors. Secondly, a final check was done to analyse which context variables were of influence on the stipulation of critical success factors. Such as different political climates resulted in two different visions for the inner cities of both cases which ultimately resulted in the appointment of the factor of art in the public space to be seen as a secondary success factors as it needs to be fitting to the overall concept of the area.

How could the conditions of successful placemaking in retail areas be implemented in a development strategy of the prospective cases?

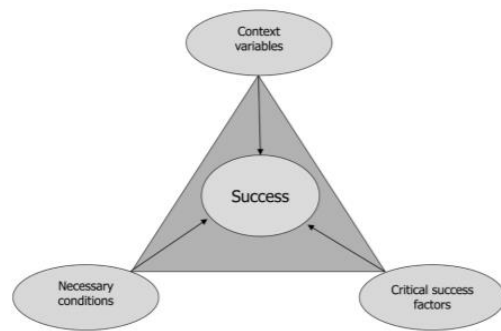
Currently the research shows fifteen different critical success factors that are important for the success of challenged inner cities. The finished model as represented by figure 17 is used as a visual representation for both public and/or private entities that are interested in investing in the area of 'their' inner city in order to regain value. Similar to the PPS model, the new research model comprises three tiers and is similar to the research of Verheul (2017), which consists of four parts: hardware, software, mindware and orgware. The three tiers are, from inside to outside: the key attributes, the critical success factors and the secondary success factors. After analysing these, four of fifteen factors could be merged to create a clearer research model: pop-up & window-dressing and festivals & open air exposes.

The research findings were then analysed by experts of DNWS in order to test the research model with the experiences of experts on the field of retail areas. This lead to two additions. The first is that the element of phasing needs to be discussed. This is implemented in the recommendation. The second addition is that of an extra critical success factor: enhancement of public space. This factor underlines the depicts 14 critical success factors and 22 secondary success factors. The secondary success factors are not in all cases applicable, but can contribute to the success of a development. The final model is a representation of the research findings.



Which critical success factors of placemaking contribute to the success of challenged inner city?

The research of Franzen et al. (2011) shows that the success of an urban area development is based on three conditions: the necessary condition, context-specific conditions and finally the critical success factors. Despite the research focus on the latter of the three, it was important to analyse what the effect of all three conditions had on challenged inner cities. The following conclusion can be drawn for each of the three conditions:



Necessary conditions

These conditions are vital for the success of an urban development, as without each of these four conditions a urban development cannot be initiated. The case analysis shows that with both cases each of the four conditions are met. Both projects show similarities with creating a phased project scope, the actors that were involved in the project and the overall ownership status. The biggest difference between the two can be seen in the economic support base. In this the Hofbogen has created a much higher financial underlayment due to the inclusion of multiple actors willing to invest in the area. This larger economical support base resulted in a much faster implication and higher of the project of the Hofbogen in comparison to Schiedam.

Context specific conditions

These conditions can both enhance and reduce the success of a development, but are very hard to influence with the implementation of a development. In regards to the economic climate, two main elements influence retail areas in inner cities the most. The first is the broader national economy, as it affects the spending average of consumers significantly. Secondly the size of the cities can also determine the investment capabilities of public entities operating in the inner cities. The political climate is especially of importance around election time for regional and local government. In these periods a political shift may occur that could influence the implementation of urban developments. The cultural background can have the fastest and most leading effect on retail areas due to trends and developments. New trends such as the growing e-commerce have significantly influenced the current inner city. Similar to the economic climate with demographics the population and its social status can determine the success of an area due to the sheer number of people that are attracted to an area. Secondly demographic developments such as aging can also influence an inner city, although the effects are significantly slower than trends and developments such as the growing e-commerce (CBS, 2020) (Bonneux, 2008). Finally, changes in legislation and regulations can enhance an urban development when local government takes a proactive stand towards flexible legislation. However, regulation changes such as sustainability or building code can also result in revaluations of developments when they are not according to the new standards.

Critical success factors

The research shows that in regards to placemaking in challenged inner cities fourteen critical success factors are important when implementing a new plan or concept. Thirteen of these critical success factors were found in the comparison matrix from both cases studies and the literature review. A final critical success factors was determined from the expert review of the final model. The final factor, enhancement of public space, is a combination of placemaking factors regarding the enhancement of public space such as the inclusion of sufficient places to sit and the involvement of more public green.

These factors can be matched with the current conditions of the challenged inner city. The following summation shows the fourteen critical success factors and are followed by a lists of salient findings in determining these factors

Hardware

- Diversification of the current combination of retail, restaurants and bars
- Area concession to fit current demand
- Creating a clear routing through the public space
- Enhancement of public space

Software

- Mixed-use functions to create a more diverse

street and attract more people

- Organising festivals and open-air exposés of art and theatres
- Window-dressing & pop up

Mindware

- Designing around distinctiveness of the current buildings
- Urban branding for creating a specific identity for inner cities consumers

- Focus on experience-based shopping

Orgware

- Both bottom-up and top-down approach
- Identifying stakeholders based on their roles, interest and possible involvement
- Creating area investment zones
- Creating public goodwill through citizen participation

Effects of context specific conditions on critical success factors

First of all, the biggest difference between context variables can be found in both the **Demographics** and **Economic climate** as it is determined by the sheer amount of people. The empirical research shows that the amount of people that live in a city is very important for the support base of in the inner city and especially retail areas as they thrive on the amount of people. Despite the visitors from outside the city, this group of people is responsible for the most regular stream of income. A secondary effect is that the more people that live in a city the more public liquidity can be raised (e.g. municipal taxes) that subsequently also can be reinvested back in such areas. This can be observed in the case of the Hofbogen in which the overall money invest by the municipality is higher than the overall budget for the plan of Schiedam. The effect this has on the critical success factors can especially be observed in the Orgware and specifically the involvement of stakeholders and the creation of shared investment zones. Due to the healthier economic climate of the Hofbogen in relation to Schiedam more stakeholders were more willing to be involved and a much larger shared investment was made. Despite the lesser result of Schiedam these two critical success factors are still considered as critical for the success of both cases. Secondly, the creation of a better financial underlayment can also mean that more drastic measure such as area concession or urban reallootment can be implemented more regularly.

The second difference that is found can be seen in the **cultural background** of the empirical case studies. The ownership status, which was very different in the two cases, shows in the case of the Hofbogen one singular owner being the Hofbogen cooperation and for Schiedam this was more fragmented with more separate store owners. The ownership status ultimately resulted in the appointment of the penalty system as being critical for the success of Schiedam. This was because it activated store owners into action. Who before that were unwilling to change their vacant stores due to the book values in the current condition. However, in the case of the Hofbogen this factors was not implemented at all because of the different ownership situation. Secondly, such manners can also negatively influence the willingness for cooperation between plan makers and storeowners and are

therefore not always good to implement in the current plans. For this reason this factor was appointed as a secondary success factors.

Finally, a notable finding is that despite the growing importance of E-commerce none of the cases show the importance of a omnichannel experience as a critical success factors. This can be explained from the finding that large online platforms can make it hard for smaller entrepreneurs to compete with due to competitive pricing and fast delivery time (Bruin, 2019). It is therefore that simply giving all physical stores in an online platform will not solve the problem despite the rapidly growing market share of online shopping. New solutions will have to be found to counteract trends that go against the need for physical stores of which placemaking has shown to be one of them.

6.2 Discussion

COVID-19

The effects of COVID-19 on the retail landscape cannot be determined yet. However, it is inevitable that this pandemic will influence the performance of the current retail areas. Some retailers already have addressed their fears for the future. Because the consequences cannot be established yet, the choice was made to not take COVID-19 related results into account. However, it is possible to speculate on the effect this will have on the research by looking at the critical success factors and how these would change. A few examples follow below.

Firstly, the critical success factors that will become less important during a lockdown are 'the diversification of bars, restaurants and hotels' and 'festivals and open-air exposes', because this is restricted. However, after a lockdown period, the demand for these leisure activities will be high.

A second factor is 'area concession'. This critical success factor has proven to be quite substantial to implement, because of high cost and energy needed for implementation. However, if the market changes drastically due to COVID-19, more drastic measures like area concession can become more important.

Causality and correlation

A second important condition in the research was determining causality for the critical success factors. This meant determining critical success factors based on their implication in the project of both case study and literature review. However, the implication of each individual factor was impossible to determine, because multiple elements were implemented simultaneously and therefore the effects were impossible to determine separately. Therefore, the following measures were taken to individually determine the success of each factor.

Firstly, within literature review each of the 37 factors were analysed based on their implication in regards to the potential effects on retail areas using the influence of the context variables (Franzen et al., 2011). These were then compared with the research findings from both case studies. In the matrix in chapter 5.1.6 each of the findings were compared in order to find a correlation between both literature and case study. The outcome shows a total of fifteen critical success factors, that were combined into thirteen factors.

Secondly the findings of these thirteen factors were analysed by DNWS, experts on the field of inner city retail areas. The feedback showed the need for one final critical success factor.

6.3 Recommendation

Dear reader,

The outcome of the research shows that a total of fourteen critical success factors of placemaking contribute to strengthening retail areas in challenged inner cities. In addition to the research, a model was created that should strengthen the implementation of these factors. The model can be used in the project initiation, where it can function as a checklist in addition to the current plans. The research shows that each of these in total fourteen factors will individually contribute to strengthening the plan and thus as a whole will enhance the change, but also the degree of success. The implication of each individual factor will depend on the location specific conditions. However, each of the thirteen factors were chosen based on their generic implication in similar challenged inner cities that currently are struggling with changes in market demand and increased vacancy. The following key elements can be used for the implementation of research models.

Stakeholders

The research has shown that within an urban development a wide range of stakeholders is active. Each of the stakeholders has their own stakes and strengths in an area development. Therefore the following figure shows which stakeholders are active in each of the four parts of the model. The figure is a general indication based on the definition of stakeholder by Bulk (2019). Both primary (blue) and secondary (white) stakeholders are placed in the positions where they are most likely to have the greatest influence in the process. An important finding is the importance of municipal contribution as they are shown in each of the four parts of the research model.

Phasing

From the expert feedback the importance of phasing is addressed for the implementation of the research model. Despite each project being unique, the following phasing can be considered most likely to be implemented. (1) starting with orgware to find the important stakeholders and creating an economic support base. (2) Secondly, in software temporary experiments can be implemented that attract new interest in the area. These can eventually be further developed into permanent elements of the inner city. (3) When more funds and awareness is raised for the area, the current structure of plinths and public areas can be improved in the hardware. (4) Finally, when a new structure in the inner city is created shopkeepers can focus on amplifying the overall experience of consumers in the area.

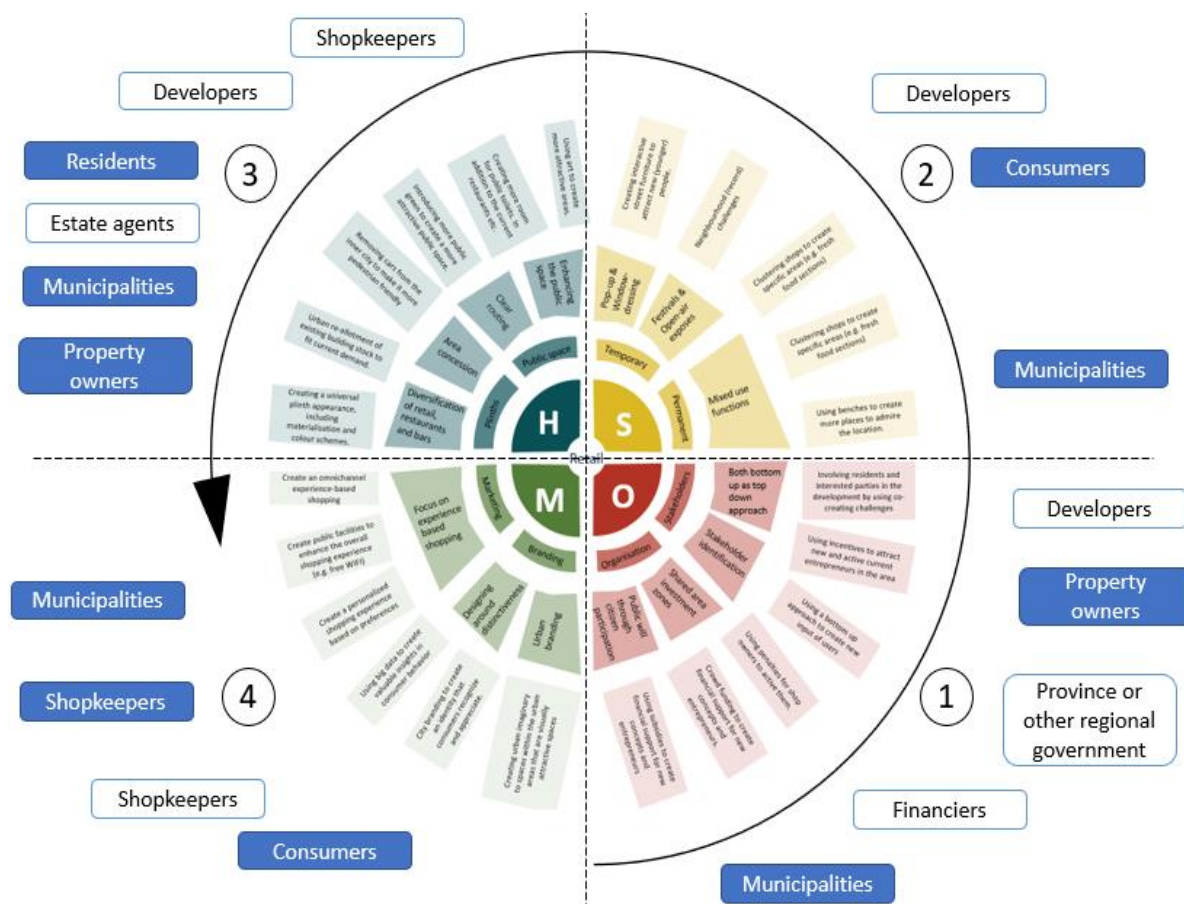


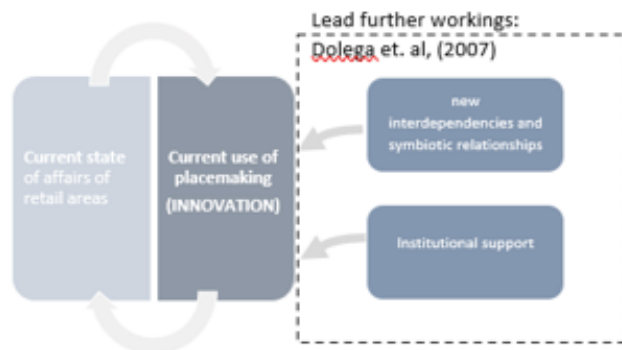
Figure 18: Phasing and stakeholders implementation, own model (2020)

However, the provided implementation of stakeholders and phasing are merely an indication as in practice this can change depending on the location specific conditions. Subsequently, phases can be implemented simultaneously which means that this does not have to be a chronological process. However, the notion that the model can be implemented in phases and does not have to be implemented all at once is a key takeaway for the implementation of the research findings. This is similar for the stakeholders that are involved in each of the four parts of the model as this is highly dependent on the location and time a development is implemented. However, the notion that different stakeholders will be more or less important depending on the part of the model. Again, the acknowledgement of this concept is a key takeaway.

Also, the current research shows multiple leads for further implementation. In the following part these are summarized.

The research of Dolega et al. (2007) shows two possible leads that could enhance the findings of the current research. The first is a research into 'new interdependencies and symbiotic relationships'. These are important as they could create new connections between actors in order to co-initiate project in retail areas.

The second research lead is the 'institutional support'. Research of the contribution public entities could have into the enhancement of relevant retail projects could help the overall implementation of the project.



A third possible lead is the research into private ownership situations and the role private investors play in the overall vacancy. The role of private owners and their passive attitude towards vacant properties was frequently observed throughout the research. Further research is needed in underlying intentions and possible means to tackle these.

A fourth research lead is in analysing PPP-construction in retail areas. The lead of the enhancing qualities of both private and public parties reveals that cooperation could result in an overall better concept compared to separate initiatives.

Finally, one question in the research remains: are entrepreneurs capable of initiating projects that could enhance the overall quality in retail areas? Or is there a need for a new function that could help facilitate this? A research into the description of this role could facilitate the implementation of the current research.

6.4 Acknowledgement

First of all, I would like to thank my two mentors Wouter Jan Verheul and Hilde Remøy for their counselling and patience during the development of the research. Secondly, I want to thank Addy van der Heuvel, Celine Kruisbrink, Gijs van der Kleij, Rutger Polderman, Vera van der Vlerk and Geert Medema for their interesting expert input during the interviews. Thirdly the organisation of De Nieuwe Winkel Straat (DNWS) and in particular Geri Wijnen and Sonja den Duijn. And finally I would like to thank Laura van Zon for deciphering my sometimes confused sentence structure.

