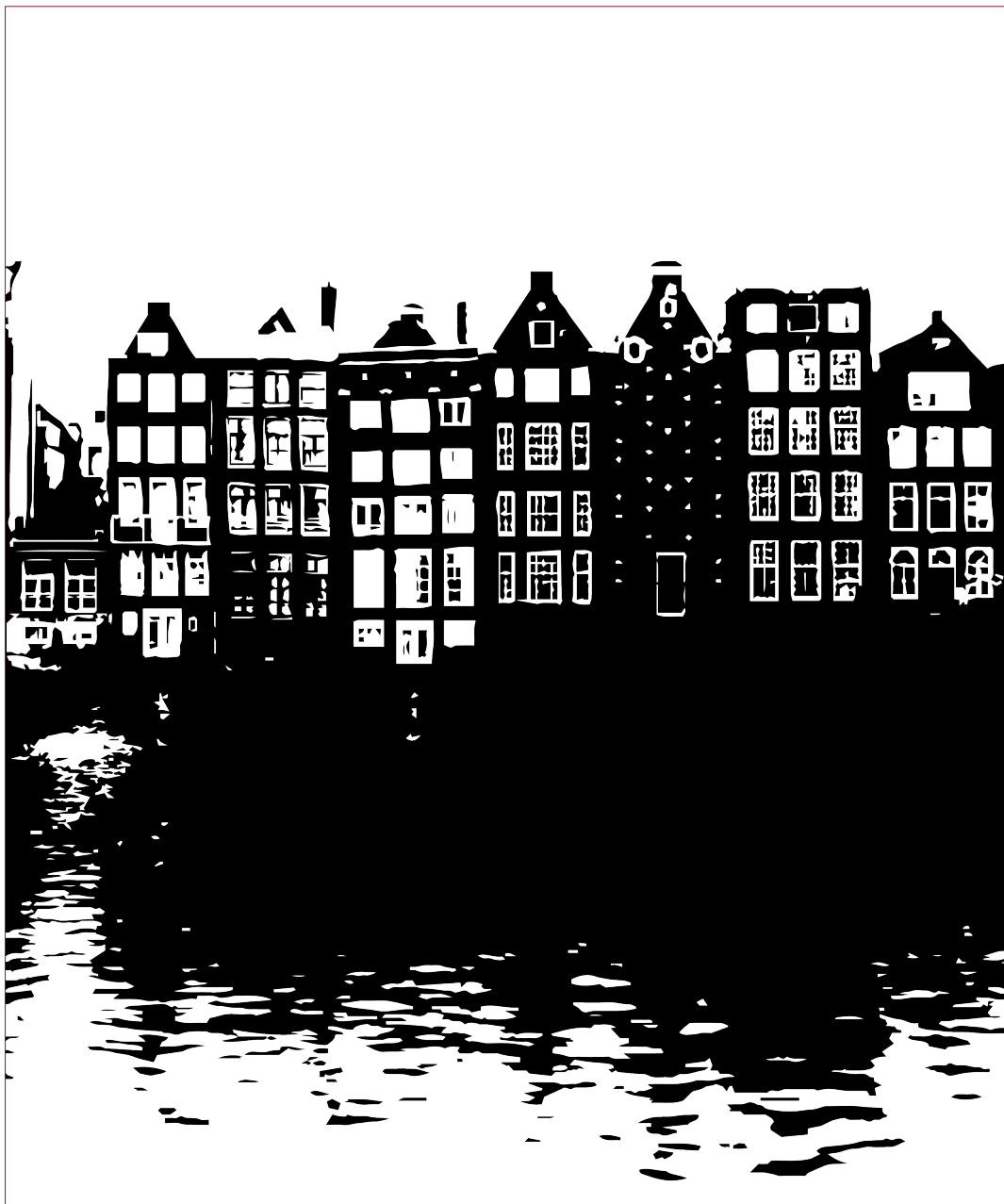


WELCOMING AMSTERDAM |

A SPATIAL STRATEGY FOR A GROWING TOURISTIC REGION |
CASE STUDY AMSTERDAM, THE NETHERLANDS



ESMEE STALenberg

WELCOMING AMSTERDAM

A spatial strategy for a growing touristic region
Case study Amsterdam, the Netherlands

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Graduation thesis P5 report

Delft University of Technology, The Netherlands | Faculty of Architecture and the Built Environment |
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June, 2018 | Delft, the Netherlands

COLOPHON

P5 report graduation thesis

Delft University of Technology, The Netherlands

Faculty of Architecture and the Built Environment
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Date 19/06/2018
Image front page Own image



ACKNOWLEDGMENTS

The thesis in front of you is the result of a one-year long graduation research, part of the master track Urbanism at the faculty of Architecture and the Built Environment at Delft University of Technology.

I want to thank my two mentors for their support, guidance and interesting and fun meetings. I especially enjoyed our combined consultations, in which your enthusiasm managed to greatly motivate me.

To Arie, my conflict with the start of this graduation thesis was difficult. Through our long discussions during the beginning of this year, we managed to find a focus in this broad topic, assuring me of a interesting research, when for me everything was still very confusing. I appreciate your genuine interest in the process of my thesis and topic and the time you put in guiding me.

Gerdy, thank you for always being able to count on your expertise and accurate questions. You were ever able to see the details in my drawings and showing me other perspectives on elements that I did not consider before. You taught me a lot about how to communicate particular processes.

Also, I would like to thank my family and friends for their love and support during my entire time as a student. It has not always been easy and I could always count on their motivating words, each of you in your own way.

