IS TEMPORARY THE NEW PERMANENT

A RESEARCH INTO THE TEMPORARY USE OF VACANT REAL ESTATE

SILVIE BRUIJNING
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P A R T I C U L A R S
Name: Silvie Bruijning
Student number: 1549596
Address: Coenderstraat 37, 2613SN Delft
Phone: +31628143528
Email address: silvie.bruijning@gmail.com

U N I V E R S I T Y O F T E C H N O L O G Y D E L F T
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Second mentor: Agnes Franzen
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G R A D U A T I O N C O M P A N Y
Company: Schiphol real estate
Supervisor: Wim Kranenburg
Co-supervisor: Pieter van der Horst
Adress: Evert van de Beekstraat 202, 1118 CP Schiphol

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MSc Real Estate & Housing, University of Technology Delft

“THE ART OF SIMPLICITY IS A PUZZLE OF COMPLEXITY”
DOUG HORTON

PREFACE

The content of this report presents my graduation thesis, in the theme of adaptive re-use in the domain of real estate management. The final master research is performed at the department of Real Estate & Housing at the faculty of Architecture, University of Technology in Delft, in the Netherlands.

As the title reveals my research is focused upon temporary adaptive re-use becoming a permanent “thing” in urban planning: I will focus on temporary use as an interim solution for vacant properties. Using temporary initiatives can bring livability and therefore added value to an urban area as it provides a positive identity. This may result in a profitable economic and social environment for a neighborhood.

As a result for this research my aim is to develop a strategy for property owners, as there is not much knowledge available yet. As I am aware of nowadays, defining the topic of temporary adaptive re-use brings many challenges, being the broad scope as it is. Although I sometimes struggled with the subjective values, the research was a nice experience and a personal learning process.

I would like to thank everyone who has contributed to this report:
The interviewees: Olaf Boswijk, Nadia Duinker, Pim Evers, Jouke Sieswerda, Michon van der Salm, Gabriel Pena, Myron Freeling, Jan-Cees Blok and Dries Drogendijk.

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Enjoy reading!

Delft, April 2016
Silvie Bruijning

MANAGEMENT SUMMARY

This report aims to contribute to what extent temporary use adds value to the urban environment and to prove the long-term benefits of temporary use. It aims to eliminate the gap of knowledge for property owners. Mere, it can also be valuable for other private parties or municipalities as it provides insight in the added value of temporary use in urban areas and offers a start for the use of temporary initiatives in urban planning, ultimately aiming to improve and upgrade areas within the city. Property owners could be stimulated to focus on this new option in the building life cycle instead of leaving a building structural vacant as these owners can benefit from higher property prices.

The research and its outcome; the recommendations, can be used by property owners that are coping with (structural) vacant properties. The outcome of the research can facilitate the choice for temporary use as an “interim” option for their portfolio or real estate as it incorporates the creation of property value in the future. Other private parties may also be interested as many parties experience vacancy and search for a beneficial solution.

PART I - INITIATIVE

THE PROBLEM FIELD

Structural vacancy can be problematic for the urban area. Different scales of problems are associated; socially, this vacancy enhances problems of insecurity and social uncertainty, which again encourages vandalism, break-ins and illegal occupancy and will eventually downgrade the area. Economic problems have direct effect on the owner of a building; a vacant building does not generate income and will only provide for costs (Remoy & Voordt, 2007, p. 1). Indirect effect of the structural vacancy is the deterioration and decay of the urban area that influences the image and attractiveness of the area for residents and businesses.

Due to the economic crisis of 2008, public and private parties lack of economic resources while temporary initiatives offer a quick manner and low investment, which unlocks the potential of the site short-term, instead of in the next 10 years and therefore counteracts the disadvantages of structural vacancy (Bishop & Williams, 2012).

PROBLEM STATEMENT

Temporary use counteracts the disadvantages of structural vacancy. Private parties will be more open to the idea of temporary initiatives because in most vacant cases, no active policy of their vacant portfolio will result in no financial return or loss of capital (Harmsen et al., 2008). It is in their interest to prevent degradation and develop long-term value for the urban area.

However, it is unclear to what extent temporary use adds value to the urban environment. Property owners are unaware of the long-term benefits of temporary use. This lack of knowledge creates additional uncertainty and leads to less willingness to choose the option of temporary use. Thus, property owners need insight and confirmation of these benefits to be able to assess the added value in relation with the costs and revenues.

RESEARCH QUESTIONS

The aim of the research is to find the answer to the following main research question:

" How can temporary adaptive re-use of vacant spaces have added value for the urban area and contribute to the property value?"
" How can a strategy be developed that optimizes this added value?"

CONCEPTUAL MODEL

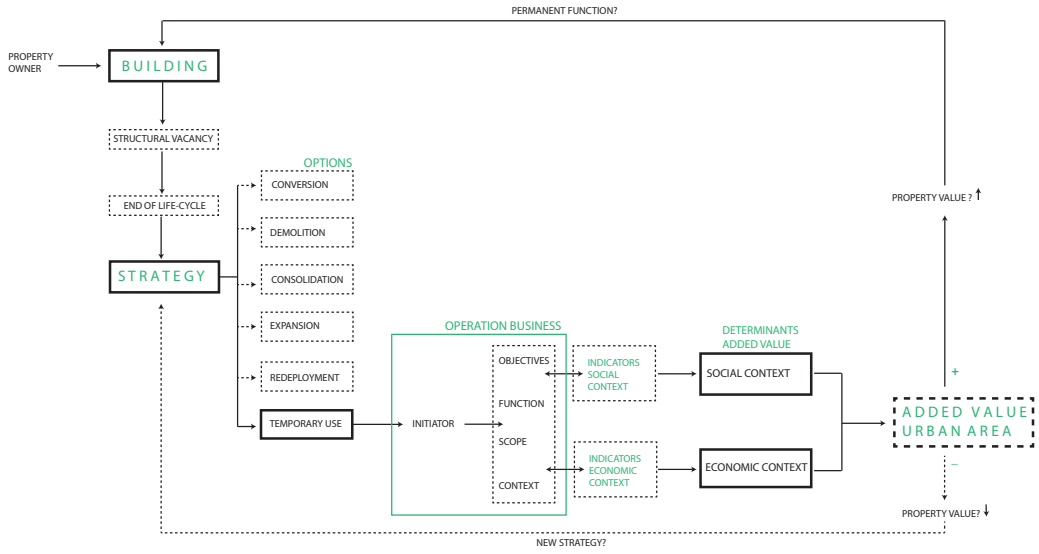


Figure 1; Conceptual model research (Own illustration)

The first part of the conceptual model explains the process of a property owner dealing with vacant properties and deciding between strategy options for the building. Once chosen for temporary use as "interim" option an initiator will operate the actual function. The second part refers to the decisions for operation that are depending on the initiator but will influence the social and economic indicators. Third, all the different indicators for the social and economic context will define the general or complete context, and the perception of the urban area. This will eventually determine whether the temporary project adds value to the urban area or not. The final part visualizes if the added value of the temporary initiative has contributed in the long run to increased or decreased property value. In case of decreased real estate value the property owner will choose for a new option for continuation of the building, when the property has gained increased financial value the question arises whether to continue the operation permanent.

RESEARCH METHODOLOGY

The methodology of the research in chronological order is illustrated in figure 3. The research contains a desk and field research. The desk research will consist of the exploration of literature and problem field that will form a concept definition of the determinants in the research proposal. This will lead to a conceptual model that will be guiding for the rest of the research. The next step will provide an elaborate literature study and will result in more comprehensive definitions of the topics and determinants. The field research will exist out of the interviews and statistics that will form the input for the case studies. The case studies will examine the context of the cases. Parallel, expert interviews will be conducted to study temporary projects and strategy of urban areas in practice. The case studies can be compared due to the identical analysis based on the theoretical framework in the cross-case analysis.

The research will examine the five relevant determinants in literature and through the cases;

» Temporary use
» The urban context
» The added value

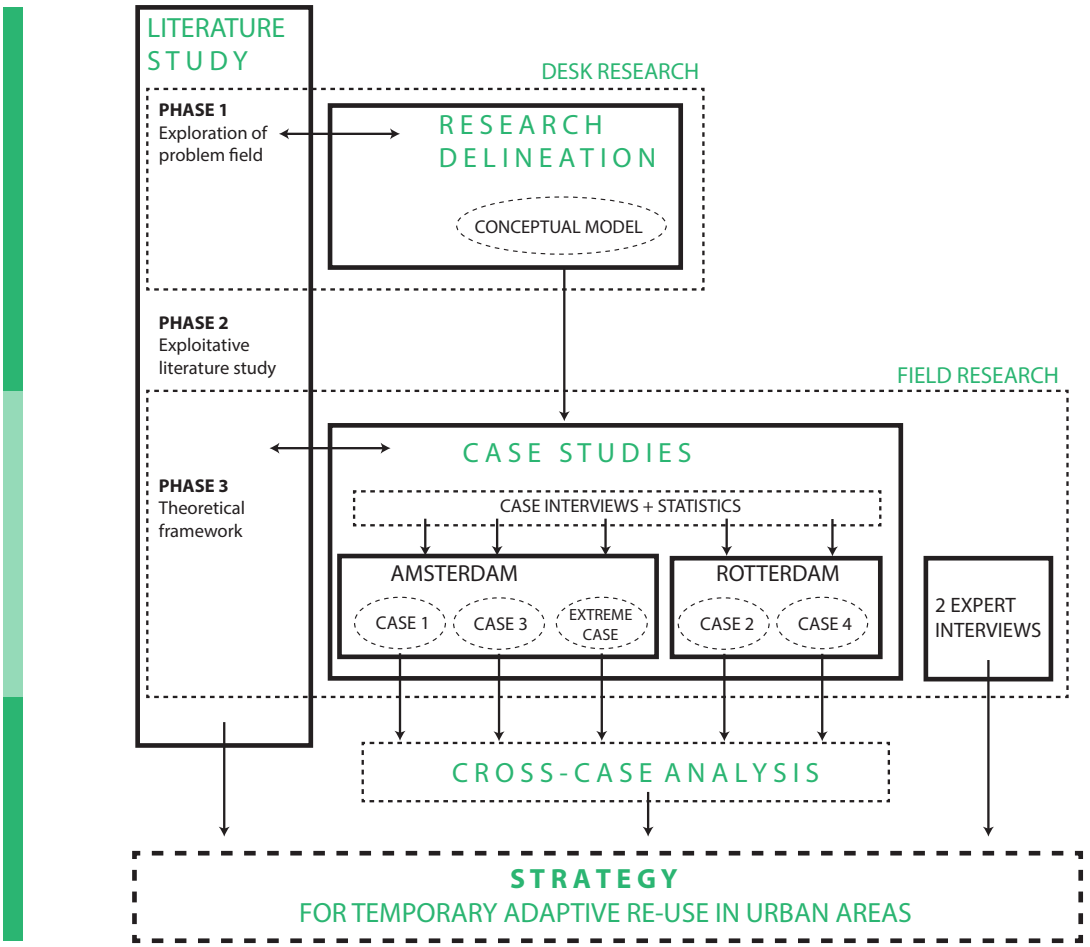


Figure 2; Methodology research (Own illustration)

PART II – THE CONTEXT

The chapters provided insight into two dimensions that influence temporary use: the internal factors of the operation and the external factors consisting of trends in society: both the social and economic context.

The internal influences are determined mainy by the initiator who functions as pivot during the whole process: from the initiative to the actual execution. The initiator will define the objectives and the composition or form of the function that influences the scope and position of the temporary project in the urban context.

Besides the influence of the initiator, the temporary project is subject to the external influence of social and economic context: the constantly changing society and economic developments. Current trends in society are based upon people determine the value of a business more upon the experience gained from this venue. As a response to this need, it is necessary to create unique identities that again will contributes to the image that is perceived of an urban area. The economic trends in urban development originates, as fewer resources are available: urban area developments have changed to a more gradual organic approach of bottom-up initiatives.

Through the implementation of different functions (enabler, anchor or key) of temporary enablers and the consideration of phasing, economic value is able to grow the economic position can be improved. Using economic spin-offs as temporary initiatives strengthens the economic diversity of an urban area and can again contribute to improvements of the social context. The added value of temporary use to the urban area can be optimized by by actively pursuing and creating a positive identity, new mixed functions to enhance the economic diversity and safety of the area.

PART III – THE ADDED VALUE

Added value can be translated as an improvement or addition to something that makes it worth more than the original situation (Cambridge dictionary, 2016). In relation to real estate and temporary use this can be interpretended as the improvement or an addition of a function that will improve the urban area in comparison to the former situation. This is in line with the goal of sustainable area development; raising the quality of life from the previous situation (Gruis et al., 2006).

Social and economic dimensions, established in the literature, can contribute to the urban value. So an improvement in social and economic values can provide added value in comparison to the previous situation. Therefore the following definition of added value can be established;

"If a rise in value occurs in social and/or economic context, the cause - (temporary) project or development - adds value to the urban environment"

Key themes of this definition:

THE SOCIAL ADDED VALUE

There is social added value if temporary use contributes to the dimensions of sustainable communities, when users and residents positively experience the identity, social cohesion and safety within the urban area.

THE ECONOMIC ADDED VALUE

There is economic added value if temporary use contributes to the socio-economic well-being of a neighborhood, when the economic diversity enhances the promotion of a positive identity, safety and business vitality in an urban area.

This definition is tested through the establishment of indicators of social and economic nature. The social value can be tested to the experience: the perception of image. For image and therefore identity the indicators are; safety and livability. The economic value can be tested through the business vitality; the increased economic activity. These indicators are in agreement with the social and economic values for sustainable area development; The creation of a positive identity, the promotion of safety and the he mixed-use that promote the social-economic well being of an urban area and therefore a sustainable community.

If the outcome of the social or economic context is positive, it will have added value for the urban area and will over time increase the property value. In the following illustration the relations are presented;

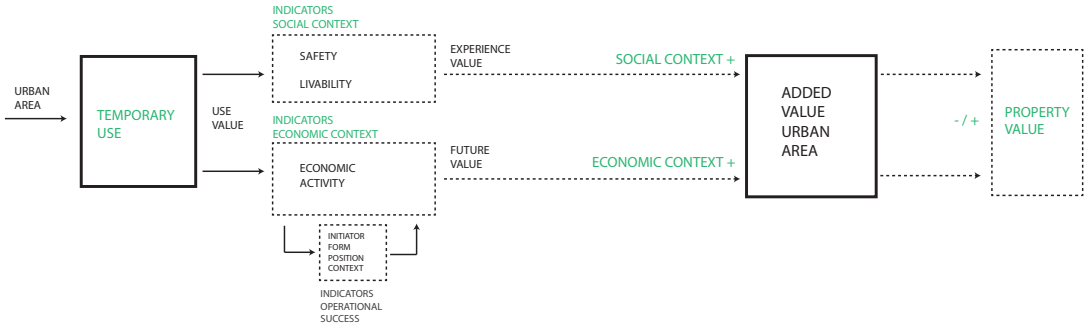


Figure 3; The relations of social and economic indicators (Own illustration)

THE ASSESSMENT

As the research examines the difference in context of the before-and-after situation in urban areas, it offers the possibility to use both a qualitative method and quantitative methods. The approach of the social index of Colantonio et al. (2009) is combined with the use of statistics of the municipalities, to increase the reliability of this research. The simplified assessment aims to present a method for the measurement of these social and economic values, however the interactions between the indicators cannot fully be taken into account. The assessment of the cases will be mapped in two ways, on one hand visualised in radar diagrams (figure 4) and in the other hand in a table (figure 5).

The radar diagrams compare the outcome of the subjective perceptions and objective statistics of the cases. The table assessment combines all the actual statistics with the qualitative outcomes of the interviews and are weighted and rated, using the same measurement scales ranging from -2 to 2.

THE CASES

This research, will examine five cases -4 regular and 1 extreme case- of temporary use to confirm this added value of temporary use for the urban area. The case studies will be described as follows: first the general introduction, than the delineation analysis of the case that entails the physical, economic and social context, concluding with the overall assessment of the indicators. The data of the cases is collected through the conduction of interviews, newsarticles and statistics available of the statistic bureaus of the municipalities.

For the city of Amsterdam and Rotterdam similar temporary cases are chosen that consist of similar features. The following selection criteria were leading to justify the choice for the cases: the type, the physical connection with the urban area, the function, the operation time, the time dependency and location.

The examined cases are:

1. TROUW | Amsterdam
2. Canvas op de 7e | Amsterdam
3. Schieblock | Rotterdam
4. Bird | Rotterdam
5. Extreme case: Hannekes Boom | Amsterdam.

EXPERT INTERVIEWS

Two expert interviews are independent of the cases and conducted at the municipality of Rotterdam and Amsterdam to explore the current policy tools or instruments regarding the topic of temporary projects. Identifying the social and economic indicators of measurement and the challenges or problems that occur in practice when implementing these projects.

PART IV – CONCLUDING

THE CONCLUSIONS

In theory it was concluded that the experience value was most valuable for the outcome of a temporary project in relation to the added value, this is confirmed in the cases.

The promotion of safety is definitely an positive added value of temporary use as the temporary project provided more social control and the perception of an urban area, as in all cases it contributed to the subjective perception safety, which result in a positive factor for the image of a neighborhood.

The livability is improved through temporary use, mainly through social control. However, nuisance complaints of temporary operations can become a problem if residents are not involved in the project as it may create a negative image. Involvement and the promotion of participation had a positive effect on the social cohesion and ensured higher evaluation rates of livability.

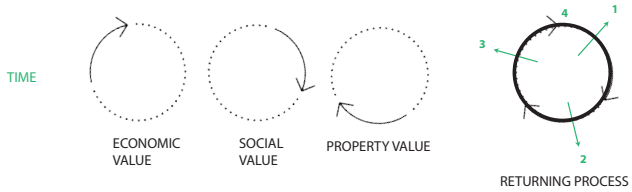
In all the cases the economic activity clustered and proved to facilitate an added value for the urban area, as the economic attractivenesss increased although the cause of this development is not conclusive. Visible was that in urban areas where temporary uses arised, more temporary uses settled over the years.

A general factor that causes a general trend of depreciation is the economic crisis. Therefore only in three out of five cases the property value increased. In one case, the property values probably did not appreciate due to the higher segment of properties and logically high prices that would have been less affected by the crisis.

In the extreme case, the adjacent buildings were not largely affected because it is a relatively new neighborhood, and did arise mostly after the trend of economic crisis.

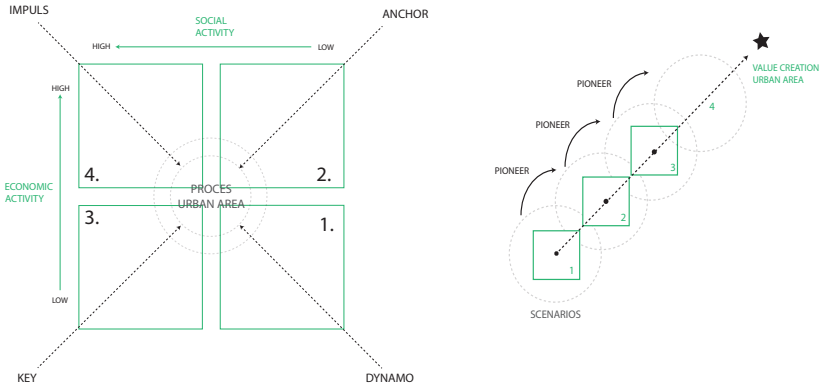
The research identified a continuous process of value creation; once economic activity (through a temporary function) arrived in the urban area, the social value started to grow, and will in time contribute to the property value. While more activities arrive in the area, the process is repeated. This concept can be captured through active programming of an urban area. The temporary functions – as pioneers or impulses -could be responsive on the developments within the urban area.

All these conclusions can be integrated into one strategy, which is similar to the model of Saris (2008). With a regular (value capture) and gradual series of impulses, the impulses focuses attention primarily on the fast equalization of the costs while enabling economic activity to increase and therefore facilitating the possibility of more social activity. Subsequently, investments are injected each phase.



Figures 4; Process of value creation of temporary use in urban areas (Own illustrations)

The scenarios (1), (2), (3) and (4) are related to the phasing in urban area development that is endured in the urban area. The scenarios can be seen as consecutive series, or can be used to define what can be done with one particular property. The differences in fucntions in area enablers made by Wellink (2008) will be guiding to provide a more targeted definition of the needed pioneers. In every phase a new determination takes place of the position within the area, shown in the right figure.



Figures 5; Pioneer functions in urban area development (Own illustrations)

RECOMMENDATIONS FOR PROPERTY OWNERS:

1. Develop in a fashion that promotes value through operations and facilitate temporary use.
2. Incorporated in the strategy is the scaling of opportunities per initiative. Some initiatives are better to facilitate a year, to test and see the result.
3. Actively monitor the contribution of the temporary function in terms livability, safety and economic diversity in terms of user and resident perceptions and statistics available via municipalities.

SAMENVATTING

Dit verslag heeft als doel bij te dragen aan kennis over de mate waarin tijdelijk gebruik waarde toevoegt aan de stedelijke omgeving: het onderzoekt de voordelen van tijdelijke gebruik op lange termijn. Dit kan de geringe kennis van vastgoedeigenaren over de resultaten vergroten en kan ook waardevol zijn voor andere partijen zoals investeerders en gemeentes. Het biedt een basis voor het gebruik van tijdelijke initiatieven in stedelijke planning en kan leiden tot het verbeteren en upgraden van gebieden in steden.

Het onderzoek en de uitkomst daarvan; de aanbevelingen, kunnen worden gebruikt door vastgoedeigenaren die te kampen hebben met (structureel) leegstaande panden. De uitkomst van dit onderzoek kan de keuze voor tijdelijk gebruik als optie vergemakkelijken als het ook de toekomstwaarde die tijdelijk gebruik creëert laat zien. De eigenaren kunnen daar op langere termijn ook nog eens van profiteren doordat de toegevoegde waarde kan resulteren in stijgende vastgoedprijzen. Andere private partijen zijn wellicht ook geïnteresseerd omdat structureel leegstand een algemeen probleem is waarbij de “probleem” eigenaren een voordelige oplossing zoeken.

PART I - INITIATIEF

DE PROBLEEMANALYSE

Structurele leegstand kan problematisch zijn voor het stedelijk gebied. Verschillende problemen kunnen in schaal worden gebracht; op sociaal vlak kan leegstand onveiligheid en sociale onzekerheid veroorzaken, wat vervolgens vandalisme, inbraken en illegale bezetting aanmoedigt en op langere duur het gehele gebied zal verslechteren. Economische problemen hebben direct effect op de eigenaar van een gebouw; een leegstaand gebouw genereert geen inkomsten en het gebouw zal alleen maar voor kosten zorgen (Remoy & Voordt, 2007, blz. 1). Indirect effect van de structurele leegstand is de verslechtering en het verval van het stedelijke gebied, wat het imago en de aantrekkelijkheid van het gebied voor bewoners en bedrijven beïnvloedt.

Als gevolg van de economische crisis in 2008 hebben publieke en private partijen een gebrek aan economische middelen en bieden tijdelijke initiatieven een manier om snel te ontwikkelen met minimale investeringen. Een groot voordeel van tijdelijk gebruik is dat het potentieel van een locatie op korte termijn wordt mogelijk gemaakt, in plaats van in de aankomende 10 jaar (Bishop & Williams, 2012).

PROBLEEMSTELLING

Tijdelijk gebruik gaat de negatieve effecten van structurele leegstand tegen. Private partijen zullen meer open staan voor het idee van tijdelijke initiatieven omdat in de meeste gevallen, geen actief beleid ten opzichte van een leegstaande portefeuille zal resulteren in geen financieel rendement of verlies van kapitaal (Harmsen et al., 2008). Vastgoedeigenaren hebben er belang bij om lange termijn waarde te ontwikkelen en degradatie in de omgeving te voorkomen. Het is echter onduidelijk in hoeverre tijdelijk gebruik waarde toevoegt aan de stedelijke omgeving. Vastgoedeigenaren zijn zich niet bewust van de voordelen van het tijdelijk gebruik op lange termijn. Dit gebrek aan kennis zorgt extra onzekerheid en leidt tot minder bereidheid om de beslissing tot tijdelijke gebruik te kiezen. Dus eigenaren van onroerend goed moeten inzicht en bevestiging krijgen van deze voordelen om in staat te zijn om de toegevoegde waarde te beoordelen in relatie tot de kosten en opbrengsten.

ONDERZOEKSVRAGEN

Het doel van het onderzoek is het antwoord op de volgende onderzoeksvragen te vinden:

“Hoe kan tijdelijk gebruik van leegstaande ruimten een toegevoegde waarde hebben voor het stedelijk gebied en een bijdrage leveren aan de vastgoedwaarde? ‘
“Hoe kan een strategie worden ontwikkeld die deze toegevoegde waarde optimaliseert? ‘

CONCEPTUEEL MODEL

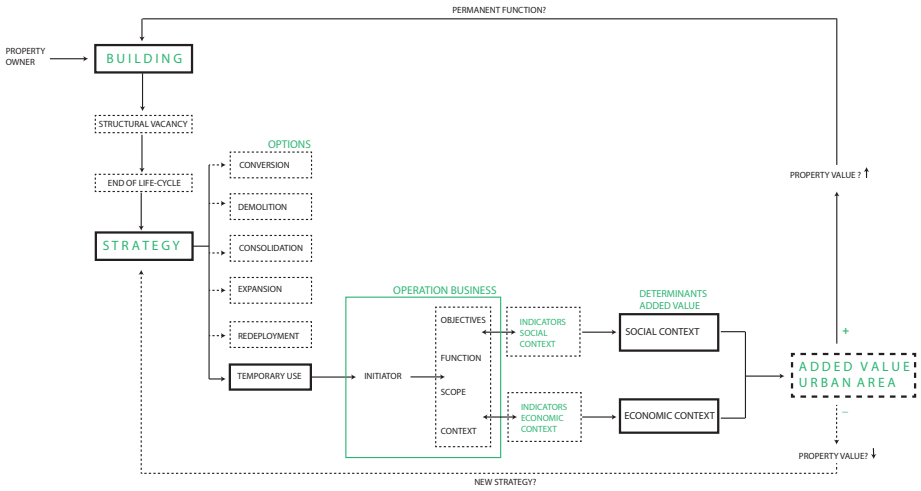


Figure 6; Conceptueel model onderzoek (Own illustration)

Het eerste deel van het conceptueel model legt het proces uit van een eigenaar die te maken heeft met structurele leegstand, en vervolgens een strategische keuze moet maken voor het gebouw. Eenmaal gekozen voor tijdelijk gebruik als “interim” optie zal een initiatiefnemer de ruimte moeten huren en de daadwerkelijke exploitatie moeten uitvoeren. Het tweede deel heeft betrekking op de beslissingen ten opzichte van de operatie. Deze zijn afhankelijk van de initiatiefnemer en hebben vervolgens invloed op de sociale en economische context. Ten derde, zullen de verschillende indicatoren van de sociale en economische context de algehele context bepalen en het stedelijk gebied definiëren. Dit zal uiteindelijk bepalen of het tijdelijk project waarde toevoegt aan het stedelijk gebied of niet.

Het laatste deel visualiseert de conclusie: of het tijdelijk initiatief heeft bijgedragen en of het de vastgoedprijs heeft verhoogt of verlaagd. In het geval van verminderde vastgoedwaarde zal de eigenaar kiezen voor een nieuwe optie voor de voortzetting van het gebouw. Wanneer de eigenschap verhoogde financiële waarde heeft opgeleverd rijst de vraag om toch door te gaan met het tijdelijke project en deze een permanente status te geven.

ONDERZOEKSMETHODE

De methodologie van het onderzoek is in chronologische volgorde weergegeven in figuur 6. Het onderzoek bestaat uit twee delen: een bureau en veldonderzoek. Het bureauonderzoek zal bestaan uit de exploratie van bijhorende literatuur van het probleem, wat zal leiden tot een concept definitie van bepalende factoren. Dit zal vertaald worden in een conceptueel model, wat de basis vormt voor de rest van het onderzoek. Vervolgens, wordt er een diepgaandere literatuurstudie uitgevoerd en dit zal resulteren in uitgebreidere definities van de gerelateerde onderwerpen en factoren. Het veldonderzoek zal bestaan uit case studies waarbij interviews en statistieken van de input zullen vormen. Tijdens de case studies zal de context van de cases worden onderzocht. Parallel, zullen expert interviews worden uitgevoerd om tijdelijke projecten en de achterliggende strategie in de praktijk te bestuderen.

De case studies kunnen uiteindelijk worden vergeleken, doordat er een identieke analyse is uitgevoerd op basis van het theoretische kader. Dit zal allemaal leiden tot de ontwikkeling van een strategie voor tijdelijk gebruik in stedelijke gebieden.

Het onderzoek zal de drie relevante factoren in de literatuur en cases onderzoeken:
»Tijdelijk gebruik
»De stedelijke context
»De toegevoegde waarde

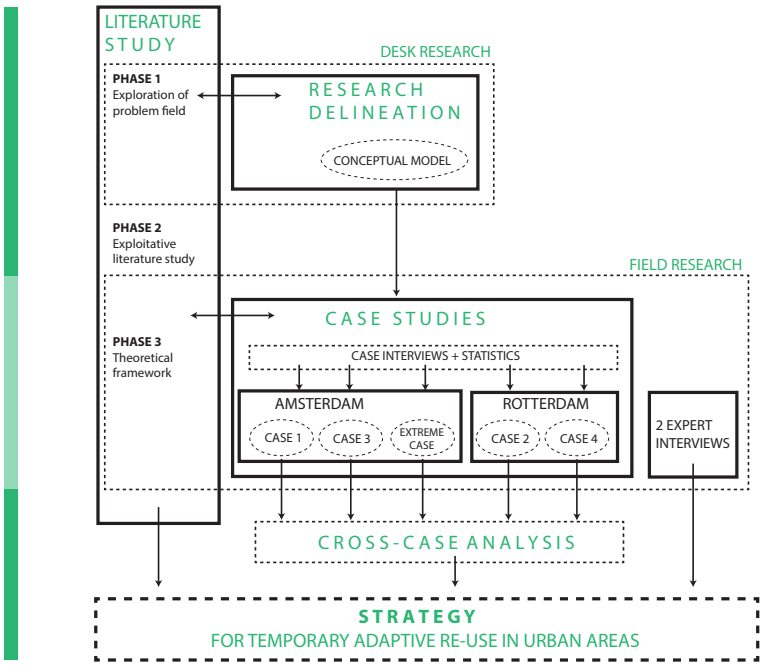


Figure 7; Methodologie onderzoek (Own illustration)

DEEL II - DE CONTEXT

De hoofdstukken bieden inzicht in de twee dimensies die tijdelijk gebruik beïnvloeden: de interne factoren van de operatie en de externe factoren die bestaat uit de veranderingen van de samenleving: zowel de sociale en economische context.

De interne invloeden worden bepaald door de initiatiefnemer, die fungeert als spil tijdens het gehele proces: van het initiatief tot aan de daadwerkelijke uitvoering. De initiatiefnemer zal de doelstellingen en de samenstelling of de vorm van de functie bepalen, waardoor de omvang en de positie van de tijdelijke project in de stedelijke setting wordt beïnvloedt.

Naast de invloed van de initiatiefnemer, is het tijdelijke project onderworpen aan de externe sociale en economische context: de voortdurend veranderingen in de samenleving en economische ontwikkelingen. De huidige samenleving is gebaseerd op de belevingswaarde van mensen en wordt opgedaan uit de activiteiten op de betreffende locatie. Om aan deze behoefte te voldoen is het noodzakelijk om een unieke identiteit te creëren die bijdraagt aan een positief beeld. De huidige economische ontwikkelingen in stedelijke ontwikkeling zijn veroorzaakt door de crisis: minder middelen zijn beschikbaar en dit heeft tot een stimulans geleidt van een meer geleidelijke organische aanpak door middel van bottom-up initiatieven in stedelijke ontwikkelingen.

Door de implementatie van de verschillende functies (dynamo, anker of sleutel) van tijdelijke gebruik in combinatie met fasering, kan economische toegevoegde waarde ontstaan in een gebied en kan de economische positie van een buurt groeien. Met behulp van economische spin-offs kan de economische diversiteit van een stedelijk gebied versterkt worden en dit draagt weer bij aan een verbetering van de sociale waarde. De toegevoegde waarde van tijdelijk gebruik in een stedelijk gebied kan worden geoptimaliseerd door het actief nastreven en het creëren van een positieve identiteit, het toevoegen van nieuwe gemengde functies om de economische diversiteit en de veiligheid van het gebied te verbeteren.

PART III - DE MEERWAARDE

Toegevoegde waarde kan worden vertaald als een verbetering of een aanvulling op iets dat het meer waard maakt dan de oorspronkelijke situatie (Cambridge woordenboek, 2016). In relatie tot vastgoed en tijdelijk gebruik kan dit geïnterpreteerd worden als de verbetering of toevoeging van een functie, die het stedelijke gebied in vergelijking met de eerdere situatie zal verbeteren. Dit is in lijn met de doelstellingen van duurzame gebiedsontwikkeling; het verhogen van de kwaliteit van het leven ten opzichte van de vorige situatie (Gruis et al., 2006).

Sociale en economische dimensies, in de literatuur vastgesteld, kunnen bijdragen aan de stedelijke waarde. Dus een verbetering van de sociale en economische waarden kan een toegevoegde waarde bieden in vergelijking met de oude situatie. De volgende definitie van toegevoegde waarde kan worden vastgesteld;
"Als er een stijging van waarde voorkomt in de sociale en / of economische context, dan draagt de oorzaak - (tijdelijke) project of de ontwikkeling - waarde bij aan de stedelijke omgeving"

Belangrijke thema's in deze definitie:

DE SOCIALE MEERWAARDE
Er is sociale meerwaarde als tijdelijk gebruik bijdraagt aan de dimensies van duurzame gemeenschappen, wanneer gebruikers en bewoners een positieve identiteit, sociale cohesie en veiligheid binnen de buurt ervaren.

DE ECONOMISCHE MEERWAARDE
Er is economische meerwaarde als tijdelijk gebruik bijdraagt aan het sociaaleconomisch welzijn van een wijk, wanneer de economische diversiteit tot een verbetering zorgt van een positieve identiteit, de veiligheid en vitaliteit van bedrijven in het stedelijke gebied.

Deze definitie is getest door middel van indicatoren van sociale en economische aard. De sociale waarde kan worden getest door middel van de beleving: de perceptie van het imago. Voor het imago en daarmee de identiteit kunnen de volgende indicatoren gebruikt worden: veiligheid en leefbaarheid. De economische waarde kan worden getest door middel van de business vitaliteit; de toename van de economische activiteit. Deze indicatoren zijn in overeenstemming met de sociale en economische waarden voor duurzame gebiedsontwikkeling; de bijdrage aan een positieve identiteit, het bevorderen van de veiligheid en het gebruik van gemixte functies om het sociaaleconomische welzijn van een stedelijk gebied en dus een duurzame gemeenschap te stimuleren.

Indien het resultaat van de sociale of economische context positief is, zal deze toegevoegde waarde hebben voor het stedelijk gebied en zal na verloop van tijd verhoging van de vastgoedwaarde faciliteren. In de volgende afbeelding worden de relaties gepresenteerd;

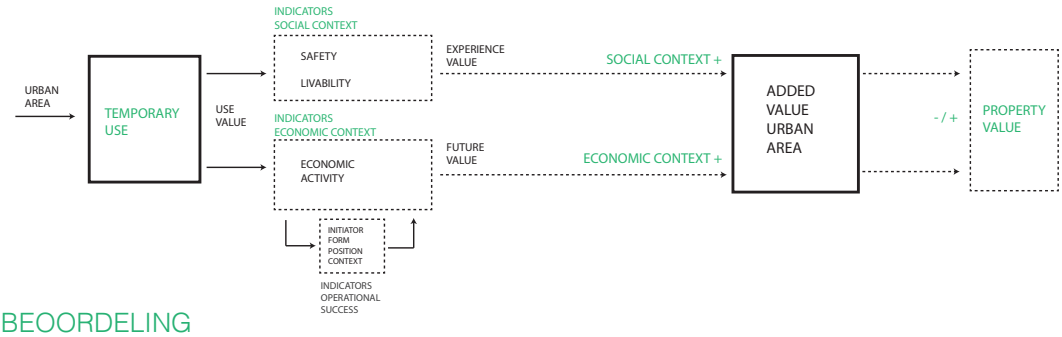


Figure 8; De sociale en economische indicatoren(Own illustration)

DE BEOORDELING

Het onderzoek analyseert het verschil in de economische en sociale context van de voor-en-na-situatie van het tijdelijk project in stedelijk gebied. Dit biedt de mogelijkheid om zowel een kwalitatieve methode en kwantitatieve methode te gebruiken. De aanpak van de sociale index van Colantonio et al. (2009) wordt gecombineerd met het gebruik van statistieken van gemeentes, om de betrouwbaarheid van dit onderzoek te vergroten. De beoordeling beoogt een comclusie te presenteren op basis van meting van deze sociale en economische waarden.

Er is niet volledig rekening gehouden met de relaties tussen de indicatoren omdat de methodes enkel een vereenvoudigt beeld kunnen weergeven. De beoordeling van de cases wordt afgebeeld op twee manieren, enerzijds gevisualiseerd in radar diagrammen en anderzijds in een tabel. De radar diagrammen vergelijken de uitkomst van de persoonlijke beleving en de objectieve statistieken. De tabel combineert de daadwerkelijke statistieken met de kwalitatieve resultaten van de interviews en worden gewogen en beoordeeld volgens dezelfde meetschalen variërend van -2 tot 2.

DE CASES

Dit onderzoek zal vijf cases onderzoeken -4 reguliere en 1 extreme casus – en probeert hiermee de toegevoegde waarde van tijdelijk gebruik in het stedelijk gebied te bevestigen. De case studies zullen worden beschreven als volgt: allereerst de algemene inleiding, dan de uitgebreide analyse van de fysieke, economische en sociale context, afsluitend met de beoordeling van de indicatoren. De gegevens van de cases worden verzameld via het afnemen van interviews, beschikbare informatie over de cases en de beschikbare statistieken van de statistische bureaus van de gemeenten.

Voor de stad Amsterdam en Rotterdam worden tijdelijke projecten gekozen met vergelijkbare functies. De volgende selectiecriteria leidden tot een valide keuze van de cases: het type, de fysieke verbinding met het stedelijk gebied, de functie, de werking, de tijdsafhankelijkheid en locatie.
De onderzochte cases zijn:
1. TROUW | Amsterdam
2. Canvas op de 7e | Amsterdam
3. Schieblock | Rotterdam
4. Bird | Rotterdam
5. Extreme case: Hannekes Boom | Amsterdam.

EXPERT INTERVIEWS

Twee expert interviews zijn onafhankelijk van de cases uitgevoerd bij de gemeente Rotterdam en Amsterdam, om het huidige beleid met betrekking tot tijdelijke projecten in stedelijke omgeving te verkennen. Ook wordt gekeken naar huidige instrumenten in stedelijke ontwikkelingen.
Er wordt onderzocht of de sociale en economische indicatoren worden gemeten en of zich uitdagingen of problemen voordoen in de praktijk.

PART I V - AFSLUITING

DE CONCLUSIES

In theorie was geconcludeerd dat de belevingswaarde het meest waardevol is voor de uitkomst van tijdelijk gebruik in relatie tot de toegevoegde waarde. Dit is bevestigd in de cases.

De bevordering van de veiligheid is zeker een positieve toegevoegde waarde van het tijdelijke gebruik. Tijdelijk projecten leverde meer sociale controle op en belevingwaard voor het gebied. In alle cases wordt bijgedragen aan de persoonlijke beleving van veiligheid. Dit draagt positief bij aan de beoordeling van een positief imago van de wijk.

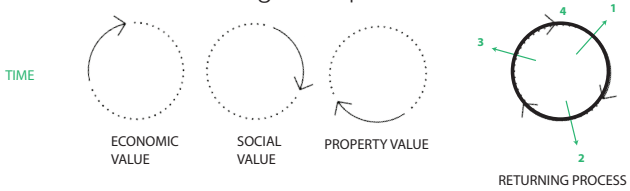
De leefbaarheid wordt verbeterd door tijdelijk gebruik, met name door middel van sociale controle. Toch kunnen overlast en klachten een probleem vormen als van bewoners niet betrokken zijn bij het tijdelijke project. Als dit gebeurd wordt er een negatief beeld gevormd. Betrokkenheid en aanmoediging van participatie heeft een positief effect op de sociale cohesie en zorgde voor hogere evaluaties ten opzichte van de leefbaarheid.

In alle cases is de economische activiteit in de loop der jaren geclusterd en bleek een toegevoegde waarde voor het stedelijk gebied te faciliteren omdat het de economische aantrekkelijkheid stimuleerde. De daadwerkelijke oorzaak van deze ontwikkeling kan niet geheel gewijd worden aan tijdelijk gebruik aangezien andere ontwikkelingen in de gebieden ook speelde gedurende de exploitatie.

Zichtbaar was dat in stedelijke gebieden waar tijdelijk gebruik ontstond, meer tijdelijk gebruik werd gevestigd door de jaren heen.

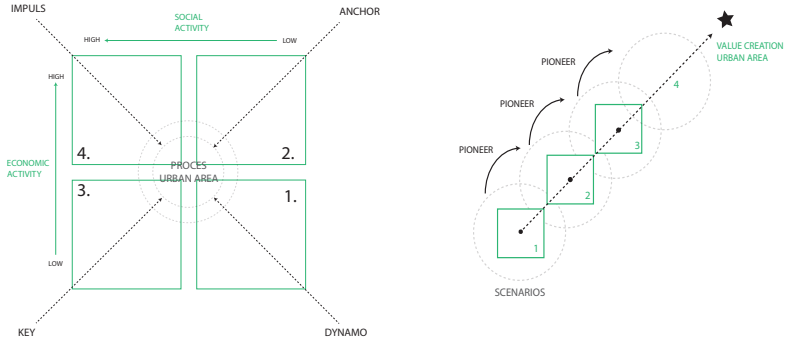
Een trend die in het algemeen zorgt voor depreciatie van vastgoed is de economische crisis. Mede door deze trend is in slechts drie van de vijf cases de vastgoedprijs toegenomen. In één casus, waarschijnlijk door het hogere segment van gebouwen en logischerwijs hogere prijzen werden de prijzen minder beïnvloedt. In de extreme casus werden de nabij gelegen gebouwen niet sterk beïnvloed omdat het een relatief nieuwe buurt is en deze voornamelijk werd ontwikkeld na de economische crisis.

Het onderzoek identificeert een continu proces van waarde creatie; zodra de economische activiteit (door middel van een tijdelijke functie) in het stedelijk gebied is gefaciliteerd, begint de sociale waarde te groeien, en draagt op termijn bij aan de vastgoedwaarde. Als meer activiteiten naar het gebied komen, wordt het proces herhaald. Dit proces kan worden gestimuleerd door middel van actieve programmering van een stedelijk gebied. De tijdelijke functies - de pioniers en impulsen – zouden kunnen reageren op ontwikkelingen in het gebied.



Figures 9; Proces van waarde creatie van tijdelijk gebruik in stedelijk gebied(Own illustrations)

Al deze conclusies zijn geïntegreerd in een strategie die vergelijkbaar is met het model van Saris (2008). Met een regelmatige (waarde behoud) en geleidelijke reeks impulsen, zijn de impulsen gericht op een snelle egalisatie van de kosten door het verhogen van de economische activiteit en stimuleren daarmee ook de sociale activiteit. Investeringen worden in elke fase opnieuw gedaan.



Figures 10; Pionier functies in stedelijke ontwikkeling (Own illustrations)

De scenario's (1), (2), (3) en (4) zijn gerelateerd aan de verschillende fases in gebiedsontwikkeling. De scenario's kunnen worden beschouwd als opeenvolgende reeksen, of kunnen worden gebruikt om te definiëren wat kan worden gedaan met een specifieke case. De verschillende vertaalde functies gedefinieerd door Wellink (2008) worden gebruikt om een meer gerichte definitie van de benodigde pionier te verschaffen. In elke fase volgt een nieuwe vaststelling van het betreffende scenario en de positie in het stedelijk gebied plaats, dit is weergegeven in de rechter afbeelding.

Aanbevelingen voor vastgoedeigenaren:

1. Ontwikkel waarde en daarin de waarde van operaties van functies mee en faciliteer tijdelijk gebruik.
2. Neem in de strategie op dat elk initiatief individueel beoordeelt moet worden op mogelijkheden. Sommige initiatieven zijn beter om een jaar te faciliteren terwijl ander juist voor langere duur getest moeten worden om resultaat te zien.
3. Houdt actief toezicht op de bijdrage en de toegevoegde waarde van de tijdelijke functie op gebied van leefbaarheid, veiligheid en economische diversiteit voor de gebruiker/ bewoner. Monitor deze waardes door middel van statistieken die beschikbaar zijn bij de gemeenten.

READING GUIDE

The aim of the research is to find the answer to the following main research question:

" How can temporary adaptive re-use of vacant spaces have added value for the urban area and contribute to the property value?"

" How can a strategy be developed that optimizes this added value?"

The report is divided in five parts.

PART 1:
Consists of the problem analysis and delineation of the research, concluding in a research proposal. The construction of the research is explained and the methods are described in order to answer the main research question.

PART 2:
The literature study that researches the context determinants; temporary use, urban values, social and economic context.

PART 3:
This part describes the added value of temporary use in urban areas. It describes the added value and how this value can be defined in terms of indicators for measurement. It elaborates on the assessment methods of measurement. After refinement of assessment several case studies are examined and compared. Temporary use in practice is studied through expert interviews. All the different aspects will be used to define options for temporary use in urban area development.

PART 4:
This is the concluding part of the thesis. The main research question is answered and recommendations are given to property owners and for further research.

PART 5:
Contains the references, the appendices that include the transcripts of the interviews and provide additional information in the context of this thesis.

TABLE OF CONTENTS

INTRODUCTION

The Dutch real estate market is affected by high rates of vacancy for all types of buildings. The demand and supply were not matched over time and businesses demand their real estate to present their objectives, which involves aspects such as image, location and atmosphere (Van de Rakt, 2010). Nowadays, sustainability is an issue that is linked to every sector including the building industry. Most buildings in the current stock will still be in use in decades to come and therefore the use of old buildings; adaptive re-use is important. It becomes a reccuring method to facilitate enlargment the life-span of a property (Bullen and Love, 2011).

The rise in temporary use initiatives is in line with the vacancy rates accelerating; a lot of building spaces and sites became available after being unused for a period of time (Oswalt, 2013). In the fall of 2008, the financial sector collapsed in the United States, which resulted in the credit crunch. This still has major consequences for the Dutch economy and in particularly the property market. The real estate market is experiencing a drop in demand; continuous interest costs, difficult financing and risk reduction are a consequence (De Zeeuw, 2012).

It can be stated that structural vacancy can be problematic in urban areas. Different scales of problems are associated. Socially, such vacancy enhances problems of insecurity and social uncertainty, which again encourages vandalism, break-ins and illegal occupancy and will eventually downgrade the area. Economic problems involve the direct economic impact on the owner of a building; a vacant building does not generate income and will only cost money (Remoy & Voordt, 2007, p. 1). The indirect effect of structural vacancy is that urban areas detoriate and decay, which influences the image and attractiveness of the area for residents and businesses.

In every city in the Netherlands cultural heritage exists, which can offer possibilities for their future. These properties will probably be on the real estate market for a longer period of time due to specific demands, particular structures, costs and large-scale changes that occur when adjusting the buildings for re-use. Temporary adaptive re-use can be a way to bridge the vacant time and generate an income while developing a definite plan for the property. Another advantage of re-use of vacant real estate relates to the societal aspects; vacant real estate can lead to deterioration of a neighborhood and negatively affect its image (Remøy, 2010). This is due to the relation between physical structure and social cohesion and safety (Gruis, Visscher and Kleinhands, 2006).

This research focuses on temporary adaptive re-use. Instead of improving the life cycle of buildings and extending their lifetime; temporary use is seen as an in-between stage to create opportunities for further development of the actual building and the surrounding area. Temporary adaptive re-use is quite an unknown field of expertise because the impact or added value has not yet been measured.

KEYWORDS:

Temporary adaptive re-use – added value urban area – economic and social value – property owners – urban area development – value creation

PERSONAL MOTIVATION

My passion for Architecture developed from being born into an architectural-minded family, based upon the architectural and urbanism profession of my father. Visiting beautiful buildings while growing up during holidays and even within the Netherlands made me curious about this field of expertise and gave rise to my option to study at the faculty of Architecture. In my city of birth Eindhoven I was already surrounded by a lot of re-use examples: the former Philips terrain – strijp S (Eindhoven) had several vacant building, which were transformed. During my bachelor of Architecture phase, an interest in transformation began and I became fascinated by the combination of “old and new”.

Reading an article about the temporary case of TROUW Amsterdam and visiting that place during a business tour of BOSS, I was amazed that it had not been a feasible venue although every programmed event was sold out. At that time I became interested in the problems that temporary use encounters. Having visited various places for temporary events and venues I realized that there is indeed a relation with the urban area. As result I developed the concept for my graduation thesis. Not a lot of practical knowledge is available on temporary use, especially in combination with a real estate strategy, which made it for me a present-day topic.

PART I
THE INITIATIVE


HOST TABLE
OPEN

CHAPTER 1
THE RESEARCH PROPOSAL

1.1 THE PROBLEM FIELD

The rise in temporary use initiatives is in line with the vacancy rates accelerating; a lot of building spaces and sites became available through being unused for a period of time (Oswalt, 2013). In the fall of 2008, the financial sector collapsed in the United States, with a credit crisis as result. This is still having major consequences for the Dutch economy and in particularly the property market. The real estate market is experiencing a drop in demand; continuous interest costs, difficult financing and risk reduction are a consequence (De Zeeuw, 2012).

For both public and private parties there is less available capital for investment and credit opportunities are limited. As a result, private parties have developed a cautious attitude and are less willing to commit to new projects and are “playing safe”. Private parties waited for better times and this attitude of private parties led to further deterioration and identity problems arose in urban areas. Besides being a missed opportunity, there is no sustainable solution available yet to cope with these problems (Hek, 2004).

The past few years many demographic, functional and economic changes have occurred (De Jong, 2012). The built environment does not always meet the current needs and demands of users. Adapting buildings will take time, and the future is often not apparent to predict. In city landscapes constant developments of new programs are defined that are time-intensive due the exchange of communication with stakeholders. This “transaction” time ensures that there are always places in cities in ‘transition’ that are temporary, long or long or short term or ‘out of service’ (De Smet, 2013).

Due to the crisis traditional urban planning is changing to a more gradual and spontaneous form of area development, offering space for experimentation. A more flexible and spontaneous form of urban area development could better anticipate to (social) changes and associated uncertainties (De Smet, 2013).

1.1.1 VACANCY AFFECTING THE URBAN AREA

Structural vacancy is perceived as the most problematic and causes the worst effects on the quality of the urban area. These vacant buildings should be allocated to prevent decay, but uncertainty about the financial viability of these reassignments ensures a relatively cautious attitude of private parties (Plasterk, 2009). Structural vacancy is defined as follows: square footage that at least is not leased for three consecutive years, without the immediate prospect of new rental (Remøy & Van der Voordt, 2007).

Often, vacancy and construction sites do not promote the already problematic social cohesion, safety and appearance of urban areas. Restructuring of these areas shows that vacancy rates can lead to unsafe situations and increased feelings of insecurity: at certain times users contiounsly avoid specific spots in the districts. These “avoided” places also affect social contacts because people make less use of public space as a social space (De Jong, 2009).

Especially in places where large-scale transformation is to be planned, the street image presents boarded-up windows, empty windows of shops and undeveloped land and leads again to the decay of public space. Thus, the social landscape is is affected and businesses pull away (De Jong, 2012). When deterioration of real estate occurs in an urban area, it can negatively effect the environment or image.

When this phenomenon occurs, it can induce a reappaering circle; the vacancy causes low rent or sale prices for adjacent buildings and affects again the image and the willingness of people to live in a certain area (Koppels, Remøy and Messlaki, 2011).

Vacancy is also a public matter; a problem that involves both economic and societal disadvantages. At economic level the possibility arises that a building will depreciate and the developer, investor or owners will suffer lack of income (Remøy, 2010). Socially, the urban area can develop to an insecure and unsafe environment and may raise criminality in terms of vandalism, break-ins or illegal occupancy. This will eventually lead to the downgrading of the area and influence the negative image of the neighborhood. These elements, especially when it involves structural vacancy, can cause deterioration of an urban area or neighborhood (Remøy and Van der Voordt, 2007).