References

- AD (2014) Verloedering van de hofbogen. Retrieved from:
<https://www.ad.nl/rotterdam/miljoenenimpuls-voor-verpauperde-hofbogen~ade07cd5/>
- Anselmsson, J. (2016). Effects of shopping centre re-investments and improvements on sales and visit growth. *Journal of Retailing and Consumer Services*, 32, 139-150.
- Anderberg, S., & Clark, E. (2013). Green and sustainable Øresund region: Eco-branding Copenhagen and Malmö.
- Bennett, R. M., & Alemie, B. K. (2016). Fit-for-purpose land administration: lessons from urban and rural Ethiopia. *Survey Review*, 48(346), 11-20.
- Berglin, H., & Strandberg, C. (2013). Leveraging customers as investors: The driving forces behind crowdfunding.
- de Bruin, R. B. (2019). De dreigende macht van online platformen (Bachelor's thesis).
- Bonneux, L., 2008, Tandje bijschakelen. Levensverwachting Nederlanders blijft achter. In: Nimwegen, N. van, J. van Everdingen, J. Geraedts en M. Evenblij (red.), Over bevolking. Demografische ontwikkelingen in Nederland en daarbuiten, blz. 39–47. Cahier Bio-Wetenschappen en Maatschappij 27(3). Stichting BWM, Den Haag.
- Burt, S., & Sparks, L. (2003). The Retail Context: An overview. In P. Freathy (Ed.), *The Retailing Book: Principles and Applications*. Essex: Pearson Education Limited.
- Bulk v. d. L (2019) Van visie naar Vitaliteit; De samenwerking van verschillende stedelijke actoren in een poging om de economische vitaliteit van de binnenstad te verbeteren. MCD: TU-Delft
- (EVT) Bultenman S. et al. (2014) Economische verkenning Rotterdam (EVT) Gemeente Rotterdam.
- Brink. (2017). De reële transformatiepotentie in bestaand bebouwd gebied [Report, commissioned by the consortium of BPD, G32, Neprom and BNG]. Retrieved on November 24, 2018 by:
<https://www.bpd.nl/media/126589/rapportage-transformatiepotentie-bestaande-stad-bpd.pdf>
- Burger, M.J. (2011). Structure and cooption in urban networks, Spatial Structure and Retail Amenities in Dutch Regions. Doctor thesis, Erasmus University Rotterdam, pp. 269-301.
- Caves, R. W. (2004). *Encyclopedia of the City*. Routledge. p. 549. ISBN 9780415252256.
- Coster, D. (2019). The effects of online shopping on the retail real estate market.
- Crimson (2017) Monumenten als aanjager van gebiedsontwikkeling. Rotterdam, Crimson Architectural Historians.
- De Natuurlijke Stad (2016) Ontwikkelstrategie: Groene promenade op de Hofpleinlijn. Rotterdam, De Natuurlijke Stad.
- De Natuurlijke Stad (2017) Expo Hofpleinlijn. Rotterdam, De Natuurlijke Stad.
- De Urbanisten (2017) Aquaduct 010. Rotterdam, De Urbanisten.
- Dolega, L. & Celine'ska-Janowicz, D. (2015). Retail resilience: A theoretical framework for understanding town centre dynamics. University of Liverpool, Department of Geography and Planning, University of Warsaw, Centre for European Regional and Local Studies (EUROREG).
- Evers, D., Kooijman, D., & van der Krabben, E. (2011). Planning van winkels en winkelgebieden in Nederland. Den Haag: Sdu Uitgevers.
- Evers, D. (2002) 'The rise (and fall?) of national retail planning', *Tijdschrift voor Economische en Sociale Geografie*, nr. 93, p. 107-113
- Franzen, A., Hobma, F., de Jonge, H., & Wigmans, G. (Eds.) (2011). *Management of Urban Development Processes in the Netherlands: Governance, Design, Feasibility*. Amsterdam: Technepress
- Francis, M. (1989). Control as a dimension of public-space quality. In *Public places and spaces* (pp. 147-172). Springer, Boston, MA.
- Gemeente Schiedam (2008) Werk aan de winkel. Gemeente Schiedam
- Grant, J., & Perrott, K. (2011). Where is the café? The challenge of making retail uses viable in mixed-use suburban developments. *Urban Studies*, 48(1), 177-195.
- Grundmann E. (n.d.) Placemaking en de stad. Retrieved 23 Oct. 19 from:
<https://synchroon.nl/inspiratie/placemaking-en-de-stad/>
- Gil, N., Beckman, S., 2009. Infrastructure meets business: building new bridges, mending old ones. *California Management Review* 51 (2), 6–29

- Glaeser, E.L, Kolko, J. & Saiz, A. (2001). 'Consumer city'. *Journal of Economic Geography*, vol. 1, nr. 1, pp. 27-50.
- Grevers, W. & Romijn, G (2013). Locatiekeuzen, agglomeratievoordelen en de onzekere effecten van Greed, C. (2004, June). Public toilets: the need for compulsory provision. In *Proceedings of the Institution of Civil Engineers-Municipal Engineer* (Vol. 157, No. 2, pp. 77-85). Thomas Telford Ltd.verstedelijingsprojecten. 's-Gravenhage, Centraal Planbureau.
- Groot, H.L.F. de, Marlet, G., Teulings, C.N., & Vermeulen, W. (2010). *Stad en Land*. 's-Gravenhage, Heurkens, E. (2018) Private sector-led urban development: Characteristics, typologies and practices. In: Squires, G., Heurkens, E. & Peiser, R. (eds.) *Routledge Companion to Real Estate Development*. London, Routledge, pp. 107-122.
- Heurkens, (2008) *Hofbogen creatieve IO*. TU Delft.
- Hillier, B. (1996). Cities as movement economies. *Urban design international*, 1(1), 41-60.
- Karssenbergh, H., Laven, J., Glaser, M., & Van't Hoff, M. (2016). The city at eye level. *The City at Eye Level: Lessons for Street Plinths*, 14-25.
- Kim, A. M. (2015). *Sidewalk city: remapping public space in Ho Chi Minh City*. University of Chicago Press.
- Krabben, E. van der (2007) *Analysing policy change in the Dutch retail market: a property rights approach*, paper presented at ERES Conference, Londen
- C. Hochstenbach en W. van Gent (2016) *Betaalbaar wonen verder weggedrukt: De sociale en ruimtelijke implicaties van de Woningwet 2015*.
- Lekkerkerker, J. (2016). *Midsized NL: Het toekomstperspectief van de Middelgrote stad*. Platform 31 en Ruimtevolk. Rotterdam: Printvisie.
- Linden, E. V. D. (2011). *Groeiende leegstand vs. achterblijvende herontwikkeling: Een onderzoek naar institutionele belemmeringen bij en eventuele oplossingen voor herontwikkeling van leegstaand kantorenvastgoed*.
- Lofti B. (2014) *Master Thesis research: De straat samen gemaakt*. Technical University Delft, Delft.
- Locatus. (2018). *Hoe nu verder met de middelgrote stad? Uitdagingen om tot een 'gezond' retailaanbod te komen*. Woerden, Locatus.
- Marlet, G., & Woerkens, C. van (2014). *Atlas voor gemeenten 2014*. Nijmegen: VOC uitgeverij. Centraal Planbureau.
- Meijers, E.J. & Burger, (2015). M.J. Stretching the concept of "borrowed size". *Urban Studies*, vol. 54, nr. 1, pp. 269-291.
- Mlangeni, P. V. (2008). *Implications of urban branding to local economic development in the inner city of Johannesburg* (Doctoral dissertation, University of the Witwatersrand).
- Mouffe, C. (2008). Art and Democracy: art as an agnostic intervention in public space. *Art as a Public Issue*. *Open magazine*, (14), 6-15.
- Needham, B. (2005) *Een andere marktwerking: een verkenning van de mogelijkheden bij het Nederlandse ruimtelijke beleid*. Ruimtelijk Planbureau, Den Haag
- NEPROM (2005) *Nieuw Commercieel Vastgoed*, NEPROM, Voorburg
- Nederlandse Raad Winkelcentra (2014). *De noodzaak van structurele vernieuwing van de winkelstructuur: Vitaliteit en transitie binnen heldere kaders*. Utrecht, Nederlandse Raad Winkelcentra.
- Nederlandse Raad Winkelcentra (2017). *Succesvolle transitie in winkelgebieden door regionale afstemming*. Utrecht, Nederlandse Raad Winkelcentra.
- NRW. (2014). *De noodzaak van structurele vernieuwing van de winkelstructuur: vitaliteit en transitie binnen heldere kaders*. Utrecht: Taskforce Dynamische Retailontwikkeling - Nederlandse Raad Winkelcentra.
- Nozeman E. et al. (2013). *Handboek Projectontwikkeling: een veelzijdig vak in een dynamische omgeving*. Voorburg: NEPROM.
- Omari, K. (2019). *The Effects of E-Commerce and Digital Transformation in Today's Business/Lebanon Case Studies*. Lebanon Case Studies (September 5, 2019).
- Ossokina, I. V., Svitak, J., Teulings, C. N., & Zwaneveld, P. (2016). *Winkelleegstand na de crisis: De vastgoedmarkt reageert marktconform. Overheidsingrijpen is soms nodig*. (CPB Policy Brief; Vol. 2016, Nr. 04). Den Haag: Centraal Planbureau.

- Otto, J. R., & Chung, Q. B. (2000). A framework for cyber-enhanced retailing: Integrating e-commerce retailing with brick-and-mortar retailing. *Electronic Markets*, 10(3), 185-191.
- PBL, & ASRE. (2013). Gebiedsontwikkeling en commerciële vastgoedmarkten - Een institutionele analyse van het (over)aanbod van winkels en kantoren. Den Haag: Uitgeverij PBL
- Risselada, A. H., Hagen, D., Weltevreden, J. W. J., Atzema, O. A. L. C., Spierings, B., Janssen, J. W. H., & Ghaus, F. (2018). Handboek Het verbonden winkelgebied: hoe collectieve digitale marketing kan bijdragen aan een aantrekkelijke binnenstad. Platform De Nieuwe Winkelstraat.
- Saraswati, B., & Hanaoka, S. (2012). Space allocation for commercial activities in low-cost airport terminals: Soekarno-Hatta International Airport. *Journal of Airport Management*, 6(4), 397-411.
- Schelfaut S. (2020) Buurtwinkelcentra floreren: 'We hebben nul procent leegstand' AD de Dordtenaar. Dordrecht. Retrieved from: <https://www.ad.nl/economie/buurtwinkelcentra-floreren-we-hebben-nul-procent-leegstand~aaa5238a/>
- Spierings B. (2003). Making downtown funshoppingcenters: An urban comic. *Material Culture*, vol. 35, nr. 2, pp. 1-8.
- Spierings, B. (2006) 'The return of regulation in the shopping landscape? Reflecting on the persistent power of city centre preservation within shifting retail planning ideologies', *Tijdschrift voor Economische en Sociale Geografie*, 97, p. 602-609
- Speeltjens, J. W., & van der Post, W. (2012). Het Nederlandse winkellandschap in wording. In E. Nozeman, W. van der Post & M. Langendoen (Eds.), *Het Nederlandse winkellandschap in transitie* (pp. 18-58). The Hague: Sdu Uitgevers.
- Sui, D. Z., & Rejeski, D. W. (2002). Environmental impacts of the emerging digital economy: the e-for-environment e-commerce?. *Environmental Management*, 29(2), 155-163.
- Swoboda, B., Berg, B., Schramm-Klein, H., & Foscht, T. (2013). The importance of retail brand equity and store accessibility for store loyalty in local competition. *Journal of Retailing and Consumer Services*, 20(3), 251-262.
- Teller C. Reutterer T. Schnedlitz P. (2008) Hedonic and Utilitarian Shopper Types in Evolved and Created Retail Agglomerations. *The International Review of Retail, Distribution and Consumer Research*
- Teller, C., & Elms, J. R. (2012). Urban place marketing and retail agglomeration customers. *Journal of Marketing Management*, 28(5-6), 546-567.
- Terblanche, N. S., & Boshoff, C. (2006). The relationship between a satisfactory in-store shopping experience and retailer loyalty. *South African Journal of Business Management*, 37(2), 33-43.
- Platform31. (2014). Winkelgebied van de toekomst - Bouwstenen voor publiek-private samenwerking. Den Haag: Platform 31, Detailhandel Nederland, & G32.
- Van Leeuwen, M. G. A. (1997). De meerwaarde van groen voor wonen; een regionale analyse (No. 576). LEI-DLO.Van Etten (2010) Enabling people to make the city. Technical university Delft.
- Veenhuizen, W. (2018). De ondergang van het middelgrote stadscentrum. Een onderzoek naar de effecten van leegstand op de waardering van middelgrote steden.
- Verheul W.J. (2017) Placemaking en de discourse van de publieke plek. De stad op ooghoogte. TU Delft.
- Verheul, W. J. & Daamen, T. (2017). Ruimte voor durf en diversiteit. *ROMagazine*, 35(1), 16-22.
- Vlek, J & W. Frielink (2015). De lokale kansen van middelgrote centra. *Service Magazine*, december 2015, pp. 39-42.
- Van der Wal, L. (2015). Retail vacancy in inner cities: The importance of area and object characteristics.
- Vollaard, P & Heurkens, E. (2017) AIR Stadslab Hofbogen: Hofbogen Coöperatie in oprichting, presentatie Stadsmakerscongres, 10 november 2017, Rotterdam.
- Wijk, van, B. (2016). Samen succesvol in de binnenstad. Master thesis Master City Developer, Faculteit Erasmus School of Economics, Erasmus Universiteit Rotterdam.
- Williams, E. (2002). U.S. Patent Application No. 09/415,065.
- Whysall, P. (2000). Addressing ethical issues in retailing: a stakeholder perspective. *The International*
- Wrigley, N., & Lowe, M. (2014). Reading retail: A geographical perspective on retailing and consumption spaces. Routledge. *Review of Retail, Distribution and Consumer Research*, 10(3), 305-318.
- Zandberg G. (2018) Hoe nu verder met de middelgrote stad? Locatus. Retrieved from: <https://locatus.com/wp-content/uploads/2016/05/Winkelgebiedtyperingen-Nederland.pdf>.
- Zoest S. (2017) Dealing with succes in the city centre: The impact of tourism on commercial amenities and corresponding policy response. TU Delft.

Addendum 1, Interviews

PLACEMAKING INITIATIVES IN RETAIL AREAS
STORM SCHOENMAKERS

Consent Form

Dear

On behalf of the TU-Delft I'm carrying out an research regarding the effects placemaking on retail areas in mid-size inner cities. From previous research it is proven that in placemaking plays a vital role and it is for this reason an indebt expert knowledge is required. Your expert knowledge can be used to for an insight into the strategic use of placemaking in mid-size inner cities that are currently trying to cope with declining visitors and increasing vacancies. The research consist out of 6 themes. These are as followed: Introduction, Hardware, Software, Mindware, Orgware, additional information

Beforehand the following is stated:

- Your information will be completely confidential. However because the information will need a validated source it is of importance that this consent form is agreed upon.
- Furthermore if for any reason the withdraw of the information is of importance this can be stated before, during or after participation of the interview.

Please mark the appropriate boxes:		
	Y	N
1. I have read and agreed upon the content of the given interview.		
2. I consent to voluntarily participate in this interview and therefore agree to participate and know that I can stop the interview at any moment if I need to.		
3. I understand this information will be used in the research using my name as a source of reference		
4. I understand that this information will not be further used other than in the study without my consent.		
5. I agree that this interview is written out and is documented within the TU-Delft repository		
6. I agree that the interview audio file is documented within the TU-delft repository		

When answered "No" in any of the boxes you can give an explanation here:

.....

.....

.....

Release form,

If consent is formed on the above mentioned please sign the following:

Name:

Date:

Signature:

x

Storm Schoenmakers

Interview protocol form

Institution:

Delft University of Technology

Interviewer

Storm Schoenmakers

Research: Research into placemaking into inner-city retail areas.

Interviewee

Name: Addy van der Knaap

Actor: Hofbogen BV

Role: Director of the Hofbogen

A: Introductie

Wat is professionele achtergrond?

.....

Wat was uw functie als Directeur van de Hofbogen?

.....

B: Hardware

**Welke interventies zijn er in het plan ontwikkeld in relatie tot het aanpassen van de winkels?
(bebouwing / publieke ruimte / plint / materialisatie / bereikbaarheid)**

.....

**Is er in het plan rekening gehouden met het aanpassen van het winkelgebied?
(flexibel bestemmingsplan / aanpassen plangebied / functieverandering)**

.....

C: Software

**Is er in het plan nagedacht over het toevoegen van een activiteiten programma?
(tijdelijk / permanent)**

.....

**Zijn er in het plan nog additionele maatregelen genomen?
(Aanpassingen parkeerstandaards / interactief straatmeubilair / toevoeging van banken /
toevoegen van kunstobjecten/ shopclustering)**

.....

D: Mindware

Is er in het plan rekening gehouden met een strategie omtrent de marketing / branding?

.....

Is er in het plan rekening gehouden met een de beleving van de winkels?

Zoals bijvoorbeeld: interactie online-offline / window dressing / beleving / faciliteiten / personalisatie / private shopping brands)

.....

E: Orgware

Is er in het plan een actief stakeholder beleid gehanteerd?

(betrekken van wensen stakeholders / wensen consument)

.....

Is er in het plan rekening gehouden met financiering middel die bevorderlijk waren voor de planvorming?

(BIZ / GIZ / sociale fondsen / crowd funding / incentives)

.....

Zijn er nog andere stimulerende maatregelen genomen?

(boetensystemen / subsidies)

.....

F: Additional information

Heeft u verder nog aan of opmerkingen op de onderdelen over de Hofbogen die niet naar voren gekomen zijn in de vragen?

.....

Zijn er momenteel problemen in het concept die mogelijk anders aangepakt hadden kunnen worden?

.....

Heeft u nog iets dat u graag wilt toevoegen?

.....

Interview 29/04/2020

Interviewer: De vragen/ indeling is gebaseerd op hardware/ software een model dat ik zelf heb neergezet, betrekking hebbende op wat placemaking zou moeten omvatten en de test of dit benodigde onderdelen zijn in concept of in werkelijkheid toch niet zullen werken. De eerste vraag heeft betrekking op de professionele achtergrond, hier hebben we het al enigszins over gehad. Maar het is goed op het toch nog even helder te hebben.

Geïnterviewde: Ik ben drs. (dokterandes) Bedrijfseconomie, dus ik heb bedrijfseconomie aan de Erasmus Universiteit gestudeerd.

Interviewer: En als we het dan hebben over de functie manager van de Hofbogen, wat houdt deze functie dan in?

Geïnterviewde: Nou feitelijk is het zelfs directeur van de vastgoed bv, maar dat maakt verder niet zo heel veel uit. De Hofbogen bv is natuurlijk de eigenaar van het vastgoed en van het Rijksmonument. En als directeur van de Hofbogen, die inmiddels is verkocht. Maar in de periode dat deze er nog was, was ik verantwoordelijk voor de exploitatie van het vastgoed en voor de restauratie en het aanvragen van subsidies en al dat soort zaken. Dus eigenlijk voor de dagelijkse gang van zaken op het projectbureau waar de mensen die aan het vastgoed werkten of die zich bezighielden met de administratief subsidieafwikkelingen en dat soort dingen. Het gehele beheer van de Hofbogen zelf, het dagelijkse beheer en dagelijkse onderhoud, dat had Hofbogen uitbesteed aan Havensteder als 1 van de aandeelhouders. Dus in die zin hield ik me niet bezig met het toewijzen van de verhuurde Bogen aan huurders, dat liep allemaal via Havensteder. Maar er zijn wel afspraken gemaakt met Havensteder over de branchering die wij voor ogen hadden.