Last, my fellow students, with which I spend most of my time in university, aiming to get to this point of finishing graduation. Thank you for an amazing time in Delft.

ABSTRACT

Due to growing touristic movements worldwide, cities and landscapes start to experience or are already experiencing negative socioeconomic impacts, resulting in for example a decreased liveability and overcrowding. The increase of tourism is related to global trends like globalisation, economic well-being and migration movements. Amsterdam is the largest and most popular city in the Netherlands, it attracts many tourists every year. With the predicted growth of possibly more than 45 million tourists in the year 2030, there is a need to get a better understanding of the positive and negative impacts of tourism on the host city and its inhabitants. The project will aim to develop a framework to deal with increasing numbers of tourists visiting the Amsterdam Metropolitan Area, including both the quality of life of the citizens and the experience of the visitor by analysing layers present in the city of Amsterdam and find the problematic links and nodes of the varying networks between history, governance, technical, economic and social layers. The results of the theory about the method and the analysis can be found in the separate booklet *Welcoming Amsterdam | layer analysis*. Together with theory about positive and negative tourism impacts and cultural clusters to distribute the economic benefits and number of visitors more evenly and minimize the negative impacts will this thesis propose a spatial strategy of networks of touristic nodes and connections. One possible touristic area will be developed to elaborate on the requirements of a cultural cluster.

This report comes with an additional booklet with an extended explanation on the analysis approach and maps of the current situation of the Metropolitan Area, the city and city center of Amsterdam: *Welcoming Amsterdam | Layer Analysis*.

In figure 1 the daily development of movements of people through the city of Amsterdam is visualised with black lines. Where the lines are more dense, more people are accumulated. This image shows the most problematic areas of Amsterdam related to nuisance, crowding and friction between citizens and tourists: the city center.

Many people from different professions and organisations wrote about the problematic of tourism, like the united nations explaining the importance of a balance in tourism: “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (Stadsregio Amsterdam, n.d.), some of them related to the situation in the city of Amsterdam like the marketing department of Amsterdam: “If Amsterdam would comply to much with tourism, it would lose its authenticity” (Ligtvoet in Milikowski, 2018) and the chairwomen of the PVDA (political party of the Netherlands): “In the tension field between tourists, working people and citizens you must be constantly on your guard that none of these groups loses. In Venice the tourists have won, in the center of London work has taken over, in Amsterdam we are still able to keep the balance” (Els Iping in Floor Milikowski, 2018).



figure 1. Walking activity in Amsterdam at different times of the day (Veugen, 2017).

PROJECT MOTIVATION & CHOICE OF RESEARCH GROUP

My interest in the topic comes from an academic perspective and my personal experience. In the 4 years I have lived in the city center of Amsterdam, more specifically the Jordaan area, I have seen the city changing greatly due to tourism. People around me expressed their feelings related to these changes, stating the increase of tourism related economy, that they started avoiding the city center and negative encounters with tourists while cycling through the city. Not only Amsterdammers, but also people from other places in the Netherlands started to express their feeling towards the crowds in Amsterdam. Newspapers and social media are fast reacting to the phenomenon, making it open for discussion. Amsterdam is not the only case experiencing these negative impacts caused by tourism. There are many cases known in Europe like Venice, Barcelona, Florence etc., but also in other parts of the world like the global south where the benefits of tourism are distributed unequally. The phenomenon is difficult to deal with, since the municipality is relying on the taxes, many companies are taking to profit from it and due to globalisation and a growth of economic well-being in the world an increasing amount of people will start traveling to (cultural) cities and natural sites. It is inevitable that the number of visitors will grow in the future, which will only increase the pressure on these sites and the current problems.

During my years studying urban design and planning my interest has always been with social phenomena of the city. Interaction between people, how they move through and use the city and what makes the city liveable are topics that are reoccurring in my projects. Tourism is closely interwoven with social studies, since it is about people in the city and how people visit a place with different values and cultural backgrounds. However, I believe that this phenomenon cannot be improved only on the small scale with local interventions, but a large scale comprehensive strategy is needed to deal with the increasing amounts of visitors traveling to host cities and regions. After all, spaces are only able to cope with a certain density and distribution of growing amount of visitors will be necessary. Therefore, this thesis will combine both scales, going from a large scale analysis and strategy to implementation on the smaller scale. Making a strategy for growing and emerging touristic regions in Europe directly relates to the theme of the Imagining European Regions studio, where spatial planning, territorial governance and regional design are key. How can European regions deal with the growing amount of visitors in the future to fully use its positive potential and minimize the negative impacts?

LIST OF USEFUL WORDS

Amsterdammers - citizens of Amsterdam

AMA - Amsterdam Metropolitan Area

Tourism - “comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited” (Frangialli, Kincannon, Franchet & Habermann, 2001).

Tourist or visitor - “Any person travelling to a place other than that of his/her usual environment for less than 12 months and whose main purpose of trip is other than the exercise of an activity remunerated from within the place visited”. In this thesis the visitor can be both a tourist staying for one or more nights in the region or a same-day visitor, just spending a few hours here” (Frangialli, Kincannon, Franchet & Habermann, 2001).

Domestic tourism - “the tourism of resident visitors within the economic territory of the country of reference” (Frangialli et al., 2001), or the visitor to another place within the same country.

Inbound tourism - “the tourism of nonresident visitors within the economic territory of the country of reference” (Frangialli et al., 2001), or a visitor coming to the country of reference (in this case the Netherlands) from abroad.