Remøy describes that structural vacant buildings are mostly not attractive due to various aspects as location, image and atmosphere that is reflected in real estate and may result in no or less demand. The problem lies mainly with the purchase price of vacant buildings; the book value of these buildings is respectively higher than the market value which is based on potential rental income (Van de Rakt, 2010).

Hence, Once a building is empty and no longer be maintained, a process of decay sets in as the quality of the building is then rapidly declining (Plasterk, 2009). This can initiate a social and economic decline, which drags the urban area along (Harmsen et al., 2008). Nowadays, seven million square meters are vacant in the Netherlands. It mainly involves offices, but also factories, schools, town halls, churches and barracks (Slierings, 2011). Thus, it is an important issue to search for a solution and prevent decay and detoriation of areas to prevent the social and economic disadvantages.

1.1.2 AN “INTERIM” SOLUTION TO STRUCTURAL VACANCY

It is unavoidable that every real estate party whether it is a developing, investing or non-commercial business; is coping with structural vacancy in their portfolio. Result of this vacancy is that companies are making a lot of costs by these “empty” properties and try to search solutions to change this into a well-balanced ratio between costs and benefits.

Vacancy has a direct economic impact on the owner of a building; a vacant building will always cost money (Remøy & Van der Voordt, 2007). For the time being many property owners assume that their property is temporarily out of use. Awaiting a new tenant, transformation or demolition, these areas ‘temporary’ and often not available for lease or made available at a relatively low rent.

Vacancy can be seen as a resource, as it may offer opportunities to experiment during the ‘interim’ vacant phase of the building. Referring to the interim phase as the period between old and (expected) new use. Vacant properties and lots can be used for limited periods and low costs and are therefore increasingly exploited (Oswalt, 2013). De Smet (2013) argues that vacant places, also known as “break landscapes” are less attractive to the conventional and dominant actors in urban development. This ensures that these spaces are often (temporarily) available at (very) low cost, making them attractive to alternative, less obvious types of users (De Smet, 2013).

Temporary initiatives can provide an “interim” solution to cope with structural vacancy. Argued by Brief (2011) that it is hard to anticipate continuously changing and evolving needs of a population or be able to achieve “the resiliency, responsiveness and flexibility shorter-term, experimental endeavors can” (Arieff, 2011). To be prepared for economic uncertainty, the need arises for a new flexible, dynamic and adaptable strategy. Bottom-up projects, temporary projects, lend themselves to do so. Common to all temporary uses is the quick spontaneous realization, the acceptance of the existing conditions, creativity for improvised solutions to adapt spaces to their demands (Oswalt, 2013).

The adaption of temporary initiatives into the city fabric can have positive influence on the surroundings (PMB Gemeente Amsterdam, 2012). Moreover, temporary transformations require fewer procedures to be followed and therefore offer the opportunity of quick realization. A property can temporarily be transformed when it has been temporarily withdrawn from the market in order to prevent loss of rent (the cold storage method) (Blom et al., 2012).

Owners can benefit from temporary use in several ways; it can generate income, which is not generated in the case of vacancy of the property and it provides the flexibility for the owner to use and manage. Another advantage of temporary functions is the development of added value for the urban area. In the vicinity of the building, the social security increases through new amenities and functies as the higher level of activity, offers more social control, and therefore promotes the safety and livability of the neighborhood. It can provide an impetus for the environment and an incentive for other investors (Blom et al., 2012).

Instead of improving the life cycle of buildings and enlarging the lifetime; temporary use can be seen as a temporary solution for vacant real estate, as an in-between stage to create opportunity for further development of the actual building and the surrounding area. Currently decision-making enhances the following options when the life cycle of real estate ends when it has outlived the technical, functional or economic function (Vijverberg, 2002).

In addition, temporary use can be an option in the life-cycle stages of a building but has not been integrated yet. The option may be temporay with the possibility of becoming permanent or can be an in-between phase and offers the chance to make a better-suited plan for the future. The options for a building that has outlived the technical, functional of economic function;

1. Consolidation
2. Expansion
3. Conversion
4. Redeployment
5. Sale
6. Demolition
7. Temporary use

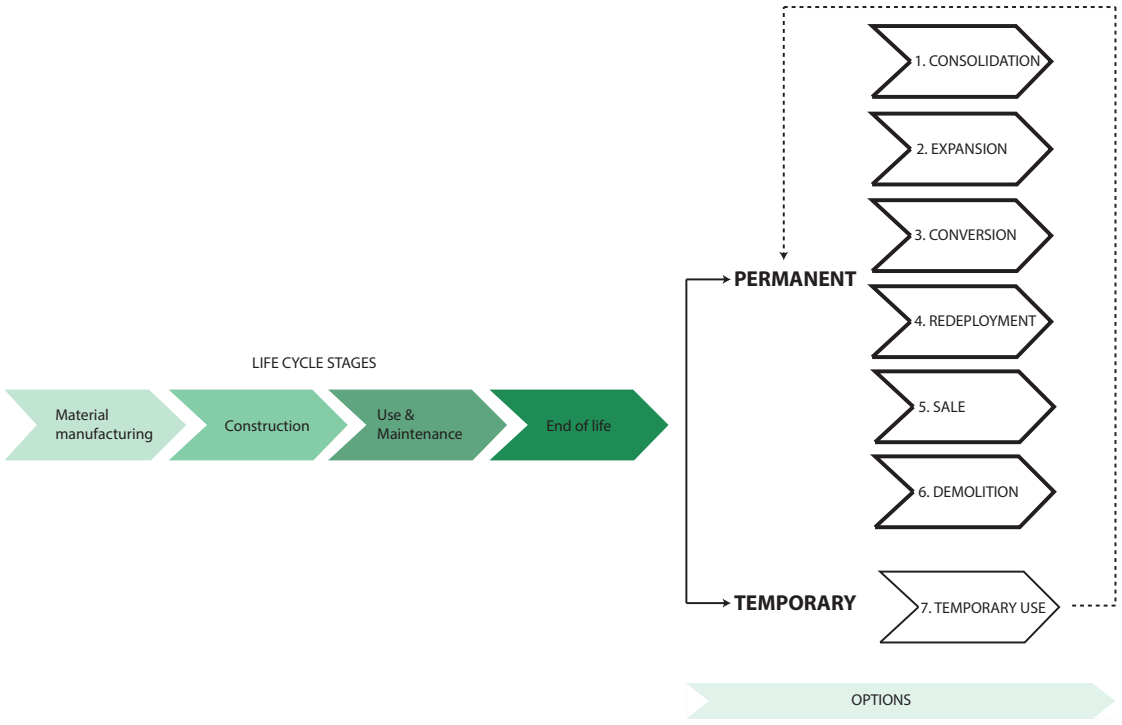


Figure 11; Expanding life-cycle stages for a building based on (The American Institute of Architects, 2010) (Own illustration)

1.1.3 THE DIFFERENT PERSPECTIVES

The social and economic added value depends on the perspective of the stakeholders as it involves many public and private parties. All the parties – municipalities (governments), property owners, investors, developers and end-users - will have their own definitions of goals, interests and standards of success.

As the municipality is a reflection of the political climate and represents the general interest of society, both social and economic interest will be attained. Property developers and investors will pursue a financial return; a minor difference between these two parties is whether the rate of return is direct or indirect. The property developer will determine the value of a property at the point of sale, and the investor will pursue direct return from rent and indirect return from the value growth in time. Property owners will have the vision that a project or urban transformation is successful when a rise in value is obtained (Meijboom, 2011). In general private parties focus more on the revenues of temporary use and risk management. The interest of real estate owners may be opposite to the perspective of developers and housing associations.

A real estate owner probably aims to sell a plot and property for the highest possible price, while a developer wants to purchase for the lowest possible amount. This is an important difference and reflected in the strategy. Property owners and governments will tend toward a gradual transformation in which temporary use is deployed as boost for the urban area. Developers, generally give preference to a fast-intensive investment preferably directed at a site of limited size (Saris, Van Dommelen, & Metze, 2008). Temporary provides possibilities for a gradual development method as the form is flexible and easily adjustable.

Crucial is the role of property owners. Their interest is to prevent degradation and - in accordance with area transformations – to develop value. If real estate owners are not the initiator of temporary use, their role can at least be facilitating.

Due to the economic crisis of 2008, public and private parties lack of economic resources while temporary initiatives offer a quick manner and low investment, which unlocks the potential of the site short-term, instead of in the next 10 years and therefore counteracts the disadvantages of structural vacancy (Bishop & Williams, 2012). Formulated by Harmsen and van der Waal (2008) is that the role of project developers and property owners is crucial for re-use of existing buildings. Private parties will be more open to the idea of temporary initiatives because in most vacant cases, no active policy of their vacant portfolio will result in no financial return or loss of capital (Harmsen et al., 2008).

However, the literature is ambiguous about their willingness to facilitate temporary activities. Despite their importance, different authors pose (Oswalt et al., 2013; Senatsverwaltung für Stadtentwicklung, 2007; Van der Voordt & Geraedts, 2007) that (some) owners are apprehensive when it comes to temporary tenants in fear of value depreciation, or getting rid of the tenants in time when a permanent project presents itself. Mere, owners of vacant buildings appear more willing to cooperate and in purpose of this research the perspective of the property owner will be leading.

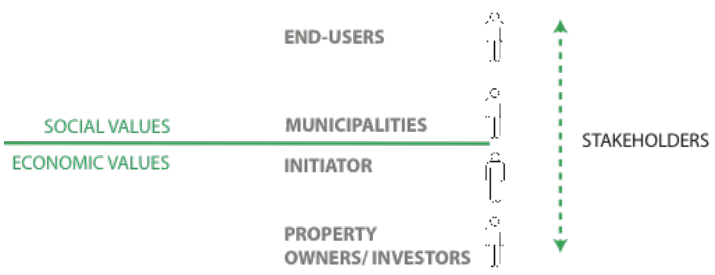


Figure 12; The perspective of the stakeholders (Own illustration)

1.1.4 THE BENEFITS

Short term, a few advantages of temporary use can be identified. Temporary use ensures recuded costs for the management of vacant properties and prevents costs due to vandalism and cracking and ensures that squatters do not move into the building. Therefore it counteracts some disadvantages of vacancy (Kirch Holtes, Ruigrok, & Bleeker, 2011).

According to Benraad (2011), the management costs of vacancy are around 1 to 1.5 euros per square meter per month. With today's structural vacancy rate of 7 million m2 in the Netherlands, on national scale this is approximately an amount of 135 million euros per year. These costs could be reduced or saved using temporary projects. High vacancy rates also induce a domino effect: if there is a lot of vacant real estate in a particular urban area, it will affect the let ability of surrounding properties (Benraad, 2011).

A long-term benefit of temporary use is that it raises the livability in a neighborhood. A positive effect of temporary initatives is the liveliness and the prevention of cracking and impoverishment. However, increased livability within an urban area in some cases also results in nuisance for residents, an undesired negative effect. Temporary use can actively contribute to the creation of a new (positive) identity and this can help to improve the image perception of urban area examples are "NDSM werf" and beach "Blijburg" in Amsterdam (De Jong, 2012).

In general the advantages for property owners of vacant buildings are:

» Prevents decay and therefore sale or rental prices to drop.
» Offers the possibility of adding value to the urban environment as improvement of livability (Blom et al., 2012). This can develop to an increased property value in the future.
» Reduced risks due to the short-term leases, and enables the possibility for quick wins and flexibility when a permanent tenant comes along (Bishop & Williams, 2012; Blom et al., 2012).
» And also efficient and effective: the project offer the possibility of quick realization because of less proceedings due to the temporary regulations (Bullen and Love, 2011)
» Minimal adjustments to the actual building, low investments are made (Bishop & Williams, 2012).
» It generates rental income and bridges the vacant time. It probably evens out the costs, while it initially only was an item of expenditure (Blom et al., 2012)
» It is a sustainable solution, as it does not choose the option of demolishment and newly build real estate, therefore it saves energy (Bullen and Love, 2011). It is also sustainable as it aims to prevent detoriation and degradiation of the urban area.
» The time-limited exclusivity appaels to customers and helps to ensure the success of a temporary project (Bishop & Williams, 2012)

1.2 THE PROBLEM STATEMENT

Structural vacancy can be problematic for the urban area. Different scales of problems are associated; socially, this vacancy enhances problems of insecurity and social uncertainty, which again encourages vandalism, break-ins and illegal occupancy and will eventually downgrade the area. Economic problems have direct effect on the owner of a building; a vacant building does not generate income and will only provide for costs (Remoy & Voordt, 2007, p. 1). Indirect effect of the structural vacancy is the deterioration and decay of the urban area that influences the image and attractiveness of the area for residents and businesses.

Temporary use counteracts the disadvantages of structural vacancy. Crucial is the role of property owners as no active policy of their vacant portfolio will result in no financial return or loss of capital. It is in their interest to prevent degradation and develop long-term value for the urban area.

However, it is unclear to what extent temporary use adds value to the urban environment. Property owners are unaware of the long-term benefits of temporary use. This lack of knowledge creates additional uncertainty and leads to less willingness to choose the option of temporary use. Thus, property owners need insight and confirmation of these benefits to be able to assess the added value in relation with the costs and revenues.

1.3 OBJECTIVES RESEARCH

The main objective of this research is to provide insight in the added value of temporary projects in the urban area. The required knowledge will be used to compose a strategy for temporary use in urban area development and results in recommendations for the property owner. In general the research aims to stimulate property owners (private parties) to consider temporary use as an option in their portfolio.

RESEARCH OBJECTIVES

» Provide insight in the added value (social and economic context) of temporary use.
» Provide insight in the long-term effect of temporary use and the property value in the urban area for property owners.
» Examine how added value of temporary initiatives can be used strategically to create long-term value in urban areas.

DESIGN OBJECTIVES

» Develop a strategy that optimizes the added value (social and economic value) of temporary use in urban areas.

TARGET GROUP & TYPE OF REAL ESTATE

The target groups for this research are mainly property owners with (structural) vacant properties. In the end, this group is the “problem” owner and will suffer economic loss if their properties are vacant and do not revenue.

Last years the trend developed to focus upon offices, due to the fact that these types of buildings endure the highest vacancy rate. This research will focus upon other types of buildings that are placed in urban areas and also suffer vacancy while affecting the adjacent neighborhood.

APPLICATION POSSIBILITIES

The research and its outcome; the recommendations, can be used by property owners that are coping with (structural) vacant properties. The outcome of the research can facilitate the choice for temporary use as an “interim” option for their portfolio or real estate as it incorporates the creation of property value in the future. Other private parties may also be interested as many parties experience vacancy and search for a beneficial solution.

1.4 THE RESEARCH QUESTIONS

MAIN RESEARCH QUESTION

The aim of the research is to find the answer to the following main research question:

" How can temporary adaptive re-use of vacant spaces have added value for the urban area and contribute to the property value?"

" How can a strategy be developed that optimizes this added value?"

The core element of the research is the added value for the urban area. The following questions will form the underlining question, to answer the main questions:

» What can be defined as added value for an urban area?
» How can temporary use have added value in the urban area?
» In what way can temporary use be applied in urban areas and contribute to the property value?

SUB-QUESTIONS

To answer these main questions, first the definition of added value is established; secondly the added value of temporary is concluded, to finish with the question of how temporary use in urban areas can be optimized to contribute to the property value.

The determinants explained in the problem statement will be leading for the research. The following sub-questions will be studied:

1. TEMPORARY USE
1.1 What is temporary use?
1.2 Who are the actors?
1.3 What are the drivers of temporary use short-term and long-term?

2. URBAN VALUE
2.1 What is value in urban context?
2.2 What is the contribution of temporary use to these urban values?
2.3 How can temporary use optimize these urban values?

3. THE ADDED VALUE
3.1 What is the definition of added value?
3.2 What are the indicators of added value?
3.3 How can added value be measured?

1.5 THE CONCEPTUAL MODEL

The first part of the conceptual model explains the process of a property owner dealing with vacant properties and deciding between strategy options for the building. Once chosen for temporary use as "interim" option an initiator will operate the actual function.

The second part refers to the decisions for operation that are depending on the initiator but will influence the social and economic indicators.

Third, all the different indicators for the social and economic context will define the general or complete context, and the perception of the urban area. This will eventually determine whether the temporary project adds value to the urban area or not.

The final part visualizes if the added value of the temporary initiative has contributed in the long run to increased or decreased property value. In case of decreased real estate value the property owner will choose for a new option for continuation of the building, when the property has gained increased financial value the question arises whether to continue the operation permanent. The assumption is made that an improvement in the social and economic value of an urban area will be reflected in the market value of the building and affect adjacent buildings as well, hence is profitable for the property owner.

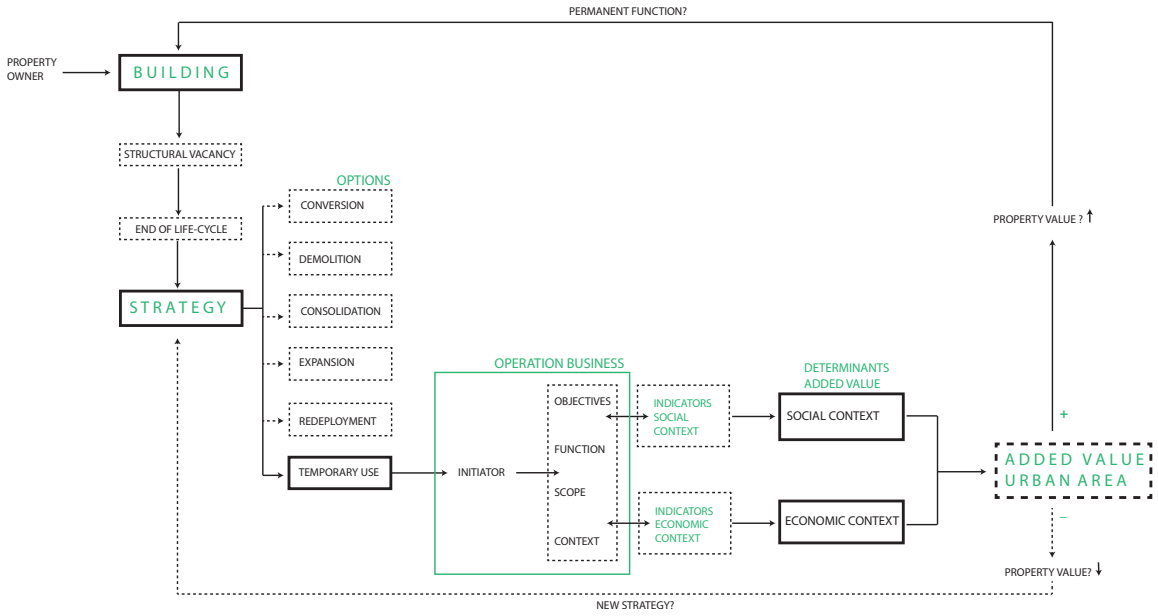


Figure 13; Conceptual model research (Own illustration)

1.6 BACKGROUND LITERATURE & KEY DEFINITIONS

Several definitions have to be explained in order to understand the context of this research. Clarity of the definitions in relation with real estate is required.

1.6.1. ADAPTIVE RE-USE

The composition of the words adaptive re-use, exists out of “adaptive or adaptability” and “re-use”. The separate definitions will be studied to define a comprehend definition.

The definition of adaptability according to the Oxford Dictionary;
“1. The quality of being able to adjust to new conditions
2. The capacity to be modified for a new use or purpose.” (Oxford Dictionary, 2015)

The definition of “Re-use” implies the use of something “more than once” (Oxford Dictionary, 2015). In architectural context the use is related to the function of a building. A combination of these two words results in the transformation to new use or purpose in a functional way.

As sustainable issues receive more attention, adaptive re-use is an essential strategy for the economic, environmental and social performance of buildings performances (Wilkinson, Remøy, & Langston, 2014). Heath (2001, p.174) states that adaptive re-use “helps to revitalize cities and make them more sustainable containers for life in the twenty-first century”. Adaptive re-use is applied when building types have outlived their original use (Heath, 2001). Adaptive re-use benefits from the quality of the authentically building and is sustainable responsible (Bullen & Love, 2011).

A definition of transformation or adaptive re-use is described by Hek (2004). He describes transformation as: “The set of measures that serves - after amendment of the initial functional destination (rezoning) - to house a new feature, which also changes the physical appearance of the building.” Hek makes a distinction between transformation and repurposing; transformation involves a visual change of the building, both inside and outside, has more conversion relates to the process of function (Hek, 2004).

Douglas (2002) defines in his book “Building adaptation of ‘transformation” as follows: it involves converting buildings to other more effective and efficient usages that extends the service life of the building. ‘More efficient’ means the physical and technical characteristics of the building are better utilized (Douglas, 2002).

Another approach to adaptive re-use focuses on the translation of adaptive to flexible use to be able to react on future developments and changes. Geraerdts (2013) describes the different levels a number of types and aspects of flexibility. Applicable in this context are the concepts of soft and usage flexibility. Soft flexibility refers to the facilitation of undefined future changes. Usage flexibility relates to the use and / or the use of organization units within a building. Flexibility herein facilitates changing use. Albers defines use flexibility in a second way, namely through the standardization of areas focused on future developments (Geraedts, 2013).

Remoy (2014) describes in the book “Sustainable Building Adaptation” adaptive re-use as a major modification of a building with changes both the building and the function it contains (Wilkinson et al., 2014). And the department of environment and heritage (2004) gives the following definition; “A process that changes a disused or ineffective item into a new item that can be used for a different purpose” (Australian Goverment, 2004).

In purpose of this research the following combined definition will be leading;
“A process that changes a disused or ineffective item into a new item when a building has outlived it’s original use and can be used for a different purpose, it will modify the building and therefore allows new use to become more flexible and efficient”.

1.6.2 TEMPORARY ADAPTIVE RE-USE

In similar way temporary adaptive re-use fulfills a new use or purpose in a building that has outlived its original use. The use of a temporary solution extends the economic lifecycle of the building until a permanent option is chosen (Mulder, Remøy, & De Jong, 2015). In light of this research temporary adaptive re-use is seen as an “interim” solution of structural vacancy, which can develop to a permanent status. “Nothing is so permanent as temporality and nothing is so temporary as what is named permanent”, one of the laws of Murphy and fetched by the municipality of Amsterdam (PMB Gemeente Amsterdam, 2012). This quote amplifies that not time is distinctive for adaptive re-use but the typology of re-use and the way it is implemented (Drosten, 2015).

The addition of the word temporary, implicates a permanent or temporary option for adaptive re-use. But what does temporary mean in the building environment, as all uses can be considered temporary in the long run as for example a 99-year leasehold ends after 99 years (Nemeth & Langhorst, 2014) Bishop and Williams (2012) argue it is based on the intention of the user, developer or planners that the use should be temporary. Nemeth & Langhorst (2014) agree and elaborate that “the temporary phase can be short or long, accidental or planned, legal or illegal, but what distinguishes it from a ‘‘permanent’’ use on one hand and a stop-gap or interim use on the other, is that these distinctions assume that temporary use is secondary or provisional, a stand-in or substitute for the preferred permanent option”. Hence, temporary adaptive re-use is explicitly and intentionally time-limited in nature and is similar viewed in the purpose of this research; it can be defined as “meanwhile or interim” use. It incorporates the vision that this kind of use can be used in conditions or situations where commercial letting is not presently viable (Bishop & Williams, 2012). The term that is used for temporary use in Germany is the literal translation of in-between phase “Zwischennutzung” (Sijbers, 2009).

1.6.3 INTERIM USE

A definition of “interim use” is necessary to enlighten the subject of temporality. Dzokic, Neelen and De Kievith (2010) distinguish four types of “interim or meanwhile” uses; planned, unplanned, opportunistic and strategic meantime.

PLANNED MEANTIME: This is the period between the termination of a (long-term) function or a long-term form of use of an area and the beginning of a new, redeveloped function. The duration of this period is approximately approximately known ahead, but may take longer than expected in practice for years. The Interim is a by-product, the transition to a defined future situation.

UNPLANNED MEANTIME: This is the period after the decision to terminate the previous use or a form of use of an area where a new or redeveloped function has been planned, but it is no longer certain. Because the situation of ownership and status is unclear, the undefined destination status may persist indefinitely. The unanticipated interim time has the competence to offer space and time for informal developments to provoke a future formal destination and ownership situation.

OPPORTUNISTIC MEANTIME: This is the time after the termination of a (long-term) function or form of use of an area, even before redevelopment actively is put in motion (there is no new purpose). In some cases, such a situation is an incentive to temporary uses of an area, to generate minimal revenue, save it for (further) decline, or to prepare just as attractive as possible for the area to a (to be determined) new destination (gentrification). The undefined interim use has the competence to explore its potential, offering of time and space to opportunistically use.

STRATEGIC MEANTIME: The deliberately welded pause (“test time”) in which after the termination of a (long-term) function or form of use in an area, through trial and error the best new destination is determined. Features that work well have a chance to become permanent (Dzokic, Neelen, & De Kievith, 2010).

The definition for this research of interim or meanwhile use can be affiliated by the definition of the opportunistic meantime.

1.6.4 DIFFERENCES PERMANENT AND TEMPORARY USE

Mulder (2015) mentions three large differences between permanent and temporary adaptive re-use; the payback time, the building time and the regulations. Bullen & Love (2011) mention a distincition in barriers and drivers.

PAYBACK TIME

The length of the period in which the building has to be suitable again to accommodate the new feature differs and depends on the demands regarding the permanent and temporary transformation. The main difference is the payback time. For temporary transformation only a maximum of 10 years is available to recoup the investment. This period is usually much shorter than the permanent transformation (Mulder et al., 2015).

BUILDING TIME

As there are fewer interventions to the building in regards to temporary use, the construction time will generally be shorter. However, the construction time is included in the lease time, which makes the need to complete the conversion as quickly as possible high. After all, the longer the construction time, the shorter the period of operation and thus lower revenues (Blom, 2012).

REGULATIONS

This temporary period, if a diversion is required, it falls under current legislation “Crisis & Herstelwet” and is limited to 10 years. If no diversion is required, the length of the temporary time period is not limited by the law (Mulder et al., 2015).

OTHER DISTINCTIONS
In similar way distinctions are made in the barriers that influence adaptive re-use and summarized in an article of Bullen and Love (2011). Temporary adaptive re-use is subject to the same drivers, however it offers the opportunity to eliminate several barriers, marked in Figure 13. Temporary incentives involve fewer barriers and are therefore easier to implement. The red text in the illustration of figure 14 represent the issues that do not concern temporary use and therefore avoided.

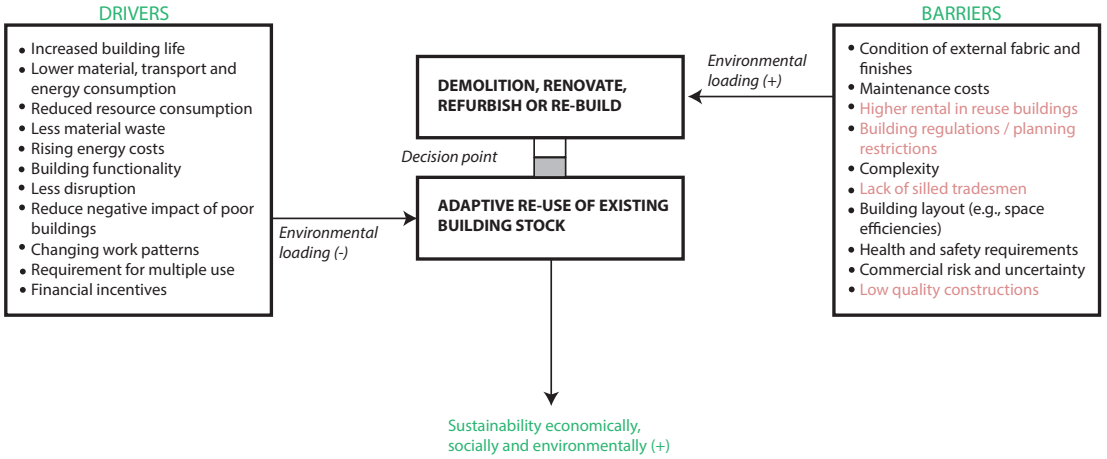


Figure 14; Adjusted drivers and barriers adaptive re-use (based on Bullen and Love, 2011) (Own illustration)

1.6.5 KEY DEFINITIONS
ADAPTIVE RE-USE: “A process that changes a disused or ineffective item into a new item when a building has outlived it’s original use and can be used for a different purpose, it will modify the building and therefore allows new use to become more flexible and efficient”.

TEMPORARY ADAPTIVE RE-USE: “ A process that is secondary or provisional, an “interim or meanwhile” use to the disused or ineffective item, and it is explicitly and intentionally time-limited in nature, in situations where commercial letting is not presently viable”

INTERIM USE: “ Time after the termination of a (long-term) function or form of use of an area, even before redevelopment actively is put in motion, an incentive to temporary uses of an area and has the competence to explore its potential, to generate minimal revenue, save it for (further) decline, or to prepare just as attractive as possible for the area to a new destination (gentrification)”.

1.7 THE RELEVANCE

1.7.1 THE SOCIAL AND ENVIRONMENTAL RELEVANCE
Structural vacancy can be problematic for the urban area. Different scales of problems are associated; socially, this vacancy enhances problems of insecurity and social uncertainty, which again encourages vandalism, break-ins and illegal occupancy and will eventually downgrade the area. Economic problems have direct effect on the owner of a building; a vacant building does not generate income and will only provide for costs (Remoy & Voordt, 2007, p. 1). Indirect effect of the structural vacancy is the deterioration and decay of the urban area that influences the image and attractiveness of the area for residents and businesses.

If social problems arise, this can be a threat for the livability of a neighborhood or urban area causing crime rates to increase enabling a less safe urban environment, which attracts a lot of new problems. Therefore it can be essential to promote temporary use to improve and retain the livability in the city. Described by Jane Jacobs (1961), social incoherence and an unsafe character will lead eventually to a negative image of the area. This can be prohibited by a constant flow of people on the streets, mostly created when functions of buildings are mixed. Adding a temporary adaptive function will provide this “flow of people” and ensure the livability (Jacobs, 1961).

Once a building is empty and no longer be maintained, a process of decay sets in as the quality of the building is then rapidly declining (Plasterk, 2009). These vacant properties can cause low sales and rental prices for adjacent buildings (Benraad, 2011; Koppels, Remøy, & El Messlaki, 2011). Both can initiate a social and economic decline, which drags the urban area along (Harmsen et al., 2008). Nowadays, seven million square meters are vacant in the Netherlands. It mainly involves offices, but also factories, schools, town halls, churches and barracks (Slierings, 2011). Thus, it is an important issue to search for a solution and prevent decay and detoriation of areas to prevent the social and economic disadvantages.

The re-use of existing properties is a sustainable solution. The building environment is one of the main contributors to emissions and the re-use of buildings therefore has environmental benefits. New buildings and the demolishment of existing buildings cost more energy than retaining the construction and adaptively re-using a building. Nevertheless, it is a shame to leave cultural heritage vacant because of the high potential. These properties offer identity, amenities, and affect the landscape of an area (Australian government, 2004).

1.7.2 THE SCIENTIFIC RELEVANCE

The main objective of this research is to provide insight in the added value of temporary projects in the urban area. The required knowledge will be used to compose a strategy for temporary use in urban area development and results in recommendations for the property owner. In general the research aims to stimulate property owners (private parties) to consider temporary use as an option in their portfolio.There is no scientific knowledge about the value of temporary use in areas; the added value in time in terms of social and economic value.

Until now, there has been little focus on the strategic value of existing properties in the Dutch real estate sector for urban area development (Meijboom, 2011). And even less about the relatively new phenomenon called “temporary use”.Various cases and researches are available (Bishop & Williams, 2012; De Boer, 2013; De Jong, 2012; Drosten, 2014; Meijboom, 2011; Oswalt et al., 2013; Perkovic, 2013; PMB Gemeente Amsterdam, 2012; Senatsverwaltung für Stadtentwicklung, 2007; Sijbers, 2009; Verbree, 2008) although a specific strategic approach to temporary use is difficult to find. This lack of knowledge creates additional uncertainty, and therefore private parties (property owners) are less willing to choose this option. Insight could create new opportunities that eventually result in economic value for the owner.

This report aims to contribute to what extent temporary use adds value to the urban environment and to prove the long-term benefits of temporary use. It aims to eliminate the gap of knowledge for property owners. Mere, it can also be valuable for other private parties or municipalities as it aimes to provide insight in the added value of temporary use in urban areas and offers a start for the use of temporary initiatives in urban planning, ultimately aiming to improve and upgrade areas within the city. Property owners could be stimulated to focus on this new option in the building life cycle instead of leaving a building structural vacant as these owners can benefit from higher property prices.

1.8 RESEARCH METHODS

1.8.1 TYPE OF RESEARCH

The research will consist of a literature study accompanied with a qualitative and quantitative empirical research. It will therefore contain unstructured interviews and semi-structured interviews to make finding interrelations possible (Bryman, 2012).

As the research consist of measurement of the added value for an urban area, it will encounter social and economic values. The social values and economic values will be examined through both a qualitative and quantitative methods. Due to the choice of examining values, different perceptions are involved and make the topic even more subjective. The qualitative approach is used to explore the variety of perceptions and to define these values. The indicators for assessment of the social and economic values will be established as a result of the literature research. As addition and in order to make the values more objective, a quantitative approach is conducted. The use of statistics will determine the changed context comparing the “before” and “after” situation. The quantitative and qualitative method will be aligned to define a valid outcome.

The approach of this research will contribute to optimization of the result and attempts to find a connection between the social and economic urban context and temporary use. It combines practice and theory to substitute a complete narrative in order to develop a theory on the added value of temporary projects. The gained results can help to determine a future strategy for temporary use in urban areas.

1.8.2 METHODOLOGY

The methodology of the research in chronological order is illustrated in Figure 15. The research contains a desk and field research.

The desk research will consist of the exploration of literature and problem field that will form a concept definition of the determinants in the research proposal. This will lead to a conceptual model that will be guiding for the rest of the research. The next step will provide an elaborate literature study and will result in more comprehensive definitions of the topics and determinants.

The field research will exist out of the interviews and statistics that will form the input for the case studies. The case studies will examine the context of the cases. Parallel, expert interviews will be conducted to study temporary projects and strategy of urban areas in practice. The case studies can be compared due to the identical analysis based on the theoretical framework in the cross-case analysis.

The cross-analysis, the expert interviews, and the theory out of literature will provide the input for the future recommendations and strategy for temporary projects in urban areas. The research methods are chosen in purpose of formulating a comprehensive answer to the sub questions, resulting in one answer to the main research question. The research will examine the three relevant determinants in literature and through the cases;

» Temporary use
» The urban context
» The added value

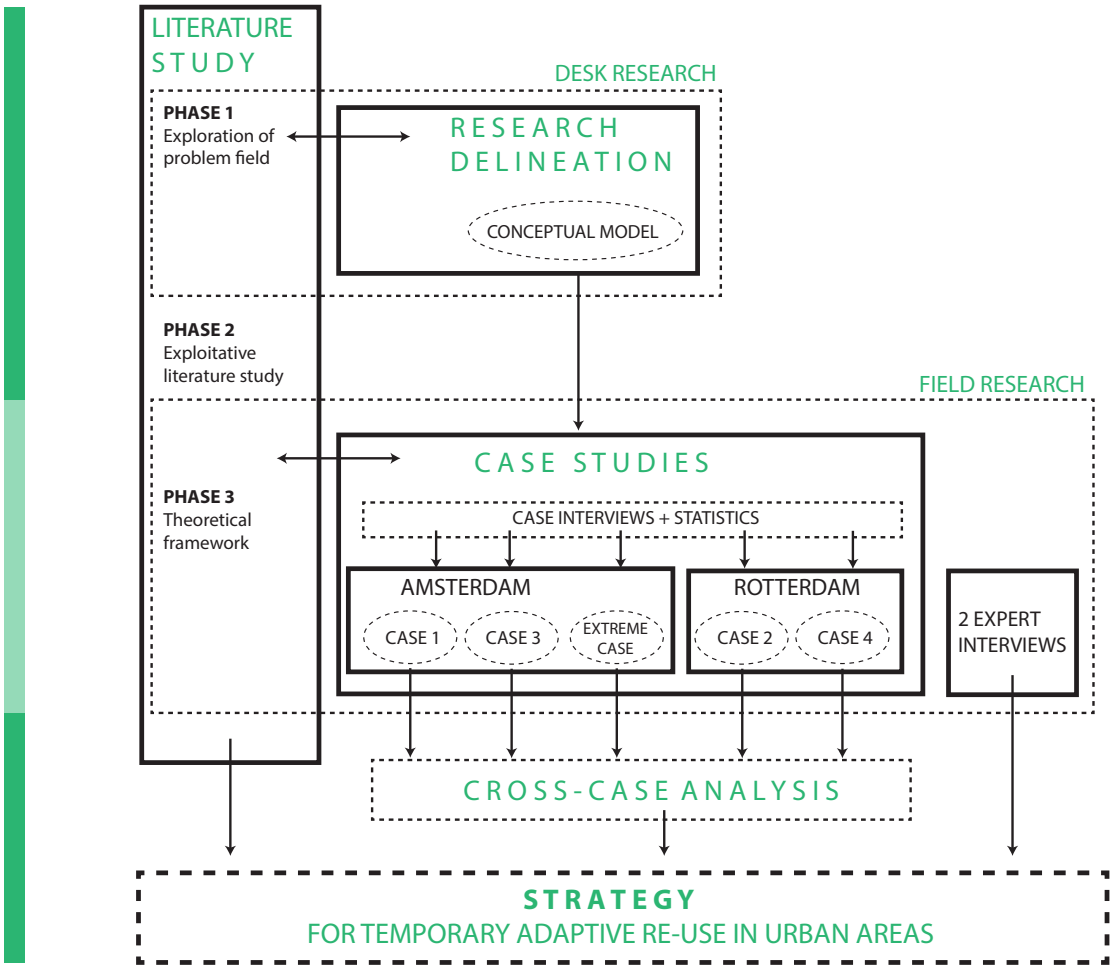


Figure 15; Methodology research (Own illustration)

1.8.3 LITERATURE STUDY

The literature study will include three phases;
PHASE 1 | the exploration of the problem field mainly focusing on existing literature to be able to define the field of research by means of master thesis reports on the repository TU Delft and other data basis; scholar and Scopus.
PHASE 2 | the second phase will exist out of an exploitative literature study and foster the determinants for the social and economic context of temporary use in urban areas.
PHASE 3 | the theoretical framework will consist of an establishment of to be used definitions and determinants in order to conduct the empirical part of the research. By exploration of the assessment methods a direction will be chosen in light of the social and economical values for this research.

The conduction of literature is done until the scope of literature indicates enough support for the examination of the cases and the formation of a strategy. Saturation is reached when no new relations, themes or assessment methods arise. This saturated moment will mark the start of the empirical research.

1.8.4 CASE STUDIES

The aim of the case studies is to examine the social and economic context of past or current temporary projects, and to what extent these projects have had social or economic value for the urban area. Through use of the concluding framework and method of measurement deriving from literature the cases will be researched and lead to a concluding assessment.

The cases studies will consist of an inductive research, and observation creates the opportunity to examine a pattern, to be continued in a hypothesis and eventually draft a theory (Bryman, 2012). It will be fundamental for the research as it offers the ability for uin-depth understanding and evaluating of temporarty use in urban context (Carlile & Christensen, 2004). First the research is constructed, forming frameworks and typologies and in the final phase models are constructed as a result of the outcome, this is visualized in Figure 16 (Carlile & Christensen, 2004).

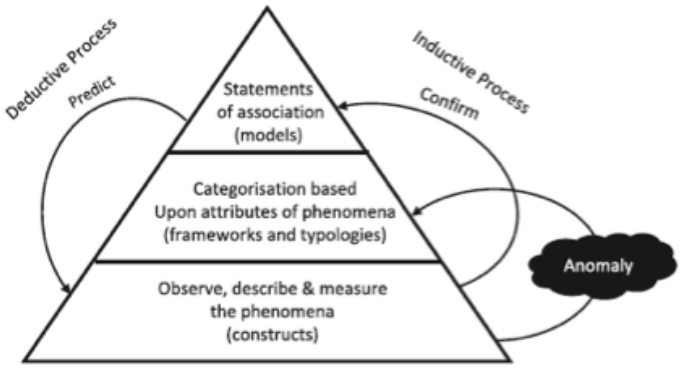


Figure 16: Inductive Process Research (Carlile & Christensen, 2004)

The design of the research will consist of a cross-sectional design containing a cross-case analysis. This design is useful to obtain an overall picture as it stands at the time of the study and is suitable for studies aiming to find out the prevalence of a situation, problem, issue, phenomenon or attitude (Kumar, 2011).

Multiple case studies will be part of the research that comprises quantitative and qualitative methods in order to detect patterns of association (Bryman, 2012). Four matching case studies will be examined to explore and verify ideas. One extreme case will be studied to complement the outcome of this research, and enables the confirmation of key factors and shapes the field (Fitzgerald & Dopson, 2009). The previous and current situation – the-before-and-after - will be investigated to analyze if social and economic indicators have changed by the presence of the temporary initiative.

The following questions are leading for the cases studies:

1. What were the objectives of the temporary project and the initiator?
2. What was the “set” physical context in terms of location and building?
3. How is the economic context of the urban area affected?
4. How is the social context of the urban area affected?

The case studies will be conducted through an analytical framework that derives out of literature. The theoretic knowledge is required to be able to identify suitable indicators that will facilitate the analysis of social and economic context. As a final result of the case studies, a comparative analysis will be done to determine if the temporary cases were of added value for the urban area. This will enhance the generalization of the variables and help to establish recommendations for property owners.

CASE SELECTION CITIES

To incorporate the value of context into the research, the choice has been made to study cases in two cities with a completely different origin of city development; Amsterdam and Rotterdam in the Netherlands. Currently these cities are known for their contemporary and experimental temporary project, the “frontrunners”.

The city image and the attitude towards the creative industry and cultural activities determine the development and (positive) output of projects. Traditionally Amsterdam was experienced as a more favorable city to settle down as Rotterdam had to fight the negative image due to the destruction of the historic center and therefore the visual character caused by the Second World War. Amsterdam has been known in the Netherlands as the “creative capital” as it has a lot of cultural activities and the city presents openness, social diversity and tolerance (Romein and Trip, 2009). However in recent years the municipality of Rotterdam followed the thoughts of Florida and invested a lot into the creative industry, which again stimulated the local economy by connecting with traditional sectors (Platform 31, 2013). Together with the fact that rental prices in Rotterdam are lower than in Amsterdam, this created a favorable climate for housing bottom-up and small creative entrepreneurs. Romein and Trip made an overview of differences between these two cities based upon key elements of the creative industries (APPENDIX 3). Due to these developments, many temporary projects have been established in the two Dutch cities and offer a wide range of choice for the cases.

THE SELECTION CRITERIA

For the city of Amsterdam and Rotterdam similar temporary cases will be chosen that consist of similar features. The following criteria will be leading to make a justified selection of the cases;

1. TYPE
   To be able to measure long-term added value in the urban area, the temporary use type has to be an impulse or impulse (established in Chapter 2).
2. PHYSICAL CONNECTION
   The temporary function has to be placed within a physical building or space to be part of the urban ensemble and enabling the possibility of a long-term relation with the urban area. Therefore single events or other initiatives do not classify.
3. FUNCTION
   The function of the temporary project should consist of a mixed program of cultural activities in combination with a hospitality or gastronomy function. As ambition, the required investments and length of the exploitation are crucial for the probability of success of the initiative, it is argued that a temporary project can only be feasible in combination with hospitality or commercial functions (PMB Gemeente Amsterdam, 2012; Senatsverwaltung für Stadtentwicklung, 2007).
4. OPERATION TIME
   The operation time of the temporary project should at least be three years to create the ability to measure a change or impact in the urban area. This definition is based upon the previous determination that “structural vacancy becomes a problem as a property or space has been vacant for three years or longer”. In line with this statement, it can be assumed that the negative or positive contributions of temporary use in the urban area will be noticed after three years.
5. TIME DEPENDENCY
   Another criteria to elimate variables of trends in time: the project had to operate in the last 5 years or is still operating. This approach will ensure the time dependency, as the time circumstances will be similar.
6. LOCATION
   The location of the temporary project near the center of the city, making the accessibility for all cases the same. This will ensure that the project is easily accessible by public transport, car, bicycle or on foot. It can be assumed that this factor will have influence on the popularity of a temporary venue. In the extreme case the added value of the temporary project will be examined without “direct” surrounding neighborhoods to test the assumed relations.

DATA COLLECTION

"A case study is a research method by which an example of a phenomenon can be examined in real practice" (Van Thiel, 2007, p.99). Through examination of a variety of resources, a thorough understanding of the effects of temporary use will be achieved and can develop to a recommendation of strategy as conclusion for the research.

The collection of data for the case studies will be composed through:

1. A literature study to analyze the context; available documents and articles will be reviewed and studied.
2. Available statistics of the social and economic context; conducted from bureau of statistics of municipalities or the "kadaster" to determine whether the before situation has changed compared to the current situation.
3. Interviews with relevant stakeholders; a party that was closely involved in the process from the beginning of the project.

1.8.5 INTERVIEWS

The interviews are twofold; it comprises the examination of the cases and the exploration of the current policy regarding temporary projects in urban area development. Both interviews approaches will be semi-structured in order to gain the relevant information and leave space for unidentified connections. It enables the researcher to obtain in-depth information from the interviewees whilst assessement of all categories of stakeholders (Bryman, 2008).

THE CASE INTERVIEWS are held to observe the process and enlighten the influence of temporary projects on social and economic context in purpose of conducting a proper analysis. The parties interviewed are closely involved in the project, from the initiative phase on; the initiators, owner or the exploiter of the operation.

The topics that are relevant for the case interviews are;

1. The objectives
2. The physical context – necessary transformation for the operation
3. The economic context – the financial resources available for the project
4. The social context – the social situation of the urban environment.

The interview schedule includes the guiding questions for the interviews (APPENDIX 4).

THE EXPERT INTERVIEWS are independent of the cases and conducted to explore the current policy tools or instruments regarding the topic of temporary projects. Identifying the social and economic indicators of measurement and the challenges or problems that occur in practice when implementing these projects. The different perceptions are gathered to establish a broad definition. The municipality of Amsterdam & Rotterdam will be asked to participate in these expert interviews as these parties have valuable information form practice in urban development and can contribute to the design of a strategy as a result of this research.

The topics that are relevant for the case interviews are;

1. Is temporarily use actively used as a strategy in urban area development and how?
2. Does the municipality stimulate temporary projects? And is this seen as added value in the long run?
3. How is the social value of an urban area determined and measured?
4. How is the economic value of an urban area determined and measured?
5. What are the biggest opportunities of temporary use?

The interview schedule includes the guiding questions for the interviews (APPENDIX 5).

The research is limited in time; therefore the desired amount of interviews to receive satisfactory answers, will be less. The amount of case interviews aimed for is one for every case, approximately 5 interviews. The goal for the expert interviews is two, one for each city. The choice for interviewees is dependent on the cooperation of the involved parties.

1.8.6 VALIDITY RESEARCH

To ensure the validity, reliability and generalizability a cross-sectional design study is performed. Two or more cases are studied with identical methods. Categorization of these cases is done beforehand so it will not undermine the comparability (Bryman, 2012).

Validity is added due to using a collection of different information gathering methods that are the most applicable for this research. The outcomes of these methods, a context analysis and interviews, are combined into one final conclusion (Van Thiel, 2010).

While interviewing the same questions are addressed to the different participants. This will be the accurate manner to gain a consistency in the various perceptions and opinions (Van Thiel, 2010). Assessment of the used methods and outcomes will take place in the last part of the process, which will give a clear reflection on the performed research. Testing the outcome, with the already known cases will validate the strategy.

1.9 RESEARCH PLANNING

In Figure 17 the research planning is presented. In the P1 and P2 period the research proposal for the research is written and contains the problem theoretical framework delineation. In the third period – until P3 –will be started with an elaborate literature study resulting in the definition of the analytical framework for the cases. In the fourth period (P4) the interviews will be completed and used as input for the case studies. After finalizing the case studies the strategy for temporary projects in urban areas will be designed. The P4 will present a concept version of the final report. The P5 period is reserved for refinement of the report and presentation for the actual graduation in the end of January.

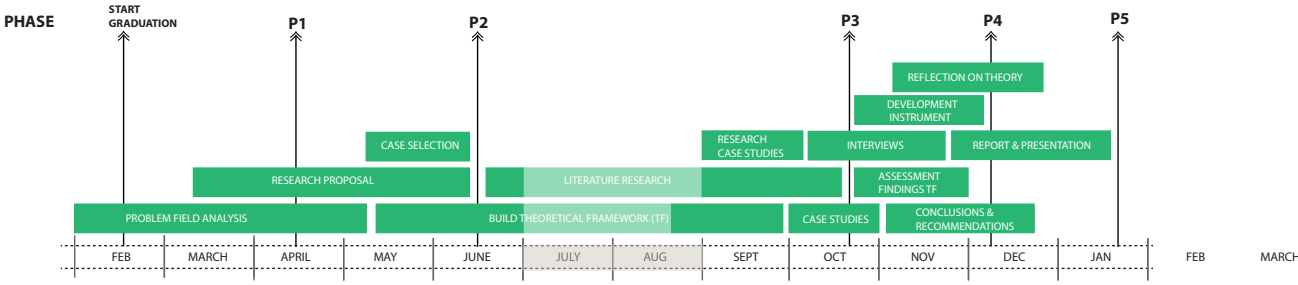


Figure 17; Planning research (Own illustration)

1.10 RESEARCH COMPANY

The research is carried out at Schiphol Real Estate (SRE) in the department of Portfolio management. This department establishes the strategies and management of real estate in the Schiphol area. The prime interest of SRE in regard to this research is the development of a “temporary project” strategy for the Schiphol Central Business District (Schiphol CBD). The willingness to embrace new strategies for temporary projects is seen as a good way to enhance competitive advantage. In September 2015 the internship at SRE was started.

PART II
THE CONTEXT


dAMN FOOd
WASTE
RESTAURANT

CHAPTER 2
TEMPORARY USE

In this chapter the following sub-questions will be studied:
1. What is temporary use?
2. Who are the actors?
3. What are the drivers of temporary use short-term and long-term?

2.1 THE EMERGE IN HISTORY

Temporary use is not a new phenomenon in the urban context and has been around as long as humanity, thinking of the shelters of nomads and early hunter-gatherers (Bishop & Williams, 2012). Through history temporary use has had many faces, a more contemporary example is the Eiffel tower; the structure was intended to be a temporary structure for the world exposition of 1889. Due to popularity it became permanent and presents an iconic landmark, which cannot be thought out of the urban landscape of Paris (Bishop & Williams, 2012).

Last years, temporary use has become a popular topic and the question arises; what is the meaning of temporary use in relation to the urban landscape or fabric, as all uses can be considered temporary while others just last longer than others (Nemeth & Langhorst, 2014). This perception is in line with Buddhism or Hinduism, reflecting the impermanent nature of life and the inevitability of changing environments (Bishop & Williams, 2012).

Bishop and Williams (p.19, 2012) perceive city processes in a similar way; “The city is never an end state but is perpetually evolving”. The city is a composite of several layers, as buildings, public spaces and green spaces are never built in the same period, but will always be influenced by the spirit of that time. Some structures that are embedded in the urban fabric remain suitable in time and others do not serve their purpose. The real estate market is dynamic because cities evolve over time and are part of a larger economic cycle that includes production, growth, waste and shrinkage (Nemeth & Langhorst, 2014).

The foundation of temporary use is also recognizable in the 60s by the rise of the squatter movement; other examples are the rise of nightclubs in empty warehouses and buildings in the 90s and can all be considered as first temporary uses.

Figure18: Eiffel tower (Reisgidsover, 2016)

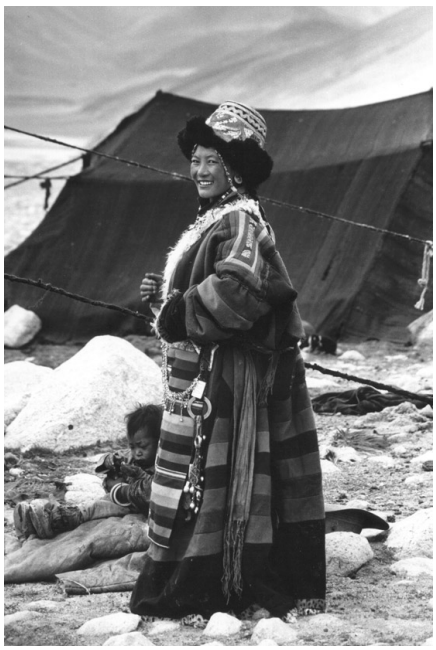


Figure 19: Nomads (Miller, 1997)

These initiatives affect the use and interpretation of spaces, and livability in areas of the city (Verbree, 2008). Visible within these historic examples is that temporary projects are dependent and sensitive to trends, based upon the spirit of a certain moment in time. In all the examples the initiators required a place for trial and error projects (Sijbers, 2009).