Interviewer: Even los hiervan ben ik zelf ook veel met de Hofbogen bezig geweest, een aantal vrienden van mij zitten in de evenementbranche, dus die hebben daar een soort pleinbioscoop mogen doen en dat soort dingen vind ik onwijs leuk. Dat is eigenlijk ook de reden waarom ik zo snel bij de Hofbogen kwam voor mijn onderzoek.

Geïnterviewde: Dat deed ik dus wel. De afspraken over de evenementen die in het luchtpark plaats zouden vinden, ook vaak op het dak van station Hofplein. Wij waren eigenaar van dat hele luchtpark, dus wij hebben uiteindelijk zelf kunnen bepalen wat er wel en niet plaatsvond. Er waren natuurlijk al vaker in het verleden openluchtevenementen geweest, dus dat hebben we een beetje voortgezet. En in die paar jaar zijn er ook al een aantal hele leuke nieuwe initiatieven langsgekomen. Op die manier heb ik dat dak wel gezien als een soort placemaking om nieuwe kansen te ontdekken en hoe de publieke ruimte in zo'n park kan fungeren.

Interviewer: Ik heb ook in Rotterdam gestudeerd, dus ben er ook regelmatig geweest en het is toch een heel actief gebied geworden.

Geïnterviewde: Het hoogtepunt was zo'n beetje in 2018 denk ik toen we het luchtpark publiek geopend hebben. Daarvoor was het natuurlijk een private plek die gewoon gesloten was en uiteindelijk hebben we gezegd we gaan het park van 10 uur 's ochtends tot zonsondergang toegankelijk maken voor publiek. '

Interviewer: En natuurlijk een onwijs mooie plek om dit te doen.

Geïnterviewde: Ja ontzetten. Concerten, openluchtbioscoop van alles. Maar dat was eigenlijk de functie heel breed, dus eigenlijk zorgen voor het dagelijkse reilen en zeilen van het projectbureau, maar ook de verantwoordelijkheid voor de exploitatie (ondanks dit is uitbesteed) en het resultaat. En de restauratie deden wij dan weer wel vanuit het projectbureau, dus we hadden echt alleen het dagelijks beheer en dagelijks onderhoud uitbesteed aan Havensteder.

Interviewer: Duidelijk. Met betrekking tot het plan, in dit geval noem ik het hardware in het onderzoek. Heb ik hier staan welke interventies zijn er in het plan ontwikkeld in relatie tot het aanpassen van de winkels en dan gaat het vooral over de bebouwing, de publieke ruimte, plinten, materialisatie. Zou je hier wat over kunnen zeggen wat er allemaal is gedaan om de Hofbogen zo te ontwikkelen? Ik weet dat dit veel is, dus een greep uit is natuurlijk al voldoende.

Geïnterviewde: Bij dit onderdeel had ik zelf al een beetje een beeld. Dit gaat verder terug dan de periode dat ik daar eigenlijk werkzaam was. Twee directeurs terug was er een directeur die een soort visie heeft ontwikkeld voor de Hofbogen, Simone Rots was dat. Die hadden toen eigenlijk als eerste fase van de restauratie van het Hofplein aangepakt. Eigenlijk heeft de restauratie van het centrum naar de A20 plaatsgevonden. Dus bij station Hofplein hadden ze de binnenruimte, ook wel de mini-mall genoemd, daar wilde ze mee gaan beginnen. Daar wilden ze kleine ruimtes in maken en creatief ambachtelijke beroepen proberen te plaatsen. Dat concept is niet gelukt. Dus als je zegt van wat voor interventies zijn er gepleegd, is de belangrijkste interventie geweest om dit los te laten en te kijken naar een meer hoogwaardige functie met horeca en betere zaken. Dat is ook terug te zien in hoe station Hofplein er nu bijstaat, er zitten nu zelfs sterrenrestaurants in. Dus je ziet dat het een enorme upgrade heeft gehad en dat zijn partijen die marktconforme huur kunnen betalen. De creatief ambachtelijke beroepen hebben er wel aan meegeholpen vanuit placemaking een gezicht te geven en ervoor te zorgen dat de plek gevonden werk. Meer als pioniers dan als blijvers.

Interviewer: Zat er toen, voor zover jij weet, ook al de luchtsingel in het plan? Of is dit later aan het plan toegevoegd?

Geïnterviewde: De luchtsingel is er pas in 2015 gekomen, dus eerdergenoemde is wel van voor die tijd. Ik denk dat fase 1 en 2 van station Hofplein in periode 2010-2012 is geweest. Bird is wel een van de pioniers die er is begonnen en ook is gebleven, maar de luchtsingel is inderdaad van een latere tijd.

Interviewer: Dat zal uiteindelijk vast ook wel geholpen hebben bij de bereikbaarheid, want dat is natuurlijk ook een onwijs interessante plek geworden, de connectie tussen de mini-mall en de Biergarten en dat soort plekken.

Geïnterviewde: Ja, en wat jij ook zei het luchtpark, was wel al grotendeels aangelegd, ik heb het laatste stuk nog wel mogen doen. En uiteindelijk in 2018 de openstelling van het luchtpark dat is natuurlijk ook een soort interventie en ook direct vanuit de gemeente, want er is veel subsidiegeld ingestoken, van geef die plek nu ook terug aan de stad. Doordat we ook van 10 uur tot zonsondergang open zijn gegaan geef je het daarmee terug aan de publieke ruimte, dus daarmee kreeg het in ieder geval wel een andere functie. Met ook de problemen die daarbij horen, zoals vandalisme en graffiti en noem maar op.

Interviewer: Ja inderdaad, het gerestaureerde of zelfs gerenoveerde gebouw wat er nu staat is een soort on-going battle. Dat heb ik gezien inderdaad, ik kom er namelijk dagelijks langs met de trein. Het is en blijft een gevecht en dit zie je duidelijk terugkomen.

Geïnterviewde: En ja nog meer interventies, ik noem het maar even fase 1 en 2 , eigenlijk is het natuurlijk een rijksmonument en het is in fasen gerestaureerd. Fase 1 en 2 samen is dan station Hofplein, fase 3 is het stuk van station Hofplein tot station Bergweg, waarbij station Bergweg verder is aangepakt maar de bogen daartussen sommige wel en sommige helemaal niet, dat was omdat er subsidie beschikbaar was en dat geld onvoldoende was om alles aan te pakken. Toen zijn er keuzes gemaakt in bogen die wel werden aangepakt en niet. Station Bergweg is dus wel aangepakt en daar zit nu Happy Italy in, mijn eerste daad in maart 2016 nadat ik een week begonnen was, was dan ook het openen.

Interviewer: Toevallig heb ik tijdens mijn derdejaars stage op het HBO heb ik bij Juriens de aannemer stage gelopen. Die heeft hier werk voor gedaan.

Geïnterviewde: Dat klopt, die is toen failliet gegaan.

Interviewer: Daar werd ik een maand nadat ik klaar was over gebeld.

Geïnterviewde: Inderdaad toevallig. Dat is dus fase 3. Fase 4 is de fase die ik in mijn tijd zo'n beetje heb gedaan, die omvat eigenlijk de restauratie van het oude emplacement (als je bij station Hofplein naar dhr. Bokerweg, de 5 bogen pakt waar nu Somers in zit). Dat is een hele transformatie geweest. Dit waren eigenlijk 5 opslagruimtes, dus als je hier naar de architectuur kijkt behoort dit eigenlijk tot het station. Bij dhr. Bokerweg is in de jaren '70 een nieuw viaduct geplaatst, die bogen hoorden vroeger nog bij het emplacement van het station. Ze hebben die eigenlijk gerestaureerd om die dezelfde puiën te geven als die van het station, om bouwkundig te laten zien dat dit een eenheid heeft gevormd. En verder bij fase 4, hebben we overgeslagen bogen uit fase 3 aangepakt en dus de restauratie van het kunstzandsteenherstel, natuursteen en schilderwerk tot de Bergweg. Tot dat punt zijn we gekomen en de rest vanaf de Bergweg tot de A20, noem ik alvast fase 5, dat hebben we aan Dudok overgelaten, de eigenaar.

Interviewer: Interessant. Ik kan me voorstellen, het is natuurlijk vanaf 2002 een rijksmonument, dat het om zo'n plan op te zetten rekening moet houden met een bestemmingsplan en een plangebied. Hebben jullie in de planvorming hierover nagedacht, bijvoorbeeld; wat te doen met een bestemmingsplan?. De Hofbogen is namelijk toch een groot gebied, of er flexibel in het plan mee om is gegaan. Is hier enigszins naar gekeken?

Geïnterviewde: Zoals ik aan het begin al heb vermeld, hebben we een soort brancheringsdocument opgesteld samen met Havensteder, omdat Havensteder de verhuur en het makelen deed van de ruimtes. En dat hebben we met de deelgemeenten en de gebiedscommissie later besproken, want de horeca moet je in nauw overleg met de gemeente doen omdat hieraan ook de vergunningen zijn gekoppeld en je niet te veel horeca wilt. De gemeente en ondernemers zijn namelijk bang dat er een soort concurrentie ontstaat in een gebied. Je hebt natuurlijk allerlei andere winkelstraten waar horeca of andere zaken het best wel moeilijk hebben en omdat het in de Hofbogen best goed ging men bang was dat ondernemers weg gingen trekken uit de buurten daar. En dat er dan een aantrekkende werking vanuit de Hofbogen ontstaat, waarbij je dan enkel gaten met gaten aan het vullen bent.

Interviewer: Dat klinkt begrijpelijk en is natuurlijk aan de gemeente om daar rekening mee te houden.

Geïnterviewde: Globaal kun je eigenlijk zeggen, dat vanuit het centrum naar de buitenkant toe, dat de horeca meer in het centrum georiënteerd is en de artistieke atelier-achtige functies, kantoren, en andere meer industriële bedrijvigheid meer naar de buitenkant toe kruipt.

Interviewer: En we hebben het er net al even over gehad over de activiteiten, is er vooraf een activiteitenprogramma vooraf bedacht? Als we het hebben over placemaking, evenementen en het creëren van aandacht. Is er vooraf een plan opgesteld over hoe je deze aandacht zou kunnen trekken? Of is dat geleidelijk gegaan met betrokken partijen?

Geïnterviewde: Ik weet dat voordat het luchtpark werd aangelegd, het dak op station Hofplein al wel gebruikt is voor evenementen, maar voor zover ik het heb begrepen en hoe wij er ook mee begonnen zijn in 2016, veelal op initiatief van mensen die iets wilden programmeren. Dan zie je in het kader van placemaking dat de vraag vooral van buitenaf komt en ik denk dat er in het begin nog niet erg veel visie was op wat wel of niet paste. Wat wij wel hebben gedaan in mijn tijd had ik ook een collega bij Vestia die werkte in marketing en communicatie, wij hebben wel in onze periode een branding gemaakt voor de Hofbogen over hoe het er in 2028 uit zou moeten zien. Dat was wel een soort vooruitblik op hoe we dan bekend willen staan als Hofbogen. Dat was dan ook wel een plan om de Hofbogen op de kaart te zetten, als in hoe gaan we het merk branden. Dit hebben we later wel gebruikt bij verzoeken om het luchtpark te gebruiken, deze hebben we wel aan onze eigen marketingstrategie getoetst. Het verzoek moet namelijk wel het merk versterken., Als het niks toe zou voegen of zelfs iets af zou breken dan moet het niet worden gedaan. In het begin ben je blij dat er iets gebeurt, maar op een gegeven moment moet er wel een kwaliteitseis worden gesteld.

Interviewer: Begrijpelijk, ik denk ook dat dat is wat de Hofbogen zo sterk maakt. Het is toch een creatieve broedplaats geworden met in de mini-mall een aantal goede restaurants met een hele creatieve sfeer.

Geïnterviewde: Ja, tegelijkertijd zie je toch wel dat er ook een aantal gestopt zijn. Dat zijn dan vaak wat meer persoonlijke omstandigheden. Dus je ziet ook wel dat er verandering blijft optreden. Maar wel creatieve groepen aan.

Interviewer: Dat kan ik me goed voorstellen, gezien hoe het concept er nu bijstaat. De luchtsingel is erbij gekomen en er is een mooie muurschildering aan de buitenkant opgenomen. Dat zijn wel dingen die het omtoveren in een onwijs interessante plek.

Geïnterviewde: Ja en als je dan meer kijkt naar het noorden heb je ook veel ontwerp- en marketingbureautjes, ook een soort houtatelier en meubelmaker. Toch wel een stukje ambachtelijkheid, zoals Man met Bril, die zijn eigen koffie brand. Het heeft toch wel iets creatiefs, industrieels en ambachtelijk. Dat is eigenlijk wel een beetje de rode draad.

Interviewer: Qua beleving is het dan ook erg hip. De vraag naar iets persoonlijks en nieuws lijkt ook erg groot, wat het waarschijnlijk mogelijk maakt tot zoiets groots uit te bloeien.

Geïnterviewde: En tegelijk zie je dat de vindbaarheid voor ons nogal een issue was, omdat de Hofbogen toch wat verscholen ligt. Voornamelijk voor toeristen is het erg moeilijk vindbaar, tenzij je met de luchtsingel vanaf het centraal station komt. Maar zodra je vanaf de Coolsingel komt is het een stuk ingewikkelder te vinden.

Interviewer: Maar daardoor is het wel echt een plekje, want als je er eenmaal komt denk je; “wow wat interessant, wat gebeurt hier allemaal?”. En de “mainstream” toerist is hier inderdaad niet direct te vinden, maar ik denk ook dat dit juist weer veel Rotterdammers aanspreekt. Het is ook wel weer een plek waar de Rotterdam echt de Rotterdammer kan zijn.

Geïnterviewde: Ik heb ook heel wat rondleidingen op het luchtpark gegeven langs de Hofbogen en mensen zijn elke keer weer verrast als ze op het dak van station Hofplein staan. Men ervaart daar een rust midden in de dynamiek en de hectiek van de stad. Dat blijft een geweldige plek. Je ziet er ook mensen picknicken en aan het eind van de dag een wijntje drinken, het is echt een plek voor iedereen.

Interviewer: Ja dat heb ik inderdaad zelf ook zo mogen ervaren.

Geïnterviewde: Misschien nog wel een interessant ding om te noemen. De 5 bogen bij Stationplein die bij het emplacement horen. Ik zie hier namelijk ook vragen staan met betrekking tot parkeerplaatsen, straatmeubilair, toevoeging van banken. We hebben natuurlijk daarnaast ook die regentuin gekregen, dat was weliswaar openbaar gebied van de gemeente. Daar zit ook wel een stukje duurzaamheid in, waarin hemelwater van de Hofbogen wordt opgevangen en opgeslagen. Je ziet het terras van Mono daar zitten, dus je ziet wel dat deze buitenruimte een stuk interessanter wordt t.o.v. de oude dichtgemetselde muren. Wij hebben uiteindelijk bij de entree dhr. Bokelweg helemaal aangepakt, de trap geschilderd, de wand geschilderd en de deur van de lichtsingel.

Interviewer: We hebben het net ook heel even kort gehad over ondernemers die vertrokken en daar zitten vaak verschillende redenen achter, Zijn jullie daar dan ook actief mee omgegaan? Hebben jullie deze ruimtes opgevuld? Wat je vaak bij winkels ziet is dat er wordt ge-windowdressed, om te voorkomen dat de leegstand op gaat vallen. Is hier een beleid voor geweest?

Geïnterviewde: Vaak hebben we wel lange lijsten met mensen die geïnteresseerd zijn, dus langdurige leegstand hebben we bij de Hofbogen eigenlijk niet of nauwelijks. Een aantal mutaties die binnen station Hofplein liggen die staan onder de verkoper, dus daar heeft de Hofbogen verder geen bemoeienis mee. Dat is aan de nieuwe eigenaar overgelaten om daar een nieuwe eigenaar voor te vinden.

Interviewer: Dit is een belangrijk element voor mijn onderzoek, omdat hierin placemaking een belangrijke factor kan spelen in geval van leegstand. Om verder te gaan; In een plan moet je met veel verschillende partijen rekening houden, zowel de ondernemers als de Rotterdammer. Is er buiten het feit dat verzoeken binnen de branding moeten passen nog een beleid voor geweest?

Geïnterviewde: Er bestaat een werkgroep Hofbogen waarin eigenlijk alle stakeholders vertegenwoordigd zijn. Dit werd altijd geïnitieerd vanuit de Gemeente Rotterdam, later ook de deelgemeenten en later de gebiedscommissie. Hier zitten ondernemers in, omwonenden, mensen van de deelgemeenten en gebiedscommissie, dus daar worden alle zaken die betrekking hadden op de Hofbogen besproken. Dit is een soort stakeholdermanagement. Concreet voorbeeld waar ik zojuist aan moet denken als concreet voorbeeld dat ook wel met placemaking samenhangt. Toen ik hiermee ben gestart moest het luchtpark natuurlijk onderhouden worden. Daar was een contractpartij (Dinder groenprojecten) voor en dit heb ik gewoon voortgezet. Ik had een offerte bij hun opgevraagd en er zat ook een participatie component in. Toen dacht ik het idee participatiecomponent vind ik prachtig, want het idee was dat het onderhoud van de tuin ook met vrijwilligers uit de buurt zou gebeuren. Toen ben ik met de gemeente gaan praten over hoe mooi ik het initiatief vond, maar wij als Hofbogen bv zijn daar niet zo van, maar vinden het vooral een taak van de gemeente om die participatie vorm te geven. Toen ben ik met de gemeente samen gaan zoeken naar een vorm voor hoe we dit konden organiseren en uiteindelijk is er een partij gekomen die met vrijwilligers uit de buurt het groen is gaan onderhouden. Zij zijn uiteindelijk ook gaan moes tuinieren en de oogst werd onder elkaar verdeeld. Zij onderhouden ook verschillende tuinen in Rotterdam. En willen een soort samenwerkingsverband tot stand brengen tegen bijvoorbeeld

eenzaamheid en mensen te ontmoeten. Op deze manier heb ik de participatie component bij de gemeente onder gebracht en hebben wij zelf deels mee gefinancierd.

Interviewer: Ik denk dat je hiermee ook een stukje goodwill hebt gecreëerd. Zodra mensen blij zijn met wat er gebeurt in de omgeving zijn ze een stuk meegaander.