Outbound tourism - “the tourism of resident visitors outside the economic territory of the country of reference” (Frangialli et al., 2001), a person from the country of reference (in this case the Netherlands) going abroad.

Museumplein - Dutch name of the museum square of Amsterdam.

GDP/GNP - Gross Domestic Product/Gross National Product “represents the total dollar value of all goods and services produced over a specific time period, often referred to as the size of the economy”(https://www.investopedia.com).

UNWTO - The World Tourism Organization by the United Nations

WTTC - The World Travel & Tourism Council

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PROBLEM

Analysis, context and problem statement

The tourism related impacts and problems in Amsterdam are notable in many different aspects of the city, like the pressure on the housing stock, crowding on the streets, economic activity, authenticity, local identity and governance. It has been researched by through several methods, perceiving the impacts by different means. A first description of the problem related to the context of Amsterdam is given to explain the current situation.

figure 2. Tourists taking a picture in front of the Amsterdam Marketing lamsterdam letters on the Museumplein, picture taken 05/04/2018.



PROBLEM ANALYSIS

Migration and globalisation are one of the most important trends of the beginning of the 21st century. Migration is the act to migrate: to go from one country, region, or place to another (migrate, n.d.). One aspect of migration is tourism; it can be seen as a temporary movement or migration of people over the globe: "tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited" (Frangialli, Kincannon, Franchet & Habermann, 2001). The other trend is globalisation, which the dictionary defines as "the act of globalizing". Globalizing: "to extend to other or all parts of the globe; make worldwide" (globalize, n.d.). Tourism is directly related as it is the extension of people and capital to other parts of the world. Chao et al. (2004) state that the growth of tourism is one of the effects of globalisation.

The last decades tourism experienced a fast growth. "International tourist arrivals have increased from 25 million globally in 1950 to 278 million in 1980, 674 million in 2000, and 1,235 million in 2016" (UNWTO, 2017), and it is expected to grow to 1,8 billion by 2030, of which 744 million in Europe. Europe is the most visited continent (48% of the total outbound tourism) of the world and saw a growth of 2% in 2016. Travel for holidays, recreation and other forms of leisure accounted for just over half of all international tourist arrivals in 2016 (53% or 657 million).

A big part of holiday travel is accounted for by culture tourists. In the report of the global wellness institute figure 3 is presented, where cultural tourism also represents the largest economic impact on the world's economy of between 800 billion and 1.1 trillion dollar. This is in direct relation to tourism in historical cities in Europe; cities that are listed as World Heritage (UNESCO). Breakey (2012) wrote that there is a strong rise in the amount of visitors to a (part of the) city after being listed as UNESCO world heritage. This growing amount of people visiting heritage cities results in busy centers, where the structure of the road network is still built according to the number of inhabitants and measurements of the time where cars and other modes of transport didn't exist yet. The result is crowded streets (the beaten path), where several groups of people move and stay, mingling tourists with inhabitants. Tourism has always been acknowledged as a positive impact on a city, since it brings capital and job opportunities (see chapter positive tourism impacts), but nowadays citizens, newspapers and journals are speculating about the negative impacts on the local and regional, inhabitants and tourists. "The city [Amsterdam] is threatened to get out of balance" (Couzy, 2017). The unbalance of the city is partly caused by the disproportional growth of the number of tourists in comparison to the inhabitants.