One of the conditions for temporary projects emerges out of the absence of planning as it offers the opportunity for spontaneous, non-planned or non-programmed initiatives that require no investment from the city itself (Nemeth & Langhorst, 2014). The same argument is mentioned by Perkovic (2013); “Creative minds that, in a world ruled by profit maximum, are trying nevertheless to create spaces that reflect and nurture their vision on the future”. So explicit for the history of temporary use is that it was not a planning idea, but began as informal practice (Perkovic, 2013). Most of the temporary projects that arose were bottom-up, with a limited local scope and effect, in other words projects that were not in line with standard practice (Nemeth & Langhorst, 2014).

Bishop and Williams (2012) do not expect or encourage the conditions for temporary use to change but argue for a systematic inclusion of temporary uses into existing planning and design instruments (Bishop & Williams, 2012). Using standard practice for temporary use will not enhance the certain conditions of a place or time, however it can enable bottom-up projects. A main reason for the appaerence of temporary uses in the past resulted from a top-down control that did not do justify the differentiation or identity of places and led to monochromatic developments. In the past few years innovative design endeavors arose outside these urban processes and answered to this need. The integration of temporary projects in city planning, is also recommended by Nemeth and Langhorst (2014); “ It might serves as an instrument to encourage more realistic, pragmatic, and incremental approaches to urban transformation “. The city of Berlin illustrates temporary uses in urban processes as after the collapse of the wall in 1989 a lot of temporary functions arose. After the determination of industrial activities this leads to a decrease in employment and people within the city. New developments were difficult to start and temporary use created sufficient qualities in the inner-city areas, discouraging even more depopulation of the cities and started future area developments (Sijbers, 2009).

VACANCY AS RESOURCE

Just as it is necessary to know what is the origin of temporary use and therefore vacancy, vacancy can also be seen as a resource. It can provide the opportunity to search for new methods of urban development on social, environmental and economic grounds. Instead of preventing vacancy, research may be focused on the possibilities that arise, aiming to prevent the negative impact of vacancies and thus the decline in the attractiveness of adjacent buildings (Nemeth & Langhorst, 2014).

Temporary functions are easily applicable in the intermediate period of the transformation of the old obsolete function to a new future function. As described by Verbree (2008), the lapse of time allows for unplanned activities that can contribute to the urban environment, due to the uncertainty and lack of clarity about future developments. Temporary functions can be considered as potential enablers for regional development processes (Sijbers, 2009).

2.2 THE FEATURES

Many synonyms may be used for temporary use and are summarized by Perkovic (2013); temporary projects, use or urbanism, meanwhile projects or use, tactical urbanism, guerilla urbanism, DIY urbanism, interim use, open-source urbanism, emergent urbanism, bottom-up urbanism and pop-up projects (Perkovic, 2013).

In order to understand the nature of temporary use projects, Verlag (2007) lays out recognizable features of temporary initiatives; the time of the function -1-, the lease terms -2- and the project diversity -3-(Senatsverwaltung für Stadtentwicklung, 2007). Oswalt (2013) distinguishes the feature of location as a fourth characteristic for temporary use.

1.TIME OF THE FUNCTION
The time period is characterized by a limited period and is originally intended for short-term use, as described in the key definitions. However, the function may still differ from a 1-day event to a more long-term project, depending on the implementation and the successive professionalism (Senatsverwaltung für Stadtentwicklung, 2007).

2.LEASE TERMS
Leases of temporary functions can vary; the lease ranges between free use, a reduced rate or the full commercial market rent. The last option occurs limited. Out of a research, which took place in Berlin in the year 2004, merely 16 percent of the users paid market rent, 63 percent uses space free of charge (Senatsverwaltung für Stadtentwicklung, 2007). As a result of the trendiness of temporary use creative and cultural entrepreneurs require a place, with available space available for trial and error (Verbree, 2008). Features of these locations are flexibility, experimentation capabilities, low risks and low costs in terms of lease (Senatsverwaltung für Stadtentwicklung, 2007).

3. PROJECT DIVERSITY
Temporary use exists in all types and sizes, diverse in cultural, recreational and sports activities. Often the emergence of temporary initiatives results in a cluster of temporary activities, one functions attracts the other (Senatsverwaltung für Stadtentwicklung, 2007).

Temporality has various manifestations. The literature distinguishes applications through physical characteristics such as offices, leisure, social services and alternative forms of housing in existing buildings. Overmeyer (2005) adds gastronomy to this list, especially since gastronomy is always linked to social and cultural temporary functions. Hence, these applications are primarily focused primarily upon the public and thus it can be concluded from the literature that most temporary use have a public character (Sijbers, 2009).

4. LOCATION
As Oswalt argues (2013) the most suitable place is sought-after and the most attractive spots are mostly spaces with great accessibility. The spaces chosen for temporary use have the same diversity as real estate developers and investors search for in their projects (Oswalt et al., 2013). However, it can be confirmed that the feature of locations, plays a significant role in the decision and therefore the performance of a project.

Of the three categories of location (city center, residential area or monofunctional office location), the center will be most suitable for temporary transformations since youngsters and users of temporary projects in proximity live nearby amenities and public transportation. A residential area may also be appropriate if it is not too far from the city center and is easily accessible (Zaadnoordijk & Claassen, 2011).

In regard to the aspect of location, Oswalt (2013) distinguish types of behavior patterns of temporary projects within the cities, this will be outlined in the next paragraph.

2.3 THE TYPES
According to Oswalt (2013) various types of temporary use can be identified by pattern of behavior. Distinctions can be made in patterns of movement throughout the city; the different behaviors will have a different impact in time. The different types of temporary functions in city context are; the stand-in, the free-flow, the impulse, the consolidation, the co-existence, the parasite, the pioneer, the subversion and the displacement (Oswalt et al., 2013). The various patterns are illustrated in the urban environment and will be briefly explained in the following part (Figure 20).

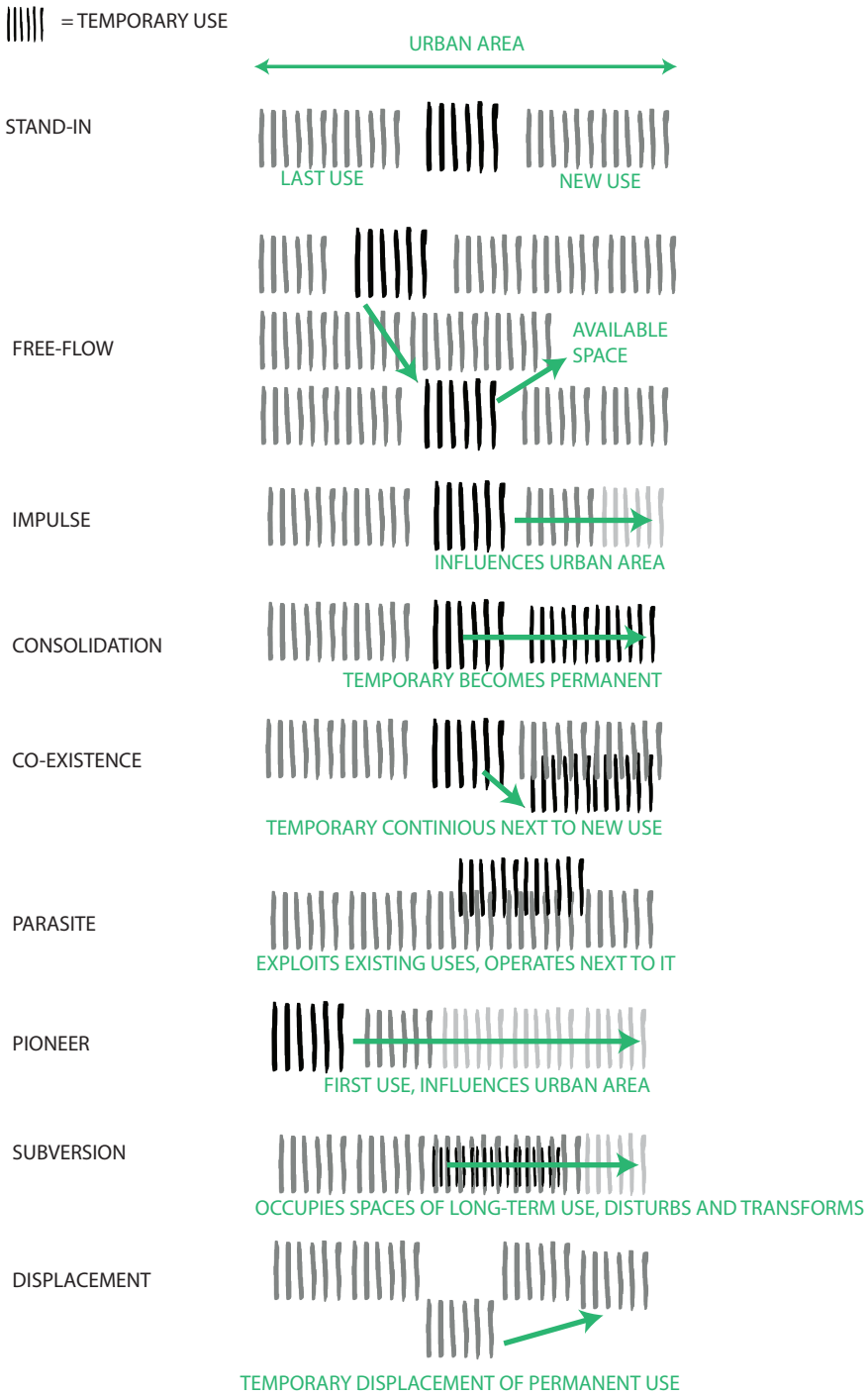


Figure 20; The patterns of temporary adaptive re-use in the urban environment based on (Oswalt et al., 2013) (Own illustration)

THE STAND-IN OR SUBSTITUTE

The stand-in or substitute pattern uses the gap between last use and new use. The stand-in has no long lasting effect on the location. The temporary project only temporarily replaces a particular function until it is taken over by permanent use again. These kind of temporary initiatives have a minor impact on the neighborhood and although implementation is easier, the temporary uses will not leave a lasting impression (Oswalt et al., 2013). Example: Temporary bike sheds at railway stations.

THE FREE-FLOW
The free-flow pattern; temporary use continued in available places. The temporary function stays to exist for unlimited time in an urban area by relocating several times to new locations within the same area. This approach combines the fleetingness and little impact of the stand-in with the development of an urban area long-term. A free-flow may include upgrades of the function when it changes to another location (Oswalt et al., 2013). Example: Restaurant BAUT, Amsterdam.

THE IMPULSE
The impulse addresses the pattern of in-between use. The temporary use stimulates in a clearly demonstrably way the programmatic function of an area. In some scenarios it may be that the temporary project plays fulfills the role of impulse in the urban area. In this case it can eventually lead to a change in use of the area, even when the project dissapaers again. Example: Temporary station (train) entrances, Amsterdam Zuid

THE CONSOLIDATION
The consolidation: the former temporary use becomes permanent use. The previous temporary function settles in the area and changes to a long-term use. Any informal arrangements are substituted by longlasting leases and regular permits (Oswalt et al., 2013). Example: Nokia Cable Factory, Helsinki.

THE CO-EXISTENCE
The co-existence: the informal temporary function ceases to exist after appearance of new use. Even after the appaerence of new permanent (often commercial) applications, the informal temporary use ceases to exist on a smaller scale. The niche existence allows the co-existence of the temporary function possible (Oswalt et al., 2013). Example: Schwarzer Kanal, Berlin. Temporary housing was allowed along the Spree canal until the development of a particular area. After long negotiations, a new terrain was assigned adjacent to the development site to make survival possible.

THE PARASITE
The parasite exploits the potential of an existing long-term use and operates next to it. The temporary use projects benefits from opportunities that arise through the development of a permanent function. The project temporarily exists besides a permanent function. Example: HEMA home and H&M home.

THE PIONEER
The pioneer is the first temporary use at unused territory. Until recently, unused area is appropriated first (often by civilians) and then used by simple means, to start a new type of informal use. The success of the temporary activity ensures that the activity will continue for undetermined time and often transforms to a permanent function. Example: Blijburg aan Zee, Amsterdam.

THE SUBVERSION
The subversion strategically occupies the spaces of long-term use in order to disturb and transform it. The temporary use occupies in a strategic way spaces or premises of a permanent function, leading to disturbtion and transformation. Although these temporary functions are often of short-lived nature, the effect on the existing permanent function can be clearly demonstrated and major. Example: Freedom Camp, Kiev. An occupy-like movement in Kiev enabled unlawful conducted elections to be repeated, including afterwards a better guarantee of press freedom and democracy.

THE DISPLACEMENT
The pattern of displacement: permanent uses are temporary displaced and will be returned to their permanent location. Permanent functions are temporarily displaced and function in an improvised manner until returned to their permanent location. The temporary relocation can ensure revival of the function. Example: Stedelijk Museum, Amsterdam.

For this research is examined whether the pattern has influence on the urban area in time. Pattern of behaviors that do not influence the urban environment are the stand-in or substitute and the free-flow. The behaviors that can be identified to have impact on the urban environment: the impulse, consolidation, co-existence, the parasite, the pioneer, the subversion and the displacement. In purpose of this research will be focused on the patterns of the pioneer and the impulse as both can function as enablers of urban area development.

2.4 ACTORS IN TEMPORARY USE

THE INITIATOR

The initiator is inextricably linked to the consequences of temporary use in an urban area. The initiators are key players when it concerns the outcome of the temporary project. In the study of De Jong (2012) is also established that the absolute value to the success of a temporary project is the initiator. This person or inititiator determines the objectives of the operation and is responsible for commissioning. The initiator choses the form of the temporary use projects and the form is the actual execution of the use. The form originates out of the formulated concept in agreement with the relevant characteristics of the area and the building (empty property). The synergy between form, objectives, context are most important for a successful form. The form will have influence on the position and the occupation of temporary use in the urban area (De Jong, 2012).

According to Oswalt (2013) there are three types of initiators, consisting of; young entrepreneurs who use this niche market as an incentive for the realization of a concept, actors who initiate temporary use as a passion and a small group of people who aims “to drop out” of society and builds alternative arrangements. Initiators will always prefer and have a passion for a particular function or form and search for a place or building that represents these values.

Initiators or the so-called “early adopters and pioneers” often do not bring their ideas to realization on a commercial basis, but on the pioneering entrepreneurial spirit of the initiator (Sijbers, 2009). This is aligned with the philosophy of the economist Florida (2004) who describes the creative class as a highly valuable class as innovative activity is enabled, and from his point of view is a prerequisite for attracting other businesses and residents to cities, and the proper functioning of a modern urban economy (Florida, 2004).

Cities with a high percentage of the “creative” in the workforce exhibit high rates of economic growth based on the public sector and are increasingly focused on innovation. Creative cities have because of these developments a different economic base and this comes along with a different culture, thriving alternative lifestyle, music scene and less ‘corporate’ art events. Creatives are fashion setters and innovators, often have great purchasing power and are usually university graduates who are more likely to own a business (Tallon, 2010). Rogers (2003) also defines innovators and early adaptors as starters and drivers of businesses, he incorporates this into one model; the innovation adoption lifecycle (Figure 21).

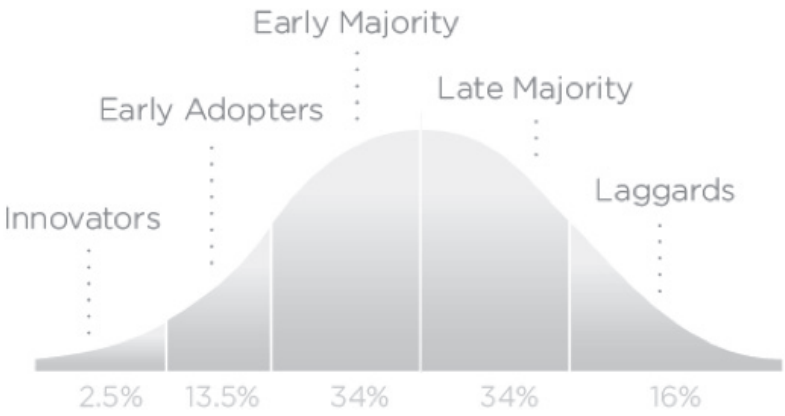


Figure 21; The innovation adoption life-cycle curve (Rogers, 2003)

THE END-USERS

End users of temporary functions are essential for the success of the operation. In order to achieve “popularity” of the project, the initiator should be aware of the demands and needs of the end-users. Whether residents and stakeholders are committed and can profit in the positive developments of the urban area is dependent on the participation level. Temporary use can add a successful and innovative contribution to modern city area development (Sijbers, 2009).

Slierings (2011) argues that people and the user’s value will determine the value of the temporary project, or in other words, not the bricks or the building itself will determine the worth but the people. The initiator is crucial for the development of the user value: as initiators make connections, create commotion and have the ability to build a community. People and organizations associated with the temporary initiative are supported and are able to develop themselves through the use of the temporary function (Slierings, 2011). The user value also indirectly generates an economic value: operating income for the initiator and rental income for the owner (Loggers, 2013).

THE PIVOT ROLE

Property owners should consider the social value of real estate, as it can also be beneficial at property manangement level besides the operation. If the temporary project contributes social value it can also strengthen the economic position of the property owner, as it ensures lease income. The initiator plays the role of pivot and starts the process of creating value (Figure 22). Therefore both stakeholders have an interest in creating social support as it can eventually offer a win-win situation (Loggers, 2013).

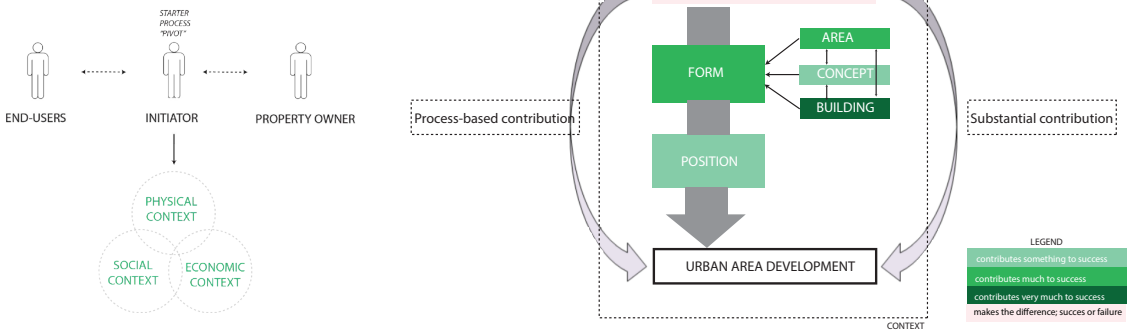


Figure 22; Process of value creation in urban context including the involved actors in temporary use (Own illustration)

Figure 23; The social economic value of temporary re-use (De Jong, 2012)

2.5 THE DRIVERS

De Jong (2012) examined how temporary use contributes socio-economic value in urban area development. As a result is defined which variables contribute to the success and at which level these factors will conduce to the process or content of the project (Figure 23).

The conceptual model addresses how temporary use has an effect on urban area development. If all the aspects as the organization, target audience, function and earnings are incorpoarated and well suited to the characteristics of the area and the building, than it significantly contributes to the success of the temporary project (De Jong, 2012). The possibilities and the success of temporary use are further depending on the context, such as economic, political and cultural climate, financing and the cooperation of (executive) officials. All the aspects contribute to sustainable area development. However, it is still unknown what the effect is of these projects on the urban area, in the next paragraph this will be identified.

LONG-TERM EFFECTS

The different manifestations of temporary use can functions as enablers for the creation of value in the urban area when temporary projects operate at building level. Meijboom (2011) identifies the advantages of temporary initiatives in urban areas in a long-term perspective. Drosten (2014) approaches the advantages in similar manner, classifying the advantages into program-related, communicative, physical, social and economic objectives. Both can be combined to form a conclusive picture of the drivers:

1. PREVENTION OF DECAY

Temporary use functions as prevention of degradation of vacant real estate and impoverishment of an urban area. The physical appearance of an area will affect the atmosphere and the identity, influencing the attractiveness if an area.

2. EXPERIMENT

The temporary projects furfills the purpose of research; new suitable functions can be experimented in the area for the future. New concepts can be developed and tested, in means of branding and thus can be of additional value for the market. The tested functions can be responsive to trends that are already happening in the area or can help to form the image of the area and attract certain target groups.

3. CREATE SOCIAL PLATFORM

Creating support with related stakeholders such as residents and local businesses, this is a key factor in the success of a temporary project in relation with the urban area. Various aspects regarding the political, economical and social environment will influence the project and will determine the willingness of people to visit a certain area. Crime rates, safety and social cohesion will be reflected in the image of a neighborhood and are important to consider.

4. BOOSTING AN AREA, FUNCTION AS INCUBATOR

Temporary activities can function as incubator for a building block or area. It can either re-form or strengthen the quality of a location for example through facilitation of the change of an image or creating a higher density of activity, which both encourages more people to visit the site.

5. VALUE CREATION

The last objective of temporary use cited in the literature is the (gradual) increase in value for an urban area. Through the creation of a new identity, value is created for the urban area and the existing properties prices may rise in the whole area. However, the market value may decrease because of a negative outcome of temporary use too (Verbree, 2008).

The main objectives of temporary use are pursuing and preventing abandonment and impoverishment, wanting performing concept development, experimentation and surf, like creating support or even a flywheel function for a project or area, and at last value creation. The subject of value creation will be delineated in the chapter of economic context.

The first objective – (1) preventing impoverishment - prevents loss of value. The three then stated objectives - research, concept development, branding, developing support and flywheel (2), (3), (4) - create (indirect) value and thus contribute to the realization of the fifth: value creation. The first four objectives can be seen as conditions for value creation (Meijboom, 2011).

CHAPTER 3
THE URBAN VALUE

In this chapter the following sub-questions will be studied:
1 What is value in urban context?
2 What is the contribution of temporary use to these urban values?
3 How can temporary use optimize these urban values?

3.1 THE URBAN CONTEXT

As identified by Meijboom (2011), temporary use projects may create value for the urban area in different manners. The drivers indicate values of functional (physical), social and economic nature. Like most businesses are temporary initiatives also part of an urban area or location. To create value for the surrounding area, substantive knowledge of urban values and developments is indispensable.

3.1.1 PUBLIC VALUE

Nowadays, the social responsibility of businesses and organizations is considered a hot topic. The common perception is that companies should be aware and incorporate the social and environmental impact of their businesses into their investment decisions (Hebb, Hamilton, and Hachigian, 2010). Organisations should contribute to the “social construct”: this applies in the same way for real estate players (Hebb, Hamilton, and Hachigian, 2010).

A growing agreement increases regarding the corporate social responsibility and the environment engaged in. However, there is still no clarity on the interpretation of these responsibilities (Pivo, 2009). Mentioned by Veuger (2014) is that financial assets are not only significant when it comes to real estate, but creating social valuable properties is equally important, as it ultimately also improves the financial value. Thus integrating social values from the start can yield long-term returns.

Inclusion of social values and environmental impact of business decisions and models can be explained as the value that an organization contributes to society a.k.a. public values. The popular notion of ‘public values’ is often used in real estate, certainly the way of measurement in the built environment of these values. Public parties but also private parties are more and more aiming to incorporate public values into their real estate developments. In order to comprehend public values the several definitions that exist are summarized and formed to one conclusive definition.

The (social) psychological-based concept of Moore’s based on the idea that public value emerges for individuals from the experiences gained in social structures and relationships. Moore (1995) describes public values as a framework for a more proactive and entrepreneurial approach to create value for the common good with the use of public resources (Moore, 1995). “Moore’s central proposition was that public resources should be used to increase value in a way which is analogous to value creation within private enterprise. However, public values would necessarily extend beyond narrow monetary outcomes to include benefits and is therefore valued by the citizenry more generally” (Williams & Shearer, 2011, p.1). Hence, Moore’s conception of value– the equivalent in public enterprise of private value in the commercial field is not well specified and not comprehensive (Williams & Shearer, 2011).

Argued is that the concept in order to be more operational, has to be extracted with the different dimensions of public value created in the public sector. In similar vein, Benington (2011) incorporates adding value to the public realm, as public value allows traveling beyond considerations of market economics and makes the following distinctions:

» Economic value – generating economic activity and employment

» Social and cultural value – contributing to social capital, social cohesion, social relationships, social meaning and cultural identity, individual and community well-being
» Political value – stimulating and supporting democratic dialogue and active public participation and citizen engagement
» Ecological value – actively promoting sustainable development and reducing public 'bads' like pollution, waste, global warming (Benington, 2011; Williams & Shearer, 2011).

Similar to this point of view, is the vision of Gruis (2006), who relates urban values to the topic of sustainable area development. According to Gruis (2006) the ultimate aim of urban sustainable development is to raise the quality of the living environment and can be aligned with these different values, as all values create value for the public and have the ultimate aim of improving economic, social, political or ecological values or qualities. All the different values stimulate the growth of a value for the urban context. Hence, it can be seen as a prerequisite and a resource for successful living (Meynhardt, 2009).

3.1.2 SUSTAINABLE AREA DEVELOPMENT

In line with the Brundtland definition of "sustainability" in 1987 – learning to care for the needs of the present generation without compromising the ability of future generations everywhere to meet their own needs – sustainable urban development aims to enable sustainable urban areas by integration of economic, socio-cultural and ecologic developments (Gruis, Visscher, Kleinhans, & Technische Universiteit, 2006).

In the research conducted by De Jong (2012), the various objectives of sustainable social developments are identified. A distinction is made between the different aspects of sustainable area development and the process. Sustainable area development entails four aspects; people, planet, profit and spatial quality. For every aspect related variables can be established:

People: Social vitality, viability, enough good facilities and housing, quality of private and public space, possibility for social mobility and demand oriented developments.
Planet: Ecological sustainability; water storage, space for greenery, nature and landscape (biodiversity), consciously dealing with natural sources (e.g. through re-use)
Profit: Good conditions for business activity; business space in all sorts of shapes, sizes and price ranges, stimulation and support of entrepreneurship, sufficient employment
Spatial quality: The last aspect can be distinguished into three related variables; the experiential value, use value and future value (Hooimeijer, Kroon, & Luttik, 2001). The related variables for use value are; (multi) functionality, human scale and diversity. The experiential value consists of aesthetic quality (of urban planning and architecture) and image. And the future value relates to flexibility and the ability to anticipate spatially on changing circumstances (De Jong, 2012).

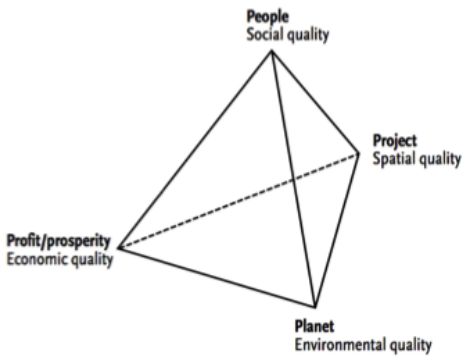


Figure 24; The conceptual framework for sustainability, based upon Duijvenstein (2004) (Gruis et al., 2006)

In order to achieve sustainable area development the triple P's – People, Planet, Profit - and spatial quality should be in balance. If one of the aspects is overemphasized, this will not result in the intended durable value that eventually can enable and result in successful area development. The conceptual framework for sustainability, relating all aspects is represented in figure 20 (Gruis et al., 2006).

3.1.3 SOCIAL AND ECONOMIC SUSTAINABILITY

As mentioned before, increasing attention is being paid to social welfare. The resident and – more importantly – his appreciation of the performance and the market position of the neighborhood play a key role here. The adjective 'sustainable' is applied when aspects such as social cohesion, livability, residential stability, safety, care of the elderly and education are good or are improving (Gruis et al., 2006).

In the last decade sustainability has always been linked to environmental and economic topics. Contemporary approaches for urban regeneration are no longer limited to the stimulation of economic activities and environmental improvements but come to integrate the social and cultural components. Social sustainability has gained increased interest, as it is the fundamental ingredient for sustainable developments (Colantonio, Dixon, Ganser, Carpenter, & Ngombe, 2009; Dempsey, Bramley, Power, & Brown, 2011).

Since the 90's several definitions of social sustainability were comprised, although the definitions were unambiguously and fuzzy. Polèse and Stren (2000) formulate a more comprehensive definition that incorporates the urban environment into the social sustainability. The emphasis on the economic (development) and social (civil society, cultural diversity and social integration) dimensions of sustainability, focusing on the tensions and trade-offs between development and social disintegration is inherent in the concept of sustainable development. In addition, is acknowledged that the physical environment (housing, urban design and public spaces) contributes to social sustainability (Polèse & Stren, 2000).

At a more abstract level Colantonio (2009, p. 18) defines that social sustainability concerns; "how individuals, communities and societies live with each other and set out to achieve the objectives of development models, which they have chosen for themselves, taking also into account the physical boundaries of their places and planet earth as a whole". At a more operational level, social sustainability stems from actions in key thematic areas encompassing the social realm of individuals and societies, ranging from capacity building and skills development to environmental and spatial inequalities. In this sense, social sustainability blends traditional social policy areas and principles such as equity and health, with issues concerning participation, needs, social capital, the economy, the environment, and more recently, with the notions of happiness, well being and quality of life ".

Emerging social sustainability key themes are the demographic change (ageing, migration and mobility), social mixing and cohesion, identity, sense of place and culture, empowerment, participation and access, health and safety, social capital, well-being, happiness and quality of Life. Urban regeneration projects can generate potential outputs and outcomes at least in the following 10 social sustainability dimensions and policy areas:

» Demographic change (ageing, migration and mobility);
» Education and skills;
» Employment;
» Health and safety;
» Housing and environmental health;
» Identity, sense of place and culture;
» Participation, empowerment and access;
» Social capital;
» Social mixing and cohesion; and,
» Well-being, happiness and quality of life (Colantonio et al., 2009).

All the above mentioned aspects are meaningful dimensions for the neighborhood scale and have claimed relations and features of the built environment and can be used in regeneration (Bramley & Power, 2009). The main approaches to area-based regeneration and renewal argued by Colantonio et al. (2009, p.19) include these;

» "Property-led physical approach, where for example a major retail-led or mixed use scheme us expected to have multiplier effects in the local economy.
» Business-driven approach, which highlights the importance of 'underserved' markets particular in inner city as important force for regeneration through business investment.
» Urban form and design perspective, which highlights the importance of the relationship between sustainable development and urban form
» Cultural industries approach, which stresses the importance of creative and cultural media industries as vehicles for development.
» Health and well-being perspective, which highlights the role that well-designed spaces can have on neighborhood health and livability.
» Community-based, social economy approach, which highlights the importance of involving local communities in decision-making and developing social capital networks. "

These dimensions form critical areas for the social sustainability of local communities and neighborhoods, and are fundamental in assessing the possible direct and indirect consequences that urban regeneration project proposals are likely to generate for them (Colantonio et al., 2009). Through these approaches, a social dimension is visible in urban area development. However the exact strength and positioning of this varies depending on the approach (Colantonio et al., 2009).

There is however considerable overlap between aspects of social sustainability and concepts as the 'sustainable community' (Dempsey et al., 2011). Dempsey, Bramley, Power and Brown (2011) describe that the sustainability of communities relate to aspects of every day social life;

» Social interaction or social networks in the community
» Participation in collective groups and networks in the community
» Community stability
» Pride and sense of a place
» Safety and security.

The social dimensions of urban area planning do not exclude the economic dimension. Both social and economic objectives in urban area development can be obtained as the benefits of local job creation and economic spin-offs can lead to social improvement of the urban area. The local economy can support the socio-economic well being of an urban area. It can strengthening the economic position of residents, strengthen the entrepreneurship and strengthen the economic diversity (Seinpost Adviesbureau BV & Onderzoeksinstituut OTB / TU Delft, 2010).

The economic position of residents can be enhanced through the creation of employement, housing of educational facilities and the creation of internships and work experiences. The entrepreneurship can be strengthened by guidance and support of entrepreneurs, flexibile leases and basic affordable offices. The benefits of strengthening the economic diversity are in line with the aspects of sustainable communities:

» The creation of a positive identity: contribution to positive behavior, communication, symbolism and experience of a building and as result the neighborhood.
» The promotion of safety: the encouragement of vibrancy and social control.
» The mixed-use: the addition of new features to the neighborhood and mixing different functions (Seinpost Adviesbureau BV & Onderzoeksinstituut OTB / TU Delft, 2010).

In the next paragraph will be explained how temporary use contributes to sustainable development in urban areas and can enhance urban regeneration.

3.1.4 SUSTAINABLE DEVELOPMENTS AND TEMPORARY USE

The literature of De Jong (2012) concludes that the temporary use can be of additional value, and can both deliver a process-related and substantive contribution to a (sustainable) area. The substantive contribution focuses on creating opportunities for upward social mobility (people) and value creation (profit). Hence, temporary use can contribute to social-economic developments in the urban area (De Jong, 2012).

Four aspects that define the process of sustainable area development will influence the outcome of the process are; the flexibility, the focus upon demands, having support and accentuation of the identity. Flexibility comprises the enabling of smaller projects and "not-sticking-to-final-images" but anticipating on different scenarios. Focus upon demands by being responsive to end-users needs and inversion of the process. Having (civic and political) support from residents and other users in the development by involvement and clear communication. And finally, accentuating the specific identity of an urban area. Temporary use contributes to all these aspects. (De Jong, 2012).

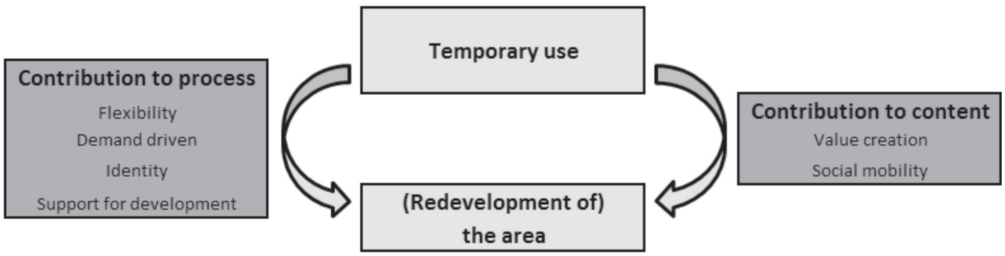


Figure 25; Contribution of temporary use to sustainable redevelopment of an area (De Jong, 2012)

Two main social and economic benefits of temporary use are worth mentioning and responsive to these social economic developments; the benefits for the local community and the increasingly democratic participation (Perkovic, 2013).

Temporary use may create social and economic flow-on benefits to the local community. Temporary projects integrate vacant properties back into the urban fabric, making the urban area again whole rather than a composition of separate parts. Experimental projects can contribute to sustainable development if grown into permanent applications. The quality of life is improved as a result of the usually visible aesthetics of temporary use. A positive effect for different user groups is the common sense of the place where the community comes together. The clustering effect of temporary uses maximizes both the attractiveness of a place and negotiating positions of a place, with the beneficial side effect that the area revitalizes (Perkovic, 2013).

Temporary use can contribute to increasingly democratic participation in urban development. It stimulates citizens or residents to become more involved in the local community. This can either be seen as an opportunity or risk. A risk when the temporary project dissapeares again and the stakeholders are eager to let the venue stay. As Perkocvic explains: "Temporary use has been praised for its 'place-based and embedded' character. It's flexible and context-specific mode of production of urban space" (Perkovic, 2013).

Although temporary use has many advantages, it can also have a negative impact on an urban area. For example, it can cause nuisance or increased parking pressure and thereby contribute to a negative image. The users of the new establishement may also conflict with the interests of local residents. This can create a negative impact because it slows down desired developments, especially if some users actively support the temporary function and advocate for a permanent status (De Jong, 2012).

3.1.5 THE URBAN VALUE

In literature the contribution of organisations or temporary use to public values is the aim for sustainable communities that is mainly translated into social and economic dimensions. So to create sustainable areas for the future, attention must be paid to the active creation or improvement of social and economic values. These values can initiate a process of urban value.

Multiple authors (Claassen, Daamen, & Zaadnoordijk, 2012; Meijboom, 2011; Tiesdell & Adams, 2011) acknowledge that good urban design adds value increasing economic viability of development and by delivering social and environmental benefits. A sustainable community can be enhanced through local job creation and economic spin-offs. A better economic position, entrepreneurship and diversity will eventually lead to social improvement. It contributes to aspects as social interaction, participation in collective groups, networks of the community, community stability, pride and sense of a place and safety and security.

As Macmillan (2006) argues that; “the exploitation of social and economic values can be enhanced by a good and well-designed built environment. This can create added value in functionality and delight for the end-users and contribute to sustainable area development”. If the spin-off of a building first is facilitated in social and economic dimensions: in the future the value can lead to a physical shape and contribute to a positive development of the region, and ultimately increase the value of the building itself (Claassen et al., 2012). In similar perspective is argued by Macmillan (2006) that; “the exploitation of social and economic values can be enhanced by a good and well-designed built environment. This can create added value in functionality and delight for the end-users and contribute to sustainable area development”.

Therefore, if added value for the urban area is aimed for in an operation, it can be actively pursued by temporary adaptive re-use by the creation of social and economic values. In the following paragraphs the social and economic context will be further examined: the current society, the contribution of temporary projects and how this contribution can be achieved.

3.2 THE SOCIAL CONTEXT

Social value is a result of evaluations about how basic needs of individuals; groups and the society as a whole are influenced in relationships involving the public. Public value then is also value from the public, i.e., “drawn” from the experience of the public. The public is an indispensable operational fiction of society. Any impact on shared experience about the quality of the relationship between the individual and society can be described as public value creation. Public value creation is situated in relationships between the individual and society, founded in individuals, constituted by subjective evaluations against basic needs, activated by and realized in emotional-motivational states, and produced and reproduced in experience-intense practices (Meynhardt, 2009).

In order to improve the social value in an urban area, awareness is necessary of current trends in society, how experiences are formed and how temporary use can contribute to the social context.

3.2.1 THE CHANGING SOCIETY

With regard to trends as globalization and a hyper-digitized world, the environment is becoming more complex and changes incredibly faster than previous generations. Life is faster and more connected communities are built around shared interests as much as around geographic location. The generations raised with digital media will be more visually literate andhave a greater capability of scanning large volumes of data (Graham Devlin Associates, 2001).

These trends lead to a more demanding audience, as people look for special experiences with high impacts in short bursts. Users will be less generous about the potential of a new facility or business (Graham Devlin Associates, 2001). People seek greater satisfaction from the activities engaged in and the environments people immerse themselves in. Instead of just acquiring more material goods, people aim to experience quality in their work and leisure surroundings,

demonstrating a desire to achieve a degree of emotional fulfillment (Klingmann, 2007). The amenities of the city and the quality of spaces are getting more weight in decisions (Den Heijer, 2011).

As globalization evolves, it is likely to have effect on the raising expectation level of users and will influence the hierarchy of needs. Den Heijer (2011, p. 92) argues that; “the classification of human needs can be a useful tool for determining perceptual qualities that need to be realized. After all, the degree of satisfaction is largely determined by the extent to which the environment fulfills general and individual needs”.

THE PYRAMID OF NEEDS

Blyth and Worthington (2001) transform the need-and-satisfaction pyramid of Maslow into user needs. Maslow differentiates five types of needs, and translates those to motivators or actions (Figure 26). The pyramid begins with the basic needs; as eating, drinking, sleeping, breathing (a). The second level of needs (b) explains that people need safety from external conditions as weather. When those needs are accomplished, the third level will be aimed for (c); the social needs, mostly the social contacts. Next the esteem needs (d) are pursued: to be valued and respected. The last (g) presents the self-actualization (Blyth & Worthington, 2010).

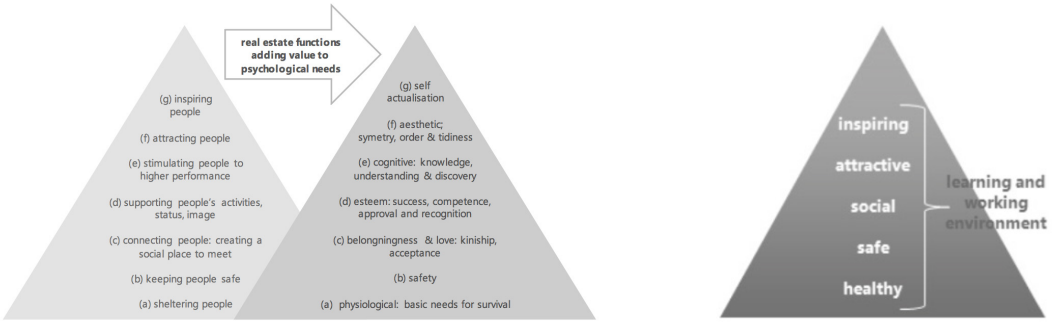


Figure 26; Real estate functions (left) the user needs, (right) the cumulative needs that real estate can offer (Den Heijer, 2011).

The degree of hierarchy is applicable in the following manner, when the primary or fundamental needs (a) & (b) are fulfilled other levels can be achieved (c, and higher) (Blyth & Worthington, 2010). As the basic accommodation needs are fulfilled, other needs as social contact and self-actualization become important. In high-developed countries the focus is mostly shifting to the higher levels of the pyramid and additional needs will be created as appealing architecture and modern gimmicks. However, sometimes the focus remains on lower level of needs as accommodation for example a proper user-friendly working space in order to achieve other needs (Den Heijer, 2011).

In similar way as the Maslow pyramid of user needs, the relation of individual needs and real estate can be made visible. Van der Voordt (2004) translates the aesthetic and cognitive needs of real estate and combines them with self-actualization;

» Physiological needs or health: The perception and the satisfying comfort levels of the indoor climate.
» Safety needs: Besides the physical distress; the protection of the outside environment, is a physiological need for security. Privacy can make contribution and support this sentiment.
» Social needs: Facilitating social contact, both formal and informal. Belonging to a community.
» Esteem needs: The need for esteem, titles and job promotions opportunities that fits the acquired position.
» Self-actualization: The facilitating of opportunities to develop personal abilities as best as possible (Van der Voordt, 2004).

These five cumulative needs can be the basis of the cumulative qualities that real estate can offer; a healthy, safe, social, attractive and inspiring environment presented in Figure 26 (Den Heijer, 2011).

THE CUMULATIVE QUALITES OF REAL ESTATE

Real estate is an outcome of needs; it offers space for human needs. How the environment is experienced will define the fulfilling of general and individual needs. The principles of the pyramid can be used as tool to determine the qualities that have to be realized and will influence the perception of people. There has been recognition that real estate is a vital part of the economy and should be maintained, managed and efficiently thought of as it has social impact. It can contribute to civic pride; it promotes our health environment and productivity, can strengthen the local identity and inspires users (Macmillan, 2006). The creation of a new identity of an area equals the possibility of value growth and can provide even value for the current stock of real estate in that same area (Meijboom, 2011).

Real estate is unique as it can affect our moods and feelings in the most profound way. Therefore today, more than ever, the capacity of spaces or businesses to provoke aesthetic experiences is key. Hence, the environment is a vital part of the perception of individuals. Our surroundings will affect the experience of users, whereas real estate can provide staged environments that can be immersive and fulfill the needs of the users. For example, mass tourist attractions as Hagia Sophia in Istanbul and Pantheon in Rome provide similar-overwhelming experiences. It can offer experiential value to people as real, living, breathing human beings in their day-to-day, moment-to-moment existence (Klingmann, 2007).

Figure 27; Interior experience Hagia Sophia (Medieval architecture, 2014)

3.2.2 THE SPATIAL QUALITY

The contribution of temporary use in an urban context is closely associated with spatial quality. The perception of users or residents can be matched to the value created in the spatial quality. This is also acknowledged by by Franzen and Wigmans (2011, p 141.) “Various authors have highlighted the fact that it also contributes to a positive appreciation of the |living environment, thereby creating an attractive location for businesses.”

Spatial quality is composed of three types of values and is based on the values of Vitruvius: utilitas, firmitas and venustas:

1. The function or user value:
   Distinguishes the art of building other forms of art and its value cannot be seen independently from the use. In this respect, the public and individual value.
2. The form or experience value:
   Relates to the notion of beauty, which is a normative concept and hard to measure in quantitates. As stated by Franzen and Wigmans (2011, p.143); “Opinions about beauty are not only formed rationally, but are also coloured by experience, receptivity and imagination.”
3. The time or future value:
   A process that occurs in the present although future needs and perceptions also have to be taken into account as the future use can be affected by steering and directing in the present (Franzen, 2011).

The spatial quality of an area increases when it is appreciated by as many groups of users as possible and for the longest period possible. Due to the various and many actors involved in the urban area development that have different interests and wide-ranging perceptions of quality. Quality requirements can be complex to define spatial quality for urban redevelopment. However, awareness of the various users and their demands and needs, will enable the likability that the majority of users or residents will be satisfied as well. Spatial quality is therefore subjective or inter-subjective. Quality can be achieved through the integration and cohesion between substance, interaction, collaboration and communication between actors (Franzen, Hobma, De Jonge, & Wigmans, 2010).
In the experiential view of architecture, the relative success of design is measured in the

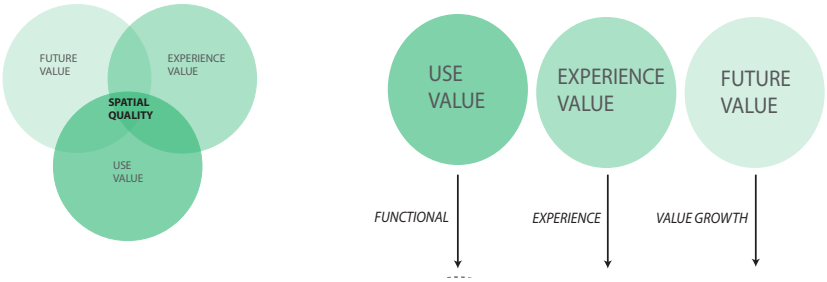


Figure 28; The Spatial quality and the relation between use, experience and future value (Own illustration)

sensation a person derives from it – in the growth it offers and the resulting pleasure it evokes. This demands an ongoing obligation to build a relationship-oriented culture that encourages emotional receptiveness in the consumer (Klingmann, 2007).The impact of planning and design will form the functional and spatial position within an urban area. Structure, scale, location, urban integration and functionality have an indispensable effect on the performance and the image of a neighborhood (Gruis et al., 2006).

Whether people experience a place as successful depends on the activity, scale of the place, the safety feeling and comfort subject to external factors as wind. Social and economic aspects contribute to the way people percept a place, and the physical appearance (design) of that place (Adam & Tiesdell, 2011). When the use value is well designed, the pursuit experience will be accomplished and will eventually contribute to the future value (Niemeijer, 2012).

Hooijmeijer, Kroon and Luttik (2000) have operationalized the notion of spatial quality by combining not only the functional value, but also experiential value and future value, with the social, ecological, economic and cultural value. Strategic integration of these values has to be consider as it at the same time can, support, trigger or stimulate other necessary developments (Gruis et al., 2006). In practice, the three values overlap and will define the outcome of a project. The use value will determine the experience or the perception of users, the experience value will affect the future value; the relation is illustrated in Figure 28.

3.2.3 THE EXPERIENCE VALUE OF TEMPORARY USE

Due to the economic crisis and the depreciation of prices, also in real estate, consumers became more price sensitive and value conscious. Because of this price sensitivity and value consciousness businesses have to adjust more to the demand of the end-user. Understanding the perception of the users becomes essential for the design of a positive experience in terms of a product or service. As appointed by Klingmann (2007, p.36); “These days, what sells is not products or services but the experience attached to a product”.

Temporary use is mainly end-user focused as it is depended on the users, while no major investments in the physical context take place. As temporary use is created from a bottom-up approach, it requires low investment and provides low risks. As temporary use is built on the experience of customers, it is a good example of the contemporary experience economy, explained by Pine & Gilmore (2011, p.2); “Companies stage an experience in whenever they engage customers, connecting with them in a personal, memorable way”.

Argued by Wellink (2008) is that a positive aspect of a temporary projects is that it causes a social structure, giving liveliness to a place at an early phase of development. This does not, by definition, have a positive effect on the physical quality of an area but enhances the character and atmosphere (Wellink, 2008). The presence of temporary uses forms the livability, safety, diversity and mixed functions in an area (Sijbers, 2009). The mixing of function creates change, allowing 24-hour activity and therefore livability (Florida, 2004).

Creating a positive image is therefore known as on of the best effects of temporary activities (Sijbers, 2009). Users are seduced by incubators and temporary interpretations to visit a certain urban area (Hoogendoorn & Peeters, 2005). Generating attractiveness of the urban area through the use of incubators is therefore important for the future development of the area (Wellink, 2008).

Temporary use can contribute to the social rise of people; a higher level of involvement of the community can be achieved, for example residents that participate. This can enhance positive value for the identity or the image of the area and iprovides a great appeal to potential customers (Sijbers, 2009).

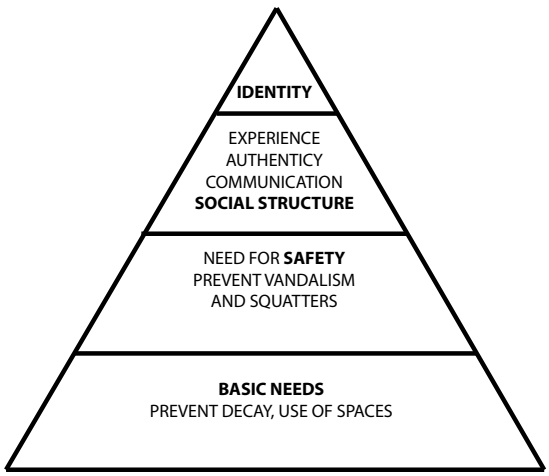


Figure 29; Goals of hierarchy of temporary functions based on (Sijbers, 2009) (Own illustration)

THE IDENTITY

In the thesis of Sijbers (2009) about the influences and effects of temporary functions on the identity and branding of a location, the objectives of temporary functions are translated to the Maslow pyramid (Figure 28). These basic needs must be safeguarded as a prerequisite for a successful transformation.

According to Sijbers (2009) perception or experience is one of the four-factors that influences the identity of an area. Other influencial factors are based on the theory of 'corporate identity' and exist out of behavior, communication and symbolism, affecting the identity of a company or product.

Behavior can be translated into the presence of certain functions and activities, shaping the livability, safety, diversity and mixing of functions within an area. If there is low intensity of activity, there is less liveliness in the area and unsafe situations arise. While low activity remains, it can become a serious problem for the urban area, as Jacobs Jacobs (1961, p. 30) formulates in the book "The death and life of great American cities"; "It does not make many incidents of violence on a city street, or in a city district, to make people fear the streets. And as they fear them, they use them less, which makes the streets still more unsafe" (Jacobs, 1961).

Communication in relation to vacancy and decay often emphasizes on the negative aspects of the area. In similar way inaccessibility and uncontrollability contributes negatively (Vijgenboom, 2008). For example, the relocation of businesses, loss of jobs and unsafe situations caused (such as crime and illegal dumping of waste). The areas are mostly presented in a negative way, despite the fact that people have never been to the physical place. No or less communication takes place about future plans by area developers. At the start of the development all stakeholders bear a shared vision and mission and the stakeholders start to emphasize the positive aspects of the concept. Once for residents, consumers and media is physically seen how the area is developed, the positive communication is initiated and the formation of an identity begins.

Determinants for symbolism are all elements that evoke associations with the area include the presence of historic buildings and elements such as cranes, rail tracks, the area name, iconic buildings and the presence of water. These elements are decisive for the identity of an area. The use of existing symbols and historical buildings, restoring relationships with the old identity play a key role in creating a new identity for an area. Components may be linked to the valuable elements of the old identity with the new interpretation of the area and thus form together a new area identity.

The creation of experience by means of branding of an area with a chosen vision and mission are directional. The addition of facets and experience play a major role. In cases of economic and technical decay in area this may even lead to decrease in value, as obsolete areas provide little positive experiences. The theory of the experience economy shows that the value of a product increases when the customer experiences the product in a positive way. Experience or perception is thus the fourth factor, which is decisive for the formation of the identity. Branding can be used as a tool with the aim to provide an area identity knowingly or manage the desired identity (Sijbers, 2009).

Temporary initiatives may strongly enhance the experience value of the area in different manifestations or time durations. A good example is the new temporary use of an old beautiful historic building that had been vacant for decades and brings after many years vitality back into the urban area again. Or other examples are festivals that can actually be called small temporary uses, and contribute highly to the experience of a place by people (Sijbers, 2009).

Besides behavior, communication, symbolism and experience is the identity of a neighborhood also based on its physical structure, its environment and its social structure. History is part of identity, but identity is not a product of history alone.