Geïnterviewde: Ja, zij zaten dus ook altijd bij de werkgroep Hofbogen aan tafel. Ik ben ook eens geïnterviewd voor het Rotterdamse dakenboek; toen was de vraag; “van wie is de Hofbogen?” Toen heb ik als antwoord gegeven de Hofbogen is van iedereen dat merk je ook aan het feit dat iedereen het een belangrijk en mooi object vindt. Iedereen heeft er een mening over en vindt er iets van. Dat zie je bij placemaking ook, mensen eigenen zich dingen toe waar ze iets mee gaan doen.

Interviewer: Toen ik begon aan dit onderzoek had ik wel iets gehoord over placemaking, maar ik had nooit kunnen raden dat het eigenlijk zo’n groot begrip is. Het eerste wat ik hoorde van mijn begeleider was; “alles is placemaking als je er maar goed naar kijkt en het samen doet”. Daarom wilde ik ook onderzoeken hoe dit begrip positieve bijwerkingen met zich mee kan dragen.

Geïnterviewde: Het is natuurlijk wel een belangrijke voorwaarde dat de neuzen dezelfde kant op staan. Dat is een uitdaging als je met z’n allen in zo’n werkgroep zit. Soms heb je er mensen bijzitten met tegengestelde belangen, dan moet je proberen een consensus te bereiken.

Interviewer: Ik denk inderdaad dat dit in de gebouwde omgeving een “big issue” is. Ik loop nu stage bij een ontwikkelaar in Rotterdam en je bent altijd bezig ervoor te zorgen dat iedereen met z’n neus dezelfde kant op staat. Dat kan absoluut een lastige opgave zijn. Dat is ook waarom in eerste instantie placemaking mij zo interessant leek, elkaar enthousiast maken en samen aanpakken.

Geïnterviewde: Ik denk dat een belangrijke dementie daaraan is de korte termijn vs. de lange termijn. Placemaking is inherent aan de korte termijn als eigenschap, maar soms kan een korte termijn nog best lang duren en zolang je niet weet wat die lange termijn gaat duren is het voor placemaking lastig te bepalen hoe lang het nog doorgaat en wat kan je wel en wat niet. Ik merk dat mensen hierin soms wel behoefte hebben aan duidelijkheid. Voor placemaking is het juist niet van belang dat er duidelijkheid is, omdat er dan maximale ruimte is voor ideeën en initiatieven.

Interviewer: op het moment dat je gaat kaderen is het moment dat je het creatieve eruit haalt.

Geïnterviewde: Je krijgt in een proces altijd een keer een kantelmoment, dat de toekomst weer wat vastere vormen dient te krijgen en je placemaking los moet gaan laten.

Interviewer: Zo heb je bijvoorbeeld de Venus Food Factory, die zich moet verplaatsen naar het gebouw, waardoor het creatieve deels verloren gaat en het daarom ook zo interessant is.

Geïnterviewde: Dat is het rauwe randje wat er dan aanzit, waardoor het misschien te braaf en te burgerlijk wordt waardoor het voor sommige partijen niet meer interessant is.

Interviewer: Dat klinkt interessant. Omwille van de tijd ga ik verder. Ik las dat er enige onduidelijkheid is geweest over de financiering van de luchtsingel en ik denk dat er zo wel meer stukken binnen het totaal plan zijn. Je hebt natuurlijk het openbaar gebied, de scheidingslijn verdwijnt een beetje en daardoor ontstaat wel de vraag; “Wie betaalt hier nu voor?”. Is daar rekening mee gehouden in het plan?

Geïnterviewde: Bij de Hofbogen is het natuurlijk zo dat de boogruimtes sterk zijn afgebakend, dus er is duidelijk wat van wie is. Ondernemers huren een boog en bij de gevel houdt de ruimte ongeveer op, dus de meeste zaken zitten verwerkt in de huurprijs. Er is niet zo zeer sprake van sociale fondsen.

Er zijn wel meer mogelijkheden in subsidies, maar die hebben voornamelijk betrekking op de restauratie aan de buitenkant van het gebouw. Dit omdat het een rijksmonument is.

Interviewer: Dit had ik al begrepen inderdaad. Dit heeft ermee te maken dat in mijn model de vier kwadranten, daar komt altijd een stuk financiering in terug. Hier is er natuurlijk sprake van duidelijke scheidingslijnen en aangewezen eigenaren. Maar er zijn natuurlijk ook winkelgebieden waarin dit heel erg verschillend kan zijn en dan wordt het af en toe lastiger. Ik kan me voorstellen dat jullie omdat je veel met publieke ruimte werkt je op een gegeven moment af kan vragen waar betalen wij nu voor? Is dit een publiek goed en daarmee iets wat de gemeente op zou moeten vangen? Of moeten wij dit verzorgen.

Geïnterviewde: Deze discussie hebben we eigenlijk enkel gehad met het luchtpark. Wij waren natuurlijk formeel eigenaar van het luchtpark en een tak van station Hofplein, maar je kan het luchtpark niet aan 1 ondernemer toe rekenen. De aanleg hiervan is grotendeels gefinancierd vanuit het stadsinitiatief, waar ook de luchtsingel uit gefinancierd is. Daar was nog een deel budget van over dat gebruikt is om een stuk van het luchtpark aan te leggen. Maar overige aanleg deed Hofbogen zelf en wij probeerden dat terug te verdienen door evenementen die daar georganiseerd werden. Ik vond het persoonlijk belangrijker dat er evenementen plaatsvonden en dat de plek gebruikt werd. Eigenlijk zou je kunnen zeggen dat hier vanuit ons een soort subsidie op zat, omdat wij geen hoge huren vroegen voor het gebruik van het luchtpark.

Interviewer: Oke, en daar is dan waarschijnlijk jullie eigen belang ook in meegenomen.

Geïnterviewde: Ja, 1 van de belangrijke in geval van placemaking is dat het dak gevonden en gebruikt werd. Later is natuurlijk besloten om het publiek toegankelijk te maken. Toen zag je ook gebeuren dat er wel publiek kwam, maar het aantal evenementen terug liep. Wel kwamen er regelmatig verzoeken binnen om bootcamps te organiseren, maar omdat het vrij toegankelijk is kan dit gratis worden georganiseerd. Dat het voor de instuurders van de verzoeken wel een verrassend effect. Vroeger moest er voor een evenement wel een bijdrage worden betaald.

Interviewer: We hebben het al even over de subsidies gehad. Ik denk dat boetesystemen niet van toepassing zijn.

Geïnterviewde: Dit klopt.

Interviewer: Dan is mijn vraag of u zelf nog zaken heeft die u graag wilt benoemen en eerder niet aan bod zijn gekomen.

Geïnterviewde: Ik denk dat we al veel hebben aangestipt.

Interviewer: Ik denk dat de vragen ook goed zijn beantwoord op deze manier en dit kan meenemen in mijn onderzoek.

Geïnterviewde: Wel is het zo dat het in 2005/2006 is verworven door 4 corporaties. Die later twee aan twee georganiseerd zijn, Vestia en Havensteder. Vanuit het ministerie brieven over gekregen dat dit geen activiteit was voor corporaties. Feitelijk is het 100% commercieel onroerend goed, dus het heeft niks met sociale huisvesting te maken, dus de vraag was waarom je dit zou doen als corporatie. De aanleiding om het te kopen was voornamelijk de leefbaarheid in de wijken om het gebied heen, omdat er veel verpauperd was, er veel overlast was, meerdere schietincidenten hebben plaatsgevonden. Dat was voor de corporaties aanleiding om het te kopen en flink te investeren in de restauratie van het gebouw en naar een andere productie toe te gaan. Ik denk dat je als je terugkijkt naar het proces de volgende stappen zijn doorlopen: oude ondernemers uit het gebied,

placemaking met nieuwe creatieve en hoogwaardige ondernemers. Dat is een mooie cyclus die is doorlopen.

Interviewer: Is de woningwet dan ook een van de redenen geweest om te verkopen?

Geïnterviewde: Nee, uiteindelijk hebben wij bij het ministerie moeten praten als Brugman om duidelijk te krijgen dat dit vanwege leefbaarheid gekocht was. Later toen de nieuwe woningen er kwamen was dit weer een issue na alle debacles, past het dan nog wel bij een corporatie. Uiteindelijk hebben we zwart op wit gekregen dat dit een toegestane nevenactiviteit was. Dus er was geen gehijg van de woningwet in onze nek, maar na 10/ 15 jaar wel gezegd dat we vinden dat ons doel is bereikt. En daarom hebben we een verkoopstrategie uitgezet, dit was een strategische keuze. Hierbij was geen sprake van externe druk. Het is voornamelijk geweest, omdat het uiteindelijk niet paste bij onze kernactiviteiten.

Interviewer: Dit was hem wat mij betreft eigenlijk als u geen aanvullingen meer heeft. Ik stuur u het uitgewerkte stuk op zodat er naar gekeken kan worden. Ik zal het interview gebruiken als een citaat of onderbouwing in dit onderzoek. Ik wil u hartelijk bedanken voor uw tijd en de gedeelde kennis.

Consent Form

Dear

On behalf of the TU-Delft I'm carrying out an research regarding the effects placemaking on retail areas in mid-size inner cities. From previous research it is proven that in placemaking plays a vital role and it is for this reason an indebt expert knowledge is required. Your expert knowledge can be used to for an insight into the strategic use of placemaking in mid-size inner cities that are currently trying to cope with declining visitors and increasing vacancies. The research consist out of 6 themes. These are as followed: Introduction, Hardware, Software, Mindware, Orgware, additional information

Beforehand the following is stated:

- Your information will be completely confidential. However because the information will need a validated source it is of importance that this consent form is agreed upon.
- Furthermore if for any reason the withdraw of the information is of importance this can be stated before, during or after participation of the interview.

Please mark the appropriate boxes:		
	Y	N
7. I have read and agreed upon the content of the given interview.		
8. I consent to voluntarily participate in this interview and therefore agree to participate and know that I can stop the interview at any moment if I need to.		
9. I understand this information will be used in the research using my name as a source of reference		
10. I understand that this information will not be further used other than in the study without my consent.		
11. I agree that this interview is written out and is documented within the TU-Delft repository		
12. I agree that the interview audio file is documented within the TU-delft repository		

When answered "No" in any of the boxes you can give an explanation here:

.....

.....

.....

Release form,

If consent is formed on the above mentioned please sign the following:

Name:

Date:

Signature:

x

Storm Schoenmakers

Interview protocol form

Institution:

Delft University of Technology

Interviewer

Storm Schoenmakers

Research: Research into placemaking into inner-city retail areas.

Interviewee

Name: Celine Kruisbrink

Actor: Gemeente Schiedam

Role: Planoloog

A: Introductie

Wat is professionele achtergrond?

.....

Wat was uw functie als planoloog bij de gemeente Schiedam?

.....

B: Hardware

**Welke interventies zijn er in het plan ontwikkeld in relatie tot het aanpassen van de winkels?
(bebouwing / publieke ruimte / plint / materialisatie / bereikbaarheid)**

.....

**Is er in het plan rekening gehouden met het aanpassen van het winkelgebied?
(flexibel bestemmingsplan / aanpassen plangebied / functieverandering)**

.....

C: Software

**Is er in het plan nagedacht over het toevoegen van een activiteiten programma?
(tijdelijk / permanent)**

.....

**Zijn er in het plan nog additionele maatregelen genomen?
(Aanpassingen parkeerstandaards / interactief straatmeubilair / toevoeging van banken /
toevoegen van kunstobjecten/ shopclustering)**

.....

D: Mindware

Is er in het plan rekening gehouden met een strategie omtrent de marketing / branding?

.....

Is er in het plan rekening gehouden met een de beleving van de winkels?

Zoals bijvoorbeeld: interactie online-offline / window dressing / beleving / faciliteiten / personalisatie / private shopping brands)

.....

E: Orgware

Is er in het plan een actief stakeholder beleid gehanteerd?

(betrekken van wensen stakeholders / wensen consument)

.....

Is er in het plan rekening gehouden met financiering middel die bevorderlijk waren voor de planvorming?

(BIZ / GIZ / sociale fondsen / crowd funding / incentives)

.....

Zijn er nog andere stimulerende maatregelen genomen?

(boetensystemen / subsidies)

.....

F: Additional information

Heeft u verder nog aan of opmerkingen op de onderdelen over de Hofbogen die niet naar voren gekomen zijn in de vragen?

.....

Zijn er momenteel problemen in het concept die mogelijk anders aangepakt hadden kunnen worden?

.....

Heeft u nog iets dat u graag wilt toevoegen?

.....

Interviewer: Eerst even beginnen met jou. Het is fijn om te weten wat jij doet, dus wat is je professionele achtergrond?

Geïnterviewde: Ik ben zelf landschapsarchitect, ontwerper van de openbare ruimte. Ik heb zelf Wageningen gedaan. Na wat rondzwervingen ben ik terecht gekomen bij een adviesbureau in Schiedam, en ik werk nu in Den Haag ook als ontwerper. Wat kenmerkend is voor een landschapsarchitect, is dat ze ook heel breed kijken. Ze kijken niet alleen naar het ontwerp op een plek, maar ook naar de context van het ontwerp in de omgeving. Op een plek alleen iets doen heeft meestal niet zoveel zin, daar hoort veel meer bij. Het staat in relatie met verschillende plekken er omheen, het heeft te maken met mobiliteit, met sociale componenten. Dus het vak is eigenlijk heel breed, en zo zie ik het ook wel echt. Ik ga niet ergens een ontwerp maken omdat ik de plek leuk vind, maar omdat het wel degelijk relatie heeft met het gebied er omheen. Zo heb ik altijd gezegd: “de openbare plek is de oplossing niet”. Dit zie je ook terug in projecten in het centrum van Schiedam, het is een synergie tussen wat er in het gebouw gebeurt en wat er buiten gebeurt.

Interviewer: Het is denk ik een goede reden voor dit gesprek. Placemaking is natuurlijk het verbinden van een plek met alles eromheen. Als landschapsarchitect ben je dus veel met openbare ruimte bezig, maar ook met alles er omheen.

Geïnterviewde: Ja, het is echt het integraal benaderen van een vraagstuk.

Interviewer: Welke werkzaamheden kan ik me hierbij voorstellen? Het maken van ontwerpen?

Geïnterviewde: Wat er heel vaak gebeurt is dat je van groot naar klein gaat. Wat er eerst gedaan wordt is een visie voor de binnenstad gemaakt en dat valt in verschillende projecten uit elkaar die allen een relatie met elkaar hebben, dus bijvoorbeeld mobiliteit. Als we het dan hebben over Schiedam hebben we ook eerst goed gekeken naar de visie voor de binnenstad. Zo was er de eerste straat die helemaal leeg stond, maar er zijn ook verschillende films opgenomen, omdat het een historisch erfgoed heeft. Toen was de vraag; “hoe kunnen we het historisch erfgoed verbinden naar de leeg staande straat?”. Daarbij was er het probleem dat de winkels erg klein en smal waren en het allemaal Rijksmonumenten zijn, terwijl veel grote winkeliers een bepaalde oppervlakte eisen. Toen is er gekeken of er panden doorgeschakeld zouden kunnen worden, los nog van een aantal technische dingen. Je rolt eigenlijk van het ene naar het andere met daarbij verschillende uitdagingen om de vraag; “hoe kan dit gebied optimaal functioneren?” te beantwoorden. Daar is toentertijd heel erg breed naar gekeken.

Interviewer: Context specifieke elementen zijn dus erg belangrijk. En in Schiedam heb je natuurlijk heel wat authenticiteit.

Geïnterviewde: Het bizarre was dat het ook een samenspel was met de bevolking, want die was in de basis best negatief. Dat vonden wij soms best lastig. Je merkt toch dat Schiedam wordt gezien als de underdog van Rotterdam. Terwijl tijdens de platlegging van de stad tijdens de oorlog Schiedam toch wel werd gezien als het centrum, waar ook de boodschappen werden gedaan.

Interviewer: Ik denk dat dit voor Schiedam ook een vaste structuur heeft opgeleverd, zoals ik wel vaker terug zie in mijn onderzoek. Terwijl Rotterdam eigenlijk helemaal opnieuw kon beginnen en op de juiste manier op de vraag in kon spelen.

Geïnterviewde: Ja dat klopt, bijvoorbeeld winkeliersverenigingen die het al jaren op dezelfde manier aanpakken en toch wordt het er niet beter op. Met het Hoofdstraat-project hebben we dit met name gemerkt. Daarbij nog een verhaal; Het heeft namelijk ook te maken gehad met de huren van de verschillende panden die erg hoog waren, want er zitten volgens mij niet veel verschillende pandeigenaren die de prijs erg hoog houden. Daardoor is het wel eens lastig, zeker als startup, om er tussen te komen en genoeg adem te hebben om iets neer te kunnen zetten.

Interviewer: Ik heb dat in mijn onderzoek wel benoemd, maar het is echt te specifiek. Dit is namelijk een heel bekend probleem van vastgoedeigenaren. Die houden veel liever het vastgoed vasthouden als winkelpand met de waarde daarvan in vergelijking tot een andere functie of lagere prijs, zelfs als dit voor leegstand zorgt. De boekwaarde is van groot belang voor hun. Dit is een invalshoek die zeker nog benaderd dient te worden, maar dit pak ik niet verder op in mijn onderzoek.

Geïnterviewde: Precies, je kan echt alle kanten op. Het is echt de noodzaak om een aspect uit te diepen. Niemand heeft de echte oplossing. Dit heeft ook te maken met geluk en de juiste timing. Ik vraag me daarbij heel erg af of de coronacrisis daar invloed op heeft. Ik had namelijk het idee dat het de goede kant op ging en het zal naar zijn als het hierdoor instort. Aan de andere kant was het nu voor groot deel een façade, heel veel gaat via het internet.

Interviewer: Wat ik in mijn onderzoek heb gedaan is kijken naar de ondernemers, zowel de Hofbogen als Schiedam, wat ik daarbij heb gedaan is vragen naar hun ideeën. Hoe hebben bijvoorbeeld de recente ontwikkelingen invloed gehad. Wat hierbij veel terug komt is dat ze bang zijn dat de coronacrisis een echte doodsteek gaat zijn.

Geïnterviewde: Ja, zeker voor starters en de horeca. Veel pop-ups die net zijn opgezet. Als zij geen buffer hebben maar wel een hoge huur, kan dit ze de das om doen. Alleen grote horecaondernemers met eigen panden gaan het redden in deze tijd. Het is in die zin zo dat de startups hierdoor geen eerlijke kans hebben gehad. Als ze de juiste investeringen hadden gedaan om zo een deel van het pand te financieren, was dit na een aantal jaar van mindere invloed geweest.