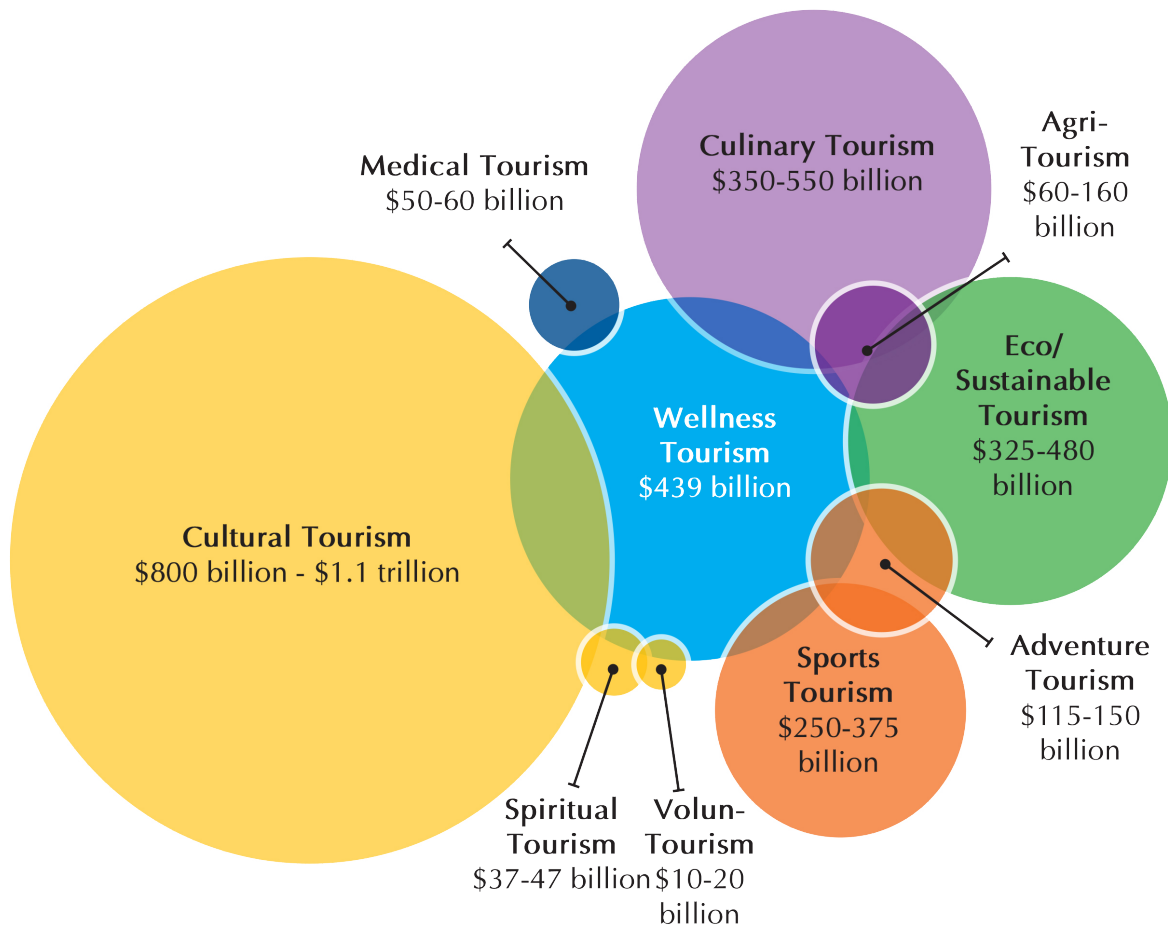


figure 3. The global wellness tourism economy: 2013 (<https://www.globalwellnessinstitute.org/press-room/statistics-and-facts/>)

Raising renting prices of accommodation, also caused by renting through Airbnb, driving out the inhabitants (Milikowski & Naafs, 2017), overcrowding in the touristic streets (Kruyswijk, 2016b), destroying of social cohesion, loss of feeling of belonging (Couzy, 2017), pressure on public transport, and touristification are all named by newspapers and experts to describe the crowding situation in Amsterdam. "Amsterdam is almost becoming like Venice" (Kruyswijk, 2016a). Venice is the city example of extreme mass tourism, it is

ruining the city for the inhabitants because of the effects of mass tourism, that they started to move away. The touristic center loses 2.000 citizens per year. Also in Amsterdam inhabitants start to avoid the most touristic places, leading to a soulless center (Joes de Natris, 2017). People will possibly start to move out of the city center like in Venice. The liveability of the city is decreasing, nevertheless is the municipality still aiming at attracting more visitors to the city and region in the future (Rienties et al., n.d.).

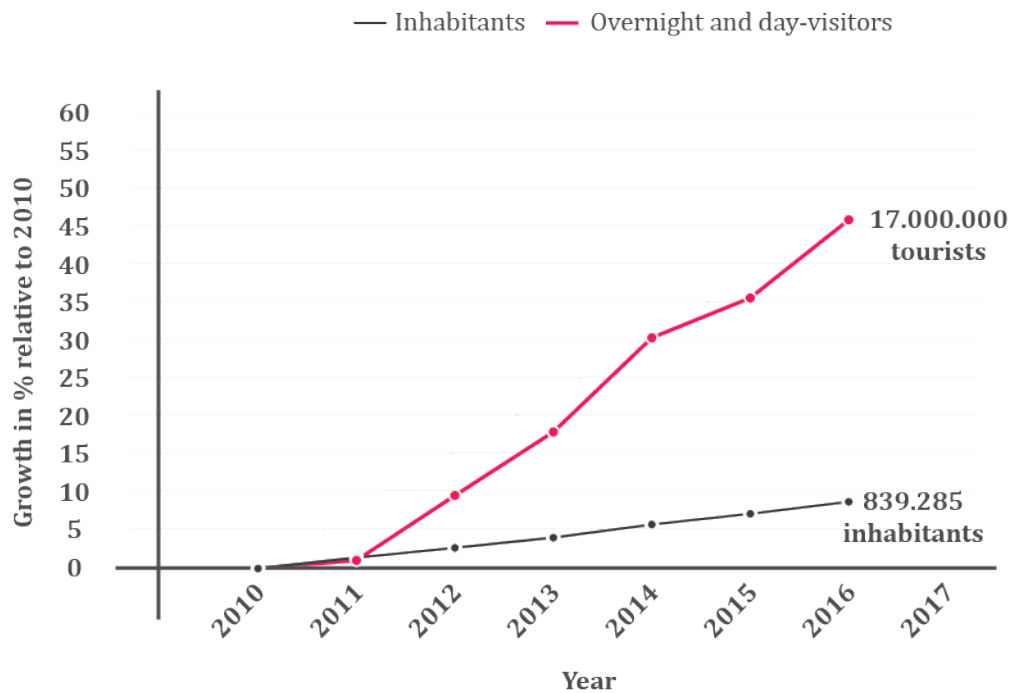


figure 4. Stad in Balans startdocument (Gemeente Amsterdam, 2015)

These impacts of tourism do not only occur in Amsterdam, but in many (heritage) cities in Europe, like Venice, Florence, Istanbul, Barcelona, Bruges, Lisbon, Dubrovnik etc. Inhabitants are striking and moving out of the touristic cities: they are sick of how the mass tourism is ruining their neighbourhoods.

The municipality even predicts a future growth in the city of Amsterdam to 60 million overnight and day-visitors in 2030 (Veldhuizen, 2017; Gemeente

Amsterdam, 2015, annex 1), compared to the 17 million in 2016. This is almost four times more compared to now. If the municipality does not soon take action, the flow of people coming to Amsterdam will leave a disruptive impact behind, making the city increasingly less attractive to citizens. The city and region need a well-defined spatial strategy to contribute to the liveability of the citizen and experience of the visitor, resilient to growing numbers of visitors.