The changing context and position in the city influence the identity of the neighborhood. Identity is a 'social construction of space' and the result of as cited by Low (2000,p.128); "peoples' social exchanges, memories, images, and daily use of the material setting-into scenes and actions that convey meaning."

A positive new area identity only arises when a large proportion of behavior, communication, symbolism and experience are positively influenced by branding and physical interventions. All the factors determine a new area identity. This identity helps determine the success of future development by means of the attractiveness and value development of a region.

Research has shown that with the creation of a new temporary identity, the value of the (transformation) area and the existing properties increase. For example, an increased value for housing prices in the whole area could be a result (Hoogendoorn & Peeters, 2005; Saris et al., 2008).

IDENTITY AND IMAGE

How people percept an area, determines the image of an urban area. Customers are often only attracted to an area if there is a direct visibility of the results, reflecting in a positive image of the area. One of the main disadvantages for developers, investors or owners is that it is difficult to predict the future image through the current scenario. Only real pioneers are able to do so and show the willingness to invest in starting developing areas (Sijbers, 2009).

Identity and image are related and dependent on each other, illustrated in the following model of Birkigt and Stadler (1986). Changes in behavior, symbolism, communication and experience have direct effect on the image of a real estate product or urban area (Sentel, 2008)

Elements that are connected to identity, image and branding are;

1 The distinctiveness that the provider has over the competition
2 Identifying and establishing identity of the product by means of behavior, communication, and symbols.
3 The image is generated by the influence of the perception of the consumer
4 The creation of added value (Sentel, 2008; Sijbers, 2009)

Image is viewed from the perspective of the recipient: the total of impressions the consumer has of the brand. This means that a brand owner should not only attempt to load the brand under which indicate consumers - image - but also be able to appoint the basis of which the brand is distinguished in the market – identity - (Sentel, 2008).

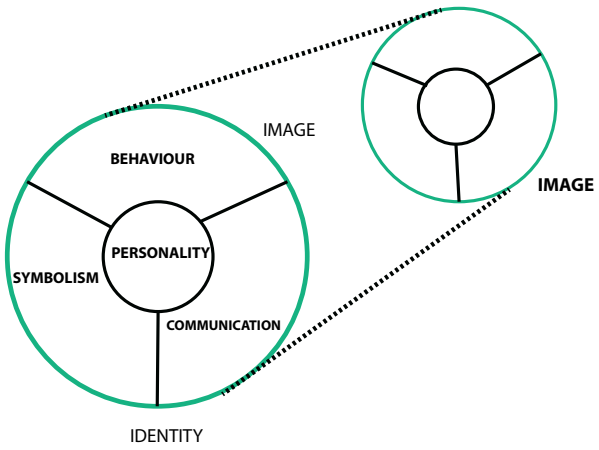


Figure 29; Relation Identity and image based upon (Sijbers, 2009) (Own illustration)

3.3 THE ECONOMIC CONTEXT

Economic value is a result of economic developments in the urban area and the value created through these developments. One of the hallmarks of sustainable development is the maintenance or enlargement of the potential for economic development in an urban area (Gruis et al., 2006). Fully exploiting the economic potential of an area and its inhabitants, will contribute to the economic vitality and eventually to the social aspects as the livability of the neighborhood (Seinpost Adviesbureau BV & Onderzoeksinstituut OTB / TU Delft, 2010).

In order to improve the economic value in an urban area, understanding of current economic developments is important as well as how temporary functions can contribute to the economic context.

3.3.1 ECONOMIC DEVELOPMENTS

Mainly caused by the financial crisis, there is an increasing interest for organic urban development and planning. Large projects are harder to get off the ground as financing is a problem. The real estate market involves slow changes and processes, thus is argued by Arieff (2011) that it is hard to anticipate continuously changing and evolving needs of a population or be able to achieve “the resiliency, responsiveness and flexibility shorter-term, experimental endeavors can” (Arieff, 2011).

De Zeeuw (2011) emphasizes the need for flexibility in area development; inner-city (re) development must become more demand focused, less expensive, more flexible and faster otherwise urban renewal freezes completely. As PMB (2013) explains the transformation of the real estate market; a quantitative supply-driven towards a qualitative demand-driven market (De Boer, 2013).

Reversal of the traditional order might stand a better chance in urban area development. In the phasing of Roestenberg (Figure 30), it would mean that the process begins with operation and maintenance. The interaction that occurs during operation allows for value creation and financial capability to transform. With minimal financial resources small-scale improvements can be made to the spatial environment. The process of value creation is thus, as it were reversed. A good example of temporary use that has contributed to the process of value creation is the beach club Blijburg on IJburg in Amsterdam. It ceases to exist and changes locations on the island, however it has facilitated the awareness and attracted lots of visitors (De Jong, 2012).

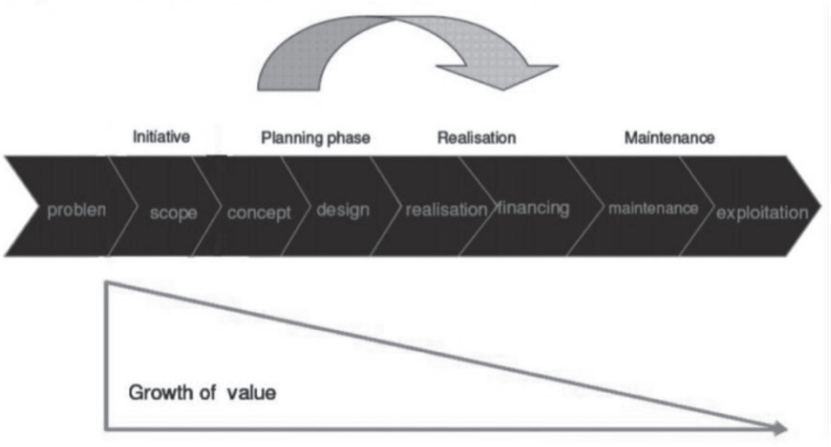


Figure 30; Traditional growth of value in urban area development (Franzen, 2011)

Organic urban development, planning and design responds to this demand as it is humble, assumes that the future is unexpected, and leaves space for small-scale initiatives of many parties. It promotes natural growth and permits transformation in time. It is the counterpart of traditional blueprint planning, in which a region according to a fixed plan will be developed on a large scale. In organic development urban structures stay to exist while flexibility and bottom-up initiatives are central (De Boer, 2013).

Organic developments find their own way and are often not predictable or planned. These developments drive ideas and initiatives of market players and businesses in a spontaneous, unexpected and sometimes adventurous undertaking that should lead to the ultimate development goal: the creation of an improved urban area. In these cases the municipality can perform a facilitating role and more attention is paid to smaller manageable projects with great attention to management of cash flows (Buitelaar, Kooiman, & Robbe, 2012; De Zeeuw, 2012).

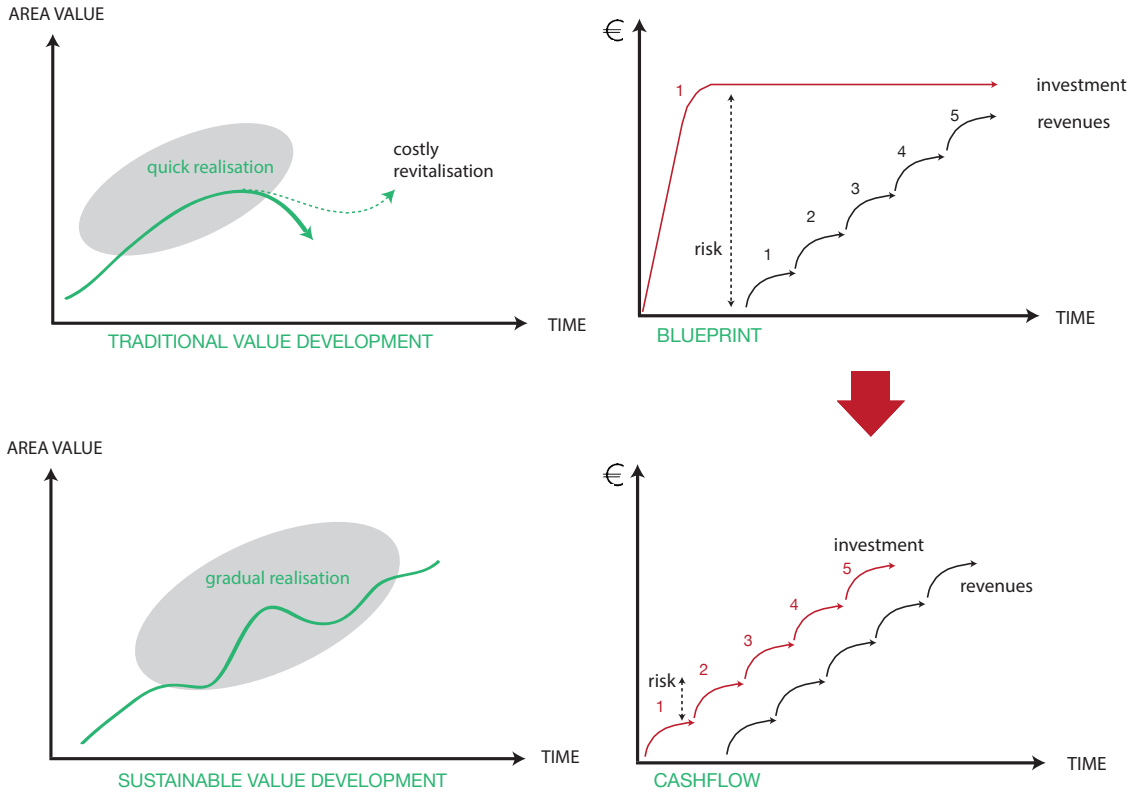


Figure 31; Sustainable value creation with space for temporary functions (Lek & VINU consultancy, 2012)

Figure 32; Small steps, fast value creation (De Boer, 2013)

Temporary use or small bottom-up initiatives can be seen as a mean for gradual organic development; a (gradual) method that applies this gradualism and provides organic area development, which is currently described as appropriate “crisis-proof” development method (De Zeeuw, 2012). The new crisis and recovery law enlarges possibilities for temporary use and gradual growth in urban context (De Boer, 2013). Nevertheless, knowledge of temporary projects and the contribution to the socio-economic climate in urban areas is not conclusive yet.

THE BUSINESS MODEL

For real estate developments a common business model is used, that exists of in succession: drafting a land (development), real estate and investment exploitation model in conjunction with a business operation. In a conscious way, in every phase value is added to the development. A gradual redevelopment enables a long-term revenue model, which combines the various exploitations or operations. After all, as quickly as possible, a cash flow is generated through rental income for example retail. Temporary tenants, contribute to the real estate operation that runs parallel to the investments in property development. Cash flows are muted because the need for capital is more gradual. Therefore the project risks are reduced while value is created. According to Geltner (2010) a real estate strategy is successful as it avoids obstacles and risks and uses benefits from the advantages. Only strategic use of these advantages will mean that the real estate strategy or the urban development is successful (Meijboom, 2011).

Keulen confirms the ability to create value by gradually selling real estate with his theory of value optimization through redevelopment of real estate corporations (2002). According to his theory, the value of real estate is fully determined by the property itself (building and location), market developments and policy and regulation (Meijboom, 2011).

A lack of gradual and regular funding of urban renewal can lead to impoverishment. This is due to unsufficient understanding of the necessary processes, the late identification of trends and wrong political and strategic priorities for consumption. Lack of attention and investment leads to delays, which often will only be solved if the negative development has reached a bottom point, which enables the interest for rigorous interventios and investments with high financial value creation and expectations of returns (Saris et al., 2008).

3.3.2 VALUE DEVELOPMENTS IN URBAN AREAS

The process of gradual value development raises two important questions: if different functions can produce specific effects in urban areas and whether the addition of a function in a particular point in time has a different influence on the process of urban value development? Temporary use as means for (gradual) appreciation is described in the following paragraph and can be explained through the various area enablers and specific phases of development.

Temporary use can address the function of a pioneer or impulse in urban areas, metioned in chapter 2. Pioneers will support a development of an area from the start. The first developments arise by allowing and encouraging small initiatives. Here, the authors indicate that in practice this is sometimes good, but often wrong. However, the costs are often on the low side. A successful pioneer can functions as an anchor and gives the area an identity. After the first pioneers have started successful, larger parties gain interest in the district. Then the pioneer facilitaties mainly the attraction of other investors, examples are pioneers can creative breeding grounds or local entrepreneurs be mentioned (eg Westergasfabriek and NDSM hangar) (Zandbelt & Van den Berg, 2005).

In addition, major events can create an incentive of impulse for new developments. A well-organized event gives the city a positive image attracts short-term investors and provides an attractive picture on longer term. Examples of these events are Olympic Games, World Championships and World Football Exhibitions (Zandbelt & Van den Berg, 2005). The enablers are seen as the major forces behind a transformation and affect a larger region or national scale. This can have the result of a socio-economic change for instance a change in household composition (Claassen et al., 2012).

Areas with a clear potential are logically often only of interest when governments have made plans and market players have taken their positions (Claassen et al., 2012). As this can be a slow process, it offers the opportunity for property owners to initiate the first building as spin-off for economic and social dimensions of the area, whereupon the value creation can turn into a physical form of value. Some enablers have a clear product value and are a brand in itself, while leaving the rest of the region to develop themselves for example by luring new audiences to the area, creating opportunities for functions that were not previously established (Claassen et al., 2012).

Finally, there are boosters with process value; those are enablers that can be clearly identified in the initial phase of an area, but subsequently become inseparable connected or dissapaer in the larger urban ensemble in time (Claassen et al., 2012). These types of area enablers will leading in this research and the various functions of enablers will be explained in the next paragraph.

THE VARIOUS FUNCTIONS OF ENABLERS

In the study of Wellink (2009) into area incubators or enablers, a distribution is made in three ideal types enablers on the basis of six parameters and the way buildings can operate as such. The three ideal types are named a dynamo or generator, key and anchor function.The dynamo functions as a temporary function that creates movement in the region in an early phase and not use is delayed until completion of the first functions. Dynamo reinforces the promise of the future value and image. The key is an essential function that is part of the program, but is realized before other functions. This type of enabler unlocks an area and accelerates the realization of the final program. The anchor function is a function that is added to the program. This creates the identity of the region and thereby enriches both the program and the identity (Wellink,2009).

THE PHASES OF DEVELOPMENT

De Bruijne and Shonau (2008) show that in area development, where conscious 'enablers' are used, several stages can be distinguished. The transitions of phases of urban development are inconclusive and the start or ending of each phase is not perceptible. The different phases slowly flow into each other and ensure that the indication of the transformation process can be seen as gradually. A distinction has been made in phases, which addresses a specific target group for each phase. The character of the evolving functions, the level of costs / revenue and profit increases and the role of the owner and the relationships with partners (as the initiator) varies by stage (Schönau & Bruijne, 2008).

Hoogendoorn (2005) detects in similar vein a different nature of temporary functiona that varies throughout the progress of transformation. Each new phase of the transformation process requires a new incubator in accordance with new target groups of users. The urban area evolves as artists discover "unknown places" and draw functions as galleries, hospitality or other dynamic hip businesses with attractive features. The enterprises help to open up the area and attract customers to the specific functions and thus the urban area (Hoogendoorn & Peeters, 2005).

The first phase of the transformation of an area, in general involves much uncertainty. By means of minimal resources can be tried to change the area since the uncertainty creates many risks. The establishment of creative industries through targeted functions can help to create an attractive area and highlight the potential (Florida, 2004; Hoogendoorn & Peeters, 2005; Schönau & Bruijne, 2008).

Hence, a party can loan or lease a building for a low price with the ultimate aim to attract more users and increase the interest in the area. However, the creative environment is introverted and therefore difficult to control. What the exact execution will be at a specific location is hard to predict for temporary initiatives. The results and the length of this process are uncertain. Here, the property owner has to act as a host and be patient (Schönau & Bruijne, 2008). If this process is successful, the area will get increased attention and recognition among people as a function startles activity.

The first users of an urban area can be classified as innovators. Innovators build the identity of the area and provide an attractive environment (Hoogendoorn & Peeters, 2005). This group enables a boost for the area and investments provide a great leap of value in the process. The first developments are then started. The property owner himself or an employee can search on local level for tenants or partners that contribute to the region (Schönau & Bruijne, 2008).

The area will as a result enter a new phase of life; the development phase (Schönau & Bruijne, 2008). This is a long-during phase in which the entire area is developed into a "mature" urban area. The area can fully be (re) developed and improved resulting in the attraction of new people. The vital tenants are retained and for other tenants the contract will expire. In the mean time, the value of real estate has increased and the process of "first or originals" users searching for other places and relocation out of the area has started (Zaadnoordijk & Claassen, 2011).

Hoogendoorn & Peters (2005) assume that a certain group in urban areas always creates a certain boost to the urban environment. Therefore, in their view the latest phase can also be subdivided into several parts. Each new stage of life can ensure the attractiveness of new audiences (Hoogendoorn & Peeters, 2005). These groups are defined on the basis of the adjustment curve of Rogers: classified as innovators, early adopters, early majority, late majority and laggards (Schönau & Bruijne, 2008; Wellink, 2008). Each new stage of life requires a new incubator or 'enabler', until the area has become a fully developed area; this is illustrated in Figure 33.

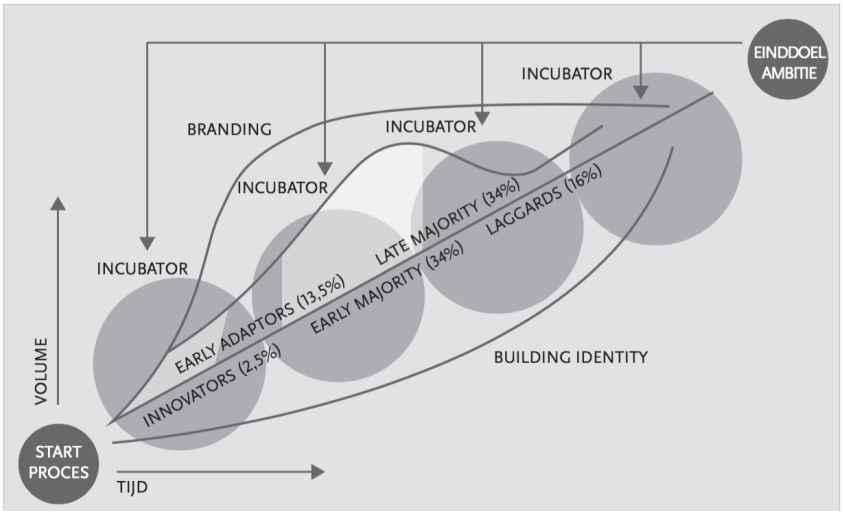


Figure 33; Model for transformation and innovation of incubators in urban areas (Hoogendoorn & Peeters, 2005)

3.3.3 VALUE DEVELOPMENT OF TEMPORARY PROJECTS

Radiating creativity, innovation, innovation and youth is attractive for new business and has a positive impact on the business climate, the image and the (re) creative position of a city (Saris et al., 2008). The previous phases and functions of enablers start from the perspective that the execution of an enabler or temporary prioject is succesfull and achieves the desired effect.

However, this process of value creation is only enabled when the creative venue is considered as a positive addition to the urban environment a.k.a succesful. For a temporary project to be successful, the business model of the operation has to be in line with the business strategy. The ultimate aim of a business strategy is defined by Best (2010) as “enhances a sustainable competitive advantage”. In similar manner, Lehman and Winer (2005) define that the outcome of a successful strategy should lead to a superior market position. Further stated is that it enhances coordination among functional areas of the organization, and operates within and across functional areas to support organisation level strategies (Best, 2010; Lehmann & Winer, 2004). Chosing for the option of temporary use entails also the economic side of the operation. In order to create economic value for the urban area, awareness is needed for the feasibility of the operation that ensures the economic survival of the enterprise. One of the main elements of the business strategy should be the competitive advantage as it facilitates the temporary project to become a frontrunner and to be ahead of other projects. The operation has to enhance unique selling points in order to have acompetitive advantage (Sentel, 2008).

Bowman and Ambrosini (2000, p.1) argue that; “Resources that are valuable, rare, imperfectly imitable and imperfectly substitutable are an organization’s main source of sustainable competitive advantage”. A resource is valuable if it exploits opportunities and/ or neutralizes threats in a firm’s environment (Bowman & Ambrosini, 2000). For temporary intitiators vacancy is an opportunity for affordable spaces for low amount of rents. The investments are preferably limited, however this can be difficult, as initiators often have to deal with considerable hurdles to get cooperation for licenses etc. A major risk for temporary businesses is that involved parties will wait to support the project, and wait until proven to be a success. Active participation of owners and local authorities will enhance the temporarily use to become a success and deliver value for the urban area (Wellink, 2008).

Multiple authors appoint the fact that a temporary project has a better chance to survive with a longer operation time, as in time the exploitation offers the opportunity of payback of the investment (De Jong, 2012; Loggers, 2013; Mulder et al., 2015). PMB (2012) acknowledges the fact that a temporary enterprise can only be feasible when a hospitality function is integrated in the concept. The ambition, investment and the length of time for temporary projects determine the outcome of the project.

A temporary initiative will require investment and can only be feasible through a combination of hospitality and commercial functions (PMB Gemeente Amsterdam, 2012). A good example is the Tolhuistuin that by the cause of high investments had to expand the hospitality function to be twice as large, in order to earn back the investment costs. In this situation the operation time of five years turned out to be a non-feasible construction (PMB Gemeente Amsterdam, 2012).

As resources may be capable of producing profits and/or value, is the economic value as a result of a temporary project determined by the use value. Bowman and Ambrosini (2000, p.2) refer to this from economic perspective; “Use value refers to the specific qualities of the product perceived by customers in relation to their needs.“ The use value is part of the product and co-relates to the exchange value; it is the monetary amount realized at a single point in time when the exchange of the goods take place, the moment of sale. Added exchange value (profit) is only created when the exchange values realized on sale of the new use values sums to more than the costs of the inputs (Bowman & Ambrosini, 2000).

Perceived use value can be translated into monetary terms: it can be defined as the price the customer is prepared to pay for the product if there is a single source of supply. It is what customer refers to as “value for money”. New perceived use values are created by the actions of organizational members; the role of the exploiter (initiator) of the temporary project. Argued in the article of Bowman and Ambrosini (2000) is that value capturing, the realization of exchange value, is determined by the bargaining relationships between buyers and sellers (Bowman & Ambrosini, 2000). Concluded can be that when the projects disappears, the value can disappear as well as relationships are disconnected. A good example of temporary projects that bring no value into an urban area are the substitutes or stand-ins, or free flows that continue in available places for limited time until the new use arrives.

Value creation on the basis of real estate and the basis of consumers or users derive from two different perspectives, visualized in figure 34 (Saris et al., 2008). However these perspectives can reinforce each other as products or services add value for the consumer, it offers attractiveness for a certain location. If more visitors will be attracted to the urban area, the same visitors will probably be prepared to spend money in surrounding hospatility, retail or other establishments besides the product or service that was the reason for visiting the area in the first place. Instead of direct directly linked transaction a transformation of spending behavior takes place. This can be a very good value to convert, as effusive increased spending (income) in the recipient companies can be consolidated as well, for example in a rental unit or as a contribution to cultural functions (Saris et al., 2008).

If the creative economy adds new value that does not mean that this value manifests itself in such a way that it benefits the project development. Even though, creative entrepreneurs search for existence in vacant buildings, it does not guarantee these buildings endure a significant value development. To manifest this value, programming is the core of the development: to enhance balanced and creative cultural-socio-economic dimensions, enabling multifunctionality, the clustering of activities, coherence and synergy. Who wants to create value for its project mainly invests in an effective organization or operation that is capable of dynamic, effective and sustainable programming (Saris et al., 2008).

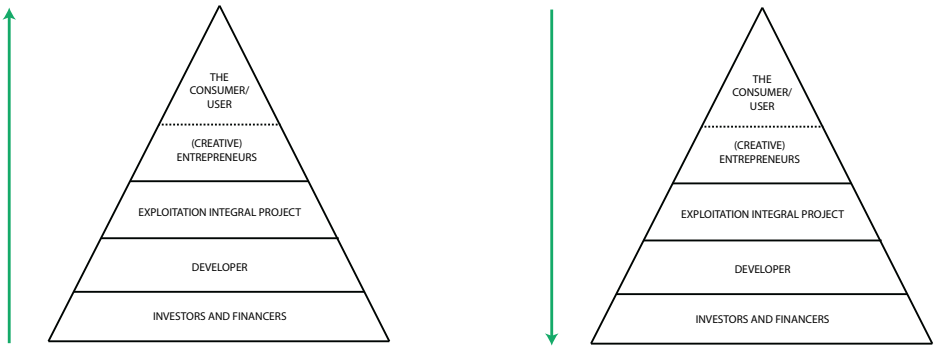


Figure 34; Value creation out of the perspective of the user (right) and real estate (left) (Saris et al., 2008).

CHAPTER 4
CONCLUSIONS CONTEXT

The previous chapters discussed temporary use and the urban value. The chapters provided insight into two dimensions that influence temporary use: the internal factors of the operation and the external factors consisting of trends in society: both the social and economic context.

The internal influences are determined mainy by the initiator who functions as pivot during the whole process: from the initiative to the actual execution. The initiator will define the objectives and the composition or form of the function that influences the scope and position of the temporary project in the urban context.

Besides the influence of the initiator, the temporary project is subject to the external influence of social and economic context: the constantly changing society and economic developments. Current trends in society are based upon people determine the value of a business more upon the experience gained from this venue. As a response to this need, it is necessary to create unique identities that again will contributes to the image that is perceived of an urban area. The economic trends in urban development originates, as fewer resources are available: urban area developments have changed to a more gradual organic approach of bottom-up initiatives. Through the implementation of different functions (enabler, anchor or key) of temporary enablers and the consideration of phasing, economic value is able to grow the economic position can be improved. Using economic spin-offs as temporary initiatives strengthens the economic diversity of an urban area and can again contribute to improvements of the social context. The added value of temporary use to the urban area can be optimized by by actively pursuing and creating a positive identity, new mixed functions to enhance the economic diversity and safety of the area.

Added value represents an improvement or addition to something that makes it worth more than the original situation (Cambridge dictionary, 2016). In relation to real estate and temporary use this can be interpretended as the improvement or an addition of a function that will improve the urban area in comparison to the former situation. This is in line with the goal of sustainable area development; raising the quality of life from the previous situation. Social and economic dimensions, established in the literature, can contribute to the urban value. So an improvement in social and economic values can provide added value in comparison to the previous situation. Therefore the following definition of added value can be established;
"If a rise in value occurs in social and/or economic context, the cause - (temporary) project or development - adds value to the urban environment"

As property owners are not aware and cannot estimate the added value of temporary use to the urban area, the uncertainty becomes a hindrance in the choice for temporary functions. One of the main advantages is the prevention of decay and detoriation, although temporary use can also contribute pro-active to boost developments in the area and create long-term values. Although most property owners only own one or a few buildings in an urban area, these buildings or leased spaces can be used in advantage for the development of added value in the area, to provide social and economic added value and can result in a higher property value long-term. A benefit of temporary initiatives is that it is based on time-limited exclusivity, which reinforces the rarity of the project and as a result, appeal people (Bishop & Williams, 2012). Thus, by attracting people works positive on the livability and safety of an area as more economic activity enhances these aspects.

There remains a gap in language between the initiator and the property owner, as both aim for other objectives. Mere, the objectives of both parties do not contradict and even complement each other. To overcome this gap knowledge has to be provided. However, the added value of temporary use has not been tested and proven yet. This research, will examine several cases of temporary use to confirm this added value of temporary use for the urban area.

PART III
THE ADDED VALUE

CHAPTER 5
A FRAMEWORK FOR THE ADDED VALUE

In the following chapter the definitions and indicators for this research are established. The indicators are defined and the assessment method is discussed. All together, will induce the framework and starting point for the case studies.

5.1 DEFINITONS FOR THIS RESEARCH

"Added value can be explained as the contribution to meet the needs and provide the services whether that is exceptional or of additional value compared to another product or service determines this. That 'functionality', in the technical sense of the world, really never was the most important value in architecture. Or, to put it differently, the real function in architecture – and what distinguishes architecture from plain development - is added value." "Conversely, the more advanced its alleged value, the less the immediate function of the commodity seems to matter: frequently function is even deliberately compromised if it were downgrading would contribute in any way to a rise in representational value. All iconic products, including architecture, give us added value above all." "It exceeds the function as it has greater significance; the added value enables producers or operators to ask more of their products than worth in the strictly functional sense" (Klingmann, 2007 p. 36-40).

The book "Brandscapes" of Klingmann (2007) highlights the different interpretations of the meaning of the added value. Other interpretations can be explained in both a non-monetary way or monetary way related to the perspective of the consumer or businesses. In this research is the added value of temporary use investigated in an urban context; the definition is defined in the previous chapter:

"If a rise in value occurs in social and/or economic context, the cause - (temporary) project or development - adds value to the urban environment"

In order to test this definition the social and economic added value should be clarified. The social and economic added value form key themes in this thesis are established out of literature as follows:

THE SOCIAL ADDED VALUE

There is social added value if temporary use contributes to the dimensions of sustainable communities, when users and residents positively experience the identity, social cohesion and safety within the urban area.

THE ECONOMIC ADDED VALUE

There is economic added value if temporary use contributes to the socio-economic well being of a neighborhood, when the economic diversity enhances the promotion of a positive identity, safety and business vitality in an urban area.

To be accurate about the achievement of these values, the indicators of these definitions have to be established. The indicators further explain the definition of the social and economic added value in urban areas and relate the outcomes to the temporary use project.

5.2 THE ESTABLISHMENT OF INDICATORS

In the last couple of years, more attention is gained to quantify social benefits in developments. Being able to measure the social benefits can ensure a more balanced consideration against the gains of a project. Capturing these values is difficult as it consists of intangible social values in contrary to tangible economic assets (Macmillan, 2006).
As stated by Macmillan (2006, p. 267) "It identifies that cultural value may include historical, social, aesthetic and symbolic aspects, and it needs to be recognized as having intrinsic value in itself; and it makes the case that economic value alone cannot completely express the "worth" of a cultural asset."

A rise in social and economic added value is still undefined to measure in practice. Several literatures appraise the relation between the soft and hard values, speaking in non-monetary and monetary terms as image and prices. The assumption is made that these values are interrelated, as the soft social values will eventualy influence the hard economic values of the urban area (Sulsters, 2006). In general, if the temporary initiative meets the needs of the end-users, contributes to the social value, it will restitute in an economic value, which can be interesting for developers, investors or property owners (Meijboom, 2011).

The benefits of temporary use referred to in this report, indicate 10 key words that are repeatedly used. These keywords will be used as a starting point to determine the indicators:

» Livability
» Safety
» Physical quality
» Social quality
» Economic activity
» Image area
» Economic value properties
» Economic climate or activity
» Settlement residents
» Accessibility
» Vacancy area

5.2.1 THE VALIDATION OF THE INDICATORS

A qualitative assessment for the indicators is performed in means of interviews (APPENDIX 6). The ten possible indicators of added value are measured in the perspective of time and can be categorized in social, economic or physical aspects. The interviewees of the cases were asked to assess how the ten indicators in the context of the urban area had changed over the past years. Positive and negative changes of the overall project could be indicated, in a range from -2 to 2. The number 0 symbolises no changes from the initial situation, thus no improvement or no degradation. The results of the assessment are visible and ranked in Figure 35, representing that the image of the area has mostly changed and the climate for settling residents the least.

Evaluating the results of the questionnaire indicates that relations exist between the indicators and temporary use; the soft values score higher than the hard values. This is logical as the soft values are perceptive and the hard values are not exactly known. The hard values that can be identified are the economic values of the properties, the vacancy of the area and the settlement of residents.
Accessibility depends on the initiative of the temporary use, whether it occurred out of the search of an initiator for a building or the availability of a building in which the idea was realized in a latter stage. It is part of the larger context that is already present and cannot be influenced by temporary use.

2. SOCIAL QUALITY
3. SAFETY
4. LIVABILITY
5. PHYSICAL QUALITY

6. ECONOMIC VALUE PROPERTIES
7. ECONOMIC CLIMATE

8. ACCESSIBILITY
9. VACANCY AREA

10. SETTLEMENT RESIDENTS

Figure 35; Validation indicators interviewees (Own illustration)

The indicators of vacancy and settlement of residents are unfounded because these variables are interrelated to the perception of people about the livability within an urban area. If vacancy within the area is judged negatively, the livability will as well. The same applies to the settlement climate of residents.

Livability and image are composed out of the social, economic and physical quality; therefore these indicators can be classified as variables of livability and image.

Concluded can be that the indicators of image, safety, livability and economic activity will influence the added value of temporary use in urban context.

5.2.2 THE SOCIAL AND ECONOMIC INDICATORS IN PRACTICE

Whether the social and economic indicators of image, safety, livability and economic activity exist and are used in practice is examined through the conduction of interviews with the departments of urban planning of the municipality of Rotterdam and Amsterdam. In the underlining text, the essential outcomes of the conducted interviews are summarized.

SOCIAL VALUES INDICATORS

A positive image can contribute positively to urban developments as everything goes easier and faster, therefore area publicity is important to consider for urban areas. It can contribute positively if the image is framed by means of city marketing and results in the creation of a brand were people are attracted to. Image is something intangible, it is a “feeling”, for example Katendrecht was not as bad as everyone said in the beginning of the project and now, it’s also not as good as everyone says and writes (Blok & Freeling, 2015).

Community bonding is important for the publicity of a region. Connecting people to a certain area or place through the creation of a local magazine for instance. Places that have name recognition in Rotterdam are Katendrecht and Central station. The hospitality industry continues to develop there and there will develop new opportunities, even in the vacant buildings. As communities are built, new developments will be a success as people for the surroundings area or buildings are pulled in and connected. Both people that work near the spot or passerby’s can enjoy a drink or snack in the evening, which will contribute to detaining people in the area and maintaining the liveliness even after work hours (Blok & Freeling, 2015).

Liveliness and image are related to the economic activities in an urban area. Aspects as social control, the clarity of the place, the logical flows of people and quality of the public space will all determine the experience of people. Materialization as natural stones and amount of green space, will contribute to the immediate experience of quality (Blok & Freeling, 2015).

In Rotterdam the safety-monitor “veiligheidsmonitor” is used to measure social values. The results of the monitor are extracted and merged in a social index grade. The social index is about the satisfaction of residents about their neighborhood. Blok (2015) states that their department is not judged on social figures but more on financials. The policy depends on the counselor, as there are usually targets and every counselor has other objectives. Nowadays, the city of Rotterdam has become much safer due to the great successes of the Markthallen and Central Station. These developments overshadowed the social problems of the city to the background (Blok & Freeling, 2015).

In Amsterdam the social impact is mainly measured through the differences in appreciation of people in the neighborhood. The municipality maintains a strong link with people from the district, as residents and brokers to measure thes appreciation levels. Residents and brokers notice the key players in an area, and are able to manage the social media and have more insight knowledge about the neighborhood (Drogendijk, 2016).

ECONOMIC VALUE INDICATORS

The main method of measurement in Rotterdam of economic value is through the measurement of employement. Employement is not monitored every day, although a lot of new developments are started with the possibility of strengthening this economic position (Blok & Freeling, 2015).

Another indicator that is used for measurement is the vacancy of offices as it provides a good tool to check the economic value development. Currently, the vacancy rates are decreasing and this provides a sign of confidence in the market. Sometimes the municipality does not occupy the financial position in an urban area, but facilitates to connect parties and operates the land exploitation in order to enhance the economic quality (Blok & Freeling, 2015).

It is not measurable but temporary use contributes in a positive manner to the economic value of an area. Blijburg definitely had a positive development on the image of IJburg. This caused a rapid sale of plots and can be reflected in the price. However, the positive effect of temporary use cannot be measured, only assummed. Of course, sometimes cost as the installation of sewerage and streets are made in order to facilitate, but this will payback in time. A recent development in Ijburg is that for the first time temporary use is incorporated in the financials and balance of the land development plan. Mere, it is not integrated yet as an active performer (Drogendijk, 2016).

5.2.3 THE INDICATORS

The following indicators are validated and confirmed in practice:

SAFETY: Safety depends on crime rates, confidence, livability and perception of the users of the urban area.

LIVABILITY: Livability depends on the nuisance, physical and social qualities of a neighborhood.

ECONOMIC ACTIVITY: Economic clusters of activity depend on the economic attractiveness of an urban place.

THE RELATIONS

As a result of literature and prThe indicators will establish the social and economic context of temporary adaptive re-use project, and both will contribute to the value growth of properties in financial value. The experiential values; image, livability and safety are matched with the determinants for the future value; the economic values, the economic activity. If the outcome of the social or economic context is positive, it will have added value for the urban area and will over time increase the property value. The relations are visualized in the following illustration:

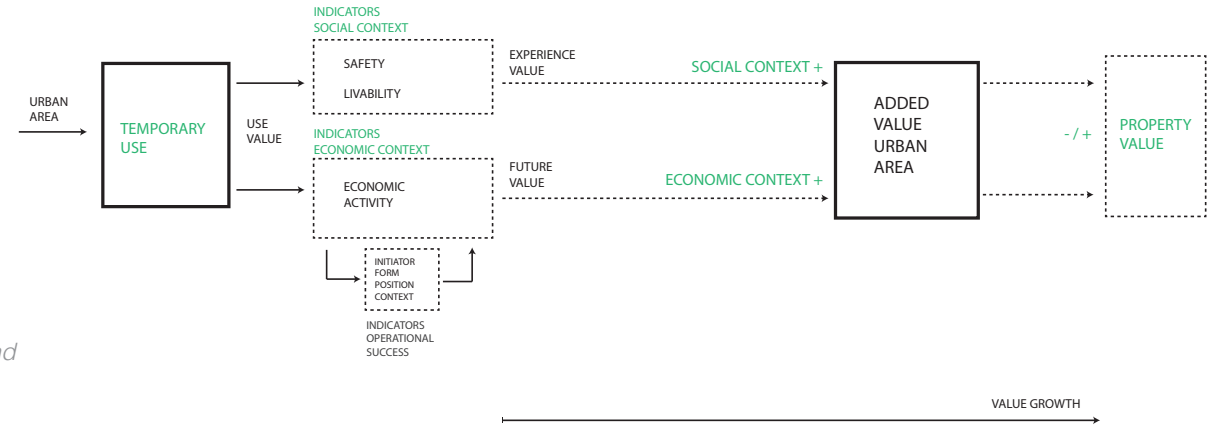


Figure 36; The relations of social and economic indicators (Own illustration)

In practice and similary in theory is identified that mutual relations exist between the social and economic indicators as it consists of experiential values. For instance, livability will be related to safety as it offers more social control and enhances the activity level in the area. These relations are not an issue for the purpose of this research, as it involves a study between the previous and current situation. Thus, in both situations the aligned relationships will be present.

To prove that the use of temporary use can result in property value, as it can be valuable for the perspective of the property owners, the increase or decrease of property value has to be measured in the case studies.

5.3 METHODS OF MEASUREMENT

As it involves “soft” social and “hard” economic values, there are some theoretical and practical difficulties in defining, measuring and benchmarking of these values. The values cannot be measured in a single measure of output, which was already concluded in the identification of the indicators. The measurement of these values is more difficult as it has correlations with the physical (urban) context and cannot be seen as independent values.

Another difficulty is that it can be difficult to measure the same indicators similar way. A good example is provided by the municipalities: in every city different methods are developed and used to identify the quality of life, the neighborhood satisfaction and the image that is perceived differently for each individual. Currently, the only effective way to measure these dimensions of public values is through the use of surveys and other qualitative research methods such as interviews, which, however, could prove costly in the long term and is time-consuming (Colantonio et al., 2009).

In order to carry out a valid manner of measurement of the added value through the indicators, a method needs to be developed that includes the measurement of both soft and hard values. As the research examines the difference in context of the before-and-after situation in urban areas, it offers the possibility to use quantitative methods used by the municipalities in order to increase the reliability of the research.

The qualitative and quantitative methods are first reviewed, before making an accurate selection. In the last part of this paragraph the different ways of measurement will lead towards a combined method for assessment. This enables weighing all the indicators in similar way during the assessment of the cases studies.

5.3.1 THE QUALITATIVE METHODS IN THEORY

In literature various measurement methods are examined as useful methods for this research; social cost-benefits analysis (SCBA) or in Dutch mostly known as “Maatschappelijke Kosten Baten Analyse” (MKBA), the True Value method of KPMG, Most significant change model, these methods are summarized in APPENDIX 7. The methods differ in purpose, complexity and the in-depth explanation of the impacts within the spatial framework. The social sustainability assessment of Colantonio et al. (2009) seems to be the most valuable assessment for this research as it is embedded for urban regeneration and accounts different scales of areas including the neighborhood scale. Although the method is mostly used ex-ante in urban projects it can also be applied ex-poste, to identify the impact of a project. The social sustainability themes are measured through social and economic indicators that are adjustable and enable the outcome for the specific conditions of each project. Included in the method of Colantonio et al. (2009) is the scalling and processing of results to make them comparable to other projects.

THE SOCIAL INDEX

Colantonio et al. (2009) developed a simplified social sustainability assessment framework (SSAF) for urban regeneration. The framework exists of a model for the assessment of urban development projects in EU cities against the criteria for social sustainability. The objective of this framework is practical and simplified to offer guidance to identification, assessment and measurement of the broad social impact of development projects.

The ten dimensions of social sustainability are tested in the framework; demographic change, education and skills, employement, health and safety, housing and environmental health, identity, sense of place and culture, participation, empowerment and access, social capital, social mixing and cohesion, well-being, happiness and quality of life (Colantonio et al., 2009).

These ten dimesions areas are assessed and linked to a scoring system that assigns points ranging from 1 to 5 depending on the inclusion of specific items in the regeneration to project in order to varify issues or problems. The scoring system can be applied ex ante to project proposals by the applicable evaluation checklists or afterwards through the evaluation of performance indicators selected to monitor the overall progress of the project for each area. So, a score of 5 for a particular checklist item implies that the project components address a specific issue or criterion (for example, affordable housing, job creation etc.). Similarly, at the monitoring stage, when a project indicator is performing very well for example in the case of reaching or going above pre-fixed targets, a score of 5 will be assigned to that particular monitored area (Colantonio et al., 2009).

Assessment value / Social Sustainability Themes	Very Negative (points= 1) [A]	Negative (points=2) [B]	Neutral (points=3) [C]	Positive (points=4) [D]	Very Positive (points= 5) [E]	Comments	TOTAL Average of A+B+C+D+E
1 Demographics (migration, ageing etc.)							
1.1 The scheme takes into account the existence of current demographic trends							
1.2 The project envisages the development of adequate infrastructure and services for the integration of new comers, especially if international immigrants							
1.3 The project envisages the development of adequate social infrastructure and services for the elderly							
1.4 The project envisages the development of adequate social infrastructure and services for young people							
2 Education and Skills							
2.1 The project envisages the development of good educational facilities in the area capable of catering for residents and newcomers							
2.2 After-school and youth development programs are planned as part of the scheme							
2.3 There are special educational programmes or services targeted to most disadvantage groups							
2.4 There are training skills programmes for minority groups and women							

Figure 37; The social sustainability assessment framework (SSAF) checklist (Colantonio et al., 2009)

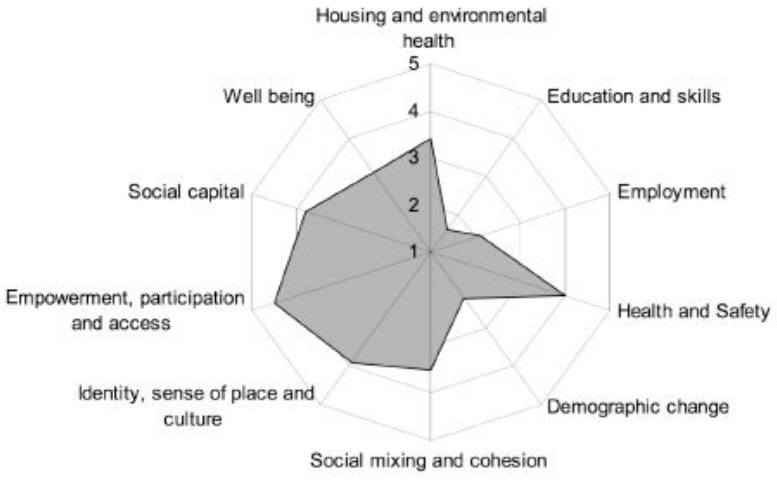


Figure 38; The outcomes of the social index (Colantonio et al., 2009)

A checklist is proposed for the application of the scoring system to evaluate ex-ante project proposals, in Figure 37 a part of the checklist is shown. The selection of the checklist items and monitoring indicators will be subjective, but can be conducted with public participation, for example by asking participating residents or project recipients to provide evaluations and score exercise.

From interpretational point of view, the obtained scores in each row are summed total and the average of these results is calculated. As with similar point scoring system, it works as follows: the higher the total score, the better the overall rating. These are specifically classified on the basis of the obtained score, if the indicator comprises between 1 and 1.80 then the given aspect scores very poor. The range of 1.81 to 2.60 indicates a poor consideration; 2.61 to 3.20 sets a barely acceptable consideration while scores ranging from 3.41 to 5 give a good to very good consideration or a positive impact.

The scores can be represented in a radar diagram that visualizes the overall position of each dimension area and identifies the remaining dimensions were improvement is needed (Figure 38). For example, the radar chart shown in Figure 36 indicates a project scoring very highly in terms of common social sustainability issues such as empowerment, identity and social mix, but could be improved form the point of view of social and economic infrastructure such as employment and educational facilities (Colantonio et al., 2009).

5.3.2 THE QUANTITATIVE METHODS OF MUNICIPALITIES

Broadly spoken, statistics bureaus of the municipalities measure the social and economic indicators, however in practice can be identified that there is absence in feedback of these statistics in urban developments. For this research the statistics are used to assess if the actual situation has also demonstrated the added value of temporary use. This ensures a higher level of reliability of the results and identifies if the perceived value is similar to the actual value.

The measurements of the soft values, the safety and livability, of the municipalities differ and are not identical. These methods of measurement have to be examined in order to conduct the case studies of both cities in similar manner and form a uniform method. The quantification of the economic indicators is more rectilinear as it is involves the hard values and fewer distinctions.

THE SAFETY-INDEX

In both city systems a distinction is made between objective and subjective index. Objective and subjective indexes are distinguished as these indexes have other results due to the different perspective. The “objective” rates present the actual value and the “subjective” rates address the perceived value. For the purpose of this study this is apprehended.

The underlying indicators in the objective safety-index of Amsterdam are burglary, theft, violence, nuisance, vandalism, and drugs rates (Figure 37). Rotterdam identifies the same indicators. In the case of Amsterdam a lower safety-index is translated as better safety in the area. In Rotterdam there is one index rate, which integrates subjective and objective safety. These indexes are therefore both useful for the examination of the cases.

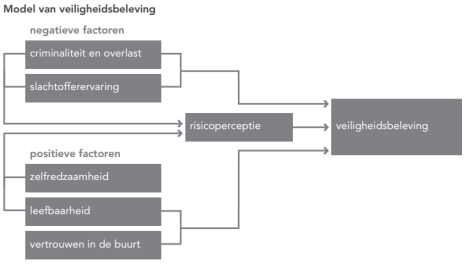


Figure 39: Model of safety experience Amsterdam (Gemeente Amsterdam, 2016b)

Indicatoren leefbaarheidsindex per deelindex

overlast	fysiek	sociaal
1. overlast zwervers en daklozen	1. bekladding muren/gebouwen	1. gezellige buurt, saamhorigheid
2. overlast door horecagelegenheden	2. rommel op straat	2. prettige omgang bevolkingsgroepen
3. dronken mensen op straat	3. onderhoud wegen/paden/pleintjes	3. huissleutel toevertrouwen buren
4. drugsoverlast	4. onderhoud perk/plantsoen/park	4. thuis voelen bij mensen in buurt
5. overlast door omwonenden	5. hondenpoep	5. spanning door overlast jongeren
6. overlast door groepen jongeren	6. beoordeling leefbaarheid	6. spanning door (niet) schoonhouden
7. parkeeroverlast	7. oordeel speelplekken kinderen	7. spanning door verschil religie
8. geluidsoverlast door verkeer	8. oordeel voorzieningen jongeren	8. spanning leidt tot vermijding

Figure 40; Indicators livability index Amsterdam (Gemeente Amsterdam, 2016b)

LIVABILITY-INDEX

There is no uniform method of measurement in regards to livability as both cities have another approach. In Amsterdam the livability-index is available within a time frame of 4 years – from 2010 until 2013 - and measured as a total of three sub indexes; the physical aspects, social aspects and nuisance (Figure 38).

In Rotterdam is the so-said livability index not quantified and the research bureau of the city defines livability by measurement of the safety index, social index and physical index (Figure 41&42). In order to make a valid comparison, the underlying indicators should be leading. Rotterdam identifies in similar way the social and physical index. As Amsterdam includes the nuisance into the livability index, this should as well be extracted in the Rotterdam cases.

The indexes of Rotterdam are presented in figures 41 & 42. The social index of the years 2009,2009,2010,2012,2013 is dependable on four categories; participation, capacities, social binding and living environment. The physical aspects and nuisance are categorized in the spectrum of the living environment and therefore accounted for in the social index similar to the measurement in Amsterdam.

But the social index changed since 2014, and differs in visualization and approach (figure 42). New elements are included, and for all different themes the objective and subjective values are incorporated. OBI Rotterdam (2016) states that the statistics of this index are still comparable with the new method of “Wijkprofiel”. Both methods are integrated in the analysis of the statistics to provide a conclusive picture (Gemeente Rotterdam, 2016d).

Although the municipality of Rotterdam provides more data, the cases have to be compared in this research. Enabling comparison of the cases can only be based on the available information of both cities and as the statistics of Amsterdam are limited, the statistics of Rotterdam will be filtered to provide similar data. Therefore, the livability of the cases will be measured through the rates of social qualities, physical qualities and safety.

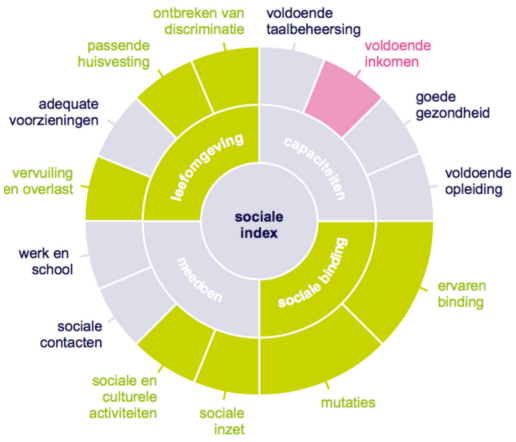


Figure 41; The social index before 2014 Rotterdam (Gemeente Rotterdam, 2016b)

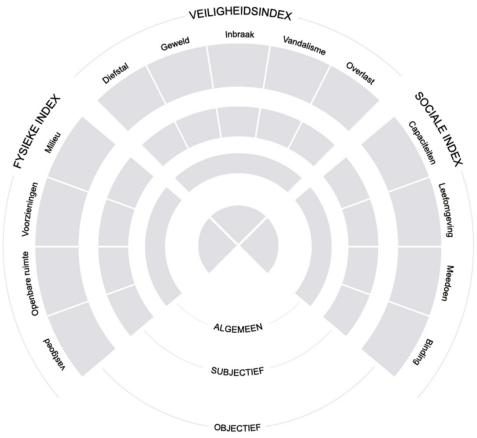


Figure 42; The social index of 2014 Rotterdam (Gemeente Rotterdam, 2016d)

ECONOMIC ACTIVITY

The cities of Amsterdam & Rotterdam both indicate the amount of companies within a specific urban area yearly.

PROPERTY VALUE

The average WOZ-value is measured in specific urban areas of both cities. The average value displays a calculation based on available information of the housing stock. Several trends will affect the property value; to correct for trends of depreciation and appreciation, the rates of the neighborhoods will be compared with the city and district-based rates. Comparison within these perspectives enables the identification of a better or worse performing neighborhood than the overall average of the city and district.

5.4 A FRAMEWORK FOR THE ASSESSMENT OF ADDED VALUE

This research, will examine several cases of temporary use to confirm this added value of temporary use for the urban area. The added value is measured through social and economic indicators. Figure 41 explains the examined process and indicators of added value in the urban areas.

The outcomes will be scaled and processed, to make the result comparable. As it involves "soft" social and "hard" economic values, there are some theoretical and practical difficulties in defining, measuring and benchmarking of these values. The values cannot be measured in a single measure of output, which was already concluded in the identification of the indicators. The measurement of these values is more difficult as it has correlations with the physical (urban) context and cannot be seen as independent values.

The following key themes will define the added value of temporary use in urban context:

Two indicators will determine the social added value: the safety and livability. Safety depends on crime rates, confidence, livability and perception of the users of the urban area. Livability depends on the nuisance, physical and social qualities of a neighborhood.