Interviewer: Ik denk dat dit absoluut zo is. Anderzijds hebben we wel veel naar voren laten komen, omdat vastgoed zo vast zit in een bepaalde structuur en eigenaarschap is verandering onwijs ingewikkeld. Wat ik zie bij ontwikkelaars is dat ze dit gebruiken als een kans om iets aan de structuur te doen. Ik zit zelf bij een ontwikkelaar die zich voornamelijk richt op winkelvastgoed en winkelcentra en zij gebruiken dit nu ook als een soort “leverage” voor wat nu wel en wat niet kan. Dit kan af en toe best een harde benadering met zich meedragen, maar als je kijkt naar het totaal is het wel iets wat een verschil kan maken.

Geïnterviewde: Dit is wel een beetje “survival of the fittest” natuurlijk, dat is in alles zo.

Interviewer: Ondernemers die zich vasthouden aan hoe ze het altijd hebben gedaan zien niet in dat zij ook onderdeel van het probleem kunnen zijn, maar daarin kan wel een verschil worden gemaakt. Omwille van de tijd ga ik toch even verder. Ik heb het al gehad over de hardware en software. Hardware is dan eigenlijk wat de interventies fysiek zijn geweest, bebouwing, publieke ruimte, materialisatie. Ik weet dat er veel is gebeurd, zou je hier iets meer over kunnen vertellen?

Geïnterviewde: Als je het hebt over de binnenstad hebt met betrekking tot parkeren, is er het West Molenkwartier, er was een bouwplot daar die niet tot ontwikkeling kwam. De intentie was om er dan uiteindelijk een parkeerterrein van te maken, eventueel tijdelijk voor zo'n 15 jaar. Een stuk bereikbaarheid is daarmee gevormd voor het oude havengebied en het centrum. Er zijn ook een aantal belangrijke panden geweest en daarbij is er al enige tijd een project bezig “werk aan de winkel” dit was gericht op de restauratie van oude monumentale panden in de winkelstraat. Dat heeft een hele lange adem gehad, dit heeft heel veel voor het beeld van de winkelstraat gedaan. Dit was toch wel de basis. Er zijn ook verschillende subsidieaanvragen gedaan die gestoken werden in de mooie historische materialen, meubilair, lantaarns etc. De basis van de openbare ruimte heeft zo een bepaalde uitstraling gekregen. Op een gegeven moment wordt er meer naar de winkel zelf gekeken, met daarbij vraag en aanbod. Hier zijn verschillende gesprekken over gevoerd, om zo een betere basis voor de winkelstraat te creëren. Als er dan een aantal ondernemers zijn die dit aan durven komt de rest. De straat werd zo veel meer een beleving dan een winkelstraat. Toen is de discussie met betrekking tot woningen ontstaan, moest dit behouden worden? Hiervoor is naar verschillende andere steden gekeken en hun aanpak daarin. Uiteindelijk heeft er een verandering in het bestemmingsplan plaats gevonden, zo zou er ook gewoond mogen worden op de begane grond. Toen ging het voornamelijk om aantallen, de verhouding woningen tot winkels. Daarbij is zoals eerder genoemd ook de bereikbaar inderdaad van groot belang geweest, niet enkel het parkeerterrein, maar ook het ov. Er is eigenlijk heel breed gekeken naar wat de behoeftes waren.

Interviewer: Interessant, ik denk zeker dat de context kwaliteit een belangrijk punt is om je in te onderscheiden.

Geïnterviewde: Daar is in Schiedam heel duidelijk ingezet op het historische goud. Dit is wel de sleutel geweest voor het geloof en het vertrouwen.

Interviewer: Ik kom zelf uit Dordrecht en ik denk dat er wel een gelijkenis in zit.

Geïnterviewde: Er is inderdaad ook gekeken naar Dordrecht. De binnenstadsmanager van Dordrecht is ook een aantal jaren in Schiedam geweest, maar die is niet tot het einde gebleven. Hierin is bijvoorbeeld het vergelijk gemaakt tussen de afstand tussen de historische binnenstad tot het centraal station, deze afstand is in beide gevallen redelijk groot.

Interviewer: De tweede vraag over de wijziging in bestemmingsplannen is al beantwoord. Dan met betrekking tot software, is er nagedacht over een activiteitenplan?

Geïnterviewde: Ik weet dat er is gekeken naar een programmering voor evenementen etc. Ook zijn er voor goedkopere tarieven panden ingezet voor makers, degene die een ambacht uitvoeren, die deze tegen gereduceerde tarieven mochten huren. Deze panden waren van de gemeente Schiedam of opgekocht, waardoor er een soort startersbudget wordt gecreëerd. Voornamelijk programmering afstemmen was aan de orde, dat er afstemming plaatsvinden over verschillende evenementen op verschillende plekken. Zodat er gericht dingen plaatsvinden. Dit is onderdeel geweest van de strategie.

Interviewer: Wat ik vaak tegenkom is een stukje placemaking interactie straatmeubilair, toevoeging van kunstobjecten. Dit heeft ook een bepaalde aantrekkingskracht, vaak al op korte termijn. Zijn dit soort ontwikkelingen int het plan opgenomen.

Geïnterviewde: In de buitenruimte niet zo zeer, hier is niet voor gekozen. Er is wel strategische gekeken naar de indeling van bepaalde plekken, omdat het wel degelijk een bijdrage zou leveren aan de bereikbaarheid. Dit wel met het idee om het binnen een grotere context te bedenken en te ontwerpen en eerder aan te leggen. Maar niet om iets tijdelijk in te richten. Wel waren er wel eens winkeliers die banieren aan wilde leggen in de Hoofdstraat en dan keken wij wel kritisch mee, maar uiteindelijk lieten we ze daar ook voor een groot deel vrij in. Wij hebben daarin wel een platform aangeboden om winkeliers en de overheid met elkaar in contact te krijgen, zo hebben we ook meet-ups aangeboden.

Interviewer: Dat is zeker waar. Ik denk ook dat ik dit meerdere malen tegen ben gekomen, ondernemers die in een bepaalde flow zitten en gewend zijn een bepaalde aanpak hanteren. Pas als ze het nut van een vernieuwing in zien wordt erin meegegaan, maar het voorafgaande proces is vaak een gevecht.

Geïnterviewde: Dit verschilt natuurlijk ook wel weer per ondernemer, maar het maakt het onderling best wel lastig. De ondernemingsvereniging speelt hierin wel een grote rol.

Interviewer: Ik denk dat je als publieke partij, bijvoorbeeld de gemeente, wel één lijn moet kunnen trekken. Iedereen dient geholpen te worden. Als private partij, bijvoorbeeld de ontwikkelaar, die kan op basis van een huurcontract op een hardere manier kunnen sturen. Dat sturen betekent voor sommige ondernemers dat ze wel plaats moeten maken. En dan om verder te gaan mindware, wat betrekking heeft op de concepten, de marketing en branding, zou je dit ook nog toe kunnen lichten.

Geïnterviewde: De branding van Schiedam was toch wel echt het historische hart. Bijvoorbeeld de Korenbeurs, de Havenkerk, en de Schie als mooie elementen. Zo is er ook een distilleerderij die wodka en gin produceert met eigen geld, hier komen veel Amerikanen op af. Ze hebben daarvoor zelfs eigen aanlegplek gekregen in de haven, om mensen van buitenaf te kunnen ontvangen en vervolgens te vervoeren naar hun bedrijf. Dit is een belangrijk onderdeel van het historisch erfgoed. Ook de verhalen achter de historische elementen zijn van groot belang geweest voor de branding. Daarin is een nieuw concept gestopt door de winkelpanden op een moderne manier in te vullen.

Interviewer: Als je dan kijkt naar de omvang van Schiedam. Hebben jullie dan wel eens het idee gehad: "is dit te groot voor de vraag die speelt?"

Geïnterviewde: Er is ook gekeken naar de winkelstraat en de duur om deze te doorlopen van voor naar achter. Het is best een stuk, maar er gebeurde niet veel. Wij hebben er toen naar gekeken hoe de mens te triggeren is om door te lopen. Er zit een ankerpunten in de straat, als die goed op elkaar doorlopen is het stuk veel makkelijker te belopen. Daarbij kwam kijken hoe de steegjes verbonden aan de winkelstraat daarop weer zijn verbonden met het gebied er omheen. Wat in Schiedam zo is dat in het hart veel sociale woningbouw staat van één woningbouwcorporatie. De gemeente heeft toen gezegd dat ze dit niet mogen uitpomp, want mocht er ooit iets gebeuren zou dat gebied helemaal herontwikkeld kunnen worden als je ziet hoe dicht het op de winkelstraat ligt. Dit is dus een potentieel nieuwe groep mensen die hun geld daar kunnen laten

gaan rollen en het hoeven natuurlijk niet alleen winkels te zijn , maar ook belevingen als musea en overnachtingen die mogelijk worden gemaakt. Er is weinig Airbnb en hotel, hier is ook zeker naar gekeken. Het gebied kan nooit opgevuld worden met enkel winkel. Als er dan een woning wordt gekocht weet je dat je in een gemengd gebied komt te wonen.

Interviewer: Duidelijk. Zoveel stakeholders in een gebied, hoe zijn jullie daarmee omgegaan?

Geïnterviewde: Je hebt een soort ring structuur in het centrum, hier was één ondernemingsvereniging werkzaam en in de passage ook één. Deze zijn wel samen benaderd. We hebben verschillende participatiebijeenkomsten gehouden, die waren erg breed. Zo deden ook musea, bewoners, ondernemers, binnen de gemeente mobiliteit, evenementen en recreatie/ watertoerisme, mensen die vergunning aanvragen deden. Het is dus altijd in een grote groep besproken, maar wel in workshop vorm. Er is altijd samen met de groep gekeken naar de strategie. De aanwezigen verschilden per bijeenkomst. Dat heeft denk ik wel gewerkt. Ook jongeren die hierop afkwamen hebben een belangrijke bijdrage geleverd, omdat zij vaak niets konden vinden in Rotterdam. Af en toe was het wel belangrijk om voet bij stuk te houden en achteraf zag men wel in dat dit juiste keuzes zijn geweest. De verandering moet wel worden afgestemd, dus om betrokkenen mee te krijgen in het plan is van groot belang. Er heeft dan ook veel tijd gezeten in deze bijeenkomsten en uiteindelijk gaf dit ook voldoening. Mensen raken betrokken en worden onderdeel van het proces. Dit zie je in veel projecten terug.

Interviewer: Het moment dat men erbij betrokken wordt, wordt het ook “ons” plan, maar dit vergt inderdaad wel een lange adem. Ook financiering is een belangrijk vraagstuk, hoe zat het hiermee?

Geïnterviewde: Eén van de onderdelen hiervan was het project “werk aan de winkel” wat ik al eerder heb benoemd. Verder is er altijd gezegd dat wij de openbare ruimtes zouden aanpakken en daar willen we alles aan doen, daarvoor is ook een grote subsidie aangevraagd bij het Fond Vlaardingen-Schiedam. Hier is een hoop geld uit gekomen. Ook is er een regeling geweest voor de starters om de business waar te kunnen maken, hier weet ik de details niet van.

Interviewer: Een ding wat ik ook terug zie komen is een boetesysteem voor eigenaren die niks met hun panden deden. Uit een krantenbericht blijkt dat jullie daar actief op hebben ingezet en dat dit een goed resultaat heeft gehad.

Geïnterviewde: Door het plan “werk aan de winkel” vielen degene die niks deden steeds meer op. Deze mensen zijn aangepakt, waardoor het beeld van de straat erg veranderde omdat het er minder armoedig uit begon te zien.

Interviewer: Wat ik ook las, is dat daardoor het leegstand cijfer onwijs omlaag is gehaald, is dit iets wat jullie erg hebben gevoeld de verandering in de leegstand?

Geïnterviewde: Er was Locatus die hier onderzoek naar hebben gedaan en daaruit bleek dat dit een behoorlijke impact heeft gehad. Zij hebben een goed beeld gevormd van de straat door panden en hun functie in kaart te brengen en zo konden problemen er eenvoudig tussenuit worden gepikt. Het is dus heel belangrijk wat er in zo’n straat gebeurt en hoe de bereikbaarheid van verschillende plekken daarbij is.

Interviewer: Wat ik heb gelezen over Schiedam is dat het door een aantal dingen erg vooruit is gegaan, maar dat er nog een relatief hoge leegstandprobleem is. Denk je dat dit iets is van het plan? Duurt dit gewoon erg lang of ontbreken er zaken waarop nog verder op vooruit kan worden geborduurd?

Geïnterviewde: Ik denk dat het vooral gaat om het vraagstuk; “Moet het überhaupt een winkelstraat worden?”. En die geluiden, waren zeker belangrijk. Hoeveel startups en horeca kan een straat hebben. Het moet ook een overlapping hebben met Rotterdam, zo is er nagedacht over woningen en onderwijs. Ik denk dat het gemengde gebied een goed scenario is voor het Schiedam. Er zijn verschillende zaken geweest die mee worden genomen in de overwegingen, maar er moet niet enkel naar winkels worden gezocht.

Interviewer: Daar ben ik het mee eens inderdaad, maar denk dat dit wel een moeilijke transitie met zich meedraagt. Als ik het analyseer is er in de winkelstraat nog wel wat leegstand, maar is het concept dan niet gelukt? Dat denk ik niet. Er zijn nog voldoende mogelijkheden en het moet een kwalitatief goed gemengd gebied worden.

Geïnterviewde: Dat is ook wel onderdeel geweest van het proces, dat iedereen op een gegeven moment in zag dat het niet enkel een winkelstraat moest worden. Dat was een soort overwinning. In die zin is het zeker geslaagd, dat iedereen van het vasthouden aan het oude is losgelaten. Dat er vooral een levendig gebied moet worden gecreëerd. De vraag is dan wel of er genoeg jongeren en toerisme wordt aangetrokken, daar heb ik geen antwoord op. Ik denk nog steeds dat het zo wel kan worden en kan zijn. Vooral als Schiedam de krachten bundeld met de gemeenten er omheen.

Interviewer: Ja. Dat is inderdaad een lange termijn ding. Dat ben ik ook wel tegenkomen, vooral in een totaal winkel gebied is dit lastig.

Geïnterviewde: Het is heel erg zoeken naar waar men naartoe wilt. Het maakt het wel anders dan een winkelconcept in een passage. Er moet volgens mij op basis van kwaliteit worden gebouwd.

Interviewer: Veel gemeenten hebben zichzelf inderdaad in de voet geschoten door zich bezig te houden met zulke projecten en de kwaliteit in het gebied te laten schieten en ketens neer te zitten die door heel het land te vinden zijn. Ik denk dat Schiedam al een goede positie inneemt met de gedachtegang dat er een gemengd gebied kan worden gevormd.

Geïnterviewde: De veranderingen hebben een groot onderdeel van het proces gevormd.

Interviewer: Mijn analyse bij Schiedam komt erop neer dat een totale winkelstraat niet positief wordt ontvangen, maar mijn nieuwe inzicht is wel dat dit concept niet heeft gefaald. Er dient een nieuwe positie te worden ingenomen om de kans van slagen te vergroten.

Geïnterviewde: Dat heb je mooi verwoord. Het inzicht meer dan alleen winkelen en dat de beleving erbij van groot belang is. Ook moet er op de juiste manier worden ingespeeld op veranderingen onder de bevolking. Dan haal je het volgens mij wel als straat, maar ook het ondernemersgevoel is erg belangrijk geweest. Het samenspel heeft goed gewerkt. Als ondernemers met elkaar samenwerken, kan er veel meer uit zo'n straat worden gehaald.

Interviewer : En goed ondernemerschap, dat merk je in deze tijd ook. Mensen weten zelfs in deze tijd hoe ze het aan moeten pakken. Dat is ook belangrijk. Enkel nagelstudio's en telefoonwinkels ga je het niet mee redden.

Geïnterviewde: Daar kan je natuurlijk ook wel deels op sturen in je bestemmingsplan, door te zeggen dat er van een bepaald type winkel maar een bepaald aantal mag worden gevestigd. Dat heeft ook te maken met omliggende winkelcentra, die niet alles weg mogen trekken uit het centrum. Op dat gebied kan worden gestuurd. Zo moet niet de flexibiliteit er worden uitgetrokken.

Geïnterviewde: Nee, wat mij betreft niet.