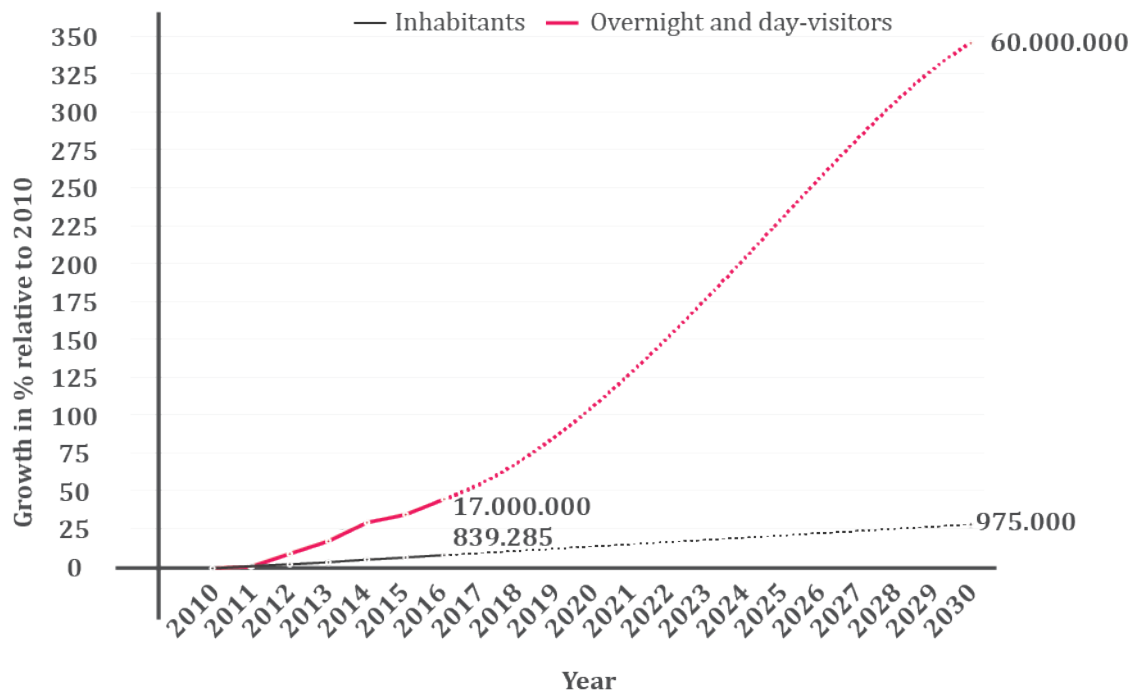


figure 5. Growth tourism disproportional, based on interview with Veldhuizen, appendix 2 (Veldhuizen, 2017).

CONTEXT

FACTS AND FIGURES

Amsterdam is the largest city of the Netherlands: on the first of January 2016 the city counted 834.713 inhabitants, of which 509.944 was part of the working population (Gemeente Amsterdam, 2016). The city's economy grew faster than that of the rest of the country, due to a few factors: a growth in the financial services sector, manufacturing industry and the hospitality industry, a growth of the population, higher amount of passengers at Schiphol, more foreign companies in the metropolitan region and a growth of tourism (with the prediction of further growth).

The prices of the houses in Amsterdam grew with 15% in 2016 relative to 2015 (highest of all cities), while the average of the whole country was a 4% raise. This shows the popularity of Amsterdam in comparison to other cities in the Netherlands. Amsterdam also has a higher amount of high educated citizens (39%) in relation to the country (25%). The city is popular for investors, it has a good future potential due to a better administrative system and a higher wellbeing rate than other cities in Europe. The only cities with more potential are London and Stockholm.

The city of Amsterdam is known for its cycling culture. Cycling is accounting for 32% of all movements within the city, the car for 20 % and public transport only 17%. However, the use of public transport grew in the last year because of the growth of tourism. Every day there are more than 1,1 million movements in Amsterdam by bicycle or on foot, and around 350.000 people travel via train stations in Amsterdam (half of which are traveling through Amsterdam Central Station). In addition, there are more than 400,000 car movements in the city (Gemeente Amsterdam, 2015).

The city attracts a lot of tourists because of its heritage site, cultural facilities, nightlife, shopping and events. More than 17 million tourists came to Amsterdam in the year 2015 and together they spend 138,6 million days in the city. This means that there is an average of 379.726 tourists present per day. Comparing this to the total amount of citizens, there is almost 1 tourist per 2 citizens per day. The amount of visitors during different periods of the year can vary, hence in the summer and during events this amount per citizen will be higher than in the winter. Assuming that all the tourists coming to Amsterdam at least cross and stay for some time in the city center, the pressure on the inhabitants here is the highest. When the amount of visitors is compared to only the citizens of the city center, we get a ratio of 4,4 tourists per citizen per day. This can put a lot of pressure on the inhabitants, the public space and the economic activities, resulting in a rise of touristic facilities. This is partly the reason of the high nuisance rate shown in figure 6. This index combines nuisance, crime and experience in a rate for the safety of the neighbourhood.