And the economic indicators: the economic activity and the property value. Economic clusters of activity depend on the economic attractiveness of an urban place. To prove that the use of temporary use can result in property value, as it can be valuable for the perspective of the property owners, the increase or decrease of property value has to be measured in the case studies.

THE ASSESSMENT

As the research examines the difference in context of the before-and-after situation in urban areas, it offers the possibility to use both a qualitative method and quantitative methods. The approach of the social index of Colantonio et al. (2009) is combined with the use of statistics of the municipalities, to increase the reliability of this research. The simplified assessment aims to present a method for the measurement of these social and economic values, however the interactions between the indicators cannot fully be taken into account. The assessment of the cases will be mapped in two ways, on one hand visualised in radar diagrams (Figure 44&45) and in the other hand in a table (Figure 47).

The radar diagrams compare the outcome of the subjective perceptions and objective statistics of the cases. To make these values comparable, in similar way as in the social sustainability assessment method of Colantonio (2009), the values have to be scaled. The scaling is based on the answering model of the interviews that determined the subjective perception of all indicators. As in the interviews was stated that the number zero had the meaning of no change in context, this is also apprehended in the statistics, otherwise it shows a distorted image. As the ranges for the statics range from 0-100 %, this is also distributed in scaling. However, a difference of 2% in statistics is negligible, thus the range of -2 until 2 will count as 0. In Figure 46, the ranges of the scales are represented and will be applied for every outcome of the cases.

The table assessment combines all the actual statistics with the qualitative outcomes of the interviews and are weighted and rated, using the same measurement scales ranging from -2 to 2. For example if there is only one resident complaining in comparison to other cases which have 100 people complaining this can be considered a less negative aspect than in the other case. If this is the case less weight can be admitted. The total score is an average of all the aspects and presents the final score of the indicator in question. This final score will be used in the comparative analysis, which compares all the cases in one overview and determines whether a case can be considered as added value to the urban area.

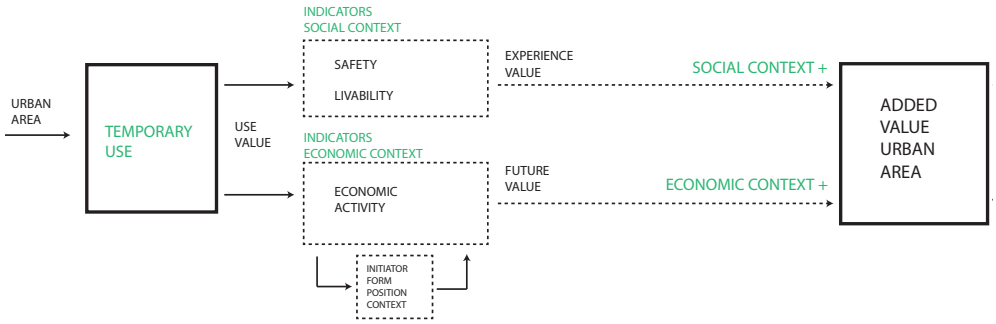


Figure 43; Examined social and economic indicators and process for the case studies (Own illustration)

Figure 44; Subjective values of the changed context INTERVIEWEE (Own illustration)

Figure 45; Statistics of the changed context based on STATISTICS (Own illustration)

SCALE	%
-2	- 50 - 100
-1	- 0 - 50
0	0
1	+ 0 - 50
2	+ 50 - 100

Figure 46; Scale (Own illustration)

	INDICATORS	QUANTITATIVE		QUALITATIVE		TOTAL SCORE
SOCIAL	EXPERIENTAL VALUE					
IMAGE	SAFETY	- + %	+	Subjective safety	- + -	- +
	LIVABILITY NUISANCE PHYSICAL SOCIAL	- + %	+	Subjective livability, nuisance, physical and social environment	+ + - -	- +
ECONOMIC	FUTURE VALUE					
CLUSTER OF ACTIVITY	AMOUNT OF COMPANIES ECONOMIC CLIMATE	- + %	-	Subjective economic activity, climate	+ - +	- +
PROPERTY VALUE	AVERAGE WOZ-VALUE	- + %	-	Subjective property value	- +	- +

Figure 47; The assessment (Own illustration)

CHAPTER 6
THE CASE STUDIES

This chapter will describe five cases studies in order to analyze whether temporary use can contribute added value in social and economic context of urban areas. The chapter will conclude with a comparative analysis of all the cases.

Four cases are compared as part of the research, which entails quantitative and qualitative methods described in previous chapter with the aim of to identify added value for the urban area. Figure 45 explains the examined process and indicators of added value in the urban areas.

The case studies will be described as follows: first the general introduction, than the delineation analysis of the case that entails the physical, economic and social context, concluding with the overall assessment of the indicators. The data of the cases is collected through the conduction of interviews, newsarticles and statistics available of the statistic bureaus of the municipalities. The interview transcripts of the cases can be found in APPENDIX 9, the summarized statistics in APPENDIX 8.

For the city of Amsterdam and Rotterdam similar temporary cases are chosen that consist of similar features. The following selection criteria were leading to justify the choice for the cases:

1. TYPE
   To be able to measure long-term added value in the urban area, the temporary use type has to be an impulse or impulse (established in Chapter 2).
2. PHYSICAL CONNECTION
   The temporary function has to be placed within a physical building or space to be part of the urban ensemble and enabling the possibility of a long-term relation with the urban area. Therefore single events or other initiatives do not classify.
3. FUNCTION
   The function of the temporary project should consist of a mixed program of cultural activities in combination with a hospitality or gastronomy function. As ambition, the required investments and length of the exploitation are crucial for the probability of success of the initiative, it is argued that a temporary project can only be feasible in combination with hospitality or commercial functions (PMB Gemeente Amsterdam, 2012; Senatsverwaltung für Stadtentwicklung, 2007).
4. OPERATION TIME
   The operation time of the temporary project should at least be three years to create the ability to measure a change or impact in the urban area. This definition is based upon the previous determination that “structural vacancy becomes a problem as a property or space has been vacant for three years or longer”. In line with this statement, it can be assumed that the negative or positive contributions of temporary use in the urban area will be noticed after three years.
5. TIME DEPENDENCY
   Another criteria to elimate variables of trends in time: the project had to operate in the last 5 years or is still operating. This approach will ensure the time dependency, as the time circumstances will be similar.
6. LOCATION
   The location of the temporary project near the center of the city, making the accessibility for all cases the same. This will ensure that the project is easily accessible by public transport, car, bicycle or on foot. It can be assumed that this factor will have influence on the popularity of a temporary venue. In the extreme case the added value of the temporary project will be examined without “direct” surrounding neighborhoods to test the assumed relations.

The chosen cases are; Amsterdam: TROUW - Canvas op de 7e
Rotterdam: Schieblock - Bird
Extreme case: Hannekes Boom - Amsterdam.

Figure 48; Hannekes Boom Amsterdam (Hannekes Boom, 2016)

Figure 49; Bird Rotterdam (BIRD, 2015)

Figure 50; Schieblock Rotterdam (Stadinitiatief, 2016)

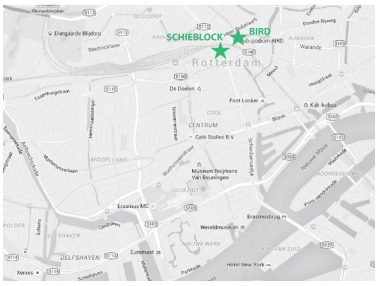


Figure 51; Trouw Amsterdam (Studio knol, 2016)

Figure 52; Canvas op de 7e Amsterdam (Substage, 2016)

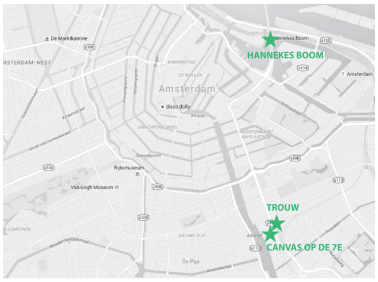


Figure 53; The locations of the cases are presented in the city context of Rotterdam & Amsterdam (Own illustration)

6.1 CASE I TROUW AMSTERDAM

INTRODUCTION

FUNCTIONS	CLUB - RESTAURANT - CULTURAL ACTIVITIES
LOCATION	ZUID-OOST - AMSTERDAM
DEVELOPMENT TIME	6 MONTHS (1/2 PLANNING / 2-3 MONTHS REBUILDING)
EXPLOITATION TIME	5 YEARS - FIRST 2-YEAR PLAN EXTENDED 2 TIMES - ENDED2014
SIZE BUILDING	25.700 M2 / 2 = 13.000 M
ORGANISATION	INITIATOR: OLAF BOSWIJK - POST CS BV
OWNER:	STADGENOOT (HOUSING ASSOCIATION)

The building of Trouw – a daily newspaper in the Netherlands- was built in the Second World War by members of the Dutch Protestant resistance and played a part in the war. Publication was tried to prevent by Nazis and couriers were imprisoned and eventually executed because the editors of Trouw did not want to give in on the ultimatum (Murphy, 2012; Rehberg, 2014). The building was designed by Dutch architects - van den Broek and Bakema - in the 60s, together with the Parool tower placed beside. After being saved from demolition the concrete raw industrial looking building was hard to rent out for a new function. The property seemed to be unsuitable for re-use because of the former activities; printing presses, which resulted in soundproof extensions for the interiors. Later this became one of the benefits for placing a club as the acoustics were already taken care of. Another benefit became the lack of daylight, which made other uses not possible (Boer, Van Iersel, & Minkjan, 2014).

In 2009 Trouw Amsterdam opened facilitating a club, restaurant and cultural platform. The objective was to create a temporary hospitality and cultural venue, which in an exciting and innovative way would bring art, food and music together in an unusual and rugged industrial environment. Main purpose was to inspire the visitors and challenge at international level (Boswijk, 2015). The name of the business origins from the well-known Dutch newspaper, in Dutch it has the same translation as being loyal or faithful. The newspaper referred to it as being true to the Dutch flag, this name interpreted as being true the visitors, artists and values (Murphy, 2012).

The initiator Olaf Boswijk was previous to Trouw, involved in another temporary project called 11 on the 11th floor of a former Dutch Post building next to the central station. The program existed out of a club, restaurant and art space runned by his older brother and programmed by Boswijk. Due to the respected 11, a lot of empty buildings were offered by the municipality to continue a temporary venue (Sub club, 2014). Trouw was the logical successor of 11 and in many ways similar: a difficult and uncertain project starting of with a rental period of 2 years. Eventually, the project has had a number of times lease renewal due to postponing plans and the crisis in 2008. The municipality was skeptical in the beginning and strictly according to the rules. After the first years, the mayor awarded Trouw for its value for the city of Amsterdam and gave a 24-hour permit, which gave the enterprise a large boost (Boswijk, 2015).

Trouw has become a well-respected club internationally and closed at the end of 2014 after being sold in purpose of redevelopment to a student hotel in 2015. The temporary project eventually stayed for a period of 6 years, the lease expanded every 2 years and left a special impression on their visitors and fans. The journey continues also the creation of a new project; de School. Due to the reputation of Trouw, the initiators – the entrepreneurs of Post CS BV – were able to get a 5year building lease and once again a 24-hour license. Currently the Trouw building and Parool tower are being redeveloped by Boelens de Gruyter, towards a student hotel with in the plinth commercial functions (Damen, 2014).

PHYSICAL CONTEXT

The former printing warehouse is located at the Witbautstraat in Amsterdam, near the Amstel in district East “Stadsdeel Oost”. It is well accessible by public transport, metro, tram, bus – car and bike (Figure 54). The building of Trouw is placed in between the neighborhoods of Weesperzijde, Oosterparkbuurt and Transvaalbuurt. However, the transvaalbuurt is not connected to the train rail in between that function as a barrier. Hence, for the exploration of the social and economic context the direct contact with the urban area is essential, therefore the data of the Transvaalbuurt will not be included.

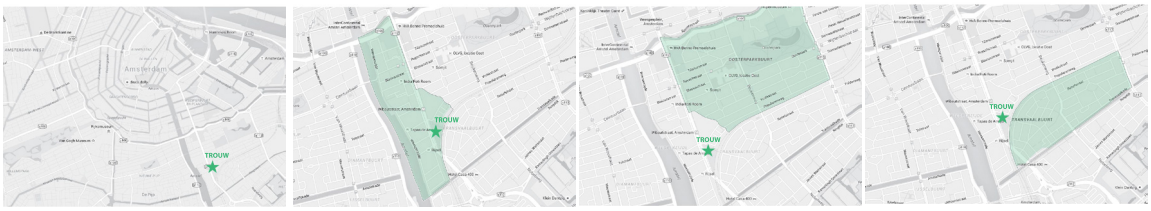


Figure 54; Neighborhoodlevel, building level, location Trouw Amsterdam (Own illustration)

BUILDING LEVEL

For the adaption the initiator had to deal with thick reinforced concrete, which was expensive and time-consuming to break through. Therefore it was avoided as much as possible. There was no / little water or sanitation. The main advantages of the building were the character - the raw and industrial look -, the soundproofing and acoustics, which were already presented in the property due to the former function. The building has always been leading in the design and programming, as the building could not be changed by layout, at best adjust a bit (Boswijk, 2015).

ECONOMIC CONTEXT

The adaption of the building of Trouw, even though it was temporary, has cost a lot of money and effort to make user and license ready. It was subject to many interventions as it involved making a building intended for machinery, change to a place of music listening, dancing and eating. This was greatly underestimated and cost nearly 600,000 euro, which resulted in the first 3 years of exploiting for cash flow problems. Investments came from a loan at the Triodos bank, own money and sponsor money. In subsequent years, there was more invested, because the building was slowly falling apart and the first conversions were done in time perspective of leasing for 2 years. In the last years, revenue was made of approximately 4-5 million per year, which let to a little profitability – 200.000 euro- at last. Argued by Boswijk (2015) is that it was the result of the objectives, not the objective itself. The limitation of money available for the project, has strengthened and trained the operational company repeatedly to function better (Boswijk, 2015).

CLUSTER OF ACTIVITIES

The Wibautstraat covers a dynamic history beginning in the late 19th and early 20th century. Originally the train rail from Utrecht to Amsterdam was going through this part of town, separating the surrounding neighborhoods and facilitating beer breweries and working class houses. In the 1930 the trains were redirected and exposed to the spirit of that time; avenue or boulevard design urbanism producing urban planners as Haussmann. Unfortunately the street became never lively hosting large-scaled building and different styles of architecture. Traffic to the city was the main purpose of this street and in years that followed companies abandoned it (Boer et al., 2014).

The second arrival of a company performing, as hospitality function became Trouw, followed by BAUT – a popup restaurant -, Volkskranthotel, – creative hotel and club – and multiple public functions still become part of the urban are (Van der Eerde, 2015). This is visualized in figure 53, the economic activity has rises to 7 public amenities in a time range of 5 years. Noticed is that in the case of the Wibautstraat two enterprises, BAUT & Canvas, Special for this case is that two enterprises, although in new esthetic appearance, are replaced at the Wibautstraat after redevelopment of the building.

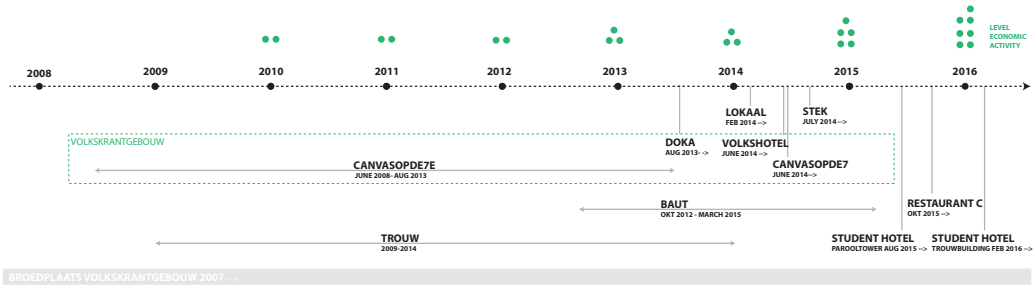


Figure 55; Timeline of opening initiatives from the start of Trouw in the Wibautstraat (Own illustration)

In statistics, the economic activity in the neighborhood is increased in time perspective of 2009 – 2014. Due to the nature of the upcoming district Oost in Amsterdam, economic activity is increasing in high amounts for the district. Compared to the situation in 2009, there are three times more companies placed in the district. The Oosterparkbuurt does not perform better than the east district but performs better to the average of the city Amsterdam (Gemeente Amsterdam, 2016b).

PROPERTY VALUES

On the scale of Amsterdam, the property sale prices are visualized throughout each year (Figure 56). Visible is that the property sale price in the Oosterparkbuurt vary in a range of 2500 euro per m2 to 5000. Real estate nearest to the city center and connected to the Wibautstraat scores considerably higher than other properties in the neighborhood. These properties are valued on average 1000 euro per m2 lower in comparison to prices in the city center. The south of the neighborhood endures the most change in price ranges. Until 2014 the Parooldriehoek location is valued higher and remains the price level of 4000-4500, even though in general the whole urban area depreciates from 2010 to 2014. In 2012 a strong temporary increase of value is identified at the Parool-driehoek (Gemeente Amsterdam, 2016c).

The statistics explain a deprecation of WOZ-value in the years 2009 until 2014. The urban area of Oosterparkbuurt performs better than the overall depreciation in Amsterdam, comparing a decrease of 7,7 % to an 8,9% average which results in a better prospect of 2,1%. This is in line with the properties in district east depreciating less in WOZ-value than the average of the city (Gemeente Amsterdam, 2016b).

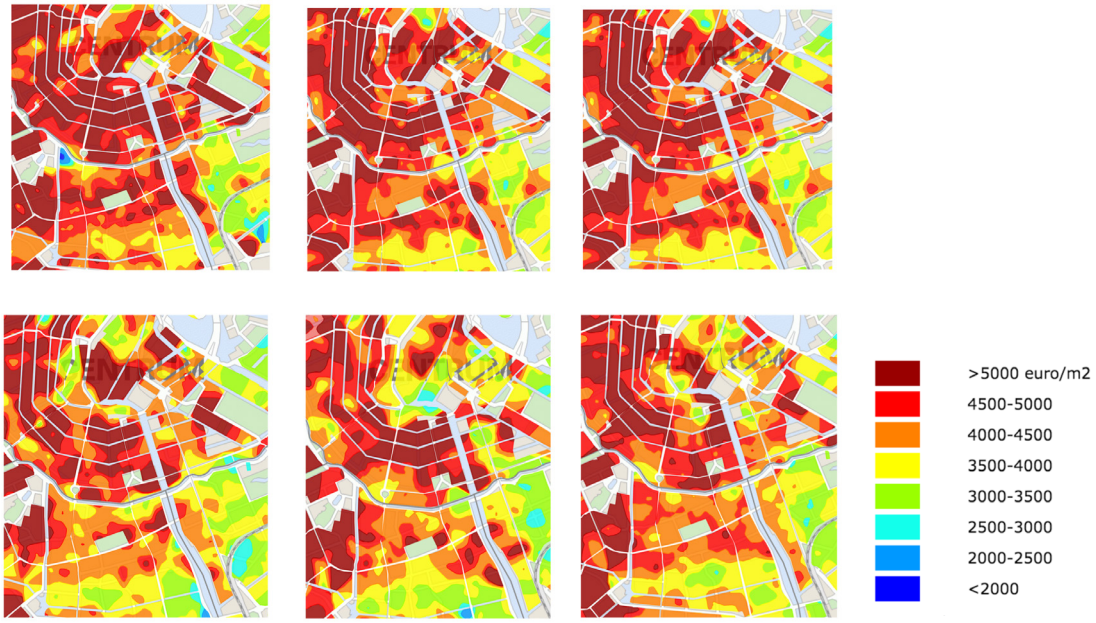
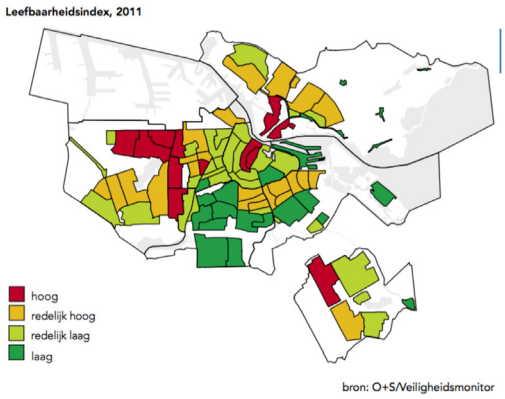
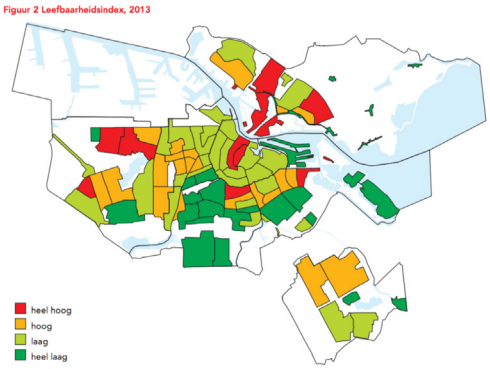
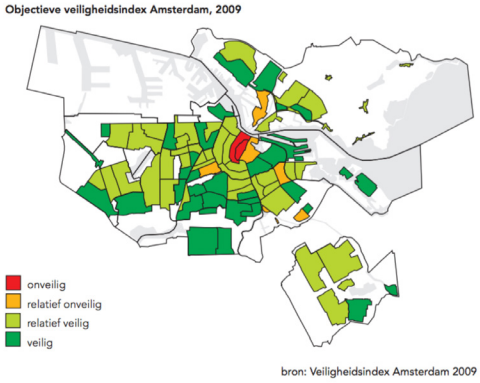
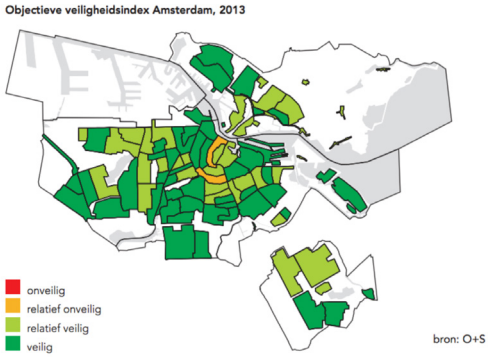


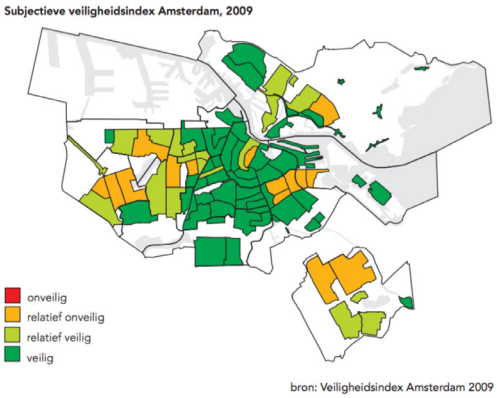
Figure 56; Property value sale price per m2 Amsterdam (Gemeente Amsterdam, 2016c)











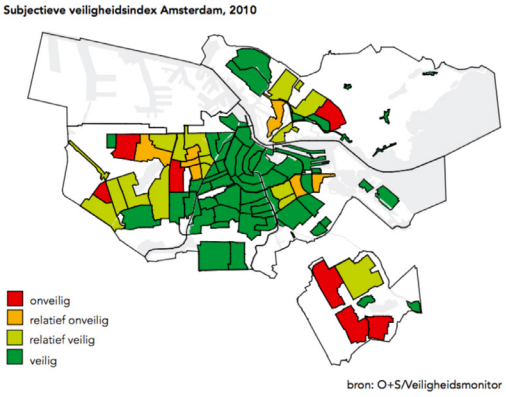
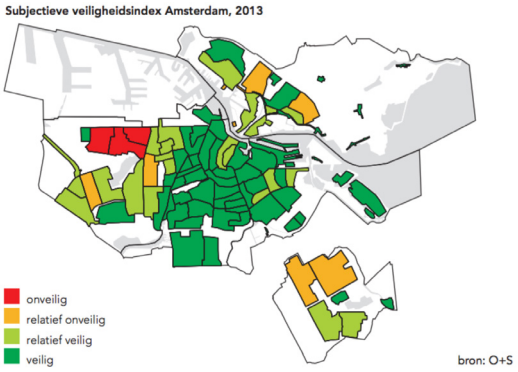


Figure 57; Livability Amsterdam, 2011 & 2013 (Gemeente Amsterdam, 2016b)



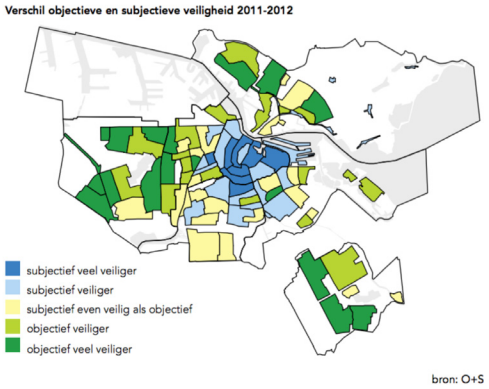


Figure 58; Objective safety Amsterdam, 2009 & 2013 (Gemeente Amsterdam, 2016b)

Figure 59; Subjective safety Amsterdam, 2009, 2010,2011& 2013 (Gemeente Amsterdam, 2016b)

SOCIAL CONTEXT

Stadsdeel Oost was at this time quiet unknown and therefore exiting. Stadgenoot wanted to achieve a good interpretation of a problematic building in a tough neighborhood. Oost was already started to emerge and the neighborhood had changed already. The Wibautstraat is completely different than 5 years ago, partly due to Trouw and the other new impulses in the area. All these bottom-up projects and activities contributed to the liveliness of the Wibautstraat. The municipality aimed to balance the interests of the residents and businesses, which turned out well and the neighborhood has changed for better (Boswijk, 2015; Van der Eerde, 2015).

At first, oddly enough everyone thought Trouw was located very far away, but that's is according to Boswijk a typical perception of Amsterdam natives. In perspective, from all around the city, the venue can be reached in 15 minutes cycling or by take the public transport within the same time. As Trouw became to attracted international public – with an interest in music, art and food- it was no argument anymore, as visitors were united from near and far way (Boswijk, 2015).

LIVABILITY & SAFETY

Comparing the previous situation to the current situation some difference can be made in the safety or criminality; as the square in front of Trouw is no longer a place for street kids and a place where bags are robbed. However, more nuisance of the hospitality has appeared as Canvas, Trouw and Baut arrived in the neighborhood and contribute to a 24-hour program of activities in the urban area. A small group of residents (4 persistent complainants) have always been opposed to the concept and the venue of Trouw. Furthermore in addition there was lots of support from the neighborhood.

From the perspective of Boswijk; some neighbors will say that it has become less viable, others more. In general, probably many residents will not necessarily suffer or experience pleasure of the businesses. It is just part of the larger context; the transformation of a neighborhood or city as shops and venues will come and disappear again (Boswijk, 2015).

The visualization of IOS Amsterdam of the livability-index, classified in the scale high, reasonable high, reasonable low and low, is presented in Figure 57 of the years 2011 and 2013. As the previous situation was considered reasonable high an improvement has been measured in the year 2013, which considers the development of the Oosterparkbuurt to a more positive prospect; the low indication. Between 2012 and 2013, the Oosterparkbuurt is the 9th fastest growing neighborhood of the livability-index in Amsterdam described in the IOS annual books. Over the years, the livability-rates increase with 7,5 %. Although these high rates, a setback takes place in 2013 and 2014, as the nuisance increases over the years with 18,4 % and reaches in 2013 and 2014 exorbitant levels (Gemeente Amsterdam, 2016b).

The objective and subjective safety are presented in figures 58&59. Through examination of this four-classifications of safety; it becomes clear that the objective safety of the Oosterparkbuurt hasn't changed and remains the status relatively safe neighborhood. The subjective safety includes a different prognosis; in 2010 the Oosterparkbuurt changes from relatively unsafe to relatively safe. In 2013, it develops even further to the status of safe. The objective and subjective indexes match as the actual rate of the objective safety increases with and 11,1% and the subjective rate increases with 15,2% (Gemeente Amsterdam, 2016b).

CONCLUDING ASSESSMENT

During the temporary function of Trouw, the valuation of the neighborhood; the image has positively improved. The temporary function contributed mostly to the safety of the neighborhood. Trouw initiated the start of economic clustering in the neighborhood and during the exploitation time many businesses attracted to the neighborhood.

In subjective and objective terms the perception of the neighborhood is even better than the objective percentages of the neighborhood. Thus will also affect the image ratings of the urban area.

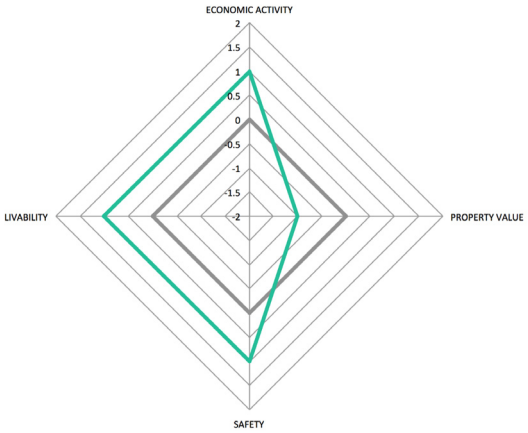


Figure 60; Subjective values of the changed context Olaf Boswijk (Boswijk, 2015)(Own illustration)

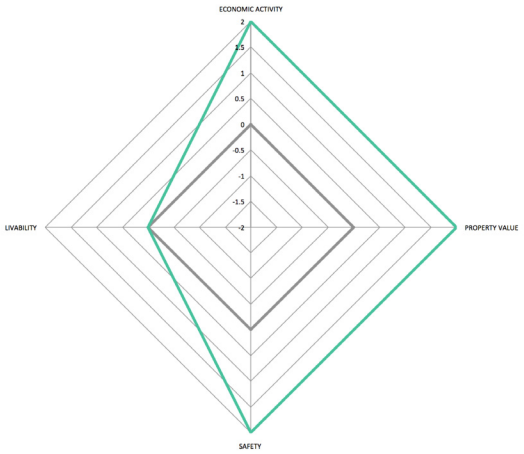


Figure 61; Statistics of the changed context based on (Gemeente Amsterdam, 2016b) (Own illustration)

	INDICATORS	QUANTITATIVE		QUALITATIVE		TOTAL SCORE
ECONOMIC	FUTURE VALUE					
CLUSTER OF ACTIVITY	AMOUNT OF COMPANIES ECONOMIC CLIMATE	+71,3 %	+	- Arrival of 7 public amenities in 5 years - 2 hospitality functions are replaced after redevelopment of the building - Performance is higher than the average of Amsterdam. - Performance is lower than the average of district East.	+ + + -	++
PROPERTY VALUE	AVERAGE WOZ-VALUE	-7,7 %	-	- Compared to Amsterdam average a better performance; 9,8-7,7 % = 2,1 % - Compared to district East a lower performance; 7,7 – 4,8 = 2,9 %	+	0
SOCIAL	EXPERIENTAL VALUE					
IMAGE	SAFETY OBJECTIVE SUBJECTIVE	+11,1 % +15,2 %	+	- The neighborhood receives the status of relatively safe both for objective and subjective safety - The objective and subjective indexes match and both increase	+	++
	LIVABILITY NUISANCE PHYSICAL SOCIAL	+7,5%	+	- A lot of support from the neighborhood, 4 complainers - Improvement of the livability index in 2013, receives a low classification, which is considered positive. - Exorbitant levels of nuisance are reached in 2013 and 2014, (over the years 18,4 % increase)	+ -	+

Figure 62; Table Assessment (Own illustration)

6.2 CASE I CANVAS OP DE 7e AMSTERDAM

INTRODUCTION

FUNCTIONS	CLUB _ RESTAURANT _ CULTURAL ACTIVITIES
LOCATION	ZUID-OOST _ AMSTERDAM
DEVELOPMENT TIME	6 MONTHS (1/2 PLANNING / 2-3 MONTHS REBUILDING)
EXPLOITATION TIME	7 YEARS - FIRST 5-YEAR PLAN _ ENDED IN 2013
SIZE PROJECT	250 M2
LEASE	34 EURO / MONTH / M2
ORGANISATION	INITIATOR: THIJS TIMMERS _ NADIA DUINKERS OWNER: STADGENOOT OPERATOR PROPERTY: URBAN RESORT

Canvasopde7e is located in the Volkskrant-building across the street from the Trouw and Parool building, also known as the “Parooldriehoek” –the Parool triangle. In this building the newspaper “Volkskrant” has been printed and written for over 40 years. Awaiting demolition, a temporary destination was pursued for the building. In 2007, Urban Resort Foundation – link between vacant properties and cultural entrepreneurs looking for business opportunities - stepped in to lease the building to a breeding place for creative companies and start-ups(Volkshotel, 2016).

In 2007, Urban Resort Foundation – link between vacant properties and cultural entrepreneurs looking for business opportunities - stepped in to lease the building to a breeding place for creative companies and start-ups. With the arrival of lots of creative entrepreneurs, it has rapidly become one of the largest breeding places of Netherlands(Urban resorts, 2016).

A search begins for a new destination of the seventh floor, which houses the old journalist canteen. After submission of a winning pitch, the canteen was transformed into a club and restaurant on the rooftop of the Volkskrant building. The initiator of this project is a young hospitality entrepreneur, cocktail shaker and artist; Thijs Timmers. Later in the process, Nadia Duinker strengthens the team of operation. In November 2007 the club and restaurant named Canvas opens the doors (Duinker, 2015).

The creative entrepreneurs and Canvas breathe new life into the building. It becomes a creative and vibrant place. In the end of 2010 the basis is originated for plans to transform the building in a hotel; Volkshotel. In the new plans the creative breeding place or creative factory and canvas are again included. Halfway through 2011, these plans are concrete and the design phase of the building and interior starts. In the summer of 2013, the redevelopment begins and the creative companies can continue their activities in the slimmed down back-wing of the building. Canvas transfers to the temporary underground club in the basement; Doka. After a complex process of transformation the Volkshotel opens in June 2014. The new situation proves to be a gathering of workplaces, creative factory, restaurants, hotel, art and club, which enables this building to have its own micro 24-hour culture of uses.

The Doka started as a 6month-initiative of Duinker and Timmers as in between phases for the newly transformed Canvas. This project offered new opportunities and gained a 24-hour permit, which was not granted to the building yet. Though, Duinker and Timmers no longer exploit continuation of Canvas and the Doka, both clubs and restaurant, as it did not stroke with their vision anymore. The temporary project before refurbishment has operated for six years, it inspired new ideas of businesses. The initiators opened synchronously the venue of Roest in 2011(Duinker, 2015). Roest is an establishment, which functions as café, bar, festival, city beach, facilitates parties and is located in the old historic Cold Gas building, at the Oostenburger-island in the East district of Amsterdam (Roest, 2016).

PHYSICAL CONTEXT

The Volkskrantgebouw is located at the Witbautstraat in Amsterdam, near the Amstel in district East “Stadsdeel Oost”. It is well accessible by public transport, metro, tram, bus – car and bike (Figure 63). The building is located in the neighborhood of Weesperzijde and closely connected to the Oosterparkbuurt and Transvaalbuurt. As it lies on the border of the Oosterparkbuurt and Weesperzijde it will influence both neighborhoods. In similar way as in the case of Trouw, due to no real connection as the train rail closes of the neighborhood, the data of the Transvaalbuurt will be excluded.

Figure 63; Neighborhoodlevel, building level, location Volkskrantgebouw & Canvasopde7e, Amsterdam (Own illustration)

BUILDING LEVEL

The layout of the space has hardly changed. The many things that have been changed are because of catering rules and had to be done. The base was largely there and a lot of things are recycled. The largest investments were the logistics (kitchen, inventory, etc.) and sound system to be able to operate. Soundproofing was not done as it was on the seventh floor and was not foreseen as a problem for the surroundings (Duinker, 2015).

ECONOMIC CONTEXT

An unforeseen high expense was due to the destination of the seventh floor as company canteen. The distinction between company canteen and hospitality limits the possibilities to operate the space as hospitality function and is not suitable to do so without conversion. Urban resort was not aware that the space was not fit and the lease contract was already signed. Consequence of this problem in combination with the time-intensive process of gaining a permit was less operation time than 5 years.

Another hindrance was that the municipality allowed to only exploit the property, no audience could be attracted form outside in the means of advertising. This led to an uneconomic model; and investments were hard to earn back. Being subject to a lease contract of 5 years and already paying rent, this resulted in problems of cash flow in the first 3 years due to the large backlog. Therefore, the decision was made to operate “illegal” to not go bankrupt.

In the years of the venue there have been constant investment costs, however based upon the financial means available. As the building was old, it created high maintenance costs and Canvas was formed with minimal resources –recycled materials- from the start. Investments came from a loan at the bank and the brewer who occasional assisted. The exploitation time became 7 years and was then purchased by the initiator of the Volkshotel; Job Heimans. Ultimately, cooperation was achieved and in collaboration a new company was founded to turn Canvas into a permanent establishment (Duinker, 2015).

CLUSTER OF ACTIVITIES

Project Canvas attracted mostly visitors during the weekends in line with the activities. Weekends were club nights and led to higher amounts of visitors attracted to the urban area for clubbing and dining. Approximately in a range from 50 to 450 people a day.

The first 2 years, Canvas was the only dining and clubbing function in the area. The arrival of Trouw and BAUT was good for the business as people are more willing to visit an area with lots of possibilities, the so-called triangle of activities on the Wibautstreet. People could experience dining at Canvas and cross the street during closing time, to enter Trouw and continue partying, which had already a 24-hour permit (Duinker, 2015; Van der Eerde, 2015).

The multiple functions are visualized in the same figure as the Trouw case. Remarked should be that Canvas nowadays is permanent under the wings of the Volkshotel. During refurbishment and continuation of the Volkskrantgebouw, the creative entrepreneurs remained and are steady represented in the building, participating in the activity level of the urban area although not offering public functions.

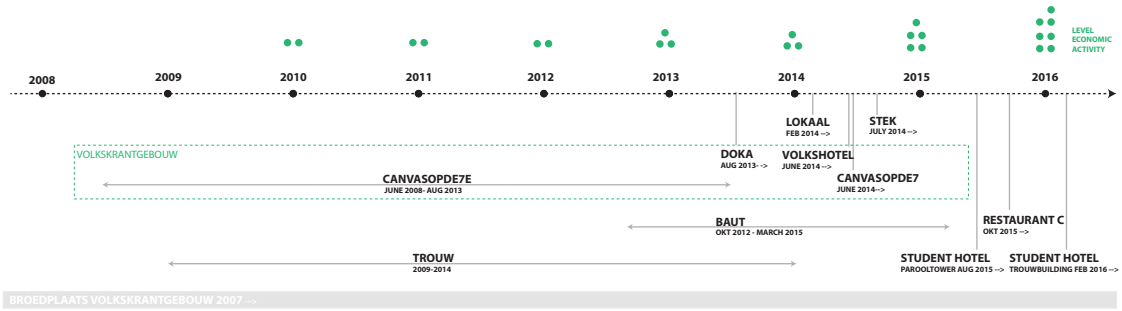


Figure 64; Timeline of opening initiatives from the start of Trouw in the Wibautstraat (Own illustration)

In statistics, the economic activity in the neighborhood is increased in time perspective of 2009 – 2014. Due to the nature of the upcoming district Oost in Amsterdam, economic activity is increasing in high amounts for the district. Compared to the situation in 2009, there is twice as much companies placed in the district. The Weesperzijde does not perform better than the east district but performs better to the average of the city Amsterdam (Gemeente Amsterdam, 2016b).

PROPERTY VALUES

On the scale of Amsterdam, the property sale prices are visualized throughout each year (Figure 65). Visible is that the property sale price in the Weesperzijde vary in a range of 3000 euro per m2 to 5000 and more. In general, the properties on the waterside of the Weesperzijde and real estate north, nearest to the city center, score considerably higher than other properties in the neighborhood. These prices are comparable to prices in the city center. In the south of the Wibautstraat real estate lowers in price. In the year 2010 the prices are increasing and from 2011 on the overall property value depreciates in the whole urban area. In 2012 a strong temporary increase of value is identified around the property of Canvas, the Parooldriehoek. In 2014, a strong increase of property value is indicated in the south of the Wibautstraat and the properties parallel to the waterside (Gemeente Amsterdam, 2016c).

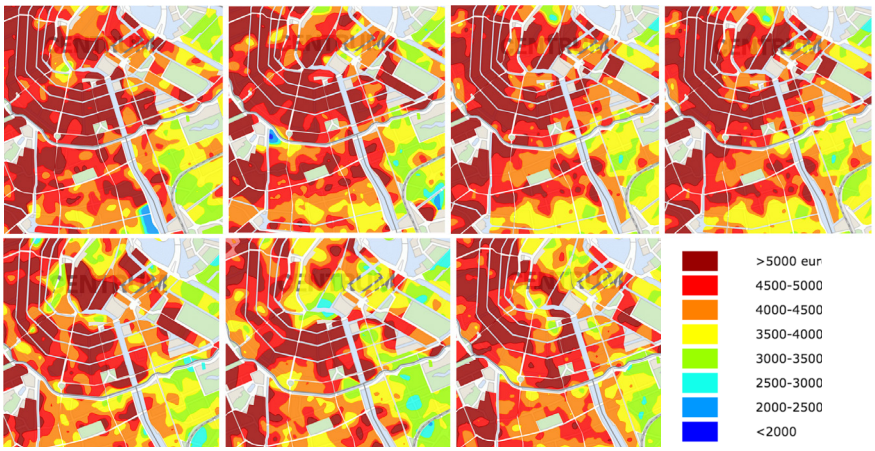
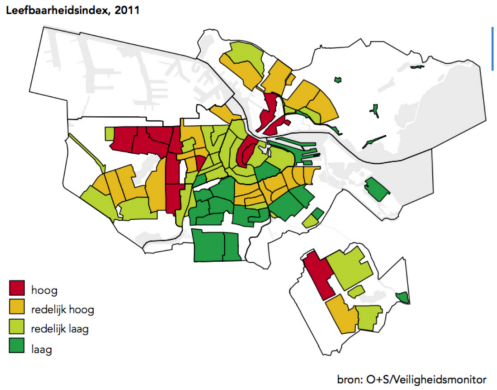
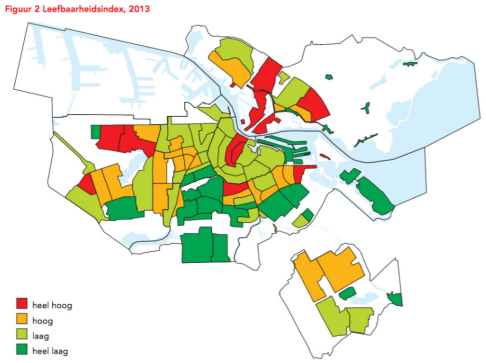
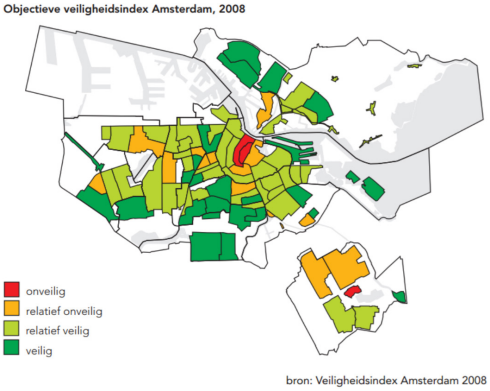


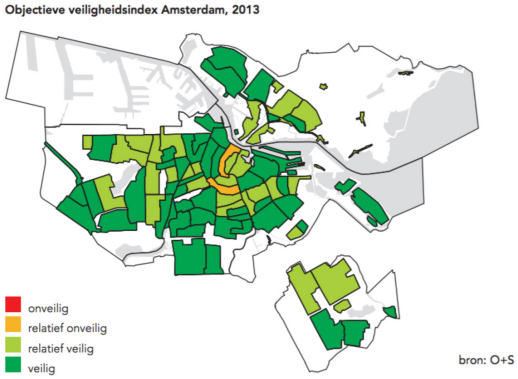
Figure 65; Property value sale price per m2 Amsterdam (Gemeente Amsterdam, 2016c)

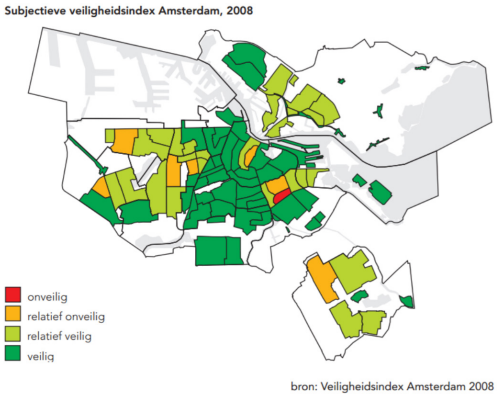
The statistics explain an appreciation of WOZ-value in the years 2009 until 2014 in Weesperzijde, probably due to the higher segment of properties. An increase of 3,4 % is measured and in comparison to the overall appreciation of Amsterdam of 1,3%, a better performing neighborhood of 2,1 %. In general, the properties in district east depreciate with 6,3 %, the Weesperzijde performs much better in average WOZ-value (Gemeente Amsterdam, 2016b).

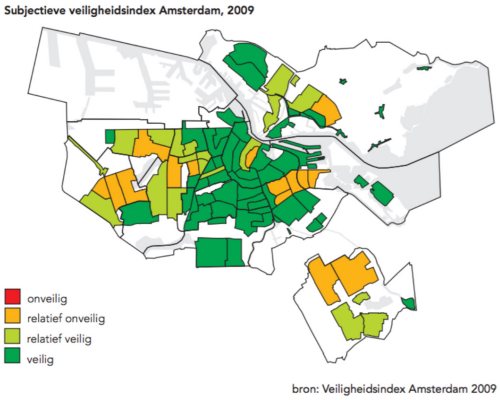


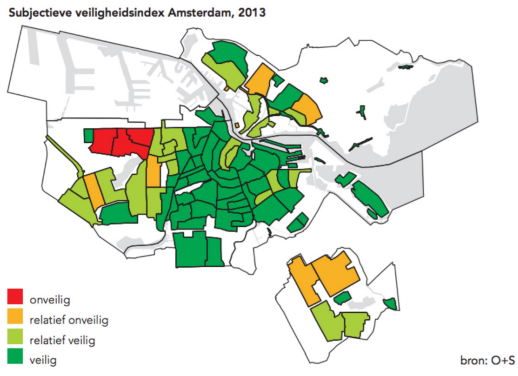












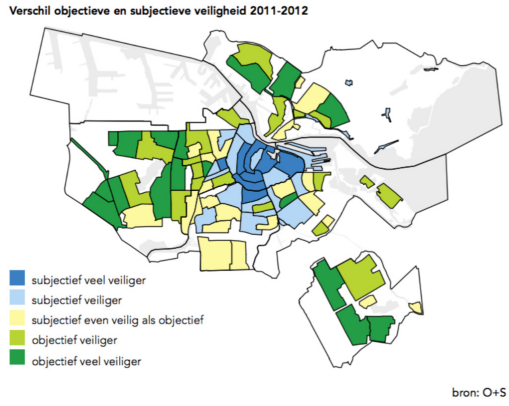


Figure 66; Livability Amsterdam, 2011 & 2013 (Gemeente Amsterdam, 2016b)

Figure 67; Objective safety Amsterdam, 2008 & 2013 (Gemeente Amsterdam, 2016b)

Figure 68; Subjective safety Amsterdam, 2008, 2009 & 2013 (Gemeente Amsterdam, 2016b)

SOCIAL CONTEXT

From the beginning of Canvas, the nuisance and livability in the urban area was under control. First there was a side entrance, which made a lot of noise when people entered at night. During the operation time it was transferred to the main entrance at the Wibautstraat to be able to create more peace in the streets surrounding the Volkskrantgebouw and the provision of supervision helped to maintain the nuisance. The municipality postponed a 24-hour permit to the opening of the “new” Canvas regarding complaints of residents. For Doka the initiators were able to retrieve a permit, as it was only a temporary situation, however the relationship with neighbors became highly sensitive due to the round-the-clock activity.

Part of the vision of Canvas was the broad program, aiming at a diverse character. The club, lunch, dinner, exhibitions and live music were never the same and changed by implementing new ideas. It became a social gathering place with a unique vibe. The location worked for Canvas and worked against it. As in the beginning of the project there were no passers-by. Solely, the frontrunners that visited it conscious, promoted it by telling other people in particular advertising the club. The little name recognition developed into a one-of-a-kind image, an underground icon, which partly helped the project to attract new flows of visitors. As more people knew the concept of Canvas it had a positive effect on the livability and safety of the Wibautstraat. The higher level of activity was noticeable in the urban area and provided more social control (Duinker, 2015).

LIVABILITY & SAFETY

The visualization of IOS Amsterdam of the livability-index, classified in the scale high, reasonable high, reasonable low and low, is presented in Figure 66 of the years 2011 and 2013. The previous situation is the same as the situation in 2013; a reasonable high score so less livability. This can be distinguished in comparison with the actual rates; the livability-rate decreases with 2,0%. An explanation for this change is the increase of nuisance levels of 21,6% over the years.

The objective and subjective safety are presented in figures 67&68. Through examination of this four-classifications of safety; it becomes clear that the objective safety of the Weesperzijde has changed from and remains the status relatively safe neighborhood. The subjective safety includes a different prognosis; in 2009 the Weesperzijde changes from relatively safe-to-safe, and remains this way. The objective and subjective indexes do not match as the neighborhood is experienced safer than it actually is. This is noticed in the rates; the objective safety increases with 1,0% and the subjective rate increases with 17,2% (Gemeente Amsterdam, 2016b).

Figure 69; Volkskrantgebouw in history (Volkshotel, 2016)

CONCLUDING ASSESSMENT

The actual livability and safety in objective terms have not improved in the time of canvas. Issues as nuisance and complains from the neighborhood did not contribute to the image of the neighborhood. In percentage the urban area has increased in economic activity. However, this can also be explained by the arrival of other businesses in the area for example the Parooltriangle, which started to exploit at the same time and means that canvas was not responsible as initiator. The property value did increase, but this can also be an effect of the high sector properties, which will be less effected by the economic crisis.

In subjective and objective terms the perception of the neighborhood is better than the objective percentages of the neighborhood. This is positive for the perception of the area.

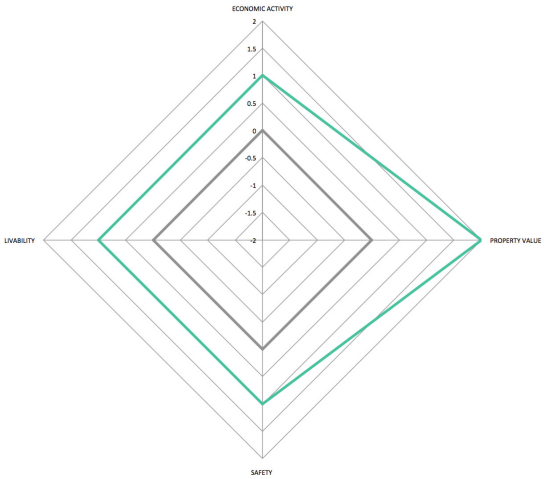


Figure 70; Subjective values of the changed context NADIA DUINKER (Duinker, 2015) (Own illustration)

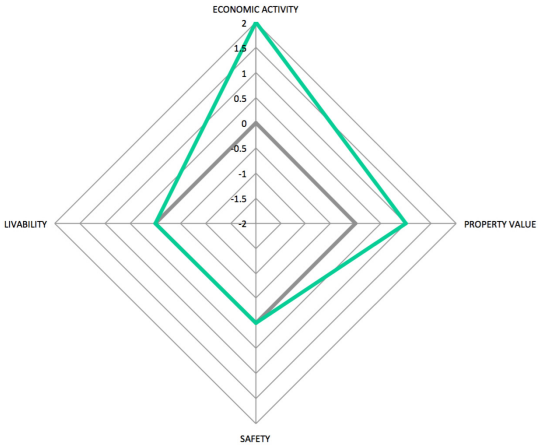


Figure 71; Statistics of the changed context based on (Gemeente Amsterdam, 2016b) (Own illustration)

	INDICATORS	QUANTITATIVE		QUALITATIVE		TOTAL SCORE
ECONOMIC	FUTURE VALUE					
CLUSTER OF ACTIVITY	AMOUNT OF COMPANIES ECONOMIC CLIMATE	+97,6 %	+	**- Arrival of 7 public amenities in 5 years** **- 2 hospitality functions are replaced after redevelopment of the building** - Performance is higher than the average of Amsterdam, almost twice as much. - Performance is 2,5 times lower than the average of district East.	- -	-
PROPERTY VALUE	AVERAGE WOZ-VALUE	+3,4 %	+	- Compared to Amsterdam average better; 3,4-1,3 % = 1,1 % - Compared to district East even better; 3,4 — 6,3 = 9,7 %	+ -	+
SOCIAL	EXPERIENTAL VALUE					
IMAGE	SAFETY OBJECTIVE SUBJECTIVE	 +1,0 % +17,2 %	+ 0 +	- The neighborhood receives the status of safe for both objective and subjective safety - The objective and subjective indexes do not match, as the subjective safety is higher, although both increase in safety.	-	+
	LIVABILITY NUISANCE PHYSICAL SOCIAL	- 2,0%	0	- A lot of complains from the neighborhood - Remains a reasonable high score of index, which means less livability - High increase of nuisance over the years (21,6%)	-	-

Figure 72; Table Assessment (Own illustration)

6.3 CASE I SCHIEBLOCK ROTTERDAM

INTRODUCTION

FUNCTIONS	CLUB - BAR - RESTAURANT - CULTURAL ACTIVITIES - 85 COMPANIES
LOCATION	CS KWARTIER - ROTTERDAM
DEVELOPMENT TIME	8 WEEKS
EXPLOITATION TIME	FIRST 4-YEAR PLAN - NOW LEASE EXTENDED 5-10 YEARS
SIZE BUILDING	8055 M2
LEASE	90 EURO / MONTH / M2
ORGANISATION	ZUS - CODUM - LSI NOWADAYS INSTEAD OF LSI: MUNICIPALITY OF ROTTERDAM

Before the Schieblock became what it is today, it was part of the rehabilitation architecture in Rotterdam. First an insurance company was placed in the building and later a school (science lab). After functioning as a school, the building was vacant for several years. LSI, Luuk Smits Investments, bought the building and turned it into an anti-squatting live and work environment. The ambition of LSI was to demolish the building and send a signal to the market; here is the development of large-scale real estate. Mere, the ambition (shiny towers) and reality are two worlds apart, in the area of the Schieblock nothing happened for the last 20-30 years. In 2007, the vision was developed to make the area the Rotterdam Central Business District, which provided the demolition and reconstruction possibilities for the “CS Kwartier”, also for the Schieblock. Economic situation due to the economic crisis stagnated the plan and the waiting had a negative impact in this area, as degradation followed. LSI’s plan was also demolition to build up a new image.