Placemaking interventions

HARDWARE				SOFTWARE				
Plinths		Public space		Permanent		Temporary		
Diversivication of the current combination of retail, restaurants and bars	(Hildebrand, 1987)	Broadening the sidewalks to create more space for the pedestrians.	(Kim, 2015)	Mixed use functions to create a more diverse street and attract more people	(Grant, 2011)	Pop-up concept to fill vacant gaps in the retail supply	(CAEL, 2017)	
Creating more room for public toilets. In addition to the current restaurants etc.	(Greed, 2004)	Removing cars from the inner city to make it more pedestrian friendly.	(PPS, 2017)	Using benches to create more places to admire the location.	(Verheul, 2015)	Organising festivals and other large scale events to create awareness of an area.	(Nozeman, 2015)	
Creating an inversal plinth appearence, including materislistation and colour scemes.	(Karssenberg, 2016)	Introducing more public green to create a more attractive public space.	(Anderberg, 2013)	Creating interactive street furniture to attract new (younger) people.	(Synchroon, 2017)	Windowdressing vacant shop fronts	(Rowling, 2012)	
Urban re-allotment of excisting building stock to fit current demand	(Bennet, 2016)	Creating a clear routing trough the public space	(Swoboda, 2013)	Using art to create more attractive areas.	(Mouffe, 2008)	Open air exposés of art and theater.	(Mouffe, 2008)	
Area consession to fit current demand.	(Saraswati, 2011)			Clustering shops to create specific areas (e.g. fresh food sections)	(Moore, 2013)	Neighnourhourhood (record) challenges	(CAEL, 2017)	
MINDWARE				ORGWARE				
Branding		Marketing		Stakeholders		Organisation		
City branding to create a identity that consumers recognize and appreciate.	(Nozeman, 2015)	Create a omnichannel experience based shopping	(Abramham, 2019)	Using a bottom up approach to create new imput of users.	(PPS, 2017)	Creating area investment zones (e.g. BIZ or GIZ)	(Zoest, 2017)	
Designing around destictiveness of the current buildings	(Markusen, 2010)	Focus on experience based shopping	(Abramham, 2019)	Both bottum up as top down approach	(CAEL, 2017)	Using incetives to attract new and active current entrepreneurs in the area	(Williams, 2002)	
Urban branding for creating a specific idenity for inner cities consumers	(CAEL, 2017)	Create public facilities to enhance the overall shopping experience (e.g. free wifi)	(Abramham, 2019)	Identifing stakeholders based on their roles, interest and possible involvement	(Nozeman, 2015)	Crowd funding to create financial support for new concepts and entrepreneurs.	(Berglin, 2013)	
Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	(OPUS, 2008)	Create a personalised shopping experience based on preferences	(Abramham, 2019)	Using big data to create valuable insights in consumer behaviour	(Nozeman, 2015)	Using subsidies to create finacial support for new conepts and entrepreneurs	(Berglin, 2013)	
				Using pentalties for shopowners to active them.	(Stolwijk, 2012)	Creating public will true citizen participation	(PPS, 2017)	

Placemaking interventions

HARDWARE				SOFTWARE			
Plinths	--/-/+/-/+	Public space	--/-/+/-/+	Permanent	--/-/+/-/+	Temporary	--/-/+/-/+
Diversivication of the current combination of retail, restaurants and bars	++	Broadening the sidewalks to create more space for the pedestrians.	--	Mixed use functions to create a more diverse street and attract more people	++	Pop-up concept to fill vacant gaps in the retail supply	++
Creating more room for public toilets. In addition to the current restaurants etc.	+-	Removing cars from the inner city to make it more pedestrian friendly.	--	Using benches to create more places to admire the location.	+-	Organising festivals and other large scale events to create awareness of an area.	++
Creating an inverisal plinth appearence, including materislistation and colour scemes.	+	Introducing more public green to create a more attractive public space.	+	Creating interactive street furniture to attract new (younger) people.	+-	Windowdressing vacant shop fronts	+
Urban re-allotment of excisting building stock to fit current demand	-	Creating a clear routing trough the public space	++	Using art to create more attractive areas.	++	Open air exposés of art and theather.	++
Area consession to fit current demand.	++			Clustering shops to create specific areas (e.g. fresh food sections)	-	Neighbourhourhood (record) challenges	--
MINDWARE				ORGWARE			
Branding	--/-/+/-/+	Marketing	--/-/+/-/+	Stakeholders	--/-/+/-/+	Organisation	--/-/+/-/+
City branding to create a identity that consumers recognize and appreciate.	-	Create a omnichannel experience based shopping	+	Using a bottom up approach to create new imput of users.	++	Creating area investment zones (e.g. BIZ or GIZ)	++
Designing around destictiveness of the current buildings	++	Focus on experience based shopping	++	Both bottum up as top down approach	+	Using incetives to attract new and active current entrepreneurs in the area	+
Urban branding for creating a specific idenity for inner cities consumers	++	Create public facilities to enhance the overall shopping experience (e.g. free wifi)	+	Identifying stakeholders based on their roles, interest and possible involvement	++	Crowd funding to create financial support for new concepts and entrepreneurs.	+
Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Create a personalised shopping experience based on preferences	+	Using big data to create valuable insights in consumer behaviour	-	Using subsidies to create finacial support for new conepts and entrepreneurs	+
				Using pentalties for shopowners to active them.	-	Creating public will true citizen participation	++

	Hardware			
	Plinths	--/+/+/++	Explanation	Implication
1	Mixed use functions to create a more diverse street and attract more people	++	In het begin van de hofbogen was er veel leegstand en maar een handje vol ondernemers dit aanbod hebben wij uitgebreid met winkel, horeca en start-ups	In het plan is dit gedaan door de switch te maken van een mini mall in het station met alleen retail naar een combinatie met meer horeca. Dit heeft, gezien de marktvraag veel opgeleverd omdat er simpelweg meer mensen naar de locatie toe kwamen
2	Creating more room for public toilets. In addition to the current restaurants etc.	+-	Er zijn wel toiletten geplaatst vooral in het Minimall gedeelte echter wordt hier weinig gebruik van gemaakt. Dit komt mede door de meerdere horeca gelegenheden zijn die deze service aanbieden.	Het nut hiervan was dus maar beperkt doordat de switch gemaakt is naar meer horeca die vanuit zichzelf ook deze service aanbieden.
3	Creating an universal plinth appearance, including materialisation and colour schemes.	+	Doordat de Hofbogen qua vorm al redelijk uniform is konden wij dit aanhouden in het project. Echter zie je wel dat ondernemers zelf graag zich wilde onderscheiden.	
4	Urban re-allotment of excising building stock to fit current demand	-	Omdat wij erg vast zaten aan de historische structuur van de hofbogen was dit niet mogelijk wel konden wij sturen in de ontwikkeling van het project op basis van de vooruitgang.	
5	Area concession to fit current demand.	++	Doordat de hofbogen redelijk leeg stond toen wij begonnen konden wij geleidelijk het project opbouwen op basis van de vraag. Daarbij hebben wij uiteindelijk ook de keuze kunnen maken om een deel dat niet goed werkte aan te passen naar de vraag.	Zowel bij het mini-mall concept dat in het begin slecht uit de veren kwam als de uitbreiding richting het noordelijke deel van de hofbogen heeft hier veel profijt van gehad doordat wij ons project gelijk konden stellen aan de marktvraag.
	Public space			
6	Broadening the sidewalks to create more space for the pedestrians.	--	Dit was in het project niet mogelijk door de historische structuur	
7	Removing cars from the inner city to make it more pedestrian friendly.	--	Dit was in het project niet mogelijk door de historische structuur	x
8	Introducing more public green to create a more attractive public space.	+	Wij hebben in samenspraak met de gemeente kleine stukken grond kunenn gebruiken voor terasjes en veldjes om op te zitten. Hier wordt in de zomer voaal veel gebruik van gemaakt.	
9	Creating a clear routing trough the public space	++	Doordat het project zo afgelegen ligt was routing erg belangrijk voor ons. De luchtsingel is dan ook vanuit een iniatief samen met de gemeente bedacht en uitgevoerd door de bewoners uit de buurt	Toen de luchtsingel er in 2015 bij kwam was het project al 3 jaar lopende maar je kon wel echt zien dat de plek daarna een boost kreeg in mensen die kwamen kijken. Ook omdat die luchtsingel zo'n object op zichzelf was natuurlijk.
	Software			
	Permanent			
10	Diversification of the current combination of retail, restaurants and bars	+	In de hofbogen zijn verschillende functies geplaatst die elkaar kunnen versterken zoals horeca en retail combinaties maar ook uitgaan om jongeren naar deze plek toe te trekken. Daarbij zie je steeds meer horeca tentjes die ook spulletjes verkopen.	We hebben in de huidige mini-mall nu een aantal store in store concepten lopen die het erg goed doen doordat het aansluit met de horeca en leisure vraag die momenteel erg in trek is.
11	Using benches to create more places to admire the location.	+-	De bestaande zitgelegen kwamen vooral door de nieuwe horeca. Echter hebben wij wel op het dak van station hofplein een dakpark gerealiseerd die openbaar is voor bezoekers	x
12	Creating interactive street furniture to attract new (younger) people.	+	Op dit groene dak hebben wij meestal ook expsitie ruimte waaruit bijvoorbeeld ook de witte schaapjes zijn gekomen die er tot op heden staan.	x
13	Using art to create more attractive areas.	++	Aan de station kant is een grote mural gesitueerd die elke x aantal maanden veranderd. Dit is voor veel jongeren een excuus om eens een keer de luchtsingel over te gaan om wat foto's te maken.	Voor ons was kunst en het uitstralen van creativiteit wel een must omdat dit aansloot op de creatieve 'hippe' sfeer die wij wilde neerzetten in en rondom de hofbogen.
14	Clustering shops to create specific areas (e.g. fresh food sections)	-	Het specifiek clusteren van bepaalde functies hebben wij niet toegepast omdat het moeilijk is af te stemmen met verschillende ondernemers	
	Temporary			
15	Pop-up concept to fill vacant gaps in the retail supply	++	Pop-up is iets dat veel toegepast is in het beginstadia van het project. Hierdoor kregen wij veel bekijks maar konden wij ook leegstaande winkels snel opvullen.	Ook zijn er een aantal pop up concepten doorgegroeid tot blijvende winkels die dus alleen hier te vinden zijn zoals man met de bril bijvoorbeeld.
16	Organising festivals and other large scale events to create awareness of an area.	++	Festivals is iets dat wij op heden nog steeds doen. Wij bieden de ruimte voor goede ideeën en laten dan voor een symbolische bedrag die ruimte huren.	pleinbiscoop op het dak, sportclinics maar ook kleine festivals en feesten. Dit soort dingen trekt toch weer meer mensen die potentieel weer vaker langskomen.

17	Window-dressing vacant shop fronts	+	Dit was met name belangrijk in het begin stadium van het project. In het huidige succes is dit niet meer nodig omdat er bijna geen leegstand meer is.	x
18	Open air exposés of art and theatre.	++	Vergelijkbaar met ons festival beleid.	
19	Neighbourhood (record) challenges	-	Dit is iets dat weinig voorgekomen is ook omdat wij veel retail hebben en daardoor minder omwonende konden betrekken misschien.	
	Mindware			
	Branding			
20	City branding to create a identity that consumers recognize and appreciate.	+-	Omdat wij onderdeel van Rotterdam zijn en dit al een sterk karakter heeft is het moeilijk om de hofbogen te gebruiken voor city branding	
21	Designing around distinctiveness of the current buildings	++	Dit was erg belangrijk omdat de historische kwaliteiten ook echt karakter geven aan het geheel en dit is met nieuwbouw vaak niet zo snel te realiseren	x
22	Urban branding for creating a specific identity for inner cities consumers	++	Ook weer door gebruik van kunst en de locatie specieke kwaliteiten konden wij echt een hip en creatieve omgeving creëren	Mural aan de spoorweg kant die eens in de zoveel tijd wordt veranderd. Hier worden bijvoorbeeld geregeld fotoshoots en clips gemaakt. Ook dat is bekendheid voor je plek.
23	Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Sommige delen zijn specifiek uitgeligt zoals de luchtsingel maar het ging vooral om het project als een geheel.	
	Marketing			
24	Create a omnichannel experience based shopping	+	Er is een site gemaakt om was info te verstrekken over het aanbod echter is dit vooral ook aan de winkels zelf overgelaten	
25	Focus on experience based shopping	+	Met name de combinatie van verschillende winkels en horeca en leisure maakt voor ervaringen in het gebied.	x
26	Create public facilities to enhance the overall shopping experience (e.g. free WIFI)	+	Er zijn voorzieningen getroffen zoals toiletten en het dakpark maar ook dit ligt vooral bij de winkels zelf.	
27	Create a personalised shopping experience based on preferences	+	Via de site zijn meerdere acties gehouden om vooral in het begin mensen naar het gebied te krijgen.	x
	Orgware			
	Stakeholders			
28	Using a bottom up approach to create new input of users.	++	Het uitgangspunt om vanuit een bottom up approach maakte ons flexibel en zorgde ervoor dat wij op basis van de marktvraag en de consument konden reageren op veranderingen	De luchtsingel is een goed voorbeeld van hoe wij samen met de omgeving zonder extra kosten te maken toch samen de luchtsingel hebben kunnen maken.
29	Both bottom up as top down approach	+	Het is goed om soms de gemeente te betrekken omdat zij veel invloed kunnen hebben. Daarbij is het bereiken van bepaalde doelgroepen ook makkelijker via de bestaande platformen van de gemeente	x
30	Identifying stakeholders based on their roles, interest and possible involvement	++	Stakeholdersmanagement was cruciaal in het project. Dit heeft ervoor gezorgd dat wij zoveel mogelijk mensen konden betrekken en hiermee is veel "goodwill" gecreerd.	x
31	Using big data to create valuable insights in consumer behaviour	-	Big data is iets dat amper is gebruikt, maar ik kan mij voorstellen dat dit ook voordelen kan opleveren	
32	Using penalties for shop owners to active them.	-	Doordat wij het project als een geheel konden kopen was dit gelukkig dus niet nodig	
	Organisation			
33	Creating area investment zones (e.g. BIZ or GIZ)	++	Door de samenwerking tussen de woningcoöperaties konden wij genoeg financiële middelen creëren om zelf het project te financieren.	Er geen bis of giz toegepast maar doordat wij met zulke sterke (financieel daadkrachtig) partijen een gezamenlijk doel hadden waren daardoor onze financiële middelen ook voldoende om het project als geheel aan te pakken.
34	Using incentives to attract new and active current entrepreneurs in the area	+	Vooral in de beginfase was dit handig om winkeliers aan te trekken. Later merkte we door de enorme vraag dat dit niet meer nodig was.	
35	Crowd funding to create financial support for new concepts and entrepreneurs.	+	Wij hebben crowdfunding kunnen gebruiken voor het aanleggen van de luchtsingel omdat dit anders niet haalbaar was voor het plan.	

36	Using subsidies to create financial support for new concepts and entrepreneurs	+	Subsidies zijn met name in historische structuren vaak mogelijk en meestal is hieruit vanuit de gemeente ook ruimte omdat zij zelf ook baat hebben bij verbeteringen.	
37	Creating public will true citizen participation	++	Een goed voorbeeld is de luchtsingel waarbij wij met mensen uit de buurt ook echt fysiek het project hebben kunnen uitvoeren. Hierbij creeër je een bepaalde verbintenis met de plek wat erg belangrijk is.	Ook weer de luchtsingel als ultiem voorbeeld van burgerparticipatie. Er is zelfs fisiek door omwonende aan het project gewerkt.

	Hardware			
	Plinths	--/+/+//++	Explanation	Implication
1	Mixed use functions to create a more diverse street and attract more people	++	Zoals al aangegeven hebben we dus 20% horeca geambieerd maar inmiddels is dat nog meer gegroeid.	
2	Creating more room for public toilets. In addition to the current restaurants etc.	+-	Is niet echt een wezenlijk deel geweest van ons plan	
3	Creating an universal plinth appearance, including materialisation and colour schemes.	+	Wij hebben de structuur van de hofbogen in tact gelaten (mocht natuurlijk ook niet veranderd worden) en daarbij is dus een plinth aangehouden die universeel was.	
4	Urban re-allotment of excising building stock to fit current demand	-	Zie vorige antwoord.	Het verplaatsen van ondernemen of het onderling ruilen is in de meeste gevallen een complex en tijdrovend process dat in de praktijk niet altijd lukt
5	Area concession to fit current demand.	++	In het process hebben wij gestuurd op de directe marktvraag. Dus toen bleek dat in de miniMall minder retail vraag was hebben wij bijgestuurd op horeca. Daarom ligt dat percentage dus ook hoger. Hierbij is het dus heel belangrijk dat je heel goed op de marktontwikkelingen let.	
	Public space			
6	Broadening the sidewalks to create more space for the pedestrians.	--	Dit was in het project niet mogelijk door de historische structuur	Vaak is het aanpakken van straten in de binnenstad al iets wat al langer loopt en in de meeste gevallen wanneer de auto nog door de binnenstad moet is dat omdat het een onmisbare aanrijroute is. Hierdoor is het aanpakken van stoep
7	Removing cars from the inner city to make it more pedestrian friendly.	--	Dit was in het project niet mogelijk door de historische structuur	
8	Introducing more public green to create a more attractive public space.	+	Het dakpark is hier een mooi voorbeeld van en hiervan wordt dan ook onwijs veel gebruik gemaakt.	Groen is absoluut iets dat je binnenstad aantrekkelijker kan maken echter zijn er ook plekken die juist heel intressant zijn zonder groen. Dit is dus iets dat heel karakter specifiek is.
9	Creating a clear routing trough the public space	++	Het project heeft door de nieuwe luchtbrug echt een boost gekregen want toen het makkelijker bereikbaar werd kwamen er ook geleidelijk steeds meer mensen.	
	Software			
	Permanent			
10	Diversification of the current combination of retail, restaurants and bars	++	Wij hebben in het project gekeken naar wat wij dachten een gezonde mix van winkels en horeca. Het beoogde doel was 20% horeca en verder winkels en ondernemers echter is dit inmiddels al hoger.	
11	Using benches to create more places to admire the location.	+-	Is niet echt een wezenlijk deel geweest van ons plan maar al met al is hier denk ik samen met de horeca toch aardig wat ruimte gecreerd.	Door het toevoegen van meer horeca is zitplaatsen juist iets dat er al veel is. Dus het extra toevoegen is niet altijd even gunstig.
12	Creating interactive street furniture to attract new (younger) people.	+-	Er zijn inderdaad wat iniatieve geweest maar of dit nu echt een publiekstrekken was weet ik niet. Het was zeker wel een leuk aangezicht.	x
13	Using art to create more attractive areas.	+	Omdat we streven naar een creatieve broedplaatst passen de mural goed in het hele concept en ik denk dat met name jongeren en start-ups hier bewust van zijn.	
14	Clustering shops to create specific areas (e.g. fresh food sections)	-	We hebben het minimall concept neergezet echter werkte dit minder goed en daarom is dit meer naar een mixed use functie gegaan.	
	Temporary			
15	Pop-up concept to fill vacant gaps in the retail supply	++	Pop-up is met name in het begin van het project belangrijk geweest toen nog niet alle winkelfronten gevuld werden en wat ook interessant was is dat sommige pop-up concepten door ontwikkeld zijn tot winkels die er nog steeds zitten.	Ook zijn er een aantal pop up concepten doorgegroeid tot blijvende winkels die dus alleen hier te vinden zijn zoals man met de bril bijvoorbeeld.
16	Organising festivals and other large scale events to create awareness of an area.	++	Festivals is een manier om steeds meer mensen naar de locatie te brengen en dit werkt tot op heden erg goed. Doordat wij voornamelijk alleen de ruimte bieden en niet zelf een invulling geven laten wij ruimte voor creatieve ondernemers met toffe ideeën.	pleinbiscoop op het dak, sportclinics maar ook kleine festivals en feesten. Dit soort dingen trekt toch weer meer mensen die potentieel weer vaker langskomen.
17	Window-dressing vacant shop fronts	+	Dit was met name belangrijk in het begin stadium van het project.	x
18	Open air exposés of art and theatre.	++	Wij doen bijvoorbeeld iederen jaar de pleinbioscoop op het dat van station hofplein en daarbij laten we interesanten iatieven ons opzoeken voor nieuwe concepten.	