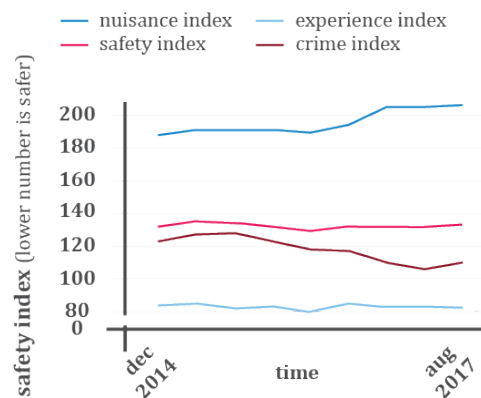


figure 6. Scheme of safety, crime, nuisance and experience index of the city center (OIS Amsterdam, 2017). Data from 2016 Jaarboek Amsterdam in Cijfers (OIS Amsterdam, 2016c).

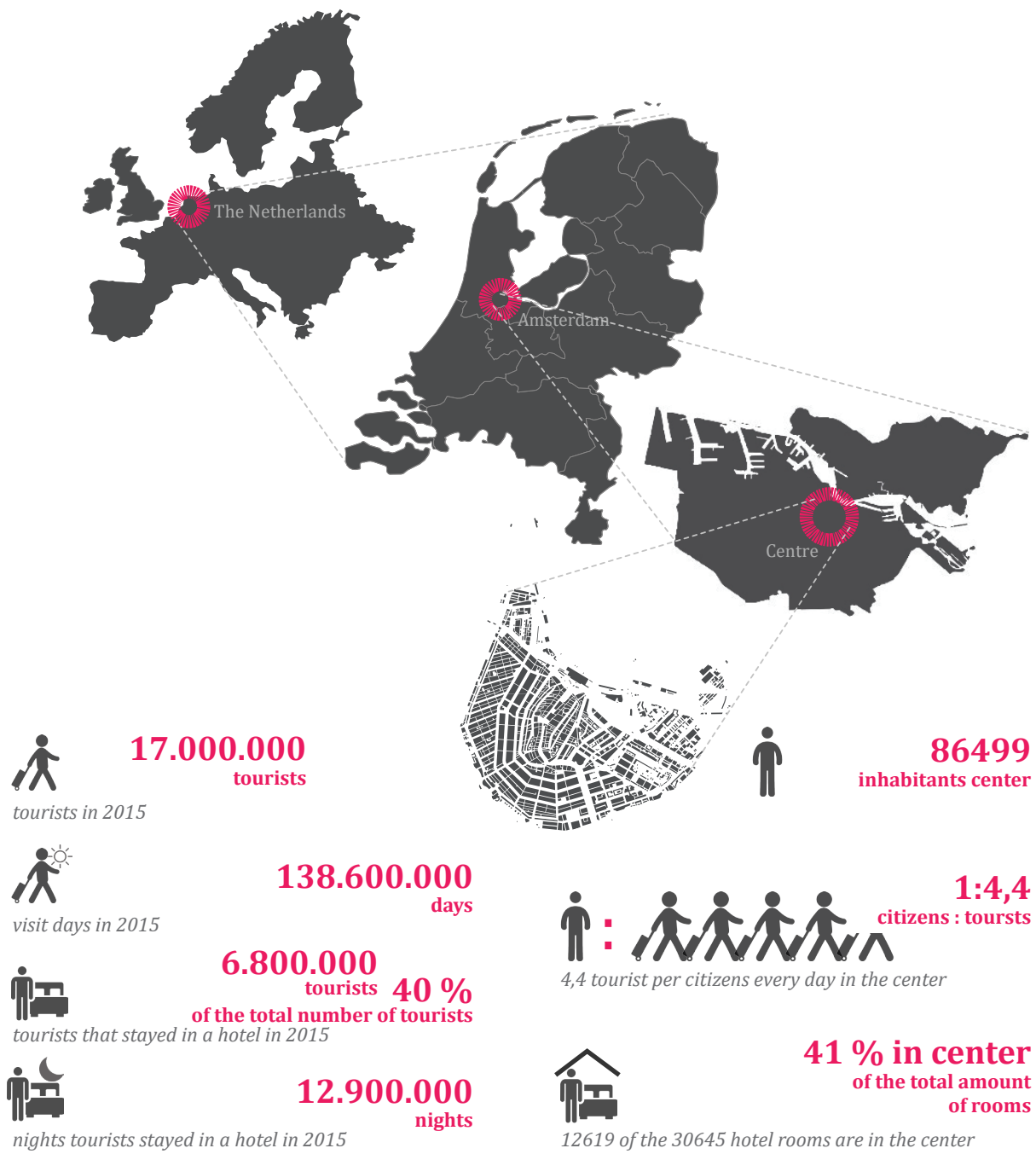


figure 7. Location center of Amsterdam in the Netherlands and Europe.

An experiment of Poel & Boon with sensors carried by several tourists staying in the same hotel on the north side of the city center shows the main route most visitors take, named the beaten path. The beaten path of cultural tourists of Amsterdam is from their accommodation or the Central Station to the Kalverstraat, Dam, Leidsestraat, Leidse plein, Museumplein, Rembrandtplein, de Wallen (Red Light district) and the Negen Kleine Straatjes (Nine Little Streets), all located in the city center (figure 8). Inhabitants living in these areas also

feel the most affected by tourist impacts, especially related to nuisance (figure 6 & figure 9). However, the experience index scores very high. Citizens appreciate their living environment, experiencing the positive aspects of the cityscape in the little things like sitting in front of the house and watching the people and architecture (Pinkster & Boterman, 2017). Despite the nuisance and crowds, the people living in the center are reluctant to move away because of the feeling of pride and privilege.



figure 8. Crowding locations tourists, based on: Kuddedieren (Poel & Boon, 2015), own image.