However, Rotterdam has a history of “holes” in the city due to the Second World War and that is not in the interest of the city, the liveliness, as it becomes another “dead spot”. ZUS was established at the Schieblock in 2001, started by Elma van Boxtel. And CODUM was established in a building in the same block, by Marcus and Michon van der Salm. These two companies envisioned the opportunity to do something more interesting with this urban place and building. ZUS and CODUM participated in a business case, to understand the language of the developer (LSI) and incorporated the financial objectives from the beginning. The concept and goal of the project was to redevelop the building into a city or “urban laboratory”. Average property lease prices were for the Weena 230 per m2, although the area had high vacancy rates and a lot of buildings were empty. Both this and the public functions were integrated into the business case.

Schieblock opened the doors in May 2010 and is rented for 11 euros a year to CODUM & ZUS, for four years as a temporary filling. For those four years Schieblock BV has committed an investment for the whole of Schieblock is due to three aspects; entrepreneurs have personally invested much time and resources to the pledges and thereby generate the area- life again, the several parties have contributed to enabling the development and the story and the marketing are well developed and have a broad base therewith created by the developer and tenants (Ketting, 2014). In any case, for five years, the case of Schieblock is certainly an interesting development because it previously was not seen as a valid operation and now it is. LSI would originally take over after five years and operate under the same conditions that were applied in the previous scenario. Due to financial troubles of LSI, the municipality took over and will continue the project as well for five years.

PHYSICAL CONTEXT

The location is situated in the neighborhood “CS Kwartier” in the inner city of Rotterdam. It is well accessible by public transport, – train, metro, tram, bus – car and bike (Figure 73). On the north side of the project a large barrier between this urban district and other districts are the train rails placed in between. The specialty of this temporary project is the inclusion of the public domain as part of the building. The plinth is actively programmed and events take place to bring attention, familiarity and recognition for the project. In similar vision – “de luchtsingel” - was used to reinforce the concept of the building and public realm.

Figure 73; Neighborhoodlevel, building level, location Schieblock Rotterdam (Own illustration)

"DE LUCHTSINGEL"
The municipality of Rotterdam realized and integrated in the master plan for Rotterdam Central Business District in 2007, that it was important to have a connection or route, connecting the CS district and other neighborhoods, as it was missing in urban fabric. In the first phase of the plan the high-rise towers would be build and in the second phase there would be invested in the urban area and space (Sieswerda, 2015; Van der Salm, 2015).

ZUS continued from this concept on and gave it their own twist. By making the connection before and start with the place and public domain, people will be more willing to come to the place itself and it will create more reason to develop real estate and the urban area becomes part of a bigger picture (ZUS, 2016). As it was already incorporated in the plan of the municipality the project was agreed on and started in 2010. Denoted should be that the "Luchtsingel" was finished later than the temporary project in 2012, however the design was already integrated in the model for the redevelopment of the Schieblock (Sieswerda, 2015; Van der Salm, 2015).

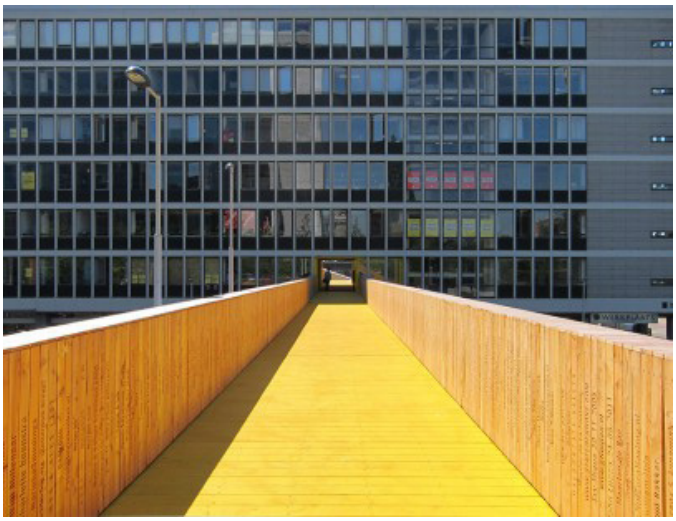
The Luchtsingel is a wooden pedestrian bridge of 390 meters, which connects Rotterdam Centrum Noord – the Rotterdam CS kwartier and the Agniesebuurt (Stadinitiatief, 2016). The purpose of this project is to facilitate as attractor for new developments and economic growth, bringing back urban qualities as the area used to be a place full of livelihood and for the last decades had been dominated by cars and lack of public domain (Willems, 2016). The perception of adding small-scale interventions as a first step, worked out to the advantage of the Schieblock as the bridge opens up the building block on the first floor and goes through to the inner area of the block, mixing private and public borders. The project contributes to the public functions in the plinth and the walking route to Rotterdam Central Station as more people have come to know it (Sieswerda, 2015; Van der Salm, 2015)..

BUILDING LEVEL
Physically, the building was easy to adapt for intervention, as the construction was a simple flexible concrete skeleton. No large adaptions took place within the building. Most of the development was outside the building; the plinth, courtyard and roof. Small adaptions were made internal like the walls partially being removed and redesigning the infrastructure of cables and piping in order to be suitable for the temporary use (Sieswerda, 2015).

ECONOMIC CONTEXT

Therefore the project started with the launch of Schieblock BV, a participation of CODUM and ZUS, which allowed investing 1.5 million in the building. The financial investment was composed out of smaller loans from banks, keeping refurbishment minimal, "Casco" delivered, a polished façade and mainly invested in the electricity and plumbing and the Internet(Van der Salm, 2015).

A remarkable note; in the interviews is mentioned that the low lease prices, make it possible for the companies to grow. If a new building block in five years will be redeveloped, there is a high probability that the current businesses in the Schieblock, are able to pay the higher lease in that scenario as well. Therefore the value of the local area is safeguarded and involves in an interesting layered city, which is rooted in the city itself (Sieswerda, 2015).



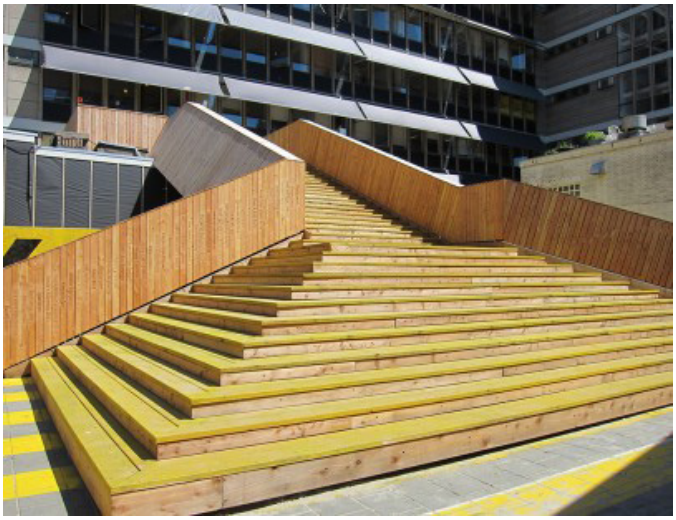


Figure 74;
LUCHTSINGEL,
Rotterdam
(Stadinitiatief, 2016)

CLUSTER OF ACTIVITIES

The Schieblock BV anticipated a 100% lease into the development plan to make a feasible project. Exploration of possible companies started with the opening of an info point and the visualization of the concept within a model. By steering immediate success, the spaces were already rented out at the completion of the Schieblock. Finalization of the building resulted in a large amount of businesses moving in, in 2010. For the economic context of the urban area this resulted in a high rise of economic activity. In the last five years more companies have arrived in the urban area, the “Luchtsingel” can also be seen as a contributing factor to the accessibility and acknowledgment of the temporary project (Van der Salm, 2015).

An already based function in the area was the well-known club in the nightlife of Rotterdam; the Hollywood. Functionally new things were tried, using the Schieblock area as a test-side. Experiments as the “Biergarten” or the “DAK-akker” (roof garden) were done, resulting in successful projects and earned a permanent spot in the development or disappeared again. Public hospitality functions have been added, like BAR or shopping and city tour guides. Some spaces and facilities can be rented for meetings or for start-ups. In order to visualize the difference in activities since the start of the Schieblock, it is shown in the timeline (Figure 75) (Sieswerda, 2015).

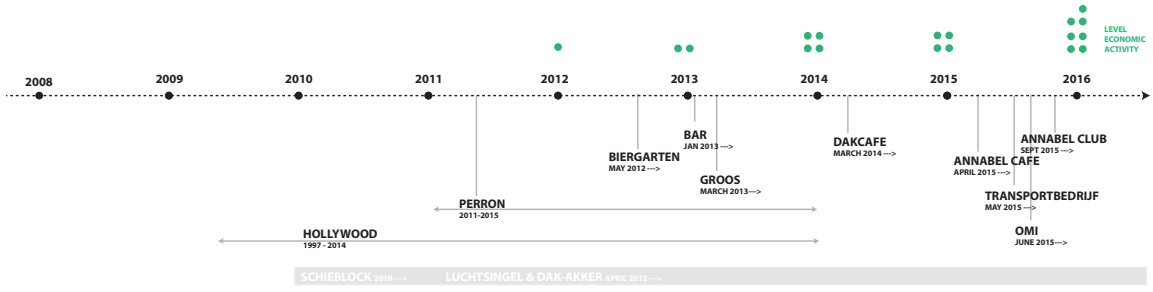


Figure 75; Timeline of opening initiatives from the start of the Schieblock building (Own illustration)

In the timeline (Figure 75) is visible that in the timeframe of the last five years multiple initiatives have started in the urban area. A good example is Annabel, which is recently completed and developed in a private property next to the Schieblock. The owner of Perron started this club and invested a lot while the future of the Schieblock and the whole block is uncertain. Even though it is a high risk, the potential was seen and considered to be an opportunity for a café and club. The assumption can be made that this is inextricably linked to the cluster of activities and the already established venues, as it is known to attract visitors.

In the case of the CS Kwartier district, the amount of businesses has increased with 11,0%. The CS Kwartier performs better in comparison with the growth of economic activity in Rotterdam of 3,4 %, respectively 7,6% better. Several developments could have affected this growth in the area. In particular, the realization of the new central station of Rotterdam, which enables a lot of new retail opportunities(Gemeente Rotterdam, 2016a).

PROPERTY VALUES

In Figure 79, the WOZ value is visualized, presenting a distinction in different value classes. Indicated can be that the WOZ value, in the CS Kwartier varies in range of 100.000 to 400.000 euro. Most change in price value takes place in the range of 100.000 to 150.000. As in 2006, more than 49.4% of properties were valued at 100,000 - to 150,000 - against 56.9% in 2014.

The statistics explain depreciation on average WOZ value in the years 2011 until 2014 of 15,5 %. The urban area of CS Kwartier performs worse than the overall depreciation of 8,6% in Rotterdam, respectively, 6,9 %. In comparison with the urban area of Rotterdam centrum even more, as this area performs better than the city average(Gemeente Rotterdam, 2016a).

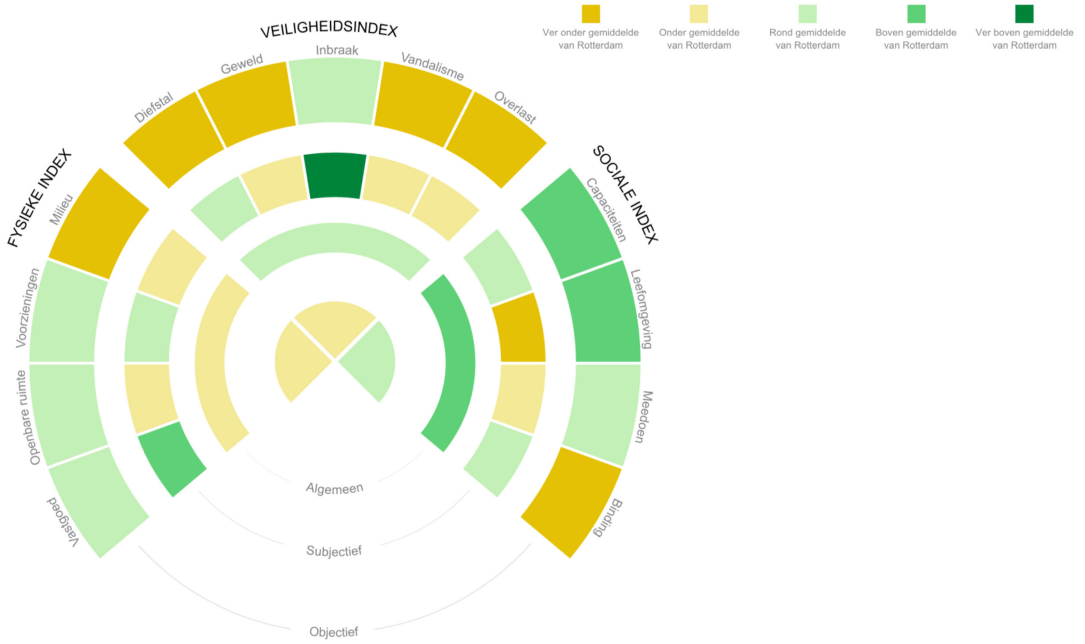
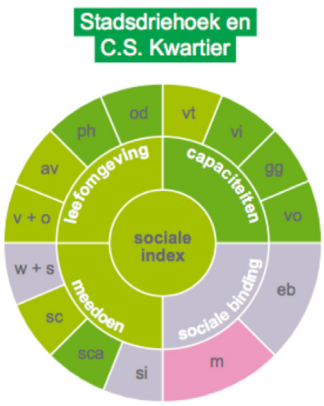


Figure 76; INDEXES WIJKPROFIEL 2014 CS KWARTIER ROTTERDAM (Gemeente Rotterdam, 2016d)



Tabel 1: Categorie-indeling indexscores

Score	Categorie
3,8 en lager	Sociaal zeer zwak
3,9 tot en met 4,9	Probleem
5,0 tot en met 5,9	Kwetsbaar
6,0 tot en met 7,0	Sociaal voldoende
7,1 en hoger	Sociaal sterk

Figure 77; SOCIAL INDEX 2008,2009, 2010 & 2012 CS KWARTIER ROTTERDAM (Gemeente Rotterdam, 2016b)

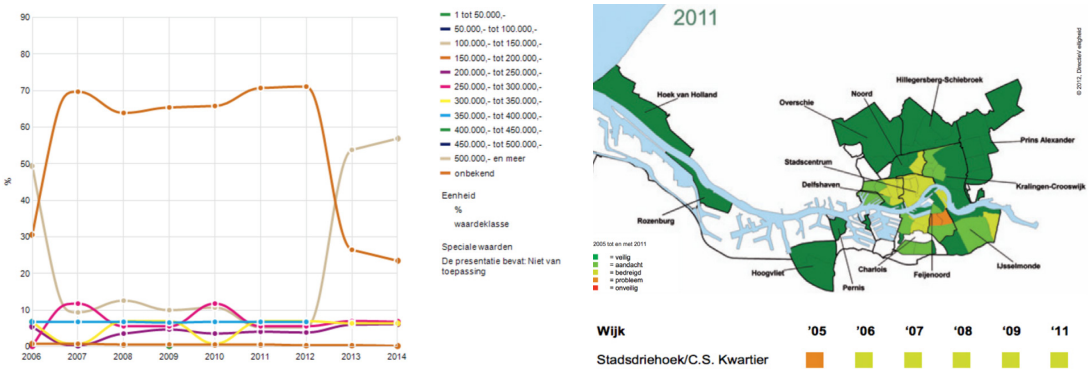


Figure 78; SAFETY CS KWARTIER ROTTERDAM (Gemeente Rotterdam, 2016c)

Figure 79; Average WOZ values (Gemeente Rotterdam, 2016a)

SOCIAL CONTEXT

The development of the urban area and ground floor to the current capacity was not anticipated in the original plan of the Schieblock building. In the former situation the plinth was completely boarded up with wood and there was no available budget to transform and was not one of the main pillars for the realization of the block. In the further steps of development the topic became a point of discussion, whether it was worth it and a smart move in combination with the premeditated major expense. It yielded a high added value and the costs were better than expected and resulted in the livability of the place. This is the point in development were the perception became experience, as activities were organized by entrepreneurs that exploited the ground floor. Essential was the connection with the ground floor and subsequently participation in the city initiative, – the design of the "luchtsingel" – which had all together impact on the marketing of the area. Nowadays, the lonely planet named Rotterdam one of the 10 cities to go to, and the development of this area is one of the reasons, this represents a certain value. It provided a lot of attention, partly due to the involvement of local entrepreneurs from Rotterdam, who were settled in the Schieblock. Hence, it had the effect that a fairly large group in Rotterdam knew about the project and contributed to the phenomenon. People wanted to be part of it and involved – it became hip-, therefore it became a pilot project that was even linked to the architectural biennale. This was not expected, as the CS Kwartier was formerly a deprived area with high rates of criminality. The Schiekade was in the vernacular even known as "Schietkade" – Shooting quay-.

The approach of this temporary project was based upon who has an interest and who is needed to get the project done. Therefore the stakeholders were examined early in the process and partners –also residents- were searched to co-operate in the project; the alliance model. The foundation of this approach derived out of the philosophy of ZUS that top-down management does not apply anymore in these times, whereas smaller-scale temporary projects should produce the desired impact gradually, not all at once. It could be said that this collaboration approach stimulated social cohesion. Both ZUS and CODUM believe that the livability of this urban area has improved (Sieswerda, 2015; Van der Salm, 2015).

LIVABILITY & SAFETY

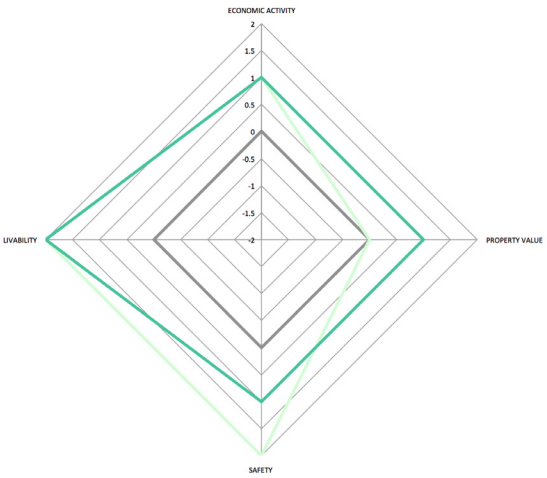
For the public functions as "Biergarten" meetings were organized with the residents, as nuisance could be a problem. However, nuisance has become less of a problem compared to the previous club; Hollywood, which attracted a different audiences (Sieswerda, 2015). The police also stated that due to social control of the creative companies located at the Schieblock, patrolling is less necessary. In general the residents were in favor of the project because there was much resistance to the former plan of LSI - the large-scale high-rise – as it blocks a lot of sunlight in the nearby district (Van der Salm, 2015).

Indicators of the social index; the living environment, capacities, participation and social binding can determine the development of the livability in the CS Kwartier. The living environment has positively changed to the situation in 2010, and gained the status of social strong neighborhood in the past years. Social binding dropped between 2010 and 2012 and has not recovered since. In general the social index has increased in the urban area. In statistics, this is visible by an increase of the livability index of 40,9 %. In 2014, the livability is increased towards the average of Rotterdam. However, nuisance is one of the largest problems and depreciates the area. The situation in 2014 is not improved in relation to the year 2011(Gemeente Rotterdam, 2016b, 2016d).
The safety-index of Rotterdam integrates the subjective and objective safety. Globally a classification is developed which considers the neighborhood to be; safe, attention, threatened, problem or unsafe. In 2011, the neighborhood has a status of threatened neighborhood. Although the CS Kwartier has the threatened status, the index shows an increase of safety in actual rates. Over the years an increase of 25,9% is measured. This is also covered in the difference between subjective and objective safety. As in 2014, the experienced safety is higher than the actual rates and perceived as above Rotterdam average while in fact it is below average (Gemeente Rotterdam, 2016c).

CONCLUDING ASSESSMENT

During the exploitation time of Schieblock the valuation of the neighborhood: the image has positively improved. The temporary function contributed mostly to the livability of the neighborhood. Schieblock initiated the start of economic clustering in the neighborhood. Trust in the future of the neighborhood has largely increased as entrepreneurs dare to invest in new businesses for example Annabel. This is a result of actively experimenting in public functions. The physical connection of the “Luchtsingel” has only enhanced the economic activity. However, the property value has not increased yet.

In subjective and objective terms the perception of the neighborhood is even better than the objective percentages of the neighborhood. Thus will also affect the image ratings of the urban area.



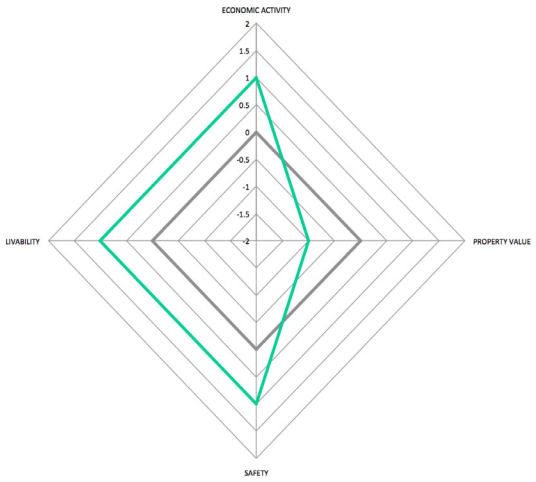


Figure 80; Subjective values of the changed context JOUKE SIESWERDA & MICHON VAN DER SALM (Own illustration)

Figure 81; Statistics of the changed context based on (Gemeente Rotterdam, 2016a) (Own illustration)

	INDICATORS	QUANTITATIVE		QUALITATIVE		TOTAL SCORE
ECONOMIC	FUTURE VALUE					
CLUSTER OF ACTIVITY	AMOUNT OF COMPANIES ECONOMIC CLIMATE	+11,0 %	+	- Arrival of 7 public amenities in 4 years - Disappearance of 1 venue, and arrival of a new by same initiator - Performance is higher than the average of Rotterdam. - Performance is higher than the average of Rotterdam Centrum.	+ +	++
PROPERTY VALUE	AVERAGE WOZ-VALUE	-15,5 %	-	- Compared to Rotterdam average lower; 15,5-8,6 % = 6,9 % - Compared to Rotterdam Centrum performance is even lower than the city average.	-	--
SOCIAL	EXPERIENTAL VALUE					
IMAGE	SAFETY	+25,9 %	+	- The neighborhood receives the status of threatened neighborhood. - The objective and subjective indexes do not match, as the neighborhood is perceived more positive than shows in the actual rates.	- +	+
	LIVABILITY NUISANCE PHYSICAL SOCIAL	+40,9%	+	- Participation of the neighborhood - Increased livability index in 2014, receiving a classification around average of Rotterdam. - Levels of nuisance have not developed and are still valued as negative.	+ -	+

Figure 82; Table Assessment (Own illustration)

6.4 CASE I BIRD ROTTERDAM

INTRODUCTION

FUNCTIONS	CLUB_ RESTAURANT _ CULTURAL ACTIVITIES
LOCATION	NORTH_HOFBOGEN _ ROTTERDAM
DEVELOPMENT TIME	7 MONTHS
EXPLOITATION TIME	3 YEARS- EXTENDED AND SUBSIDY UNTIL 2016 PART OF CULTURAL POLICY (2013-2016)
SIZE PROJECT	1000 M2
LEASE	90 – 120 EURO / M2 / PER YEAR
ORGANISATION	INITIATORS BIRD: PHILIP POWELL AND 2 OTHER PARTNERS ARCHITECT HOFBOGEN: GABRIEL PENA OWNER: HOGBOGEN BV

Bird and several other businesses are placed in the Hofbogen, a former railway station that is on the national monument list. The viaduct was built in 1905-1908 as an alternative electric rail link between Rotterdam and Scheveningen. Initially it was delivered as an open overpass, where traffic and pedestrians could move freely underneath, although it gained soon the form of arch rooms featuring a façade. The arches housed functions as a small shop, market, dance rooms, workplace or a café. At that time it already buzzed with activities. Unfortunately, the area impoverished years back, especially in the '90's, and eventually also lost the function as train rail station as new train routes were developed. After years of vacancy and decay, the railway viaduct received a second life (Hofbogen, 2016).

In February 2006, the Rotterdam based housing associations Havensteder and Vestia - united in Hofbogen BV- bought the dilapidated viaduct from the Dutch Railways (NS) to restore it to its former glory. The Hofplein Station consists of seventeen arches spaces and is part of the 1.9 km long Hofplein viaduct. The initial construction of the Hofplein meant a dramatic technological breakthrough in the construction of railway viaducts. Never before, an air track with a span of 1.9 km was built entirely of reinforced concrete. In 2002 it was therefore designated as a national monument. And in 2008 a pitch was produced for the redevelopment (Pena architecture, 2016).

The first phase of the large-scale transformation of the Hofplein viaduct was the project named: Mini mall. For this project the first seven arch areas of the Hofplein Station were renovated and transformed. This compacted shopping mall for creative entrepreneurs was realized in 2011 by the architects PEÑA architecture & AFARAI (Pena, 2015). Several functions are placed within this mall; creative retail, coffee bars, restaurant and a jazz venue: Bird.

BIRD, is a podium for performance, music, film and visual arts with restaurant based in the arches of Hofplein. Deeply rooted in jazz, but also related musical genres as soul, latin, funk, hip hop, afrobeat and electronics form the basis of the music program. The name refers to the nickname of the famous American jazz saxophonist Charlie "Bird" Parker (BIRD, 2015). The establishment is subsidized by the municipality of Rotterdam as part of the cultural policy (2013-2016) (DeRotterdammert, 2016). The club was opened in April 2011 and after three years expanded in 2015 with 400 m2 (Uitagenda Rotterdam, 2016). The initial temporary project got a contract for 3 years and has now gained a permanent status.

An additional impetus for the Hofplein Station is the connection of the head of the building with the Luchtsingel. This is a 360-meter-long wooden bridge for pedestrians, and provides a new connection between the Central Station Rotterdam Hofplein. In the summer of 2015, the Hofbogen has started with the establishment of the restored roof. Goal for the project is to create a public space, a place to enjoy all of Rotterdam high-level city. This project will eventually be connected to the Luchtsingel with the aim of making the area alive again. However, nowadays the project is not finished, as some hurdles of management are yet to overcome when it comes to creating a cohesive place dominated by public and private boundaries (Pena, 2015).

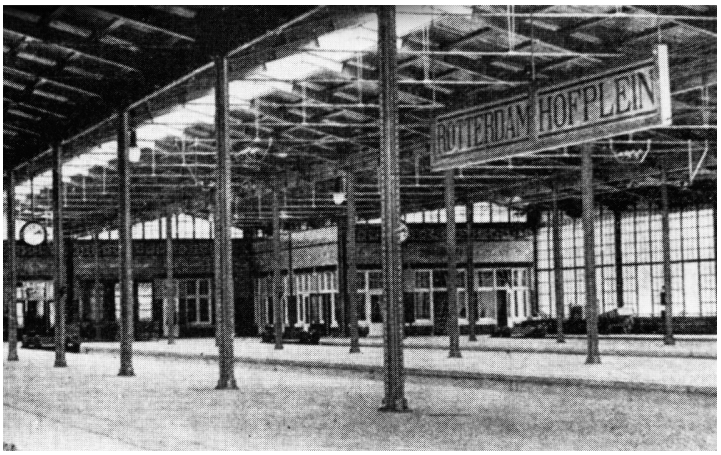


Figure 83; Hofbogen Rotterdam in history and current situation (Pena, 2015)

PHYSICAL CONTEXT

Bird is situated in the Hofbogen at Hofplein in Rotterdam. It is placed near the city center and central station, in the district named Agniesebuurt and framed by the Schiekade on the West side. In the east, it is connected to the district “Oude Noorden”, one of the oldest parts of Rotterdam. These two districts will be assessed in perspective of the case study.

Further, the location is well accessible by public transport in means of train, tram bus, by car and bikes. There is a large parking spot in the nearby area. A recent new connection is the “luchtsingel” which connects pedestrians through an air bridge with the districts of CS Kwartier, the central station and Pompenburg.

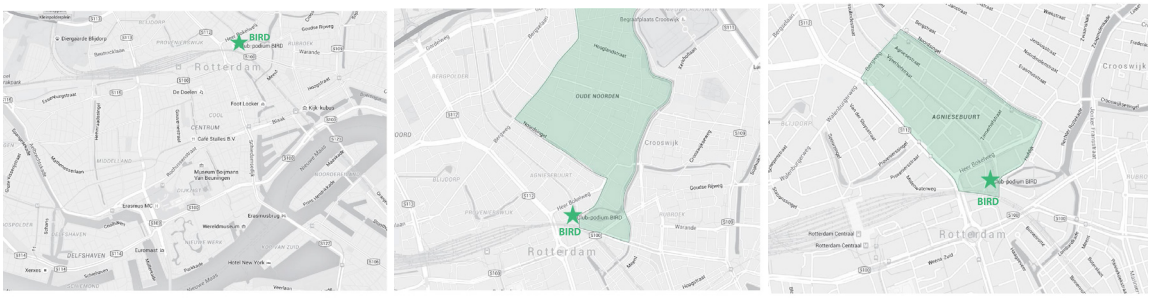


Figure 84; Location Bird, Rotterdam (Own illustration)

BUILDING LEVEL

The housing corporations envisioned the transformation of the Hofbogen as part of the entire area development as multiple properties in the neighborhoods of Hofkwartier, Pompenburg and Agniesebuurt were owned.

In the redevelopment of the building, the relation with the surrounding neighborhoods was one of the main objectives and strongly taken into consideration. This had been a hindrance in the past, as the closed façade only facilitated further decay of the urban area, creating back alleys. Hence, the complex is broken up from the street and made accessible to the public. The courtyard is not only to provide access to the building, but at the same time adds a new trail to the public space. Regards the joint area in the middle of the building, all activities of individual entrepreneurs within come together. Therefore, it provides an additional quality to the building and can be leased by external or internal parties.

The renovation and transformation of the Hofbogen was a complex process. The Hofplein viaduct suffered from stability problems by removal of the concourse of the station in the ‘90s and the original construction of reinforced concrete was partially corroded. In addition, there were limitations in terms of rebuilding by the status as national monument. The layout and design of the several venues in the arches is done in collaboration with the architects of the whole project. Partly with the reason to be sure that the building is properly handled and remains within the framework of the monumental rules (Pena, 2015).

ECONOMIC CONTEXT

Due to the monumental status the renovation and transformation had to meet many conditions, therefore the project cost more than the anticipated budget. For example the interior was estimated at 80.000 euro and eventually cost 4.2 million euros. While renovating the construction and floors, corroded elements, non-functional floors and acoustics turned out to be a high expense. An advantage for the project was that the contractor BAM wanted to be part of the Hofbogen and gave a lot discount as it could be a pilot project for their organization and the original structure was decades ago also built by BAM. Sponsoring made the lightning possible. An entire team of specialist collaborated from the start of the project, purely from the financial point of view to save costs.

Many subsidies were granted to the project, even from Europe. This made the process more complex for the architects as more stakeholders were involved in the decision-making process. Before the start of the project the municipality of Rotterdam did not invest in the project, later in the process they participated. All the creative entrepreneurs made their operations possible through loans from banks. To receive the loans the Hofbogen BV presented the potential and vision to the banks, to ensure the loans as none of the entrepreneurs had their own business before the Hofbogen (Pena, 2015).

CLUSTER OF ACTIVITIES

To stimulate a healthy operation, a mix of start-ups and established business is chosen that can either complement or reinforce each other. The deployment of a 24hour activity culture was actively pursuit as functions were mixed with different time frames during day and night. Arch 1 and 7 were destined for hospitality functions, and the arches in between should provide another range of business but may combine with catering. All these businesses could have a free terrace outside as was the permits were previous arranged with the municipality.

The winning pitch by Pena was based not on the design but on a “spatial” business model of 10 years. It included two phases; the first phase concerning 7 arches and the second phase the other 9 arches to enhance profitability. The main aim of the plan how could be dealt with the square meters, create value and how to translate this in concrete building plans. Temporary filling was incorporated in the model as inspiration emerged from London projects, which created a high activity level. In those project vacant real estate was continuous programmed with all sort of things as temporary markets by artists. It fitted in the context the plan and solved the problem of vacancy and lost of income. The temporary functions immediately functioned as test cases for the permanent operation and did not require high investments as the character of the building contributed a raw edge of temporality. In line with these initiatives, events were organized as a winter-cinema, rooftop urban picnic, a glamming - glamorous camping-, dancing performances and food festival. These activities contributed to the name recognition of the Hofbogen (Pena, 2015).

In the timeline, it is clear that the level of activity is increased and will continue to do so as the second phase of arches will be realized in 2016. One business that was involved from the start, Comiquest a comic book store is nowadays closed. The exploiter of Bird leased more square meters in 2015 and Crossfit is internally moved to another space. Statistics delineation shows a decrease of 9,3 % of economic activity. This rate is linear with the 9,9 % rate for district North. Compared to the overall rate of -7,5% of the city of Rotterdam the neighborhoods house less activity (Gemeente Rotterdam, 2016a).

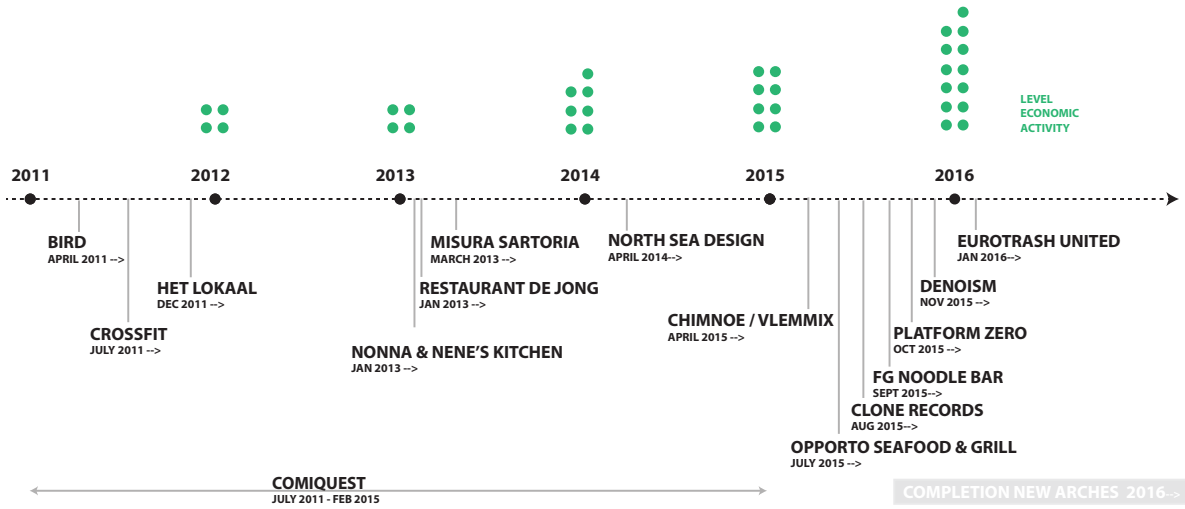


Figure 85; Timeline of opening initiatives BIRD, Hofbogen Rotterdam (Own illustration)

PROPERTY VALUES

In Figure 86, the WOZ value is visualized for the neighborhoods Agniesebuurt and Oude Noorden, presenting a distinction in different value classes. Indicated can be that the WOZ value, for both neighborhoods vary in range of 50.000 to 500.000 euro. Most change in price value takes place in the range of 100.000 to 150.000. As in 2006, more than 56.2% of properties were valued at 100,000 - to 150,000 - against 65.2% in 2014 in the Agniesebuurt. And in Oude Noorden in 2006, more than 63,3% of properties were valued at 100,000 - to 150,000 - against 54,5% in 2014.

The statistics explain depreciation on 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 neighborhoods perform almost the same in comparison to the North district of Rotterdam, which entails a difference of 0,4% (Gemeente Rotterdam, 2016a).

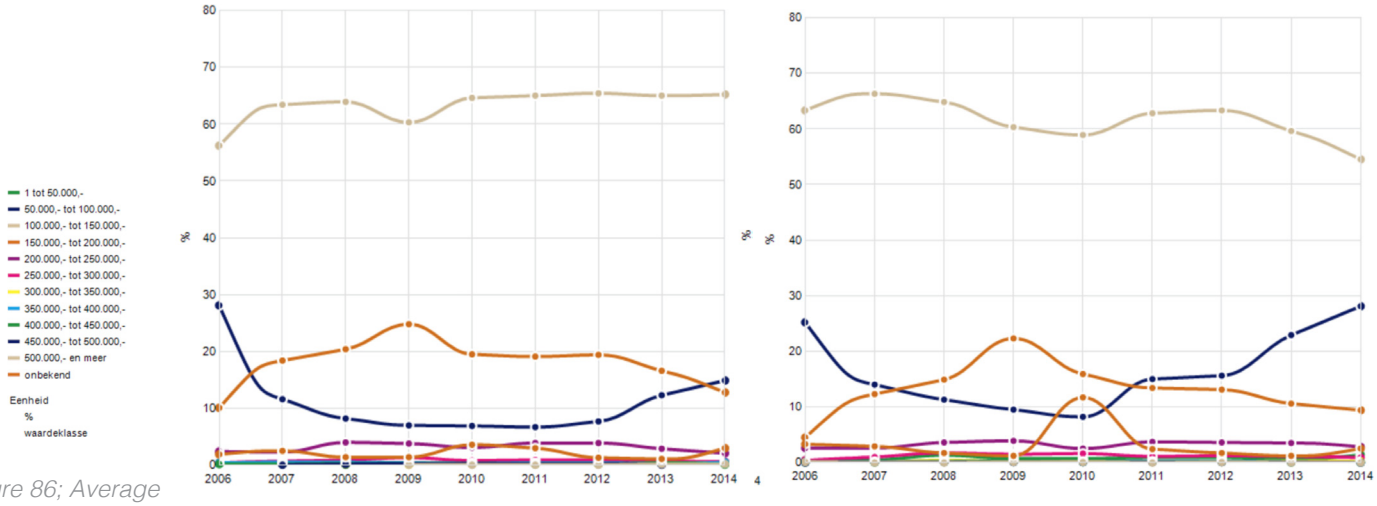


Figure 86; Average WOZ – value, Left Agniesebuurt, Right Oude Noorden (Gemeente Rotterdam, 2016a)

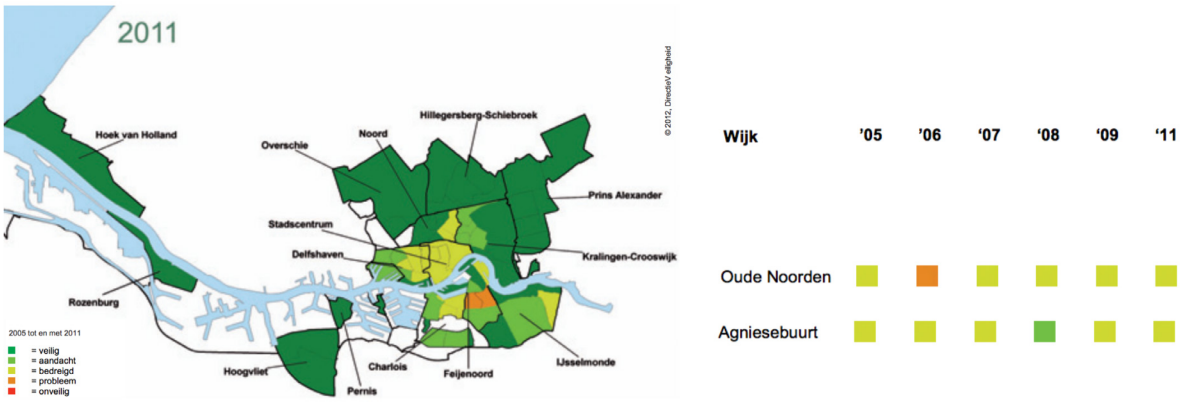
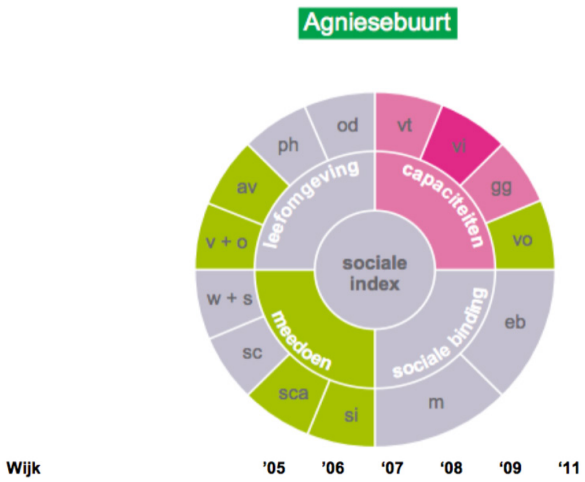
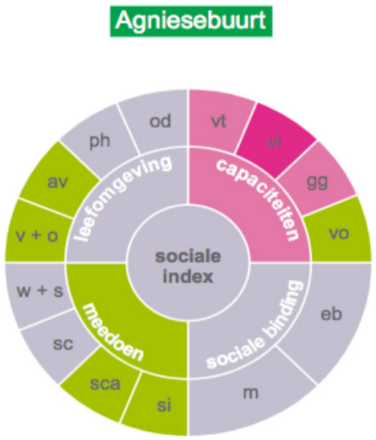


Figure 87; SAFETY CS KWARTIER ROTTERDAM (Gemeente Rotterdam, 2016c)





Tabel 1: Categorie-indeling indexscores

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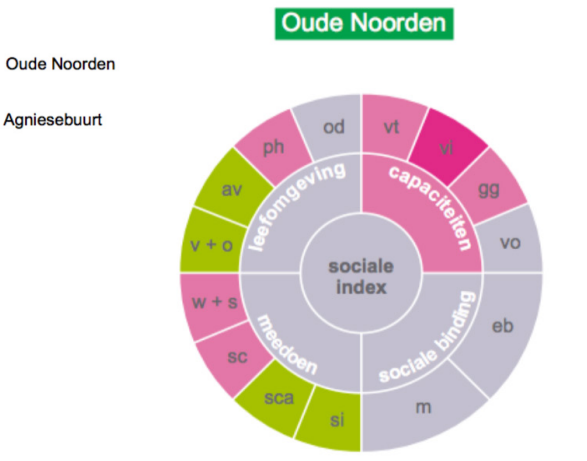
7,1 en hoger	Sociaal sterk



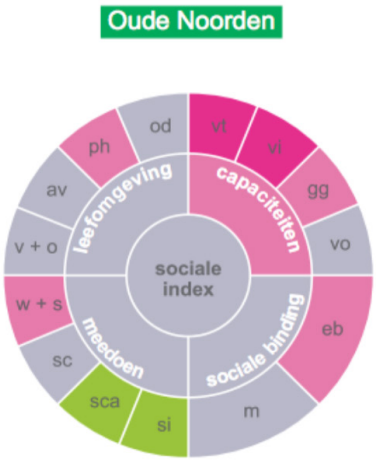


Figure 88; INDEXES WIJKPROFIEL 2014 CS KWARTIER (Gemeente Rotterdam, 2016d)

Figure 89; SOCIAL INDEX 2008,2009, 2010 & 2012 CS KWARTIER (Gemeente Rotterdam, 2016b)

SOCIAL CONTEXT

In the process the residents were informed and carried through the process. This offered opportunities for gauging the success of the Hofbogen; the engagement of people and use of the functions. This aspect was taken into consideration with the temporary fill of arches as it created good will to the residents in the neighborhood. It contributed to the creation and achievement a social gathering place similar to the old days before decay.

The engagement of residents was a long intensive process, achieved by interaction through presentations and free entrances for events; the open communication about the project. Residents were first skeptical but during the construction people suddenly turned in favor of the project. During the construction these became beneficial, as there was supervision and social control in the neighborhood. Residents even supplied the artists that painted within the building with food and coffee. The neighborhood had a bad reputation so it endured a lot of energy to achieve participation. Nowadays, the area becomes more active and younger people are involved, for instance volunteers do maintenance on the roof. The community is also noticed as the young entrepreneurs that unite together.

In recent years, large companies as Zara & HEMA apply for a store in the Hofbogen, which accounts the attractiveness of the place. The Hofbogen improved the image of the urban area a lot, as the former Hofplein was an unclear and unknown building; nobody knew what was happening at this location. Therefore it gained a weird image and nobody wanted to live here due to nuisance of drugs and squatters. This was no contribution to the neighborhood and in the current situation the visibility of functions has improved the livability. Nowadays, residents are happy with the developments. Nuisance was a problem in the beginning, but people are now used to it. New concepts as dancing on the roof provide new flows op people and on average, 50 to 100 people are attracted to one single establishment (Pena, 2015).

LIVABILITY & SAFETY

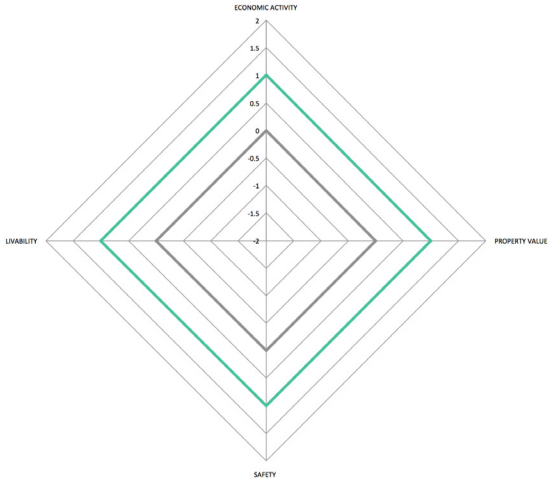
Indicators of the social index; the living environment, capacities, participation and social binding can determine the development of the livability in the Agniesebuurt and connected Oude Noorden. In 2014, the living environment has positively changed to the situation in 2010 and 2012, and increased towards the average of Rotterdam. Social binding dropped between 2010 and 2012 for the Agniesbuurt but has recovered since. In general the social index has increased in the urban area. In statistics, this is visible by an increase of the livability index of 40,0 %. However, nuisance developed negatively to far below average of Rotterdam in the Agniesebuurt. For the neighborhood of Oude Noorden nuisance scores below average and can be considered even to the former situation (Gemeente Rotterdam, 2016b, 2016d).

The safety-index of Rotterdam integrates the subjective and objective safety. Globally a classification is developed which considers the neighborhood to be; safe, attention, threatened, problem or unsafe. In 2011, both neighborhoods have a status of threatened neighborhood. Although the areas have the threatened status, the index shows an increase of safety in actual rates. Over the years an increase of 50,0% is measured. This is also covered in the difference between subjective and objective safety for the neighborhood Oude Noorden. For the Agniesebuurt it is experienced more negative than the actual rates (Gemeente Rotterdam, 2016c).

CONCLUDING ASSESSMENT

During the exploitation time of the Hogbogen the valuation of the neighborhood: the image has positively improved. The temporary functions contributed largely to the safety and the livability of the neighborhood. Special for the development in this case is the increased participation of residents in the neighborhood through the means of communication. The physical connection, the opening of the “barrier” in the neighborhood is probably related.

The economic activity has not increased in objective rates. Before multiple small activities were presented although not with the same social impact as the current situation, it was perceived negative. Nowadays flagship stores want to establish in the Hofbogen with sketches a positive future. Property values have not increased. In subjective and objective terms the perception of the image of the neighborhood is similar.



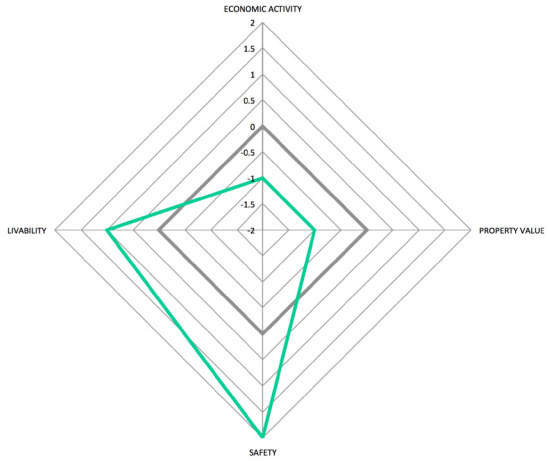


Figure 90; Subjective values of the changed context GABRIEL PENA (Pena, 2015) (Own illustration)

Figure 91; Statistics of the changed context based on (Gemeente Rotterdam, 2016a) (Own illustration)

	INDICATORS	QUANTITATIVE		QUALITATIVE		TOTAL SCORE
ECONOMIC	FUTURE VALUE					
CLUSTER OF ACTIVITY	AMOUNT OF COMPANIES ECONOMIC CLIMATE	-9,3 %	-	- Arrival of 13 public amenities in 4 years - Performance is lower to the average of Rotterdam. - Performance is the same as the average % of Rotterdam North. - Nowadays flagship stores want to establish in the Hogbogen	+	0
PROPERTY VALUE	AVERAGE WOZ-VALUE	-9,4 %	-	- Compared to Rotterdam city average lower; 9,4-8,7 % = 0,7 % the rate is negligible - Performance is the same as the average % of Rotterdam North.	+ +	+
SOCIAL	EXPERIENTAL VALUE					
IMAGE	SAFETY	+50,0 %	++	- The neighborhood receives the status of threatened neighborhood. - The objective and subjective indexes do match for Oude Noorden - The objective and subjective indexes do not match for the Agniesebuurt, as the neighborhood is perceived more negative than the actual rates.	+ -	+
	LIVABILITY NUISANCE PHYSICAL SOCIAL	+40,0%	+	- Participation of the neighborhood - Increased livability index in 2014, receiving a classification around average of Rotterdam. - Levels of nuisance have not developed and are still valued as below average for Oude Noorden. For the Agniesebuurt the nuisance has become more negative.	+ + -	++

Figure 92; Table Assessment (Own illustration)

6.5 EXTREME CASE I HANNEKES BOOM AMSTERDAM

INTRODUCTION

FUNCTIONS	BAR - RESTAURANT - CULTURAL ACTIVITIES
LOCATION	OOSTELIJK HAVENGEBIED - AMSTERDAM
DEVELOPMENT TIME	7 MONTHS
EXPLOITATION TIME	5 YEARS - EXTENDED FOR 1,5 YEARS
SIZE PROJECT	144 M2
LEASE	ONLY THE LAND-LEASE (FIRST 5 YEARS)
INITIATORS:	WOUTER VALKENIER - GIJS DE WAAL - PIM EVERS - WINNERS OF CONTEST MUNICIPALITY AMSTERDAM TEMPORARY HORECA-PLUS 2010

The place of Hannekes Boom located at the Dijksgracht just to be a site overflowing of wanderers, drug transactions and working prostitutes. The location had to deal with theft and robbery, resulting in high rates of criminality and vandalism. Located on the waterside of the Amstel, the spot has a beautiful view across the water to central Amsterdam. However, this feature was impossible to see as a large houseboat of 30 meters long and 4 meters high was placed at the riverside. The municipality was aware of this problem area and launched a contest for a 5-year project to improve the social safety and livability of the urban area situated only 10 minutes from Amsterdam Central Station.