19	Neighbourhood (record) challenges	--	Is niet iets dat is toegepast in het project.	
	Mindware			
	Branding			
20	City branding to create a identity that consumers recognize and appreciate.	-	Niet echt mogelijk doordat wij niet het hoofdwinkel gebied waren	
21	Designing around distinctiveness of the current buildings	++	Het historische karakter is juist wat zo beeldbepalend is geweest voor het plan. Vooraf is daarom ook eerst helemaal uitgezocht hoe de huidige structuur ooit was en hoe wij dat nu weer konden terugbrengen	x
22	Urban branding for creating a specific identity for inner cities consumers	++	Ik denk dat de hofbogen wel echt als een eigen identiteit is neergezet door juist die combinatie van de historische bogen en de eigentijdse invulling.	Mural aan de spoorweg kant die eens in de zoveel tijd wordt veranderd. Hier worden bijvoorbeeld geregeld fotoshoots en clips gemaakt. Ook dat is bekendheid voor je plek.
23	Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Wij hebben in het project specifieke plekken uitgelicht om aandacht te trekken van de voorbijgaande treinreizigers. Het werkte dus als een soort billboard.	
	Marketing			
24	Create a omnichannel experience based shopping	+	De site die gemaakt is voor de minimall wordt nog regelmatig bijgehouden maar vaak zie je dat winkels hun eigen sites gebruiken en het verbinden is best lastig.	
25	Focus on experience based shopping	++	Ik denk dat de combinatie leisure en shopping een goede combinatie en doordat het winkelaanbod erg vernieuwend is.	Als je kijkt naar de mensen die naar locatie komen zie je dat winkelen slechts nog maar een deel ervan is. Mensen zoeken vaak vermaak en dat maakt dit zo belangrijk
26	Create public facilities to enhance the overall shopping experience (e.g. free WIFI)	+-	Dit is voornamelijk iets dat door de winkels en horeca zelf wordt gedaan	
27	Create a personalised shopping experience based on preferences	+	Via de site zijn meerdere acties gehouden voor publiciteit.	x
	Orgware			
	Stakeholders			
28	Using a bottom up approach to create new input of users.	++	Wij zijn heel erg vanuit de vraag van de omgeving gaan kijken naar wat onze invulling zou zijn voor de hofbogen. Daarom is ook een deel creatieve werkplaatsen geworden omdat hier juist veel extra vraag voor was.	
29	Both bottom up as top down approach	+	Hoewel dit niet het uitgangspunt van ons plan was is wel gebleken dat de samenwerking met de gemeente tot een voortvarender process leiden.	x
30	Identifying stakeholders based on their roles, interest and possible involvement	++	Wij hebben vooraf een onderzoek gedaan naar wie nu de belangrijke stakeholders in het gebied waren en die hebben wij ook vanaf het begin in het project betrokken. Daarbij hebben wij ook vooral omwonende enthousiast proberen te maken voor het project.	x
31	Using big data to create valuable insights in consumer behaviour	--	Zover ik weet niet toegepast in het project.	
32	Using penalties for shop owners to active them.	--	Niet nodig geweest in het project.	
	Organisation			
33	Creating area investment zones (e.g. BIZ or GIZ)	++	Door de samenwerking was er een grote pot die belangrijk ik geweest omdat wij daarome het project als een geheel konden aanpakken.	
34	Using incentives to attract new and active current entrepreneurs in the area	+	Wij hebben vooral in de begin fase gebruik hiervan gemaakt. Dit hebben we gedaan door huurkortingen aan te bieden voor de beginmaanden. Dit was vooral handig voor start-ups.	
35	Crowd funding to create financial support for new concepts and entrepreneurs.	++	Wij hebben crowdfunding kunenn gebruiken voor het aanleggen van de luchtsingel omdat dit anders niet haalbaar was voor het plan.	
36	Using subsidies to create financial support for new concepts and entrepreneurs	+	Subsidies zijn met name in historische structuren vaak mogelijk en meestal is hieruit vanuit de gemeente ook ruimte omdat zij zelf ook baat hebben bij verbeteringen.	
37	Creating public will true citizen participation	++	Dit is wel de hoofdruiger van het plan geweest. Zoveel mogelijk mensen te betrekken in het project om zo samen dit plan te maken.	

	Hardware			
	Plinths	--/+/+//++	Explanation	Implication
1	Mixed use functions to create a more diverse street and attract more people	+	Doordat wij erg flexibel waren in het plan hebben wij dit vooral kunnen laten afhangen van de marktvraag.	
2	Creating more room for public toilets. In addition to the current restaurants etc.	+	Wij hebben in de huidige structuur van de minimall een toiletgroep gemaakt dit vanuit de achterkanten van de winkels te bereiken is.	
3	Creating an universal plinth appearance, including materialisation and colour schemes.	+	Door de bestaande structuur van de hofbogen te restaureren en nieuwe universele gevels terug te plaatsen krijg je een mooie uniforme plint langs de bogen.	
5	Area concession to fit current demand.	++	In eerste instantie was het de bedoeling dat er alleen retail zou komen in de minimall maar doordat de marktvraag veranderde hebben we van dat plan afgezien. Daarbij konden we het ontwikkelen van de andere bogen ook uitstellen tot er meer vraag voor was. Dit was dus erg belangrijk om te kunnen blijven voldoen aan de marktvraag.	
	Public space			
6	Broadening the sidewalks to create more space for the pedestrians.	--	Er is in samenwerking met de gemeente aan de publieke ruimte wel wat aanpassingen gedaan echter was dit beperkt door de huidige structuur.	
7	Removing cars from the inner city to make it more pedestrian friendly.	--	Dit was in het project niet mogelijk door de historische structuur	
8	Introducing more public green to create a more attractive public space.	++	Wij hebben vooral op het dak een groen dakpark kunnen realiseren dat onwijs populair is. Omdat dit een voormalig station was geweest konden we met de huidige structuur dit park realiseren.	
9	Creating a clear routing through the public space	++	De routing langs de hofbogen spreekt redelijk voor zich echter is de luchtsingel wel erg belangrijk geweest voor de bereikbaarheid van het project.	
	Software			
	Permanent			
10	Diversification of the current combination of retail, restaurants and bars	++	In het plan is gekeken om verschillende functies onder te brengen in de verschillende bogen. Waarbij creatieve ondernemers meer verspreidt zijn over het noorderlijke gedeelte en vooral bij het de minimall meer horeca en retail zit.	
11	Using benches to create more places to admire the location.	+	Het dakpark en al de verschillende terasjes die zijn ontstaan rondom het project is hier wel een mooi resultaat van.	
12	Creating interactive street furniture to attract new (younger) people.	+-	Zover ik weet niet een wezenlijk deel van het project geweest.	
13	Using art to create more attractive areas.	+	De grote mural die langs het spoor is blijkt een goede publiekstrekker te zijn.	
14	Clustering shops to create specific areas (e.g. fresh food sections)	-	Het clusteren was geen succes zoals bleek met de minimall dus we hebben afgezien van dit concept.	
	Temporary			
15	Pop-up concept to fill vacant gaps in the retail supply	++	Met name voor de eerste invulling hebben wij pop up gebruikt om ondernemers snel gebruik te laten maken van de ruimtes.	
16	Organising festivals and other large scale events to create awareness of an area.	++	Festivals hebben voor onwijs veel levendigheid gezorgd rondom de locatie en dit is echt iets dat we willen vasthouden in het hele concept.	
17	Window-dressing vacant shop fronts	+	Dit was met name belangrijk in het begin stadium van het project toen er nog leegstand was.	
18	Open air exposés of art and theatre.	++	Zelfde als festivals	
19	Neighbourhood (record) challenges	--	Is niet iets dat is toegepast in het project.	
	Mindware			
	Branding			

20	City branding to create a identity that consumers recognize and appreciate.	-	Niet echt mogelijk doordat wij niet het hoofdwinkel gebied waren	Hoewel de binnenstad ook deel is van de stad als geheel is het vaak niet het bepalende element van de stad. Het kan natuulijk wel zo zijn dat de stad aansluit op de al bestaande city branding voor de gehele stad.
21	Designing around distinctiveness of the current buildings	++	In het plan is een analyse gedaan naar de huidige structuur van de hofbogen en daarbij is veel geld besteed om dit weer bouwkundig bruikbaar te maken.	
22	Urban branding for creating a specific identity for inner cities consumers	++	Ik denk dat de hofbogen wel echt als een eigen identiteit is neergezet door juist die combinatie van de historische bogen en de eigentijdse invulling.	
23	Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Wij hebben in het project specifieke plekken uitgelicht om aandacht te trekken van de voorbijgaande treinreizigers. Het werkte dus als een soort billboard.	
	Marketing			
24	Create a omnichannel experience based shopping			
25	Focus on experience based shopping			
26	Create public facilities to enhance the overall shopping experience (e.g. free WIFI)			
27	Create a personalised shopping experience based on preferences			x
	Orgware			
	Stakeholders			
28	Using a bottom up approach to create new input of users.			
29	Both bottom up as top down approach			x
30	Identifying stakeholders based on their roles, interest and possible involvement			x
31	Using big data to create valuable insights in consumer behaviour			
32	Using penalties for shop owners to active them.			
	Organisation			
33	Creating area investment zones (e.g. BIZ or GIZ)			
34	Using incentives to attract new and active current entrepreneurs in the area			
35	Crowd funding to create financial support for new concepts and entrepreneurs.			
36	Using subsidies to create financial support for new concepts and entrepreneurs			
37	Creating public will true citizen participation			

Placemaking interventions

HARDWARE				SOFTWARE			
Plinths	--/-/+/-/+	Public space	--/-/+/-/+	Permanent	--/-/+/-/+	Temporary	--/-/+/-/+
Diversivication of the current combination of retail, restaurants and bars	++	Broadening the sidewalks to create more space for the pedestrians.	-	Mixed use functions to create a more diverse street and attract more people	++	Pop-up concept to fill vacant gaps in the retail supply	++
Creating more room for public toilets. In addition to the current restaurants etc.	-+	Removing cars from the inner city to make it more pedestrian friendly.	+	Using benches to create more places to admire the location.	+-	Organising festivals and other large scale events to create awareness of an area.	++
Creating an inversal plinth appearence, including materislisation and colour scemes.	-	Introducing more public green to create a more attractive public space.	+	Creating interactive street furniture to attract new (younger) people.	-	Windowdressing vacant shop fronts	++
Urban re-allotment of excisting building stock to fit current demand	-	Creating a clear routing trough the public space	++	Using art to create more attractive areas.	-	Open air exposés of art and theather.	++
Area consession to fit current demand.	+			Clustering shops to create specific areas (e.g. fresh food sections)	-	Neighnourhourhood (record) challenges	+-
MINDWARE				ORGWARE			
Branding	--/-/+/-/+	Marketing	--/-/+/-/+	Stakeholders	--/-/+/-/+	Organisation	--/-/+/-/+
City branding to create a identity that consumers recognize and appreciate.	+-	Create a omnichannel experience based shopping	+-	Using a bottom up approach to create new imput of users.	+	Creating area investment zones (e.g. BLZ or GLZ)	-
Designing around destictiveness of the current buildings	++	Focus on experience based shopping	+-	Both bottum up as top down approach	++	Using incetives to attract new and active current entrepreneurs in the area	+
Urban branding for creating a specific idenity for inner cities consumers	++	Create public facilities to enhance the overall shopping experience (e.g. free wifi)	+-	Identifying stakeholders based on their roles, interest and possible involvement	+	Crowd funding to create financial support for new concepts and entrepreneurs.	-
Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Create a personalised shopping experience based on preferences	+-	Using big data to create valuable insights in consumer behaviour	+	Using subsidies to create finacial support for new conepts and entrepreneurs	+
				Using pentalties for shopowners to active them.	++	Creating public will true citizen participation	+

	Hardware			
	Plinths	--/+/+/++	Explanation	Implication
1	Mixed use functions to create a more diverse street and attract more people	++	Wij hebben geprobeerd om vooral op specifieke plekken meer horeca toe te passen en dit ook echt te clusteren en in de straten hiertussen vooral winkels	Er is op verschillende ankerpunten in de binnenstad ruimte gemaakt voor meer horeca en pleintjes om te zinnen en verblijven die dus verbonden werden door winkelstraten. Het effect was dat hier dan ook meer levendigheid ontstond.
2	Creating more room for public toilets. In addition to the current restaurants etc.	+-	Toiletten is niet een belangrijk punt geweest van het project. Er zijn in de binnenstad een aantal openbare toiletten en voor de rest kan er gebruik gemaakt worden van horeca in de buurt.	
3	Creating an universal plinth appearance, including materialisation and colour schemes.	-	Dit is juist niet wat wij wilde in het project. Omdat het karakter juist zat in de oude geveltjes die juist een heel divers gevelbeeld aangaven. De plinthen zelf moesten vaak wel opgeknapt worden.	
4	Urban re-allotment of excising building stock to fit current demand	-	het is heel moeilijk gebleken om veel te schuiven omdat ondernemers niet snel willen verplaatsen omdat dit ook tijd en geld kost. Echter hebben wij in het plan een aantal belangrijke partijen naar een prominere plek kunnen verplaatsen	
5	Area concession to fit current demand.	+	Dit is in het project niet toegepast echter is dit wel ter sprake gekomen omdat er maar een beperkte winkelvraag is.	Ik kan mij voorstellen dat het belang hiervan groeit met name in tijden van corona zoals nu. En dan zullen meer drastische maatregelen zoals deze toch belangrijker worden.
	Public space			
6	Broadening the sidewalks to create more space for the pedestrians.	--	Dit was in het project niet mogelijk door de historische structuur	Ik heb in het project altijd gezegd dat "de openbare ruimte de oplossing niet is" het is echt de synergy eromheen. Tussen de gebouwen en de plek.
7	Removing cars from the inner city to make it more pedestrian friendly.	+	Wij zijn als gemeente al langer bezig met een autoluwe binnenstad.	
8	Introducing more public green to create a more attractive public space.	+	Wij hebben een aantal ankerpunten verbeterd waarbij ook het openbaar groen aan de orde kwam. Dit was ook bijvoorbeeld de bomenrij langs het water.	
9	Creating a clear routing trough the public space	++	Routing is erg belangrijk geweest omdat dit vaak lastig is in deze historische structuren. Daarom hebben wij ingezet op een duidelijke looproute en bewegwijzering.	
	Software			
	Permanent			
10	Diversification of the current combination of retail, restaurants and bars	+	Wij zijn tot op heden nog aan het experimenteren met mixed use met gebruik van horeca in winkels of shop in shop concepten. Echter is dit nog in de conceptfase.	
11	Using benches to create more places to admire the location.	+-	Vanuit de gemeente is er altijd al een eis geweest om een minimaal aantal zitplaatsen door de stad te plaatsen.	
12	Creating interactive street furniture to attract new (younger) people.	-	Dit is geen onderdeel geweest in ons plan	
13	Using art to create more attractive areas.	-	Dit is geen onderdeel geweest in ons plan	
14	Clustering shops to create specific areas (e.g. fresh food sections)	-	Dit is geen onderdeel geweest in ons plan	
	Temporary			
15	Pop-up concept to fill vacant gaps in the retail supply	++	Pop-up is iets dat veel toegepast is met name om een tijdelijke invulling te geven voor de leegstand. Hierbij zijn wij in samenwerking met de DeWinkelMeiden een initiatief gestart die deze leegstand tegen gaat.	Het effect hiervan was goed zichtbaar omdat je dus een partij had die als hoofddoel had om creatieve invullingen te vinden voor de leegstand dat dit ook heel actief werd bijgehouden wat dus die lege winkelfronten tegenging,
16	Organising festivals and other large scale events to create awareness of an area.	++	Festivals is iets dat wij op heden nog steeds doen het trekt veel mensen aan en is vaak positief voor winkeliers.	
17	Window-dressing vacant shop fronts	++	Ook windowdressing wordt nog actief gehanteerd om leegstand niet zichtbaar te maken	zie vraag 15
18	Open air exposés of art and theatre.	++	Vergelijkbaar met ons festival beleid.	

19	Neighbourhood (record) challenges	+	Records is iets dat we tot op heden niet hebben gedaan maar ik heb voorbeeld gezien dat dit erg succesvol kon zijn om de buurt te betrekken.	
	Mindware			
	Branding			
20	City branding to create a identity that consumers recognize and appreciate.	+/-	Wij hebben het niet als een citybranding geïntroduceerd echter is het wel onderdeel geweest van het tonen van de historische waarden van schiedam	
21	Designing around distinctiveness of the current buildings	++	Dit was erg belangrijk omdat de historische kwaliteiten nou juist zijn wat schiedam zo mooi maakt.	Toen wij in het plan de historische karakters gingen uitlichten kwamen er verschillende partijen om films op te nemen en dat soort dingen trok er veel bekijks en daarmee hebben we Schiedam toch weer een beetje op de kaart kunnen zetten
22	Urban branding for creating a specific identity for inner cities consumers	++	wij hebben een aantal ankerpunten in het plan die bedoeld zijn als verbindingen en om een plek te creëren waar mensen graag willen zijn	
23	Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	vergelijkbaar weer met die ankerpunten.	
	Marketing			
24	Create a omnichannel experience based shopping	+/-	Wij hebben een website gemaakt die het aanbod weergeeft echter denk ik dat dit vooral iets is aan de winkels zelf	
25	Focus on experience based shopping	+/-	de verschillende evenementen zorgen voor versterking van de experience maar ook door onze sterke pop up concepten	
26	Create public facilities to enhance the overall shopping experience (e.g. free WIFI)	+	Er zijn voorzieningen getroffen zoals toiletten en drinkwater punten	
27	Create a personalised shopping experience based on preferences	+/-	dit is echt iets voor de winkels zelf	
	Orgware			
	Stakeholders			
28	Using a bottom up approach to create new input of users.	+	Wij hebben zeker de imput van onwonende en winkeliers gebruikt echter was het moeilijk om hun te betrekken omdat er veel weerstand was in het begin	
29	Both bottom up as top down approach	++	Wij als gemeente zijn wel echt degene geweest die het plan hebben neergelegd en dat aan de belanghebbende hebben duidelijk gemaakt	Hoewel het moeilijk was om, met name ondernemers, te betrekken bij de plannen. Zag je wel dat gaandeweg in het proces steeds meer animo gecreëerd werd voor nieuwe plannen. Omdat ze begonnen inzien dat zij hier ook profiteert bij hadden.
30	Identifying stakeholders based on their roles, interest and possible involvement	+	Vooraf hebben wij gekeken naar welke belanghebbende partijen er betrokken zijn in het project en die hebben wij dan ook zo goed mogelijk betrokken bij het project	
31	Using big data to create valuable insights in consumer behaviour	+	Als gemeente hebben wij statistieken die wij gebruiken voor de gehele binnenstad en zo kunnen we monitoren waar het goed of minder goed loopt.	
32	Using penalties for shop owners to active them.	++	Het boete systeem heeft ons onwijs geholpen om een aantal vastgoedeigenaren en winkeliers te activeren om iets te gaan doen met hun leegstaande winkelpanden.	
	Organisation			
33	Creating area investment zones (e.g. BIZ or GIZ)	-	Dit is niet aan de orde geweest in het project	
34	Using incentives to attract new and active current entrepreneurs in the area	+	Wij hebben vanuit de gemeente meerdere potjes gemaakt waaronder ruim een ton voor goede initiatieven. Echter wordt hier niet altijd goed gebruik van gemaakt.	
35	Crowd funding to create financial support for new concepts and entrepreneurs.	+/-	Is iets dat door sommige winkeliers werd gedaan om genoeg geld bij elkaar te krijgen om een winkel te starten echter is dit niet iets dat vanuit de gemeente is gedaan.	
36	Using subsidies to create financial support for new concepts and entrepreneurs	+	Omdat Schiedam veel historie heeft is daar zeker ook een aantal subsidies voor beschikbaar gemaakt om deze historie te behouden.	