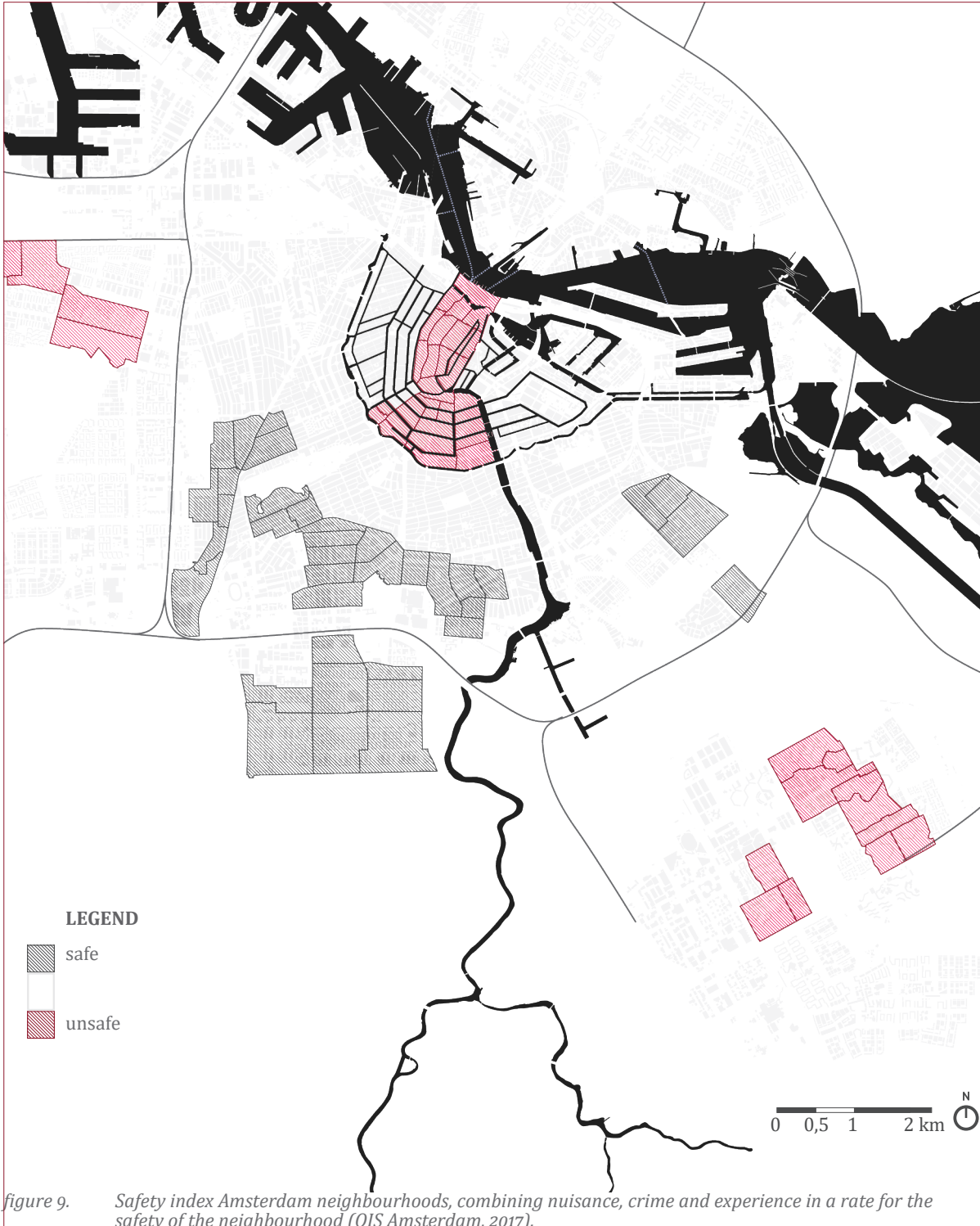


figure 9. Safety index Amsterdam neighbourhoods, combining nuisance, crime and experience in a rate for the safety of the neighbourhood (OIS Amsterdam, 2017).

CROWDING AND LIVEABILITY

One of the aspects related to tourism affecting the liveability and housing stock is short rental accommodation offer platforms like Airbnb. The highest amount of Airbnb apartments is in Center-West (Jordaan area): on the first of July 2016 1 out of every 15 apartments was offered on the website of Airbnb. This can be disruptive for neighbours, taking away housing in the neighbourhoods. There are in total 13,849 listed apartments in Amsterdam on the first of July 2016, some of which are rented out for most of the year (InsideAirbnb, 2016). As shown in figure 12 the number of Airbnb apartments has been growing drastically in 5 years. However, the impact of Airbnb is very much accumulated within the city ring road, outside of this border the concentration of private accommodation offer is much lower.

Parallel with the growth of tourism there is a growth of tourist activity, like the appearing of ice cream shops, souvenir shops, bicycle rentals, cheese stores and pick-up locations for city tour boats (figure 10). In 7 years the tourism related facilities more than doubled in the city center, with the highest growth in ice cream shops and cheese stores. This is resulting in a loss of identity experienced by the inhabitants, since they replace the authentic local economy with staged authenticity. The most visited touristic attraction of Amsterdam is the boat tour: 4.869.000 people went for a tour in the year 2015 (OIS Amsterdam, 2016).