Seventeen parties participated with good well-thought ideas and additional founded financial calculations. The winners of the contest were Wouter Valkenier, Gijs de Waal and Pim Evers, who were not familiar with hospitality. Valkenier and de Waal had a architectural and urbanism background as Evers has several businesses. Even though, these initiators of Hannekes Boom were able to convince the municipality, aiming for a concept, which houses several functions; a bar, restaurant, cultural activities and events. Nowadays the establishment has been exploiting for over 5 years and will continue to do so while it has worked out quiet well. From the opening in April 2011, many visitors are attracted to this venue and the entrepreneurs try to renew the concept over time and keep the special character.

From the start the goal for Hannekes Boom was set to program creatively. The assignment within the contest offered a lot of freedom as not many requirements were obtained and the concept was not subject to a high amount of barriers. In concrete terms the strength of the location was used, the terrace is oriented at the waterside. The building has been retrieved out of recycled materials and sustainable development has been an objective during the whole project, even the machines for the kitchen and bar to operate as hospitality function. The painted picnic tables on the terrace are every season repainted by different artists. This is how the project became a pilot project, and has a narrative of its own which makes the project unique compared to others.

The difference in approach was also noticeable in the development process. In the realization of the concept, in joining and building the pavilion, the social context was part of the success. Many friends and acquaintances have been used to build up the project in exchange for unlimited food, beverages and parties, which attracted a lot of helpers. This approach originated out of the perception to gain as much creative input in every way people could think of to give the project additional value. Before the actual opening at the location, a finalizing party of the development was held in the wharf were the building was constructed. It was immediately apparent that the project had a large social impact, as the intended party had to be changed to another location because of the considerable interest of 3000 people, who attended. The party was therefore organized in collaboration with an event-planning bureau, Overdose.am, and symbolized the kick-off of the establishment of Hannekes Boom (Evers, 2015).

PHYSICAL CONTEXT

The pavilion of Hannekes boom is located at the Dijksgracht in Amsterdam. It is placed at the waterside, which is based on a lower street level. On this level the surrounding island/ neighborhoods can be reached through bridges for pedestrians. Hannekes Boom is officially located in the district of “Oostelijke Eilanden en Kadijken”.

But is closely connected to the Oosterdokskade, which is part of the district “Nieuwmarkt en lastage”. The additional value will probably be more noticeable in this area as there is no large water barrier due to the pedestrian bridges that are not present to the other areas of Oostelijke Eilanden and Kadijken, visible in the maps (Figure 93). Different from the other cases, the connected of surrounding neighborhood is less present and therefore it is an extreme case.

The place is well accessible by public transport in means of train, tram bus, by car and bikes. There is a large parking spot in the nearby area.

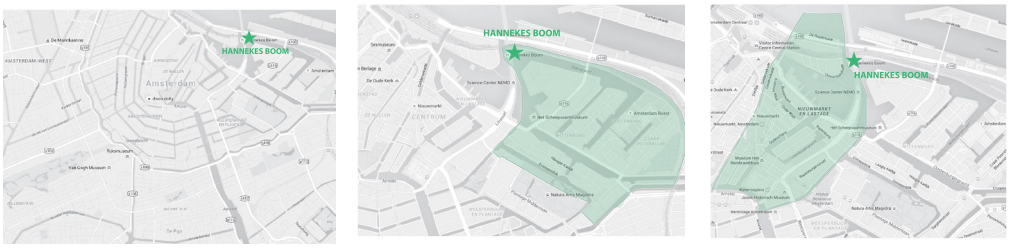


Figure 93; Location Hannekes Boom, Amsterdam (Own illustration)

BUILDING LEVEL

The building of Hannekes Boom was assembled in a warehouse in Amsterdam East; in 6 pieces of 3,5 meter to make it easy to transport. This was done at another location to ensure the exploitation time of five years. Taking into consideration was the appeals procedure for the hospitality function, which was anticipated to take a longtime, and be sure to open within short time after the granting of the permit. This was done, all in favor of making the project feasible. As the permit was granted on the first of April, the pavilion was built up at the Dijksgracht at the third day of April.

Another aspect makes this case an extreme case: it involves the development of a new temporary building. From the viewpoint of sustainability the decision for the project is made to use only cradle-to-cradle methods and incorporate recycled materials for the outer shell to interior, even for the user objects contributing to the catering functions. Unforeseen was that it took twice as much time, money and work. According to the dependence of available materials and sizes, which took more effort to fit and work together which in case of new materials is already constructed beforehand (Evers, 2015).

ECONOMIC CONTEXT

The entire project has cost 350.000 of investment costs. This had to be earned back annually, which covers a return of 70.000 euro per year. The municipality agreed to a low rent as only the land-lease price for the 144 square meters were paid. However, for a small project this can be an extraordinary high amount, which could only be solved by a “popping” operation. Coping with these investment costs meant that exploiting for the full 5 years was the only solution. As a consequence the building was built simultaneously to the granting period. To enable that is the venue could be open for five years, arrangements were made with officials concerning the project and effort was put in meeting with those people in a time-period of 3 to 4 days.

Hannekes Boom exceeded expectations and got extended for another 1,5 years. Due to the fact that is a pilot project, new topics arrive. With the extension of the operation the lease has changed as the municipality ask a higher appreciation of lease. The rent has rose 433% up on the first date of extension and more conditions arise. However, this is strange because it limits a healthy exploitation and leaves no appreciation for activation of the place and the surroundings. Even as the illogical extension of 1,5 years instead of 5 or more years, as there would be more room to cope with depreciation on annual basis.

Beforehand the project, the municipality and Hannekes Boom made an agreement, as the objective of the initiators was to deliberately higher the land value. In the same vein, because a lot of public investments were part of the project, considering sewerage was not yet present in the urban area and influenced the actual enhancement (Evers, 2015).

CLUSTER OF ACTIVITIES

In terms of programming, Hannekes Boom was limited by several permits. Part of the concept was creativity in planning multiple events. Though the establishment exploitation depended on these activities, the events as for instance a BBQ were subject to permit process of six or eight weeks in advance. This proved to be difficult to predict in advance due to the weather in the Netherlands.

A lot of rules were not adjusted or changed and worked limiting for the temporary project. In the current situation, the project has contributed to a customized permit provision for temporary use. The urban area is still in development and multiple initiatives are started on the Dijksgracht for example Wind 'n Wheels, supported by the municipality in terms of the symbolic lease of 1 euro a year. The gentrification of this area is actively planned (Evers, 2015; Gemeente Amsterdam, 2016a).

Figure 94; Timeline of opening initiatives Hannekes Boom, waterfront Dijksgracht (Own illustration)

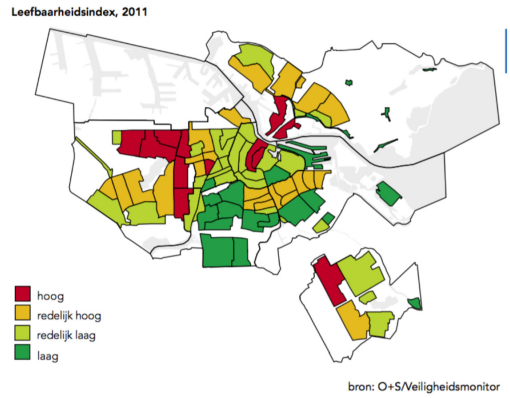
In statistics, the economic activity in both neighborhoods is increased in time perspective of 2011 – 2014. Due to the nature of the upcoming district Oost in Amsterdam, economic activity is increasing in high amounts for the district. Compared to the situation in 2011, there is 19,4 % more companies placed in the district. The urban area of Hannekes Boom does not perform better than the east district but performs the same as the average of the city Amsterdam with an increased percentage of 13,8 % (Gemeente Amsterdam, 2016b).

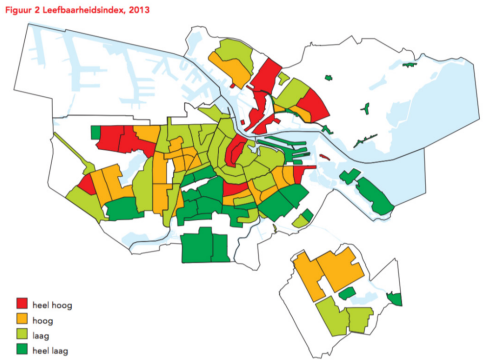
PROPERTY VALUES

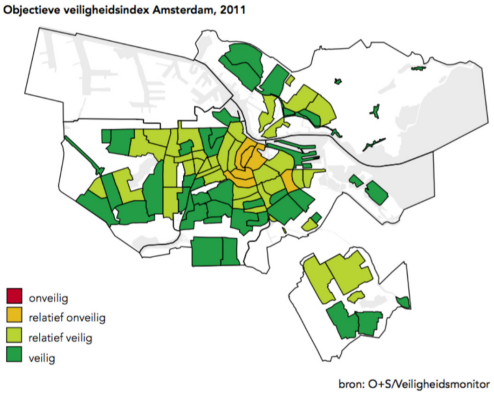
On the scale of Amsterdam, the property sale prices are visualized throughout each year (Figure 95). Visible is that the property sale price in the urban area varies in a range of 3000 euro per m2 to 5000. Real estate nearest to the city center and station scores considerably higher than other properties in the neighborhood. The properties are on average valued euro per m2 lower in comparison to prices in the city center. The closest properties to the city center, located at a connecting bridge endure the most change in price ranges. In general the whole urban area depreciates from 2011 to 2013. In 2014 the east part, nearest to Hannekes Boom increases 500-1000 euro per m2 (Gemeente Amsterdam, 2016c).

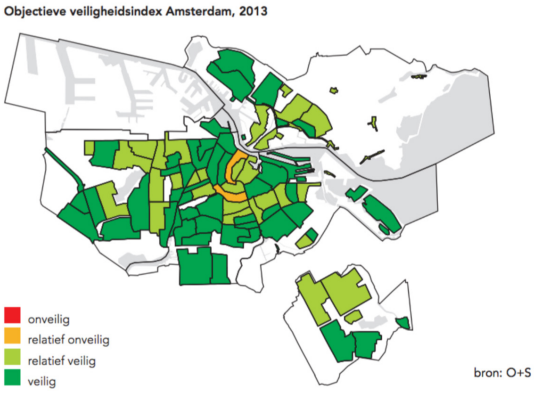
The statistics explain a small deprecation of WOZ-value in the years 2011 until 2014 of 1%. The urban area performs better than the overall depreciation in Amsterdam, comparing a decrease of 6,0 % to 1,0%, results in a difference of 5,0%. The area also performs better than district east and depreciates less in WOZ-value (Gemeente Amsterdam, 2016b).

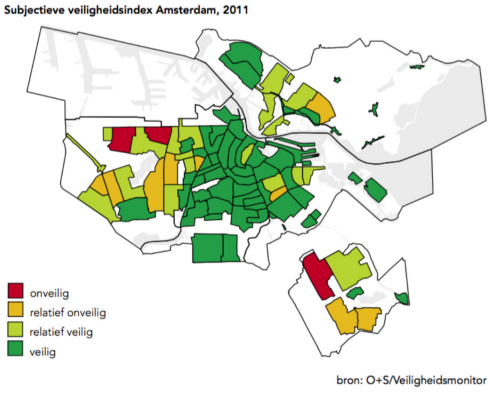
Figure 95; Property value sale price per m2 Amsterdam (Gemeente Amsterdam, 2016c)

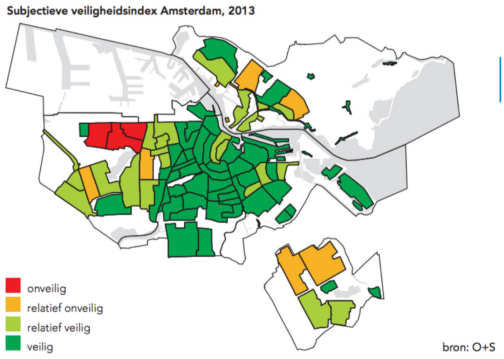












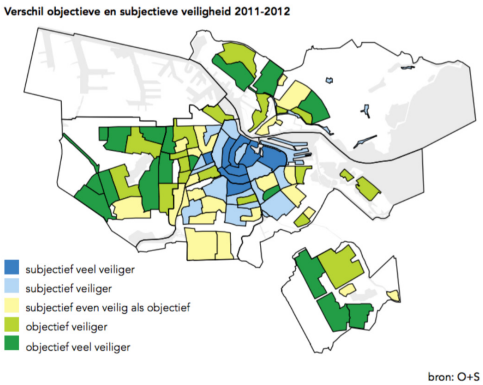


Figure 96; Livability Amsterdam, 2011 & 2013 (Gemeente Amsterdam, 2016b)

Figure 97; Objective safety Amsterdam, 2009 & 2013 (Gemeente Amsterdam, 2016b)

Figure 98; Subjective safety Amsterdam, 2009, 2010,2011& 2013 (Gemeente Amsterdam, 2016b)

SOCIAL CONTEXT

One of the main pillars that have improved the livability and safety in the urban area is social control. Visitors vary by season as Hannekes Boom depends largely on the terrace. In summer times the venue attracts 300-400 people during the day and at night. In the winter there is place available for 140 people. During live music or events the tables are placed outside and a whole new group besides diner is drawn. Special events like Kings day attract exceptional amounts of 1500 visitors (Evers, 2015).

LIVABILITY & SAFETY

In general, one man in the surrounding neighborhood is known to complain about the nuisance. As regard to the nuisance, it is argued by Evers (2015) that there is something “happening” for once in this place. Besides, a lot of positive feedback is retrieved.

Hannekes Boom is the first in Amsterdam to have a terrace placed near the water as it concerns safety issues. The New York Times have written an article about Hannekes Boom in ways of different approach and activation of an urban area. It is used as a pilot project and lessons are drawn for adaption of urban places or areas. Alderman from the cities: Groningen and Haarlem, visited the place to see the results of the project themselves. Haarlem implemented as well the customized process for temporary projects due to this case (Evers, 2015).

The visualization of IOS Amsterdam of the livability-index, classified in the scale high, reasonable high, reasonable low and low, is presented in Figure 96 of the years 2011 and 2013. The previous situation is the same as the situation in 2013; a very low to low score which can be translated in high livability. In the statistics the development of livability can be compared with the actual rates; the livability-rate decreases with 0,6%, which is negligible. Probably partly due to the decrease of nuisance levels with 57,5% (Gemeente Amsterdam, 2016b).

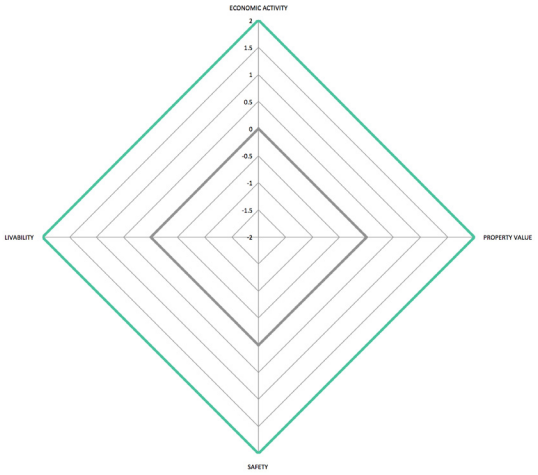
The objective and subjective safety are presented in figures 97&98. Through examination of this four-classifications of safety; it becomes clear that the objective safety of the urban area around Hannekes Boom hasn’t changed and remains the status of safe neighborhood. Although the subjective safety does not change and the neighborhood has a safe status, it still improves. In actual rates the objective safety increases with 33,3% and the subjective safety with 1,3%. In the case of Nieuwmarkt & Lastagne the perceived safety is much higher than the actual safety and in the case of the Oostelijke eilanden & Kadijken the perceived safety is higher. Hence, the objective and subjective indexes do not match in the different neighborhoods. The average of both neighborhoods is objective safer than subjective (Gemeente Amsterdam, 2016b).

CONCLUDING ASSESSMENT

During the exploitation time of Hannekes Boom the valuation of the neighborhood: the image has positively improved. The temporary function contributed to the safety and the livability of the neighborhood. This has probably to do with the social control / safety that was an issue in the previous situation and the improvement of this safety a main goal of the project.

More businesses have been added in the course of the years, which is shown in the rates as an increase of economic activity. The property value compared to the rest of Amsterdam and the district perfoms much better.

In subjective and objective terms the perception of the neighborhood is almost similar, the perception of the livability is probably more negative in objective terms due to presence of less residents. Therefore a negative will largely affect the overall rate.



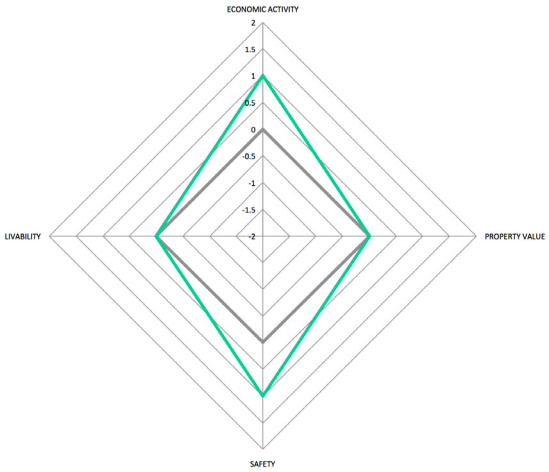


Figure 99; Subjective values of the changed context PIM EVERS (Evers, 2015)(Own illustration)

Figure 100; Statistics of the changed context based on (Gemeente Amsterdam, 2016b) (Own illustration)

	INDICATORS	QUANTITATIVE		QUALITATIVE		TOTAL SCORE
ECONOMIC	FUTURE VALUE					
CLUSTER OF ACTIVITY	AMOUNT OF COMPANIES ECONOMIC CLIMATE	+13,8 %	+	- Arrival of 4 public amenities in 4 years - Performance is quiet the same as the average of Amsterdam. - Performance is lower than the average of district East.	+ -	+
PROPERTY VALUE	AVERAGE WOZ-VALUE	-1,0 %	0	- Compared to Amsterdam average higher; 6,0-1,0 = 5,0 % - Compared to the East district the neighborhood performs better; 7,7-1,0 = 6,7%	+	+
SOCIAL	EXPERIENTAL VALUE					
IMAGE	SAFETY OBJECTIVE SUBJECTIVE	 +33,3 % +1,3 %	+	- The neighborhood remains a safe status both for objective and subjective safety - The objective and subjective indexes do not match as the objective safety is higher	+ +	++
	LIVABILITY NUISANCE PHYSICAL SOCIAL	-0,6%	0	- One complaint from the neighborhood - The livability index remains the same in 2013, receives a low classification, which is considered positive. - Nuisance decreases over time with 57,5%.	+	+

Figure 101; Table Assessment (Own illustration)

6.6 CROSS-CASE ANALYSIS & CONCLUSION

The four studied cases are closely aligned with exception of the extreme case, as there is no direct surrounding neighborhood. All five case studies have put a development in motion in the urban area and can be considered as pioneer. A difference can be made in the phase of development, where time is a significant factor. Stadsdeel Oost is an upcoming district in Amsterdam, as well as Agniesebuurt & CS Kwartier in Rotterdam. Although the context of both cities is different the urban area are comparable.

All the cases have their unique selling points, which is probably part of the success and the social engagement of people. Trouw, was the first club in Amsterdam to receive a 24h permit, which was an advantage to similar venues and the less accession of daylight contributes to the never ending night. The selling point of Canvas is the rooftop terrace as not many bars or clubs can be found which offer an affordable place to go out in this kind of scenery. Despite the accessibility of the Schieblock and public domain it remains to evoke a sense of security by the human scale of the place, powered by the placement of the public functions internal in the building block. The Luchtsingel only accentuates this, as it connects on the first floor and leaves the ground floor in tact. In the case of Bird, the thoughtful implementation of local entrepreneurs and additional pattern of functions and features shapes the public value of the Hofbogen. Hannekes Boom offers in the summer a fully sun-loaded terrace on the waterside of Amstel, as it can be an escaping place of the busy urban fabric of Amsterdam. Similar in all cases the programming is new and changes during the operation to be remain innovatory. Hence it can be assumed that it is one of the success factors.

In the cases of Trouw, Canvas and Hannekes Boom nuisance becomes a problem. The arrival of public functions with a 24h mix of functions calls resistance from some residents that were already vested in the urban area and experience a change in habitat. In perspective this can be considered part of the urban process, as the city develops, the urban environment changes and there maybe always resistance. However, considering the added social and economic quality temporary use offers opportunities for the area. Less resistance is noticed in the cases of Schieblock and Bird, both subject to the Rotterdam climate. In these two projects the achievement of social and residential participation can be leading.

THE ADDED VALUE

In the table all the scores of the individual cases presented. The cases of Trouw, Schieblock, Bird and Hannekes Boom area classified as added value for the urban area based on the economic and social indicators. Canvas has not contributed additional value to the surroundings. The actual cause is impossible to determine, but the assumption can be made that it has to do with the physical connection. For all businesses, the public functions are located on the ground floor except in the case of canvas, allowing lack of direct social control.

VALUES	INDICATORS	CASE 1 TROUW	CASE 2 CANVAS	CASE 3 SCHIEBLOCK	CASE 4 BIRD	CASE 5 HANNEKES BOOM
SOCIAL - EXPERIENTAL						
IMAGE	SAFETY	++	+	+	+	++
	LIVABILITY	+	-	+	++	+
ECONOMIC – FUTURE						
ECONOMIC ACTIVITY	ACTIVITY CLUSTERING	++	-	++	0	+
PROPERTY VALUE	WOZ-VALUE	0	+	--	+	+
SCORE		++	0	++	++	++
ADDED VALUE	YES OR NO	YES	NO	YES	YES	YES

Figure 102; Comparison cases (Own illustration)

IMAGE
In the table all the scores of the individual cases are presented in perception and statistics. All the cases score positive in perception. However the actual statistics do not match in all cases. In theory it was concluded that the experience value was most valuable for the outcome of a temporary project in relation to the added value. This is confirmed in the cases.

ECONOMIC ACTIVITY
In all the cases the clustering of activities takes place. However, the cause of clustering activities is not conclusive. In the case of Schieblock, in the same time-perspective the new station of Rotterdam Central was realized and it the case of Canvas, nearby more temporary activities arrived.

	INDICATORS	CASE 1 TROUW	CASE 2 CANVAS	CASE 3 SCHIEBLOCK	CASE 4 BIRD	CASE 5 HANNEKES BOOM
SUBJECTIVE	SAFETY	+	+	+	+	+
	LIVABILITY	+	+	++	+	+
OBJECTIVE	SAFETY	+	0	+	+	+
	LIVABILITY	0	0	+	+	0

Figure 103; Comparison image (Own illustration)

CONCLUSIONS

SAFETY
In all the cases the safety has improved. The placement of the establishment will affect the neighborhood as it provides more social control and the visibility towards passerby's, it helps the process of improvement in the urban area. In general, when the temporary project is perceived in a positive way, it will contribute to the subjective rate of safety, which result in a positive factor for the image of a neighborhood

LIVABILITY
In the cases of BIRD, Schieblock, Trouw and Hannekes Boom the livability has improved, mainly through social control. Nuisance of operations become a problem when the residents are not involved in the project, negative image is created. In the project of Hannekes Boom and Canvas this became an essential issue. Involvement and participations had a positive effect on the social cohesion and prevented the complains of nuisance which resulted in higher rates of livability

ECONOMIC ACTIVITY
In all the cases except BIRD the economic activity has increased. The cause of this development is not known as the economic attractiveness has increased. In the case of Schieblock is undefined whether the new station contributes to the activity or the temporary project. Temporary projects start a trend of clustering activities in the neighborhood. A general remark can be made as the cases that are studied are located nearby the other temporary cases. The assumption can be made that the cases will affect each other in terms of economic activity, the clustering of activities.

PROPERTY VALUE
A general factor that causes a general trend of depreciation is the economic crisis. Over the past years not many properties have increased in WOZ-value. The property value will probably affect in time. In the case of Canvas, Bird and Hannekes Boom the property values are increased. The adjacent properties in the case of Canvas, belong to a high segment and are probably effected less in perspective of the economic crisis. In the case of Hannekes Boom the adjacent buildings were not largely affected because it is a relatively new neighborhood, and did arise mostly after the trend of economic crisis.

CHAPTER 7
EXPERT INTERVIEWS

Besides the results of the cases, lessons can be learned from the strategic use of temporary projects in urban areas. Nowadays, mostly municipalities consider the active appliance of temporary use to upgrade areas in the city and trigger urban developments in underdeveloped areas. In order to propose an adequate and optimized strategy for temporary use in urban setting, it is important to draw lessons from practice.

The approach of urban area development and application of temporary use was examined by means of expert interviews that have been conducted with the municipality of Rotterdam and Amsterdam. The following sections present the core of the interviews.

7.1 THE MUNICIPALITY OF ROTTERDAM
INTERVIEWEES: MYRON FREELING & JAN CEES BLOK

7.1.1 APPROACH URBAN AREA DEVELOPMENT
A single definition and meaning for successful urban area development does not exist and is not used as a target by the municipality. The municipality works with directives that arise form the set urban vision. Temporality is a key component and priority.

The role of the municipality has changed. Previously land was bought and prepared for to be developed buildings etc., everything but the actual construction. Nowadays, there is more collaboration with the market. In advance ideas are indicated but the market should pick it up and the municipality should only facilitate. In the case of Zooid, the market did not pick up; hence the municipality did it their selves. However, in city development the focus will be on a number of “core areas”. The government cannot afford to apply for 3, 10 or 13 areas.

Due to the changing market, caused by the economic crises and other things, the ambition develops to build together without resources. The municipality cannot promise while not being able to deliver. Solution for this problem can be found in temporary use. Just as in Berlin, through creative ideas and little commercial and building requirements a process could be facilitated. Demolition means a barren plain within the city of Rotterdam and in terms of buildings there is already much history lost. This is one of the main reasons for the start of active area development in the first place and contributes to an organic process.

7.1.2 IMPLEMENTATION OF STRATEGIC FUNCTIONS
Rotterdam is committed to the plinth strategy. Functions will have a mutual effect on each other; as for instance surroundings with nice gastronomic qualities attract other venues whether it is creative industry or other businesses, activities cluster. Similar as in the city of Berlin, hospitality is the common thread for development. Apparently people do not want to drive for a restaurant but seek the city liveliness. The municipality benefits from these clusters.

Often, hospitality is one of the early adopters. Catering businesses settles somewhere new goodwill is not paid, neither an objective. Gastronomy enables and boosts new concepts as hospitality entrepreneurs have a nose for “happening” places. This will automatically attract other hospitality initiators and at a certain moment enables the initiation of developments in an urban area and revolves. Especially the hospitality industry is a swarm of bees that addresses areas of the city where everything starts and manages to find one another.

Success of places is a combination of multiple facets, as hospitality is one. Offices, lunchrooms and other activities all contribute. Liveliness in an urban area is enhanced by a diversity of twenty-four-hour activities. But sometimes also physical connections, as the municipality was able to built a bridge to Katendrecht, which brought agitation and liveliness. The pedestrian bridge “luchtsingel” in the Rotterdam Central District area (RCD) is mostly an attention grabber but it also has a function. Hofplein 19-20, the old shell buildings might have otherwise never been sold.

Probably the exact cause will never be known, but the bridge definitely worked as a catalyst. The bridge functioned as a backbone, where a lot is programmed around. For example the beer garden became a huge success. In this area a leasehold construction was developed to facilitate urban area development, due to the economic crisis the construction perished, as there was no cash flow and therefore no interest.

Providing and facilitating for each urban area and to cooperate with the market takes a lot of time, because it takes a lot of flexibility. This is very labor intensive. It contains not only the facilitation of projects in terms of buying out, but also to grasp at certain points, by tackling and decision-making. Sometimes it is a question of priority for instance in the case of the station area, were the city owns two locations on either side of the station, both with a potential of forty thousand square meters. In this area the location of the market parties comes first.

7.1.3 TOOLS OR INSTRUMENTS

Every development is subject to a land plan what frames the destination in terms of function, and where arrangements can be made over. The lease contract is most important to deal with creatively. The Luchtsingel has been constructed for 10 years but had to go through all public proceedings. If parties are involved in an early phase, this will not be necessary. Perception is not that these things take longer because the municipality pursues these proceedings.

Sometimes lease contracts of temporary functions can be difficult as entrepreneurs envision at least an operating duration of 3 years to make it feasible. Dilemmas arise if for instance, a real estate developer intends to develop a hotel at a location and aims for a development time of 9 months and there is a temporary filling subject to a lease contract. Therefore it is hard to find a balance between vacancy, in between temporary use and permanent developments.

Active implementation of area development, marketing, promotion towards “brand building” is essential. For example: in the situation of the RCD area, where the association is a key actor. The three pillars; area development, marketing and promotion provide a connection and belonging for the area. That effect has only grown stronger over the past two years.

7.1.4 FUTURE STRATEGY

There used to be many (foreign) real estate investors, which only looked in a technical way into the building. If a building no longer met the required condition, it was repelled. Previously, no less than a fixed rent was obtained, else the property downgraded in value. Direct consequence was that properties were often vacant. Incompressible actually, but the buildings recruit another effort in these times as tenants have to be more creative and focus on the users. A new insight is to develop in a fashion that promotes value through operations. The functions will eventually contribute to the value of building, and sequel to the surrounding buildings in the neighborhood. Especially if multiple properties are owned in the neighborhood, this could offer benefits.

Opportunities for strategic urban area development are in general: continuation of the current approach of urban area development. On one hand continue to focus on the top of the market, the large (inter) national companies. On the other hand, the bottom of the market, which makes the area unique as it offers possibilities and opportunities. It creates an enormous vitality and variety what makes the place again appealing. There is place for everyone, of long or short duration, expensive or cheap. Most important is to determine situational what an urban area needs and operate in many facets. Sometimes a contribution to the public realm is needed, or the purchase of properties to not bring certain developments likes an unwanted establishment. Numerous ways can help to achieve the aimed project. Operation in many facets is necessary, as well as collaboration between parties and creativity. (Blok & Freeling, 2015)

7.2 MUNICIPALITY OF AMSTERDAM
INTERVIEWEE DRIES DROGENDIJK

7.2.1 APPROACH URBAN AREA DEVELOPMENT
Recent years since the crisis, the municipality of Amsterdam has worked towards a number of core objectives for urban area development. The goals shift in importance. A few years ago, the flow of funds was the most important. The aim was to control the financial funds because certainly were very high expenditure in the crisis and the low income. The aim was that the spatial sector would not go bankrupt. Therefore a whole methodology is potted of cutting projects, making it smaller, more clear and simpler. First generating income and then the spending part. This paid off as the fund is in balance again and the city is taken steps to invest and enable future developments. This means a shift in objectives as the municipality is now more focused on the housing production.
An important element of urban area development in Amsterdam is the avoidance of damaging internal competition within the city. Thoughtful decisions are made for instance whether bridges are invested towards the north district, new land in Ijburg, or the investment in the gas plant in the neighborhood of Amstelkwartier, all in purpose to diverse the created living environments instead of building areas with same characteristics.

Temporary functions are actively used in the strategy for development. For example in Ijburg it is one of the five key pillars. Precisely due to the sandbox of 22 hectares, the island will be developed gradually, no large-scale constructions as foreign investors pursue. Small-scale development strategies are aimed for, which creates more space that remains open land for several years and this space is reserved for clear and active use. Although, it must also fit with the themes and goals of the island, recreation, DIY, moving city and art but there is still space for experiments.

7.2.2 IMPLEMENTATION OF STRATEGIC FUNCTIONS
Nothing is so permanent as temporality. What is exactly a temporary strategy? If there is a serious underlining meaning, the goal of a temporary function and it is associated with a business model, will almost always contain a function of hospitality. It is almost inevitable, because it mostly offers the best revenue models. Or in case of an intended temporary function as the Tolhuistuin, where the investment was quite substantial, the hospitality industry needs to be more robust in order to recoup the investment.

Diversity and twenty-four-hour activities are not actively planned as part of the initiative. People that present a concept that includes these elements will be more promising. It will eventually lead to more support, but is not defined this way.

Incorporated in the strategy is the scaling of opportunities per initiative. Some initiatives are better to facilitate a year, to test and see the result. Often those initiatives are categorized under events, as it involves other licenses. Once initiators aim for a larger scale, investment and recoup of this investment is necessary and the exploitation time has to be at least 5 years. For hospitality, a minimum of 5 years is always needed for payback time.

An example of a temporary function, which has a long during collaboration with the municipality of Amsterdam is Blijburg. Recent, the venue landed on their fourth location and is investing into a building of more than one million euros. The substantial new building is transportable and can be built anywhere else. Therefore, it can remain even when the choice is made to stab a future island. The temporary initiative operates for 12 years and 7 months and the municipality has agreed to an operation of at least 30 years. Steps are taken to provide a remaining location. Natives have embraced Blijburg, consisting of the beach as open public space and the beach bar named Blijburg. The decision was made to not authorize other beach clubs the next few years, due to the vulnerability of the temporary function, undertaking a large amount of investment for the new movable building.

7.2.3 TOOLS OR INSTRUMENTS

The communication strategy should accommodate participation or interaction with the neighborhood. It is no surprise that there are ideas everywhere; it is only the quest for ideas. In Ijburg there is a social network, which enables people that are interested to connect with the area.

Sometimes, the future of the urban area is not known, than this has to be implemented in the strategy. It cannot be predicted which course the neighborhood will go, and then a 1-year initiative would be more suitable. The other way around is also possible, if something is highly deployed, that the initiator is able to operate for 5 or 10 years. This is also extended and translates to the media. An example is Hannekes Boom, which is also quite broadly announced.

Starting principles should be clear, as it can be very simple. The initiative should be responsible for own output and income. The land is received to use, if it is commercial, rent should be paid. If it contributes to society the rent is free.

7.2.4 FUTURE STRATEGY

In Ijburg the municipality is on the forefront of a new innovative urban area development. In the allocable area of the island, 5% of the allocable land for housing is not issued. The temporary users are so highly valued, that in the permanent development no housing will be developed. The decision involves a price tag of 1,5 million euros. Temporary use is encouraged and it is assumed that these initiatives will continue to value financially. Still some temporary venues will disappear, in line with the loss of income and less land development exploitation. The inclusion of a buffer, offers the opportunity to of not needing to reduce the maximum yield. It is a unique experiment in strategy and its long-term effect.

Temporary use has to be an integral part of the overall strategy. It should not be envisioned as a problem but as structural part of area development. Capacities and vision have to be available to be able to handle it. Use has become temporary instead of permanent by the cause of the crisis as it realized the social awareness that temporary use facilitates a more actively use of space. It detained more social attention, therefore space must be provided in the future.

Regular area management underestimates temporary use. Visitors are attracted to a place that is accessible, but also create a lot of mess and nuisance. Temporary use will probably be gone at the location in a few years and the mess and nuisance leaves an impression on the urban area. The management of these problems is costly. It would be wise to think of a solution in advance. It would perhaps be interesting if initiators take responsibility and integrate this in the concept from the beginning. It will probably lead to better and nicer results (Drogendijk, 2016).

Figures 104; Ijburg (Architectuur fotograaf, 2016)

7.3 THE CONCLUSIONS

The lessons that can be learned and taken into consideration for the development of a strategy and the recommendations are summarized in bullet points below:

- Current market and future market is more focused on the end user develops the ambition to build together without resources.
- The change in context is not actively linked back to regional development. It is believed that something works in spite of the existing measuring instruments.
- Conscious contribute to unique locations. Most important is to determine situational what an urban area needs and operate in many facets.
- Cluster of activities. Functions will have a mutual effect on each other; as for instance surroundings with nice gastronomic qualities attract other venues whether it is creative industry or other businesses.
- Hospitality is an early adaptor. Gastronomy enables and boosts new concepts as hospitality entrepreneurs have a nose for “happening” places. It is almost inevitable because it mostly offers the best revenue models for temporary initiatives.
- Liveliness in an urban area is enhanced by a diversity of twenty-four-hour activities. Sometimes also through physical connections, that can bring agitation and liveliness. It will eventually lead to more support.
- Providing and facilitating and cooperation with the market takes time, flexibility and is labor intensive. It contains not only the facilitation of projects in terms of buying out, but also grasp at certain points, by tackling and decision-making.
- Incorporated in the strategy is the scaling of opportunities per initiative. Some initiatives are better to facilitate a year, to test and see the result. Once initiators aim for a larger scale, investment and recoup of this investment is necessary and the exploitation time has to be at least 5 years.
- Temporary use has to be an integral part of your overall strategy. Similar the initiative has to be in line with the vision for the urban area in the future else it will encounter problems when developing for permanent uses. Sometimes, the future of the urban area is not known, as in that case it cannot be predicted which course the neighborhood will go, a 1-year initiative would be more suitable.
- Be creative with leases and engage parties in time.
- Find a balance between vacancy, in between temporary use and permanent developments.
- Active use of marketing and promotion towards “brand building”
- Regular area management is underestimated through use of temporary functions. Visitors attract to a place that should be accessible, but may also create a lot of mess and nuisance. The impression that it leaves has to be taken into consideration beforehand.
- Awareness is needed as it can be difficult to alienate functions as residents aim to retain it, it can be dangerous for future plans of the urban area as it can be socially claimed.
- Not everything can be converted into monetary terms, as it leaves no space for creativity.
- A new insight is to develop in a fashion that promotes value through operations. The functions will eventually contribute to the value of building, and sequel to the surrounding buildings in the neighborhood. Especially if multiple properties are owned in the neighborhood, this could offer benefits.

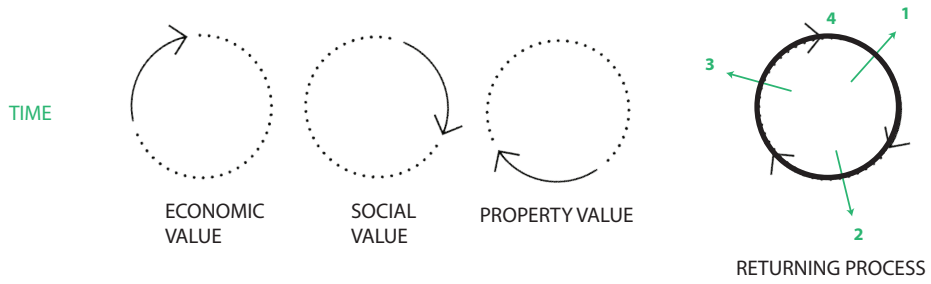
CHAPTER 8
DEVELOPING A STRATEGY

This chapter combines the research findings, context conclusions and the defined concept of added value into an approach to optimize temporary initiatives in urban areas.

8.1 ADDED VALUE IN URBAN DEVELOPMENTS

Some considerations have to be taken into account for the development of a strategy and derive from the literature and research findings. These considerations will form the startpoint for the strategic use of temporary projects in the urban fabric.

The first consideration that has to be addressed is that when a temporary project arrives in the urban area, it can bring economic and social value to the surroundings if the temporary initiative is well executed. The execution mainly depends on the initiator who plays a pivot role for the succesfull operation of a temporary project. The development phases of value creation in economic and social dimensions are inconclusive for all cases and the start of economic or social added value is not directly perceptible, in similar way to the model of Schonau & Bruijne (2008). The economic and social values are entwined and complement each other, and the process can be characterized as gradual. However, monitoring changes in perceptions of residents or users, or on objective level monitoring the statistics of livability, safety and economic activity offer opportunities to notice transitions in the context of the urban area.



Figures 105; Process of value creation of temporary use in urban areas (Own illustrations)

Secondly, can be considered that conscious urban area development can contribute to rise in value in the urban area. It can be seen in light of the perspective that strategic programming of an urban area over time can boost social and economic value. Strategic programming can be done through temporary positions, creating meaningful pioneers or impulses that have a long-term added value for the area. Thinking beyond the building, on a higher urban scale, may ultimately lead to increase of the value of the building itself as the economic and social added value for the area has impact on the property itself. In this case, the spin-off of the building is first facilitated in social and economic dimensions; in the future the value can lead to a physical shape (Claassen et al., 2012). It remains difficult to determine beforehand what the economic and social impact of a temporary project is going to be. Some temporary functions buildings appear of poor contribution to the urban area, where others through the years continue to boost the development of an urban area. However, it is clear that a temporary project in the form of a pioneer or impulse, and the surroundings are interconnected and contribute to each other's success.

The third consideration is in line with the vision of Wellink (2008), who suggests different functions for area incubators that can be furfilled in urban context; the key, anchor and dynamo - enabler - function. The anchor is a function that creates the identity of the region and thereby enriches both the program and the identity, so it can contribute to social added value. The key is an essential function that is part of the program, but is realized before the start of the process.

This type of enabler unlocks an area and ensures the acceleration of the to be realized final program, contributes directly to the economic added value. The dynamo creates a temporary movement, and is the starter of use within the area; the dynamo reinforces the promise of the future value and image and functions as a real pioneer.

All these considerations can be integrated into one strategy, which is similar to the model of Saris (2008). Saris (2008) describes a model that through gradual small investments, seen as impulses, can realize value development over time in an urban area, this is visualized in Figure 106. The creative environment space can be interpreted as incubation time for economic activity. The interaction environment implies the incubation time of social activity and the transaction environment is the synergy phase between the economic and social activity, resulting in a certain value.

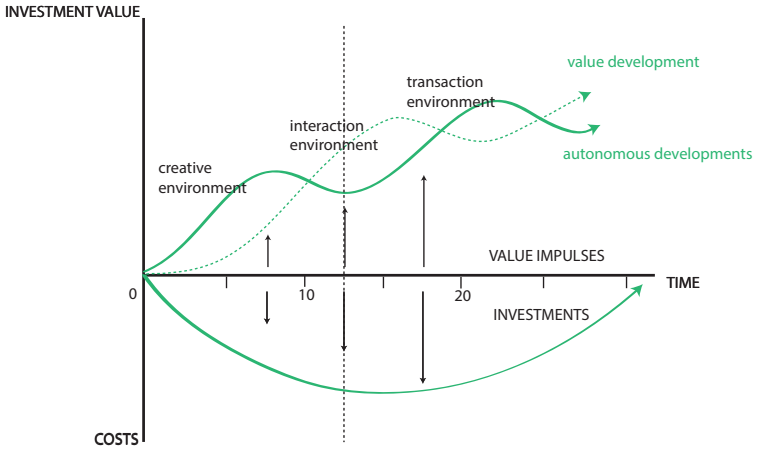


Figure 106; Gradual model for value impulses and investments (Saris et al., 2008)

With a regular (value capture) and gradual series of impulses, the impulses focuses attention primarily on the fast equalization of the costs while enabling economic activity to increase and therefore facilitating the possibility of more social activity. Subsequently, investments are injected each phase. It can be
The programming of impulses promotes the symbiosis for value development. In order to make this effective, the total project or portfolio focuses necessarily on the sum of individual actions or operations. The impulses or small operations often require a party (initiator) who is willing to participate or initiate temporary operating activities. Besides a balanced strategy for a consolidated value as an overarching operation have also clear advantages, in terms of organizational strength and eligibility (Saris et al., 2008).

8.2 DEFINING OPTIONS

Organic gradual development also called “urban acupuncture”, can offer a solution using scarce resources to make a new start for an urban area, where structural vacancy does not contribute to the area and only leads to loss of capital for the property owner. Scaling up to the regional level could make a contribution that can create positively value for the site and buildings.

As exogenous factors always influence the context of an urban area, neighborhoods are subject to global and local trends that will influence the building level and real estate prices (Claassen et al., 2012). To be able to anticipate and cope with a changing context, scenario planning can provide a solution as it offers a framework for the development of resilient policies, when faced with irreducible, uncontrollable uncertainties (Peterson, Cumming, & Carpenter, 2003). According to Peterson (2003, p. 1); “A scenario in this context is an account of a plausible future. Scenario planning consists of using a few contrasting scenarios to explore the uncertainty surrounding the future consequences of a decision”. In similar manner described by Lindgren, identifying two roots of scenarioplanning: futurism and strategy. While futurism uses scenarios to analyse, debate and communicate “big issues” in possible futures, strategists use scenarios as powerful planning instrument (Lindgren & Bandhold).

There is need for resilient, responsive and flexible solutions on the real estate market due to the fact that the demand for properties is constantly changing. Vacancy is still increasing as a result of changing demands for properties. Hence the social and economic added value becomes more important as processes of decay and deteriotion are put in motion in urban area coping with a lot of vacancy.

Scenario planning in light of this research can be connected to portfolio-planning models as the urban area can be addressed as a portfolio, as many single buildings shape the urban area.

Several portfolio-planning models exist, mere the most suitable model in the context of this research is the BCG Growth-share is a product portfolio-planning model developed by the Boston Consulting group in the '70's, also named the BCG Growth-share matrix or "dogs and stars model" (Borst, Remøy, Koppels, & Binnekamp, 2014). The fundament of the model is that a business can be classified into four categories based on market growth and market share relative to the largest competitor, the growth-share. Market grows presents the attractiveness of a business, and therefore the competitive advantage. The growth-share matrix maps the business positions within the two important determinants of profitability (NetMBA, 2010). In the following figure is illustrated for each scenario what the characteristics are in ways of growth (Smartdraw, 2016).

Figure 107; The Growth-share matrix (Smartdraw, 2016)

Borst (2014) connects future strategies in regards to the disposal or detainment of real estate integrating the strategy options into the matrix (Borst et al., 2014). The BCG model can also be applied in the context of urban areas, ultimately aiming for successful value development.

The scenario approach and BCG-Growth Share matrix are translated for strategic use of temporary initiatives in urban areas. Four scenarios are proposed to endure the diversity and differentiations of context representation in urban areas. The scenarios can be considered as consecutive series (figure 106, right image). The scenario of the area has to be determined for every phase to be able to choice an option that improves the urban area. The scenarios can be used to define what a particular vacant property can contribute to the area at that certain moment in time, or can be used to form a strategy for the whole urban area: the portfolio. This process is repeated until the economic and social activities are fully developed and frame good conditions for the urban area to develop to a "mature" area.

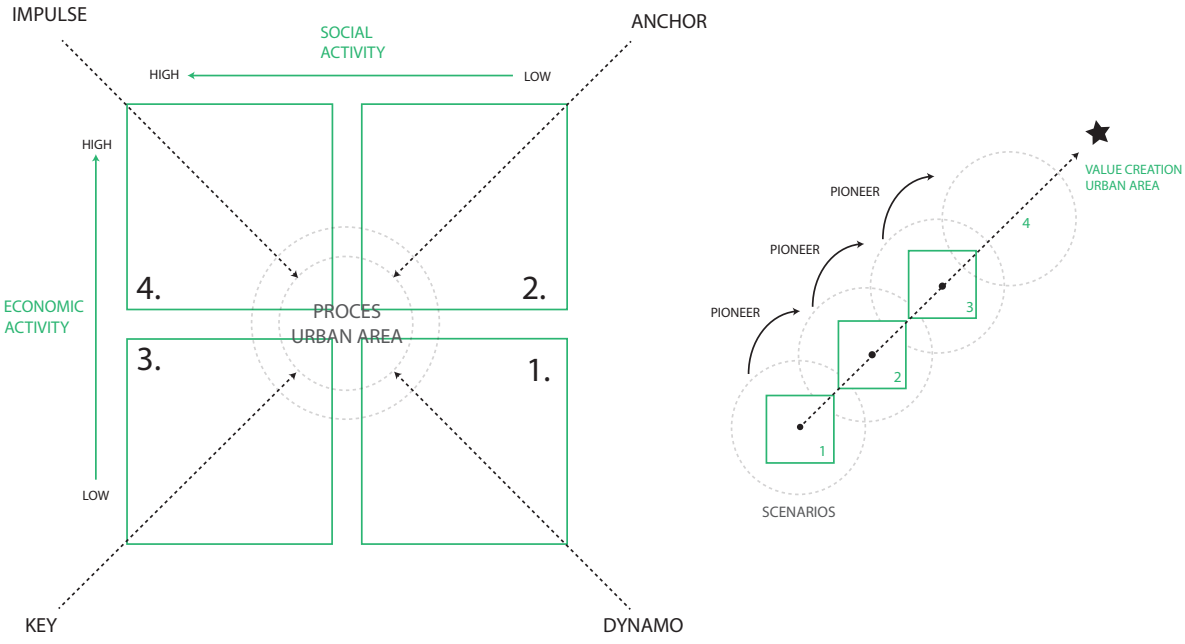
The pursuit of integrating several temporary initiatives in the region will be a constant process of identifying and positioning within the scenarios. Then, a conscious and more specific definition of the required pioneers by Wellink (2008) can be established, linking the different type of functions and its effect in urban areas. The scenarios are visualized in Figure 108 and are described as follows:

SCENARIO 1: A structural vacant property in an urban area is a problem and the owner seeks for a solution. As low social and economic activity occurs in the urban area an enabler function is recommended as starter for improving the urban environment. A pioneer with dynamo function should be facilitated.

SCENARIO 2: The economic activity in the urban area is high, the social activity is low. An increase of the social activity and therefore interaction is necessary. The implementation of an pioneer with an anchor function is recommended to stimulate the process.

SCENARIO 3: The social activity in the urban area is high, the economic activity is low. An increase of the economic activity and therefore growth is necessary. The implementation of an pioneer with a key function is recommended to stimulate the process.

SCENARIO 4: The process value of the pioneers regarding the economic and social activity in the urban area is high, impulses can be added to accelerate the process. An impulse can be of economic or social nature depending on the scenario.



Figures 108; Pioneer functions in urban area development (Own illustrations)

8.3 THE STRATEGY FOR SCHIPHOL CBD

The strategy for Schiphol CBD is explained in Appendix 10.

PART IV
CONCLUDING

CHAPTER 9
THE CONCLUSIONS

This chapter discusses the overall conclusions to this research and will constitute an answer to the main research question. In response to the conclusion, recommendations for property owners and future research will be given.

The main objective of this research is to provide insight in the added value of temporary projects in social and economic contexts. The knowledge gained was used to compose a strategy for temporary uses in urban areas and provides recommendations for the property owner. In general, the research aims to stimulate property owners to consider temporary use as an option in their portfolio as it only offers advantages.

In the first part of the research, the context of temporary use in urban area is studied. Determinants for the social and economic context supplied the input for the second part of the research: the cases studies. The determinants will be described in relation to the added value. There is little knowledge available on this.

Temporary projects are not utilized enough despite high vacancy rates and the loss of capital for property owners as a result of stagnating real estate. Lack of understanding of the results and added value of temporary use, still ends in a cautious approach on the part of property owners. This study aims to provide more clarity about the long-term qualities which has resulted in the development of a strategy for temporary use in urban areas which focuses on thinking beyond the building while developing values on an urban level.

9.1 THE ADDED VALUE OF TEMPORARY USE IN URBAN AREAS

The aim of the research is to find the answer to the following main research questions:

" How can temporary adaptive re-use of vacant spaces have added value for the urban area and contribute to the property value?"

" How can a strategy be developed that optimizes this added value?"

To answer these main questions, first the definition of added value is established; secondly the added value of temporary is concluded, to finish with the question of how temporary use in urban areas can be optimized to contribute to the property value.

THE DEFINITION OF ADDED VALUE

What can be defined as added value for an urban area?

Added value can be translated as an improvement or addition to something that makes it worth more than the original situation (Cambridge dictionary, 2016). In relation to real estate and temporary use this can be interpretended as the improvement or an addition of a function that will improve the urban area in comparison to the former situation. This is in line with the goal of sustainable area development; raising the quality of life from the previous situation (Gruis et al., 2006).

Social and economic dimensions, established in the literature, can contribute to the urban value. So an improvement in social and economic values can provide added value in comparison to the previous situation. Therefore the following definition of added value can be established;

"If a rise in value occurs in social and/or economic context, the cause - (temporary) project or development - adds value to the urban environment"

Key themes of this definition are the social and economic context, which can be explained in the following way based upon literature (Bramley & Power, 2009; Colantonio et al., 2009; Seinpost Adviesbureau BV & Onderzoeksinstituut OTB / TU Delft, 2010):

THE SOCIAL ADDED VALUE
There is social added value if temporary use contributes to the dimensions of sustainable communities, when users and residents positively experience the identity, social cohesion and safety within the urban area.