37	Creating public will true citizen participation	+	Door de mensen te betrekken merkte wij gaandeweg dat er steeds meer animo kwam voor het project. Het is alleen jammer dat het zo lang heeft mogen duren voordat ze dit door kregen.	
----	---	---	---	--

	Hardware			
	Plinths	--/+/+/++	Explanation	Implication
1	Mixed use functions to create a more diverse street and attract more people	++	Wij hebben geleidelijk het aanbod proberen op te hogen met betrekking to horeca door wijzigingen in het bestemmingsplan en ruimte vrij te stellen voor ondernemers.	
2	Creating more room for public toilets. In addition to the current restaurants etc.	+-	Hierbij kijken wij vooral naar de eisen en vraag vanuit de bezoekers. Dit peilen wij door soms vragenlijsten rond te sturen of mensen op straat vragen te stellen door gebruik te maken van onderzoeksbureau's	
3	Creating an universal plinth appearance, including materialisation and colour schemes.	-	In schiedam is dit moeilijk te verkrijgen gezien de historische structuur. Wel hebben we hard gewerkt om gevels op te knappen met eerst een aantal test cases en daarna steeds meer.	
4	Urban re-allotment of excising building stock to fit current demand	-	Ook bij dit is dat moeilijk te realiseren gezie de historische structuur.	
5	Area concession to fit current demand.	++	Dit vraagstuk ligt momenteel zover ik weet nog bij de gemeente om te kijken of we het winkelgebied wat meer kunnen centreren.	Ik kan mij voorstellen dat het belang hiervan groeit met name in tijden van corona zoals nu. En dan zullen meer drastische maatregelen zoals deze toch belangrijker worden.
	Public space			
6	Broadening the sidewalks to create more space for the pedestrians.	—	Dit was in het project niet mogelijk door de historische structuur	
7	Removing cars from the inner city to make it more pedestrian friendly.	+	Wij zijn als gemeente al langer bezig met een autoluwe binnenstad.	x
8	Introducing more public green to create a more attractive public space.	+	Het plan is ontstaan vanuit een aantal ankerpunten dat de binnenstad verbindt en op die plekken is er meer groen en meer voorzieningen geplaatst voor mensen om te verblijven	
9	Creating a clear routing trough the public space	++	Dit is met name gedaan door een verbinding te creëren tussen de verschillende ankerpunten.	x
	Software			
	Permanent			
10	Diversification of the current combination of retail, restaurants and bars	++	Het is duidelijk dat een project nooit echt af is. Wij zijn nu nog aan het kijken naar creatieve invullingen van ondernemers waarbij een shop in shop concept ook meedoet de eerte tekenen lijken erg positief	
11	Using benches to create more places to admire the location.	+-	Vanuit de gemeente is er altijd al een eis geweest om een minimaal aantal zitplaatsen door de stad te plaatsen.	x
12	Creating interactive street furniture to attract new (younger) people.	-	Dit is geen onderdeel geweest in ons plan	x
13	Using art to create more attractive areas.	-	Dit is geen onderdeel geweest in ons plan	
14	Clustering shops to create specific areas (e.g. fresh food sections)	-	Dit is geen onderdeel geweest in ons plan	
	Temporary			
15	Pop-up concept to fill vacant gaps in the retail supply	++	Wij hebben samen met de groep "de winkel meiden" een concept neergezet dat creatieve iniative zoekt en die in leegstaande winkels plaatst.	x
16	Organising festivals and other large scale events to create awareness of an area.	++	Festivals en evenementen proberen wij zoveel mogelijk te doen om mensen naar de stad te krijgen. Echter in deze tijd is dat natuurlijk erg lastig.	x
17	Window-dressing vacant shop fronts	+	Ook window dressing wordt nog actief gehanteerd om leegstand niet zichtbaar te maken	x
18	Open air exposés of art and theatre.	++	Vergelijkbaar met ons festival beleid.	
19	Neighbourhood (record) challenges	-	Niet toegepast zover ik weet.	
	Mindware			
	Branding			

20	City branding to create a identity that consumers recognize and appreciate.	+-	Wij hebben ons meer gericht om binnen de binnenstad een aantal ankerpunten te plaatsten met daarbij de historische waarden die wij hebben proberen te versterken.	
21	Designing around distinctiveness of the current buildings	++	Het uitgangspunt van het concept was het terugbrengen van de historische waarden van schiedam.	x
22	Urban branding for creating a specific identity for inner cities consumers	++	wij hebben een aantal ankerpunten in het plan die bedoeld zijn als verbindingen en om een plek te creeren waar mensen graag willen zijn	x
23	Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	vergelijkbaar weer met die ankerpunten.	
	Marketing			
24	Create a omnichannel experience based shopping	+/-	In samenwerking met "de winkelmeiden" hebben wij een online platform opgezet. Echter is het met name aan de winkels zelf om een ook online producten aan te bieden	
25	Focus on experience based shopping	+-	Wij hebben in het plan uitgezocht hoe je de stad ervaart en daar gekeken hoe wij dat kunnen versterken door bijvoorbeeld meer verlichting of meer groen toe te passen.	x
26	Create public facilities to enhance the overall shopping experience (e.g. free WIFI)	+/-	Er zijn vooral standaard voorzieningen getroffen zoals toiletten en drinkwater punten	
27	Create a personalised shopping experience based on preferences	+	In samenwerking met "de winkelmeiden" proberen wij altijd creatieve ideeën toe te passen om mensen aan een plek te verbinden.	x
	Orgware			
	Stakeholders			
28	Using a bottom up approach to create new input of users.	+	Het was best moeilijk om ondernemers zo ver te krijgen dat zij mee wilde doen met het plan. Daarom is het plan meer top down geweest denk ik.	
29	Both bottom up as top down approach	++	Ik denk dat idealiter dit wel de beste manier is om een project aan te pakken waarbij creatieve input gebruikt kan worden maar ook de kracht van de gemeente als basis.	x
30	Identifying stakeholders based on their roles, interest and possible involvement	+	op basis van een stakeholders onderzoek zijn wij in contact gekomen met de belangrijke ondernemers- en omwonendverenigen en die hebben wij zoveel mogelijk proberen te betrekken	x
31	Using big data to create valuable insights in consumer behaviour	+	Als gemeente laten wij onderzoeksbureau's onderzoek doen naar passanten in een gebied en dat is zeker gebruikt in het onderzoek.	
32	Using penalties for shop owners to active them.	++	Het boete systeem heeft ons onwils geholpen om een aantal vastgoedeigenaren en winkeliers te activeren om iets te gaan doen met hun leegstaande winkelpanden.	
	Organisation			
33	Creating area investment zones (e.g. BIZ or GIZ)	-	Dit is niet aan de orde geweest in het project	x
34	Using incentives to attract new and active current entrepreneurs in the area	+	Er zijn fondsen gemaakt waar ondernemers voor in aanmerkingen konden komen.	
35	Crowd funding to create financial support for new concepts and entrepreneurs.	-	Niet toegepast zover ik weet.	
36	Using subsidies to create financial support for new concepts and entrepreneurs	+	Omdat Schiedam veel historie heeft is daar zeker ook een aantal subsidies voor beschikbaar gemaakt om deze historie te behouden.	
37	Creating public will true citizen participation	+	Door de mensen te betrekken merkte wij gaandeweg dat er steeds meer animo kwam voor het project. Het is alleen jammer dat het zo lang heeft mogen duren voordat ze dit door kregen.	x

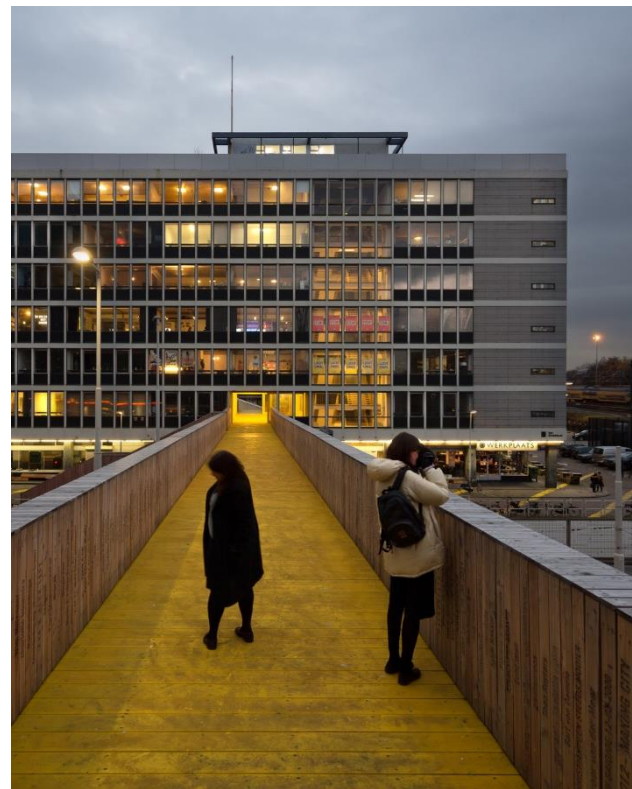
	Hardware		
	Plinths	--/+/+//++	Explanation
1	Mixed use functions to create a more diverse street and attract more people	++	Toevallig zijn wij net bezig met 2 projecten waarin een shop in shop functie gerealiseerd worden. Met name de combinatie tussen winkelen en horeca lijkt erg populair te zien.
2	Creating more room for public toilets. In addition to the current restaurants etc.	-	Dit lijkt mij nu niet echt een punt dat je binnenstad zal maken of breken. Vooral niet omdat steeds meer horeca dit ook aan biedt.
3	Creating an universal plinth appearance, including materialisation and colour schemes.	-	Dit was in Schiedam echt onmogelijk geweest gezien de historische gevels. En daarbij is het al erg uitvoerig om pandjes te renoveren omdat dit toestemming vereist van de eigenaren en de huurder en dit is niet altijd even makkelijk
4	Urban re-allotment of excising building stock to fit current demand	+-	Soms kan er in het huidige bestemmingplan wezigingen gemaakt worden om ruimte te maken voor bijvoorbeeld nieuwbouw echter binnen zo'n vaste structuur is dit onwijs lastig te realiseren. Het is niet onmogelijk, toevallig in Tilburg zijn ze aan een dergelijk plan bezig.
5	Area concession to fit current demand.	+	Wij zijn bezig met dit idee alleen dit zal nog een wel even duren aangezien je ondernemers moet verplaatsen en dat is op zijn zachts gezegd erg lastig.
	Public space		
6	Broadening the sidewalks to create more space for the pedestrians.	--	Wij hebben de trottoiren langs de kades aangepast waarbij bomen zijn toegevoegd en hier was eerder veel weerstand op maar uiteindelijk is positief ontvangen. Verder is het moeilijk om in een bestaande structuur wegen compleet weg te halen.
7	Removing cars from the inner city to make it more pedestrian friendly.	++	Een groot deel van de binnenstad is inmiddels al autoluw.
8	Introducing more public green to create a more attractive public space.	+	Vooral de kades zoals ik al zij zijn er erg op vooruit gegaan en daarbij op sommige ankerpunten is ook meer groenstroken toegevoegd.
9	Creating a clear routing trough the public space	++	De routing binnen het gehele plan is versterkt door de ankerpunten op belangrijke punten te plaatsen wordt je als het waren door het plan geleidt.
	Software		
	Permanent		
10	Diversification of the current combination of retail, restaurants and bars	++	Wij hebben gericht gekeken naar een gezondere mix van winkels horeca en creatieve ondernemingen. Maar wat ook belangrijk is dat er wordt gekeken naar wat de toegevoegde waarde van een winkel is daarom hebben wij een selectief beleid gemaakt voor winkels om te voorkomen dat er straks een "goedkoop" ogende
11	Using benches to create more places to admire the location.	+-	Vanuit de gemeente is er altijd al een eis geweest om een minimaal aantal zitplaatsen door de stad te plaatsen.
12	Creating interactive street furniture to attract new (younger) people.	-	Dit is geen onderdeel geweest in ons plan
13	Using art to create more attractive areas.	-	Dit is geen onderdeel geweest in ons plan
14	Clustering shops to create specific areas (e.g. fresh food sections)	-	Ook dit is erg moeilijk omdat er dus verhuist moet worden.
	Temporary		
15	Pop-up concept to fill vacant gaps in the retail supply	++	Pop-up is iets dat we tot op heden gebruiken voor creatieve ondernemers en om leegstand in de binnenstad op te vullen
16	Organising festivals and other large scale events to create awareness of an area.	+	In normale tijden hebben wij verschillende foodfestivals maar ook muziek en films komen vaker voor.
17	Window-dressing vacant shop fronts	++	Wij gebruiken windowdressing vooral om lege winkels af te plakken met reclame.
18	Open air exposés of art and theatre.	+	Vergelijkbaar met ons festival beleid.
19	Neighbourhood (record) challenges	-	Dit is geen onderdeel geweest in ons plan
	Mindware		

	Branding			
20	City branding to create a identity that consumers recognize and appreciate.	+	Wij hebben het plan aan proberen te sluiten met de gehele visie van schiedam wat zich richt op de historische charicteristieke waarde.	
21	Designing around distinctiveness of the current buildings	++	zie vorige antwoord	x
22	Urban branding for creating a specific identity for inner cities consumers	++	Dit zijn vooral die ankerpunten	x
23	Creating urban imaginary to spaces within the urban areas that are visually attractive spaces	+	Zie vorige antwoord	
	Marketing			
24	Create a omnichannel experience based shopping			
25	Focus on experience based shopping			x
26	Create public facilities to enhance the overall shopping experience (e.g. free WIFI)			
27	Create a personalised shopping experience based on preferences			x
	Orgware			
	Stakeholders			
28	Using a bottom up approach to create new input of users.			
29	Both bottom up as top down approach			x
30	Identifying stakeholders based on their roles, interest and possible involvement			x
31	Using big data to create valuable insights in consumer behaviour			
32	Using penalties for shop owners to active them.			
	Organisation			
33	Creating area investment zones (e.g. BIZ or GIZ)			x
34	Using incentives to attract new and active current entrepreneurs in the area			
35	Crowd funding to create financial support for new concepts and entrepreneurs.			
36	Using subsidies to create financial support for new concepts and entrepreneurs			
37	Creating public will true citizen participation			x

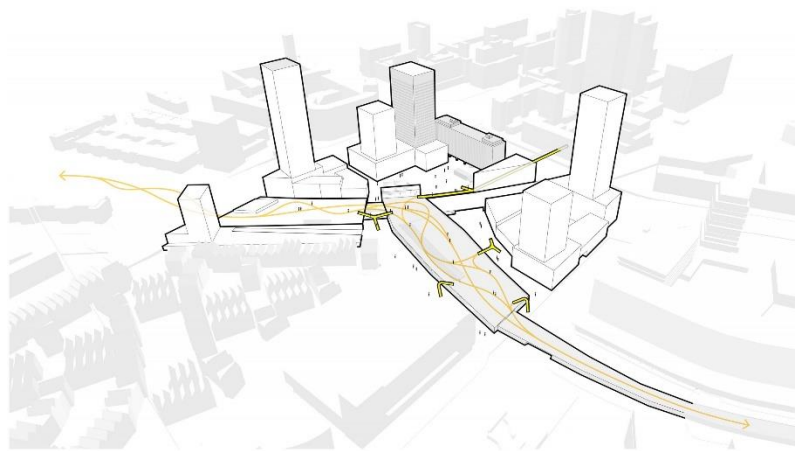
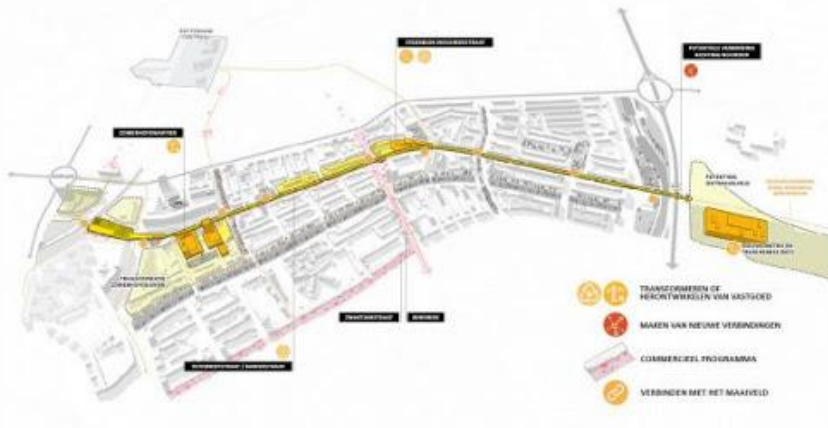
Addendum 2 Project impressions

PLACEMAKING INITIATIVES IN RETAIL AREAS
STORM SCHOENMAKERS

Hofbogen



...WHICH IS A DRIVER FOR NEW DEVELOPMENTS ALONG THE FORMER VIADUCT...



Schiedam



Hoogstraat 78 voor de aanpak Werk aan de Winkel



Hoogstraat 78 na de aanpak Werk aan de Winkel