THE ECONOMIC ADDED VALUE
There is economic added value if temporary use contributes to the socio-economic well-being of a neighborhood, when the economic diversity enhances the promotion of a positive identity, safety and business vitality in an urban area.

This definition is tested through the establishment of indicators of social and economic nature. The social value can be tested by the experience value: the perception of image. For image and therefore identity the indicators are; safety and livability. The economic value can be tested through the business vitality; the increased economic activity. These indicators are in agreement with the social and economic values for sustainable area development; The creation of a positive identity, the promotion of safety and the he mixed-use that promote the social-economic well being of an urban area and therefore a sustainable community.

If the outcome of the social or economic context is positive, it will have added value for the urban area and will over time increase the property value. In the following illustration the relations are presented;

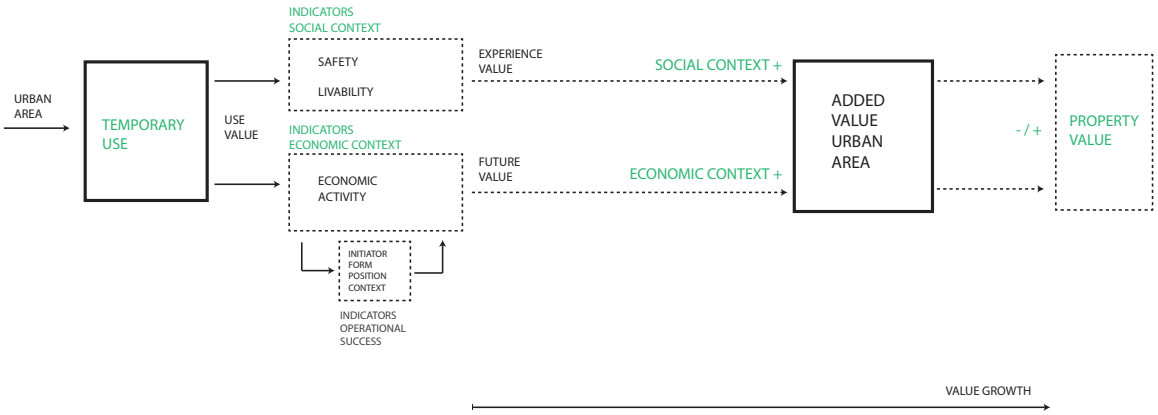


Figure 109; Relations of social, economic added value in urban area (Own illustration)

THE ADDED VALUE OF TEMPORARY USE

How can temporary use have added value in the urban area?

In theory it was concluded that the experience value was most valuable for the outcome of a temporary project in relation to the added value, this is confirmed in the cases.

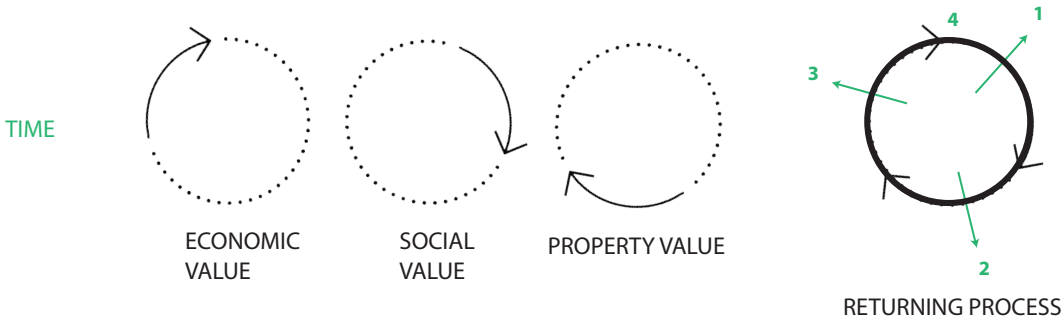
The promotion of safety is definitely an positive added value of temporary use as the temporary project provided more social control and the perception of an urban area, as in all cases it contributed to the subjective perception safety, which result in a positive factor for the image of a neighborhood.

The livability is improved through temporary use, mainly through social control. However, nuisance complaints of temporary operations can become a problem if residents are not involved in the project and it may create a negative image. Involvement and the promotion of participation had a positive effect on the social cohesion and ensured higher evaluation rates of livability.

In all the cases the economic activity clustered and proved to facilitate an added value for the urban area, as the economic attractivenesss increased although the cause of this development was not conclusive. Visible was that in urban areas where temporary uses arised, more temporary uses settled over the years.

A general factor that causes a general trend of depreciation is the economic crisis. Therefore, only in three out of five cases the property value increased. In one case, the property values probably did not appreciate due to the higher segment of properties and logically high prices that would have been less affected by the crisis. In the extreme case, the adjacent buildings were not largely affected because it is a relatively new neighborhood, and did arise mostly after the trend of economic crisis.

The research identified a continuous process of value creation; once economic activity (through a temporary function) arrived in the urban area, the social value started to grow, and will in time contribute to the property value. While more activities arrive in the area, the process is repeated. This concept can be captured through active programming of an urban area. The temporary functions – as pioneers or impulses -could be responsive on the developments within the urban area.



Figures 110; Process of value creation of temporary use in urban areas (Own illustrations)

Conscious planning of the urban area, contributes to rise in value in the urban area. Over time strategic programming can boost the social and economic value. Strategic programming can be done through temporary positions, creating meaningful pioneers or impulses that have a long-term added value for the area. Thinking beyond the building, on a higher urban scale, may ultimately lead to increase of the value of the building, as the facets of social and economic added value positively influence the image and business vitality and attractiveness of an urban area.

THE ADDED VALUE OF TEMPORARY USE OPTIMIZED

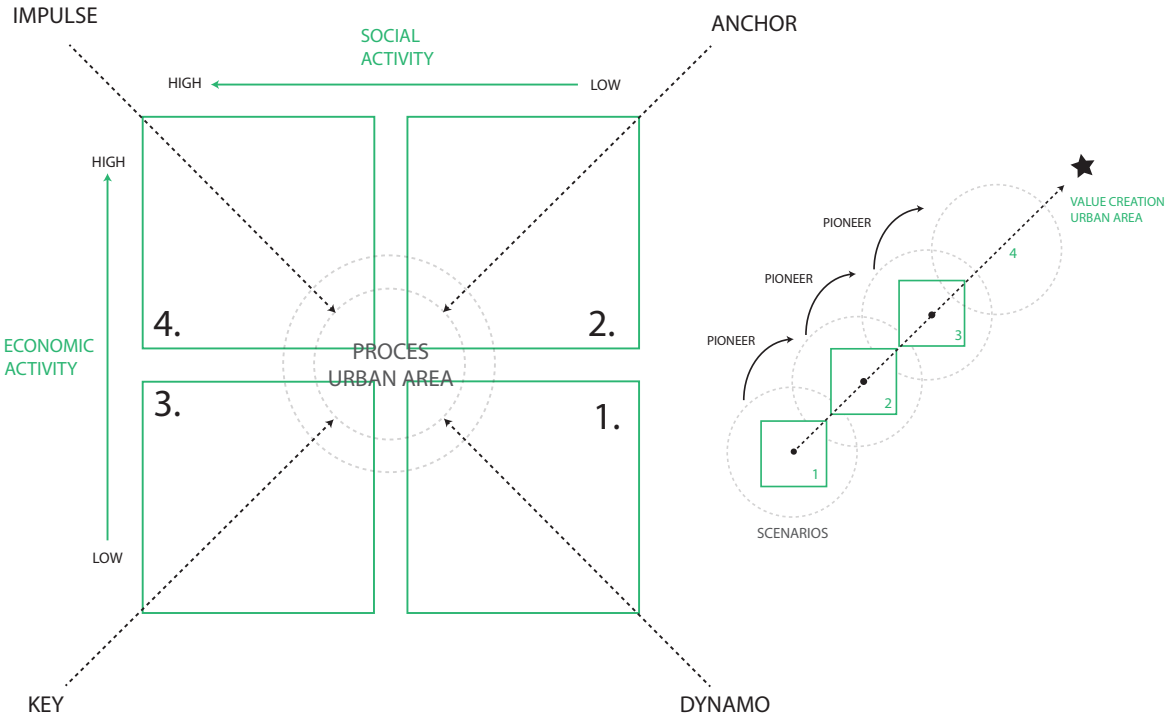
In what way can temporary use be applied in urban areas and contribute to the property value?

All these conclusions can be integrated into one strategy, which is similar to the model of Saris (2008). With a regular (value capture) and gradual series of impulses, the impulses focuses attention primarily on the fast equalization of the costs while enabling economic activity to increase and therefore facilitating the possibility of more social activity. Subsequently, investments are injected each phase.

The programming of impulses promotes the symbiosis for value development. In order to make this effective, the total project or portfolio focuses necessarily on the sum of individual actions or operations. The impulses or small operations often require a party (initiator) who is willing to participate or initiate temporary operating activities.

Besides a balanced strategy for a consolidated value as an overarching operation have also clear advantages, in terms of organizational strength and eligibility (Saris et al., 2008).

The vision of Wellink (2008) is incorparted, suggesting different functions for area incubators that can be furfilled in urban context; the key, anchor and dynamo - enabler - function. The anchor is a function that creates the identity of the region and thereby enriches both the program and the identity, so it can contribute to social added value. The key is an essential function that is part of the program, but is realized before the start of the process. This type of enabler unlocks an area and ensures the acceleration of the to be realized final program, contributes directly to the economic added value. The dynamo creates a temporary movement, and is the starter of use within the area; the dynamo reinforces the promise of the future value and image and functions as a real pioneer.



Figures 111; Pioneer functions in urban area development (Own illustrations)

The scenarios (1), (2), (3) and (4) are related to the phasing in urban area development that is endured in the urban area. The scenarios can be seen as consecutive series, or can be used to define what can be done with one particular property. The differences made by Wellink (2008) will be guiding to provide a more targeted definition of the needed pioneers. In every phase a new determination takes place of the position within the area, shown in the right Figure of 111.

SCENARIO 1: A structural vacant property in an urban area is a problem and the owner seeks for a solution. As low social and economic activity occurs in the urban area an enabler function is recommended as starter for improving the urban environment. A pioneer should be facilitated.

SCENARIO 2: The economic activity in the urban area is high, the social activity is low. An increase of the social activity and therefore interaction is necessary. The implementation of an pioneer with an anchor function is recommended to stimulate the process.

SCENARIO 3: The social activity in the urban area is high, the economic activity is low. An increase of the economic activity and therefore growth is necessary. The implementation of an pioneer with a key function is recommended to stimulate the process.

SCENARIO 4: The process value of the pioneers regarding the economic and social activity in the urban area is high, impulses can be added to accelerate the process. An impulse can be of economic or social nature depending on the scenario.

9.2 RECOMMENDATIONS PROPERTY OWNERS

1. Develop in a fashion that promotes value through operations and facilitate temporary use. Successful temporary functions will eventually contribute to the value of building, and sequel to the social and economic context of the neighborhood. Especially if multiple properties are owned in the neighborhood, this could offer benefits. Hence, added values for the urban area will in long-term perspective result in property value. This can offer a win-win situation.

2. Incorporated in the strategy is the scaling of opportunities per initiative. Some initiatives are better to facilitate a year, to test and see the result. Once initiators aim for a larger scale, investment and recoup of this investment is necessary and the exploitation time has to be at least 5 years. The chances of success for an initiative can be increased through the combination with a hospitality function and 24hour activity and clustering of activities. Functions will have a mutual effect on each other; as for instance surroundings with nice gastronomic qualities attract other venues whether it is creative industry or other businesses.

3. Actively monitor the contribution of the temporary function in terms livability, safety and economic diversity in terms of user and resident perceptions and statistics available via municipalities. Find a balance between vacancy, in between temporary use and permanent developments. Providing and facilitating and cooperation with the market takes time, flexibility and is labor intensive. It contains not only the facilitation of projects in terms of buying out, but also grasp at certain points, by tackling and decision-making.

4. Not everything can be converted into monetary terms, as it leaves no space for creativity. The initiator has the role of pivot and start the urban process of creating added value. There is not a ‘one-size-fits-all’ solution for success and the presence of success factors will not guarantee the success of a project.

5. Conscious contribute to unique locations. Most important is to determine situational what an urban area needs and operate in many facets. Sometimes also through physical connections, that can bring agitation and liveliness. It will eventually lead to more support. Providing and facilitating and cooperation with the market takes time, flexibility and is labor intensive. It contains not only the facilitation of projects in terms of buying out, but also grasp at certain points, by tackling and decision-making.

6. Awareness is needed as it can be difficult to alienate functions as residents aim to retain it, it can be dangerous for future plans of the urban area as it can be socially claimed. Also in regard to the impression that it may leave, in terms of mess and nuisance which will influence the livability.

7. Involvement and participations had a positive effect on the social cohesion and prevented the complains of nuisance which resulted in higher rates of livability.

8. As social control contributes to safety, make sure temporary use enables social control, provide spaces on the ground floor.

9.3 RECOMMENDATIONS FURTHER RESEARCH

1. The created framework of added value in the urban area provides a useful starting point. Research into more related indicators and definitions could be interesting, as temporary use is still emerging and the measurement of these indicators can be helpful for future strategies. As statistic tools from municipalities are continuous evolving it needs to be adapted.

2. The measurement of social and economic impact in an urban area for a longer period than 5 years can be examined and further research can explore how the property value contributes after five years.

3. Gradual organic urban area development and the use of temporary impulses or pioneers still offers space for exploration, whether the dissapearance has effect on the value development of the urban area, how this affects the image and economy.

4. Especially the case of Schieblock proved that physical interventions as “the luchtsingel” provided a catalyst function for the urban development to thrive. It could be researched if it only accelerates the developments that are already initiated or that it is part of the success. In similar way could be studied if the strategic placement of temporausesin urban areas contributes to the developments for example along a main vein for pedestrians or placement on the ground floor.

5. In what way can public parties intensify the steering of urban area developments, facilitate it without losing the creativity and the power of unplanned activities.

CHAPTER 10
REFLECTIONS

10.1 REFLECTION RESEARCH

The research methods applied in this research thesis are a literature study, case studies and interviews. Below, there will be reflected for each research method to what extent the method worked and if the choice for this approach was appropriate.

THE LITERATURE STUDY

“THE ART OF SIMPLICITY IS A PUZZLE OF COMPLEXITY” - DOUG HORTON

The literature shows the broad interest in the field of real estate, starting with my choice of topic, which incorporated two domains; real estate management and urban area development. Framing remained difficult during the process until the moment the indicators were defined and I could continue with the empirical part of the research. At that moment, everything connected into a complete picture and was clear that in my mind I had a clear vision from the start and tried to contribute knowledge for the property owner.

Throughout the literature study I discovered that by means of a lot of reading and studying, I drew a lot of conclusions in my mind that were not referred to on paper. Only in the last part of my research, certain topics were integrated and described in the research. Writing down studied literature earlier in the process is therefore a great lesson for me. Not aiming to dissolve everything at once, and draw conclusions through a more structured approach. In similar vein, I could only assess the essentials of certain elements and make the assessment. Previously, I could have deleted some literature that was not in line with my main research question, however this proved to be difficult as the produced documents took a lot of effort and time.

What I often did in the last phase of my research, is taking distance to the subjects and in logical order try to define the core values or direction. This contributed to find the common thread in my research and helped to bring clarity in the parts that I was stuck in. During the process, I often changed my methods and models, and sketched across the printed previous version. This has helped me to make decisions. The same I did with the contents and the order of the literature, which I often changed on a large scale.

Through the choice of a research related to values, both subjective and objective, I found the literature a challenge. Due to the fact that there is relatively little knowledge about temporary use and the contribution of added value in urban areas, it was sometimes a struggle to form a unified narrative. Because temporary use is a relatively new concept, there was not much knowledge available. Therefore I think that my research contributes much scientific value and relevance to the field of expertise of real estate and housing.

THE INTERVIEWS

“THE SECRET OF CHANGE IS TO FOCUS ALL OF YOUR ENERGY, NOT ON FIGHTING THE OLD, BUT ON BUILDING THE NEW” – SOCRATES

Making appointments takes time and a lot of effort; this was underestimated and has contributed to a delay in graduation of two months. I learned that the initiators of temporary establishment are busy entrepreneurs who are consistently involved in all kind of projects.

When the meetings were realized the entrepreneurial approach was noticed in the enthusiastic and passionate way of talking about temporary use. For me, afterwards every interview created a positive vibe and encouraged me to pore myself deeply in the research. It also sparked the dream to undertake in future years.

In retrospect I should have started earlier with the interviews, I was afraid to make decisions and thereby to conduct interviews that were not in line with my research and could not ensure a proper outcome of my research, or would contribute too little input. That is the reason of my broadly set up case interviews and after the first two interviews I filtered the questions, as I found out that not all the questions were relevant. The interviews helped to determine the approach to added value of the projects and helped to provide a clear choice for my framework.

10.2 REFLECTION PERSONAL PROCESS

"STRIVE NOT TO BE A SUCCESS, BUT RATHER TO BE OF VALUE" – ALBERT EINSTEIN

In my research I found out that my definition of success is whether an initiative contributes added value. Only when an initiative has added value it is in my opinion assessed as a success. Before this realization, the success aspect or topic was incorporated in every research question and I had repeatedly sought literature about success. This realization led to a change of direction in the research question and the focus on social and economic values.

In the overall process, I lingered too long in the literature, and I should have started earlier with the empirical part. It is the variety of the components of this study that provided me eventually with new insights and a more efficient working method. In addition to this, I also noticed that I myself need an "incubation period"; some conclusions and decisions had to be processed before I could continue with the research. A lesson is therefore to think not from problem to problem in the future, but to solve each individual problem independent instead, of holding on to the overall problems and definitions that rose.

LEARNING POINTS

My planning could have sooner identified the delay in the process as I programmed a lot of task around the P3 and P4 period. This was the result of making a lot of interim research planning's and not following a global vision.

The actual research process was a more iterative process and really not as gradual as I envisioned. Overall, I gained more insight into the process, which accompanies theoretical research. In the future, this insight will help to better estimate the process;

1. More clearly define the problem and goals.
2. Establishment of essentials for the research topic.
3. Form soon a conceptual model that relate the themes necessary for an answer to the research question.
4. Structuring of the literature research, drawing up in between conclusions.
5. Feedback to the research questions and refine them.
6. The use of research techniques.
7. An objective view to the outcome of the research.
8. Bringing theory and practice learned together in a future approach.

PART V

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PICTURES

1. TROUW Amserdam
Source: http://www.trouwamsterdam.nl/nl/club/

2. Bird Rotterdam
Source: http://bird-rotterdam.nl/

3. Strijp s Eindhoven
Source: http://foodcabinet.org/nieuwsitem/lesmateriaal-damn-food-waste/

4. Canvas op de 7e Amsterdam
Source: http://studioknol.com/pecha-kucha-night/

5. TROUW Amserdam
Source: http://www.trouwamsterdam.nl/nl/club/

6. Schieblock Rotterdam
Source: http://biergartenrotterdam.nl/

7. Papirøen Kopenhagen
Source: http://christianshavnskvarter.dk/2015/02/vinterferie-paa-copenhagen-street-food/

8.Hannekes Boom
Source: http://www.hannekesboom.nl/

APPENDICES

APPENDIX 1: STAKEHOLDER RELATIONS

	Program related	Communicative	Physical	Social	Financial
Municipality	x	Upgrading an area, making it more attractive for the city or neighborhood scale	Prevention of decay and decline a neighborhood	Livability is a goal in itself	x
Developers / Investors	x	Related because it influences the price of own buildings	Related because it influences the price of own buildings	Related because it influences the price of own buildings	Revenue
Users of the urban area (tourists, citizens)	Probably there because of a certain function or program?	x	x	x	x
Residents	Missing or new functions	Related to improving the neighborhood, depends on the image of the area	Prevention of decay and decline a neighborhood	Livability is a goal in itself	Stimulate local economy
Owner	x	Related because it influences the price of own buildings	Related because it influences the price of own buildings	x	Stimulate local economy and revenue

Figure 112; Stakeholder relations (Own illustration)

APPENDIX 2: FIRST ANALYSIS CASE SELECTION

FIRST ANALYSIS CASES FOR SELECTION					
NAME INIATIVE	**LOCATION (CITY-AREA)**	**INIATOR PROJECT**	**TYPE OF TEMPORARY USE (FUNCTION)**	**TIME-FRAME**	**SHORT DESCRIPTION**
TROUW	Amsterdam - Oost	Olaf Boswijk	Club, restaurant, cultural activities	6 years, lease extended every 2 years	Intention was always to be temporary
Radion	Amsterdam - Nieuw west	Broedplaats ACTA building	Student housing, cultural activities, restaurant, club & bar	10 years	The time-frame of the whole building is 10 years, can be different initiatives
Westergasfabriek	Amsterdam - West	Different	Cultural activities, restaurant, club & bar	Depends on initiative, permanent and temporary	Example; pop-up restaurant (time-frame 5 months)
De broedplaats NDSM- werf	Amsterdam - Noord		Cultural activities	Depends on initiative, permanent as well as temporary	
Hannekes boom	Amsterdam - Centrum richting noord	Wouter Valkenier, Gijs de Waal & Pim Evers	Cultural activities, restaurant & bar	5 years	Winners of contest Gemeente Amsterdam for temporary horeca-plus 2010
Tolhuistuin	Amsterdam – Noord	Municipality of Amsterdam	First: Museum, Now: Restaurant, Bar & Music hall	½ year	First idea to demolish the building, now it is a cultural hotspot
Canvas op de 7e Volkskrantgebouw	Amsterdam – Oost	Urban resort	Hotel, meeting rooms, club & restaurant	8 years (2007-2015)	Supposed to be temporary, rent lease is unknown. 2014 should have been the last year according to newspapers
Strand Blijburg	Amsterdam - Ijburg	Municipality of Amsterdam		Permanent?	
BAR	Rotterdam – Oude noorden	?	Cultural activities, restaurant & bar	2011 -	Travelling bar, now located at the second location
Bahn	Rotterdam - Centrum	Ed Jansen, Martin Roedolf, Dirk Schmidt	Club	Permanent	
Bird	Rotterdam - Oude noorden	Philip Powel – Jazz stichting	Restaurant, club & bar	3 years (Policy 2013-2016)	Subsidy until 2016, probably the reason of existence
De watertoren	Rotterdam – Kralingen, Crooswijk		Restaurant		
Verkadefabriek	Den Bosch	?	Cultural activities, restaurant, club & bar	Permanent	

Figure 113; First analysis possible cases (Own illustration)

NRE terrein	Eindhoven - Centrum	Municipality of Eindhoven?	Cultural activities, restaurant, club & bar	Permanent but various initiatives	
Roest	Amsterdam - Oost	Different	Cultural activities, restaurant, club & bar	Permanent but various initiatives	
Nutrecht	Utrecht	?	Cultural activities	Permanent	
Club closure	Amsterdam - Jordaan	Joey Muijlwijk, Oliver Louw	Club	Permanent	
De cacaofabriek				Permanent	
De caballero fabriek				Permanent	
Westelijk handelsterrein	Rotterdam – Het nieuwe werk		Cultural activities, restaurant, club & bar	Permanent but various initiatives	
Lichttoren	Eindhoven - Centrum		Bar & restaurant		Exacte naam? Mr. Frits?
Ketelhuis Strijp S	Eindhoven - STRIJP S		Bar & Restaurant	Permanent	
Hotel de goudfazant	Amsterdam - Noord	Asked by the owner	Restaurant	Permanent	Different initiatives; Radio Royaal
Fenix food factory	Rotterdam - Katendrecht	7 permanents and various others	Restaurant & bar	Permanent	
Charlies kitchen	Rotterdam – Centrum	Charlotte Damen	Lunchroom	1 year Coolsingel – now another location	In the future maybe a permanent concept
Radio Royaal	Eindhoven – Strijp S Philipsterrein	Niels Wouters (also owner Goudfazant)	Restaurant & bar	?	?

Figure 114; First analysis possible cases (Own illustration)

APPENDIX 3:
CONTEXT CITIES ROTTERDAM & AMSTERDAM

	Amsterdam	Rotterdam
Social climate (resident population)	• retain open, mellow atmosphere • guard position as a tolerant city; position as a 'gay capital' endangered by recent anti-gay violence	• strong focus on public safety and zero-tolerance (part. in 2002-2006) put openness and tolerance under strain • encourage young people as initiators of creative activities (e.g. graduate students and pop musicians)
Image and representation	• tolerant, I Amsterdam campaign,	• 'rough' and 'unfinished' city with many possibilities for experiments; conflictuous with City as a Lounge.
Buzz, atmosphere	• retain attractive inner city with many 'third spaces' • risk of becoming too much of an 'in-crowd' atmosphere • free inner city from 'criminogeneous' activities	• need to upgrade inner city; lacks liveliness and 'third spaces' • 'roughness' and opportunities to experiment attract certain creative talents; less attractive for general public
Employment	• strong position in producer services (e.g. finance) needs to be reinforced, being threatened by several factors • improve level of education of working force	• need to compensate the decline in (still relatively strong) manufacturing industries, transportation, and construction branches • need to reinforce producer services
Built environment, living and residential environment	• 'key projects' in historic inner city to face endangerment of quality of place by overcrowding (tourism) and 'criminal infrastructure' • address shortage of, particularly, middle-income housing; excessive price level due to dysfunctional housing market • improve transportation system • redevelopment of former port areas	• filling in 'empty' spaces between high-rise buildings • despite large-scale construction still need to address shortage of high-quality housing • relatively low price level reflects poor image as a residential city • redevelopment of former port areas
Amenities	• policy focuses on constructed amenities in arts, sports, tourism, leisure etc. • need to spread amenities and tourism, as inner city suffers from a too large concentration	• upgrading of inner city for leisure, shopping, living • subsidies focus on 'old names' • promoting of Rotterdam as a festival city • somewhat ambiguous stimulation of pop music (e.g. podiums)
Clusters, incubator spaces	• strong position in creative industries, but needs to be reinforced in view of but recent stagnating development • strong policy focus on creative industries, but rather generic • provide affordable working space in old buildings; nevertheless still a shortage of cheap working spaces	• focus on strengthening creative production, particularly since 2005 • focus on architecture and urban design, design and product innovation, audiovisual production and music • provide affordable working space in old buildings, but on a limited scale
Policy, government and governance	• shift from government to governance • shift to more active approach rather than waiting for others to taken the initiative	• shift from government to governance • increasing co-operation, co-ordination and co-financing

Figure 115; Local trends and policy issues in Amsterdam and Rotterdam by key elements of the creative city. (Romein and Trip, 2009)

APPENDIX 4:
INTERVIEW PROTOCOL CASES

INTERVIEW OUTLINE CASES

Allereerst bedankt voor deelname aan dit interview. Ik zal mezelf even voorstellen; ik, Silvie, ben een bouwkunde MSc student aan de TU Delft, voor de master Real Estate & Housing. Mijn afstudeeronderwerp gaat over tijdelijke ondernemingen en de bijdrage en waardecreatie voor het gebied van dit tijdelijk gebruik.

In mijn onderzoek behandel ik cases in Rotterdam en Amsterdam die een bepaalde impact hebben voor het gebied. Met deze reden zou ik je graag willen interviewen voor inzicht in TAC om te kijken hoe tijdelijk gebruik van toegevoegde waarde kan zijn voor een gebied en hoe het sociale en economische waarde heeft. Het zou bijvoorbeeld invloed kunnen hebben op de levendigheid en het imago van een wijk.

Introductie onderzoek

Momenteel is de Nederlandse vastgoedmarkt onderhevig aan veel leegstand. Tijdelijke adaptieve hergebruik is nog steeds een rustige onbekend vakgebied omdat de impact of de toegevoegde waarde daarvan nog niet is gemeten. Hetzelfde geldt voor de identificatie van de succes- en faalfactoren van deze projecten.

Een tijdelijke herbestemming kan een oplossing bieden door de leegstandtijd te overbruggen terwijl inkomen wordt gegenereerd en het definitieve plan verder kan worden ontwikkeld. Een ander voordeel van tijdelijk gebruik van leegstaande vastgoed betreft de maatschappelijke aspecten; leegstaande vastgoed kan leiden tot een verslechtering van een wijk en een negatieve invloed hebben op de waarde van vastgoed en het imago.

Dit onderzoek zal zich richten op het bieden van inzicht over de tijdelijke gebruik; de toegevoegde waarde voor het stedelijk gebied. Evenals een manier vinden; hoe het kan worden gebruikt als strategie in de toekomst.

Interview vragen cases:

Als korte inleiding twee kleine vragen over uw achtergrond.

Naam: ……
Bedrijf: ……

Kan u kort uw achtergrond beschrijven (werkervaring)?
……

Heeft u al meerdere initiatieven voor tijdelijk gebruik gestart?
Zo ja, welke en kan u die kort beschrijven?
……

Bedankt voor het beantwoorden. Nu zullen de vragen over het project zelf volgen.

A. Doelstellingen voor het project

1. Wat was de motivatie voor het project?

2. Hoe bent u op het concept (idee & uitwerking daarvan) gekomen en de combinatie van functies?
    - 2.1 Wat waren potentiele functies? En waarom is voor deze mix van functies gekozen?
    - 2.2 Waren er beperkingen of externe factoren die het realiseren tegenwerkten?

3. Wat was het doel voor het project?
    - 3.1 Is dit doel gerealiseerd?

4. Was het de intentie om een tijdelijk project neer te zetten?
    4.1 Hoe lang heeft de ontwikkeltijd geduurd?
4.2 Hoe lang was de exploitatieduur?
    4.3 Heeft de keuze voor tijdelijkheid effect gehad op de uitwerking van het project?

B Organisatie van het project

5. Welke partijen hebben een rol gespeeld in het proces?
Met partijen wordt bijvoorbeeld bedoelt de gemeente, de potentiele gebruikers, omwonenden, investeerder, ontwikkelaar etc.
5.1 En hoe en waarom waren zij betrokken bij het project?
5.2 Wat voor invloed hebben zij gehad op de uitkomst van het project?

6. Welke partijen zijn essentieel geweest voor de uitkomst van het project?

7. Had de eigenaar van het gebouw een nadrukkelijke rol in het proces?
Zo ja, wat voor een rol?

8. Wat kenmerkte de samenwerking met verschillende partijen?

9. In welke fase waren welke partijen betrokken?

10. Welke belangen speelde een rol bij de verschillende partijen?

C Fysieke context

11. Is het project begonnen met het gebouw of het idee? Als het idee er eerst was, hoe ging de zoektocht naar een gebouw/ruimte?

12. Wat voor fysieke/esthetische aanpassingen hebben plaatsgevonden om het tijdelijk gebruik zichtbaar of mogelijk te maken?

13. Waren er fysieke beperkingen of voordelen aan het gebouw?

D Sociale context

14. Wat voor doelgroep heeft het project aangetrokken?

15. Hoeveel bezoekers zijn er gemiddeld per dag naar het project toegetrokken?
15.1 Hoeveel bezoekers naar het restaurant?
15.2 Hoeveel bezoekers naar tentoonstellingen?
15.3 Hoeveel naar specifieke events?

16. Waarom was dit een interessante locatie voor het project?
16.1 Is er gekeken naar het aspect bereikbaarheid? Of waren andere aspecten leidend?

17. Is het beeld/imago van de wijk naar uw mening veranderd in de afgelopen jaren? Zo ja, hoe? Noem een aantal aspecten en leg uit hoe deze veranderd zijn.

18. Zijn er gedurende de tijdsduur van het project meer publieke activiteiten naar het gebied rondom het project gekomen?

19. Is de leefbaarheid veranderd in de buurt? Zo ja, hoe? Noem een aantal aspecten en leg uit hoe deze veranderd zijn.
19.1 Is er ook negatieve feedback gekomen op het project bijvoorbeeld door bewoners in relatie met onrust in de buurt?

E Economische context

20. Welke financiële middelen waren beschikbaar bij de start van het project?

21. Hoe werden de doelstellingen, gecombineerd met een commercieel belang?

22. Wat is de verhouding tussen investeringskosten en de inkomsten en uitgaven?

23. Wat voor subsidies waren beschikbaar voor het project?

24. Was er sprake van een investeerder of exploitant die bij het project betrokken was? Zo ja, hoe?

Bedankt voor het beantwoorden. Nu zullen de vragen over de tijdelijk gebruik als strategie in de toekomst volgen.

F Strategie voor de toekomst

25. Welke externe factoren waren leidend voor het projectresultaat?

26. Wat zijn bepalende condities voor het project geweest?

27. Zou u succesfactoren voor dit project kunnen noemen?
    27.1 Zowel interne als externe factoren?
    27.2 Wat waren de grootste uitdagingen?

28. Vind u dat het project succesvol is geworden? Zo ja, waarom?

29. Hoe lang denkt u dat het project zijn waarde houdt? Zo ja, waarom?
    29.1 Moet het project permanent worden of is de meerwaarde de tijdelijkheid? Zo ja, waarom?

30. Wat zijn de grootste kansen van tijdelijk gebruik? Welke problemen lost het op?

31. Waarmee zou tijdelijk gebruik kunnen worden geholpen, gestimuleerd worden?

32. Zijn er nog enigszins relevante aspecten die benoemwaardig zijn in relatie met dit onderwerp?

G Veranderde context

Afsluitend zou ik u graag willen vragen te beoordelen hoe de volgende aspecten zijn verandered in de afgelopen jaren voor het gebied rondom TAC. Zou u per criteria kunnen aangeven in hoeverre dit positief of negatief is veranderd in het gehele project. Als u het niet kan benoemen over een bepaald aspect, graag het vakje leeg laten!

	-	0	+
LEEFBAARHEID	0	0	0 0
SOCIALE VEILIGHEID	0	0	0 0
FYSIEKE KWALITEIT	0	0	0 0
SOCIALE KWALITEIT	0	0	0 0
ECONOMISCHE ACTIVITEIT	0	0	0 0
IMAGO GEBIED	0	0	0 0
ECONOMISCHE WAARDE VASTGOED	0	0	0 0
ECONOMISCH KLIMAAT	0	0	0 0
VESTIGINGSKLIMAAT BEWONERS	0	0	0 0
BEREIKBAARHEID	0	0	0 0
LEEGSTAND GEBIED	0	0	0 0

Dit is het einde van het interview. Was alles duidelijk of heeft u nog op- of aanmerkingen voor het vervolg? Nogmaals bedankt voor deelname aan dit onderzoek en de tijd en moeite. Als u interesse heeft dan stel ik u graag op de hoogte van de resultaten van mijn onderzoek!

APPENDIX 5:
INTERVIEW PROTOCOL EXPERTS

EXPERT INTERVIEW OUTLINE

Introductie onderzoek, zie Appendix 3.

A Algemene vragen:

1. Wat wordt verstaan onder succesvolle gebiedsontwikkeling? Is daar een definitie voor binnen de gemeente?
   a. Zo ja, hoe wordt dit toegepast?

2. Wordt er veel ruimte gegeven, mogelijk gemaakt, vanuit de gemeente om tijdelijk gebruik te stimuleren? Wordt dit gezien als toegevoegde waarde op de langere termijn?
   a. Hoe wordt tijdelijkheid en permanentie gezien als de ontwikkeling succesvol is? Is de meerwaarde de tijdelijkheid of mag een initiatief ook permanent worden?

3. Wordt tijdelijk gebruik als strategie toegepast? Zo ja, op wat voor manier?

4. Hoe wordt de sociale waarde van een gebied bepaald?
   a. Hoe wordt de leefbaarheid bepaald, en hoe wordt daar over gedacht?
   b. Hoeverre speelt imago daarbij een rol?
   c. Is het beeld/imago van wijken veranderd in de wijken waar tijdelijk gebruik werd toegepast? Zo ja, hoe? Noem een aantal aspecten en leg uit hoe deze veranderd zijn.
   d. Is er ook sprake van negatieve feedback van bewoners in relatie met de onrust in de buurt nadat tijdelijke projecten tot stand zijn gekomen?
   e. Hoe wordt de sociale waarde meetbaar gemaakt?

5. Hoe wordt de economische waarde van een gebied bepaald?
   a. Zijn er gedurende de tijdsduur van tijdelijke projecten meer publieke activiteiten naar het betreffende gebied gekomen?
   b. Wordt er actief beleid gevoerd op de 24h-activiteiten qua diversiteit programma?
   c. Hoe wordt de economische waarde meetbaar gemaakt?

6. Wat zijn de grootste kansen van tijdelijk gebruik? Welke problemen lost het op?

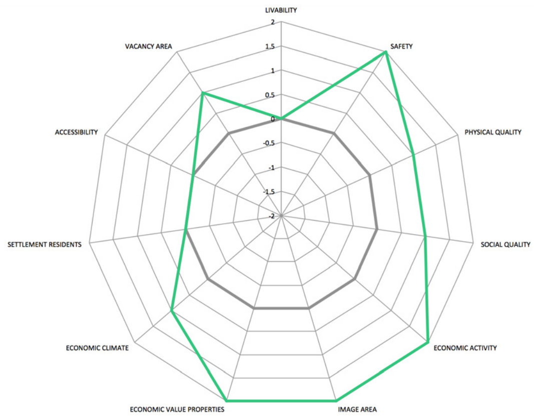
7. Waarmee zou tijdelijk gebruik kunnen worden geholpen, gestimuleerd worden?

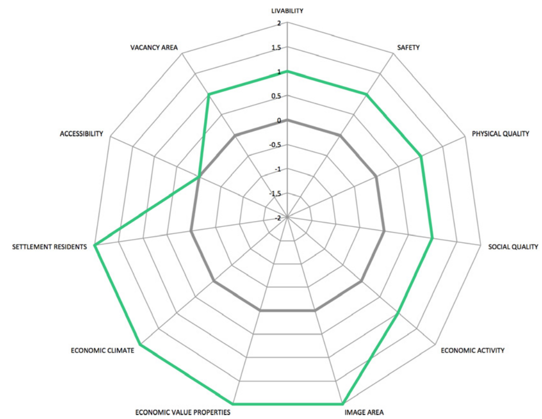
8. Zijn er nog enigszins relevante aspecten die benoemwaardig zijn in relatie met dit onderwerp?

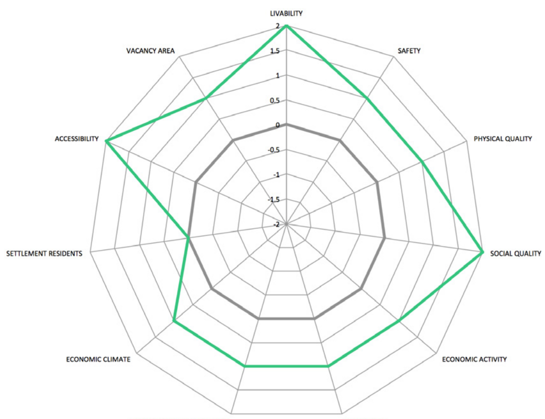
Dit is het einde van het interview. Was alles duidelijk of heeft u nog op- of aanmerkingen voor het vervolg?

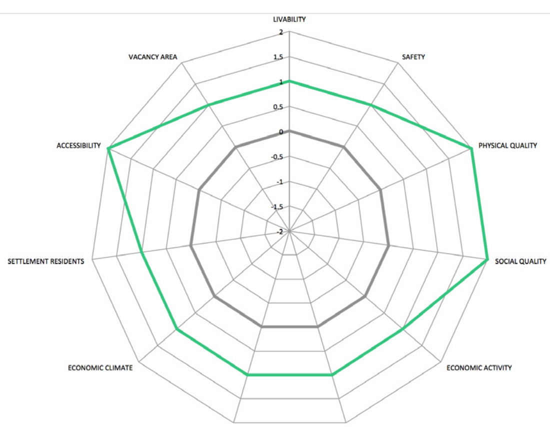
Nogmaals bedankt voor deelname aan dit onderzoek en de tijd en moeite. Als u interesse heeft dan stel ik u graag op de hoogte van de resultaten van mijn onderzoek!

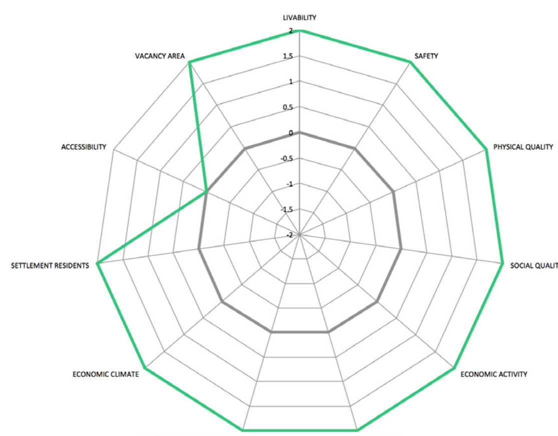
APPENDIX 6:
VALIDATION INDICATORS











Visualisation of the opinions related to indicators of temporary use and the changed context (Own illustrations);
Figure 116; Olaf Boswijk
Figure 117; Nadia Duinker
Figure 118; Jouke Sieswerda
Figure 119; Michon van der Salm
Figure 120; Gabriel Pena
Figure 121; Pim Evers

APPENDIX 7:
SEVERAL ASSESSMENT METHODS

MKBA

A social cost-benefit analysis (CBA) is a cost-benefit analysis in which the costs and benefits are considered for an entire society. The calculation takes into account externalities charged as climate, air pollution, noise, accidents (costs) but also impacts on eg employment during the construction, maintenance and operating (income). In an SCBA may include financial and non-financial costs and benefits. In the latter case, there should be work with key figures monetizing non-financial costs and benefits. An SCBA can be implemented at local, regional, national or international level (Ecorys, 2016).

True Value method KPMG

The actual value methodology provides a useful tool for measuring public values. Namely,the identification of externalities. In the case of selling a house, these externalities can be identified as indicators of public values. This can identify the drivers of change of positive and negative changes for the removal of properties. By imaging the positive and negative results of the public value indicators a general result can arise.
STEP 1: Identify the value a company creates and reduces for society
STEP 2: Understand future earnings risks and opportunities
STEP 3: Develop business cases to build and protect future value
It is a tool to connect corporate and societal value creation (KPMG, 2015).

Most significant change model

The most important change Technique (MSC) is a monitoring and evaluation technique / method that is used for the evaluation of complex interventions. It was developed by Davies as part of his doctoral research related to monitoring and evaluation of rural development programs in Bangladesh. At that time, Davies called it “the evolutionary approach to organizational learning.” Jess Dart later experimented with MSC as part of her PhD in 2000, Davies and Dart coined the term “Most Significant Change Technique” and wrote the manual. This relatively new method is based on a qualitative, participative approach with the stakeholders involved in all aspects of the evaluation and is therefore a shift from traditional quantitative, expert-driven evaluation methods towards a qualitative participant-driven approach, focusing on the human impact of the interventions.

In essence, MSC includes the generation of significant change stories by various parties involved in the intervention. These are stories of significant changes caused by the intervention. The more important of these stories are then selected by the stakeholders and in-depth discussions of these stories instead. These conversations bring to the parties’ attention to the consequences of the intervention that the most significant impact on the lives of the beneficiaries.

MSC has had several names since it was designed, each focusing on a different aspect. Examples include: “Monitoring without indicators’ - MSC does not make use of predefined indicators, particularly those that need to be counted and measured to make; or “narrative approach - the answer to the central question of changes are often made in the form of stories of who does what, when and why, and the reasons why the event was important (Dart & Davies, 2003).

APPENDIX 8: STATISTICS CASES

8.1 TROUW – AMSTERDAM

								PERCENTAGE OF CHANGE	INCREASE OR DECREASE
ECONOMIC ACTIVITY		2009	2010	2011	2012	2013	2014		
	OOSTERPARKBUURT	771	1021	1147	1227	1243	1321	171,3%	71,3%
	STADSDEEL OOST	4689	11023	12304	13151	13906	14690	313,3%	**213,3%**
	AMSTERDAM	69177	80575	87443	91628	95831	99983	144,5%	**44,5%**
PROPERTY VALUE	REFERENCE DATE 1 JAN	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
AVERAGE WOZ-VALUE	OOSTERPARKBUURT	235000	238000	228000	238000	231000	217000	92,3%	**-7,7%**
	STADSDEEL OOST	251000	270000	259000	263000	253000	239000	95,2%	**-4,8%**
	AMSTERDAM	258000	263000	250000	253000	244000	235000	91,1%	**-8,9%**
SAFETY INDEX		**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
OBJECTIVE	OOSTERPARKBUURT	81	84	77	70	76	72	88,9%	11,1%
		2009	**2010**	**2011**	**2012**	**2013**	**2014**		
SUBJECTIVE	OOSTERPARKBUURT	105	102	96	81	78	89	84,8%	15,2%
LIVABILITY INDEX		**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
	OOSTERPARKBUURT	x	107	106	97	99	x	92,5%	7,5%
NUISANCE		**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
	OOSTERPARKBUURT	147	144	152	138	163	174	118,4%	**-18,4%**

Figure 122; Statistics Neighborhood Trouw based on (Gemeente Amsterdam, 2016b) (Own illustration)

8.2 CANVAS OP DE 7E – AMSTERDAM

									PERCENTAGE OF CHANGE	INCREASE OR DECREASE
ECONOMIC ACTIVITY		2008	2009	2010	2011	2012	2013	2014		
	WEESPERZIJDE	424	485	685	803	834	835	838	197,6%	97,6%
	STADSDEEL OOST	4280	4689	11023	12304	13151	13906	14690	343,2%	**243,2%**
	AMSTERDAM	64015	69177	80575	87443	91628	95831	99983	156,2%	**56,2%**
PROPERTY VALUE	REFERENCE DATE 1 JAN	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
AVERAGE WOZ-VALUE	WEESPERZIJDE	262000	304000	299000	278000	289000	283000	271000	103,4%	3,4%
	STADSDEEL OOST	255000	251000	270000	259000	263000	253000	239000	93,7%	**-6,3%**
	AMSTERDAM	232000	258000	263000	250000	253000	244000	235000	101,3%	**1,3%**
SAFETY INDEX		**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
OBJECTIVE	WEESPERZIJDE	97	92	80	80	78	75	96	99,0%	1,0%
		2008	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
SUBJECTIVE	WEESPERZIJDE	93	86	80	82	79	69	77	82,8%	17,2%
LIVABILITY INDEX		**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
	WEESPERZIJDE	x	x	102	102	101	104	x	102,0%	**-2,0%**
NUISANCE		**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**		
	WEESPERZIJDE	125	119	111	103	114	157	152	121,6%	**-21,6%**

Figure 123; Statistics Neighborhood Canvas based on (Gemeente Amsterdam, 2016b) (Own illustration)

8.3 SCHIEBLOCK – ROTTERDAM

							PERCENTAGE OF CHANGE	INCREASE OR DECREASE
ECONOMIC ACTIVITY		2010	2011	2012	2013	2014		
	CS KWARTIER	246	288	292	287	273	111,0%	11,0%
	GEBIED ROTTERDAM CENTRUM	16621	16674	16864	17011	17507	105,3%	**5,3%**
	ROTTERDAM	289779	297312	297890	298728	299773	103,4%	**3,4%**
PROPERTY VALUE	REFERENCE DATE 1 JAN	**2010**	**2011**	**2012**	**2013**	**2014**		
AVERAGE WOZ-VALUE	CS KWARTIER	197.639	199.809	199.132	170.332	167.045	84,5%	**-15,5%**
	GEBIED ROTTERDAM CENTRUM	178.093	186.421	184.951	174.448	171.377	96,2%	**-3,8%**
	ROTTERDAM	162.773	162.861	162.874	154.271	148.739	91,4%	**-8,6%**
SAFETY INDEX		**2010**	**2011**	**2012**	**2013**	**2014**		
OBJECTIVE & SUBJECTIVE INTEGRATED	CS KWARTIER	x	58	x	63	73	125,9%	25,9%
LIVABILITY INDEX		**2010**	**2011**	**2012**	**2013**	**2014**		
	CS KWARTIER	66	x	63	x	93	140,9%	40,9%

Figure 124; Statistics Neighborhood Schieblock based on (Gemeente Rotterdam, 2016a, 2016b, 2016c, 2016d) (Own illustration)

8.4 BIRD (HOFBOGEN) – ROTTERDAM

						PERCENTAGE OF CHANGE	INCREASE OR DECREASE
ECONOMIC ACTIVITY		**2011**	**2012**	**2013**	**2014**		
	AGNIESEBUURT	264	263	256	236	89,4%	**-10,6%**
	OUDE NOORDEN	720	704	694	662	91,9%	**-8,1%**
	AVERAGE 2 NEIGHBORHOODS						**-9,3%**
	GEBIED NOORD	2265	2182	2132	2041	90,1%	**-9,9%**
	ROTTERDAM	27299	26386	25846	25249	92,5%	**-7,5%**
PROPERTY VALUE	REFERENCE DATE 1 JAN	**2011**	**2012**	**2013**	**2014**		
AVERAGE WOZ-VALUE	AGNIESEBUURT	141.604	140.979	134.210	128.094	90,5%	**-9,5%**
	OUDE NOORDEN	130.559	129.984	124.697	118.598	90,8%	**-9,2%**
	AVERAGE 2 NEIGHBORHOODS						**-9,4%**
	GEBIED NOORD	146.233	145.729	138.734	133.115	91,0%	**-9,0%**
	ROTTERDAM	162.861	162.874	154.271	148.739	91,3%	**-8,7%**
SAFETY INDEX		**2011**	**2012**	**2013**	**2014**		
OBJECTIVE & SUBJECTIVE INTEGRATED	AGNIESEBUURT	60	x	58	79	131,7%	**31,7%**
	OUDE NOORDEN	57	x	55	96	168,4%	**68,4%**
	AVERAGE 2 NEIGHBORHOODS						**50,0%**
LIVABILITY INDEX		**2011**	**2012**	**2013**	**2014**		
	AGNIESEBUURT	x	52	x	83	62,7%	**37,3%**
	OUDE NOORDEN	x	51	x	89	57,3%	**42,7%**
	AVERAGE 2 NEIGHBORHOODS						**40,0%**

Figure 125; Statistics Neighborhoods Bird (Hofbogen) based on (Gemeente Rotterdam, 2016a, 2016b, 2016c, 2016d) (Own illustration)

8.5 HANNEKES BOOM - AMSTERDAM

						PERCENTAGE OF CHANGE	INCREASE OR DECREASE
ECONOMIC ACTIVITY		**2011**	**2012**	**2013**	**2014**		
	NIEUWMARKT & LASTAGE	1534	1662	1712	1784	116,3%	**16,3%**
	OOSTELIJKE EILANDEN & KADIJKEN	1825	1905	1968	2032	111,3%	**11,3%**
	AVERAGE 2 NEIGHBORHOODS						**13,8%**
	STADSDEEL OOST	12304	13151	13906	14690	119,4%	**19,4%**
	AMSTERDAM	87443	91628	95831	99983	114,3%	**14,3%**
PROPERTY VALUE	REFERENCE DATE 1 JAN	**2011**	**2012**	**2013**	**2014**		
AVERAGE WOZ-VALUE	NIEUWMARKT & LASTAGE	251000	265000	260000	254000	101,2%	**1,2%**
	OOSTELIJKE EILANDEN & KADIJKEN	305000	309000	306000	295000	96,7%	**-3,3%**
	AVERAGE 2 NEIGHBORHOODS						**-1,0%**
	STADSDEEL OOST	259000	263000	253000	239000	92,3%	**-7,7%**
	AMSTERDAM	250000	253000	244000	235000	94,0%	**-6,0%**
SAFETY INDEX		**2011**	**2012**	**2013**	**2014**		
OBJECTIVE	NIEUWMARKT & LASTAGE	112	97	88	88	78,6%	**21,4%**
	OOSTELIJKE EILANDEN & KADIJKEN	93	78	67	51	54,8%	**45,2%**
	AVERAGE 2 NEIGHBORHOODS						**33,3%**
		2011	**2012**	**2013**	**2014**		
SUBJECTIVE	NIEUWMARKT & LASTAGE	64	88	78	73	114,1%	**-14,1%**
	OOSTELIJKE EILANDEN & KADIJKEN	78	83	80	65	83,3%	**16,7%**
	AVERAGE 2 NEIGHBORHOODS						**1,3%**
LIVABILITY INDEX		**2011**	**2012**	**2013**	**2014**		
	NIEUWMARKT & LASTAGE	99	100	99	96	97,0%	**3,0%**
	OOSTELIJKE EILANDEN & KADIJKEN	95	97	96	99	104,2%	**-4,2%**
	AVERAGE 2 NEIGHBORHOODS						**-0,6%**
NUISANCE		**2011**	**2012**	**2013**	**2014**		
	NIEUWMARKT & LASTAGE	180	190	164	151	83,9%	**15,0%**
	OOSTELIJKE EILANDEN & KADIJKEN	127	205	116	108	85,0%	**100,0%**
	AVERAGE 2 NEIGHBORHOODS						**57,5%**

Figure 126; Statistics Neighborhoods Hannekes Boom based on (Gemeente Amsterdam, 2016b) (Own illustration)

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