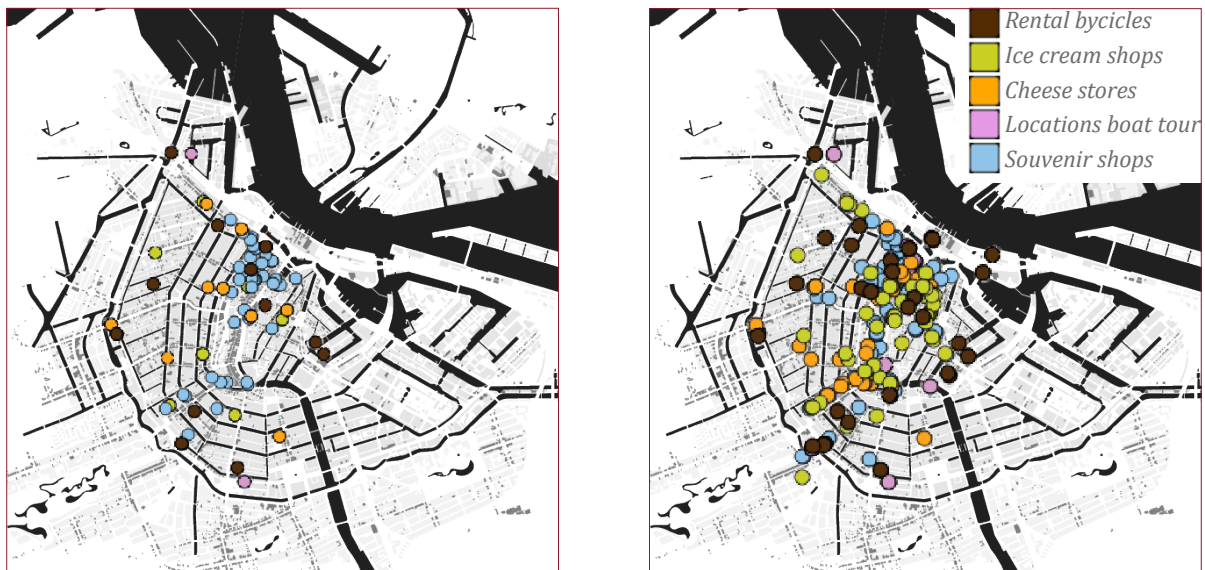


figure 10. Touristic activity in form of shops and facilities in 2008 (left) and 2015 (right) (Rekenkamer, 2016).

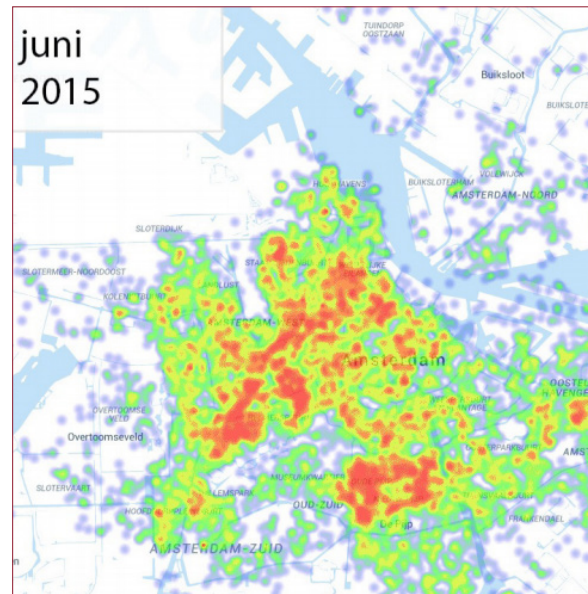
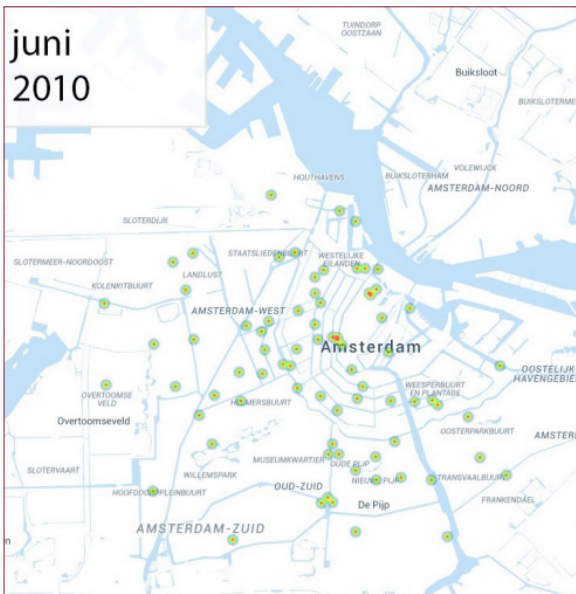


figure 11. Locations of listed Airbnb apartments in Amsterdam on the first of July 2016 (InsideAirbnb, 2016).
 figure 12. Airbnb apartments offerend on website in June 2010 (left) and June 2015 (right) (OIS Amsterdam, 2016a).

The municipality of Amsterdam acknowledges the increased pressure of people on the city: the *Rekenkamer Amsterdam* (which examines the effectiveness and legitimacy of the local government in Amsterdam and Zaanstad) did a research about the crowding and liveability of the city. They write that the high pressure is caused by the growth of the population and tourism. “There are many reports of inconvenience and a majority of the inhabitants of Amsterdam thinks that the city is very busy” (Rekenkamer Amsterdam, 2016). Inhabitants express that there is a disproportion in the number of tourists and citizens (figure 13). In 2015 there were between 4 and 5 hotel guests per 100 citizens daily, which is not in great difference with for example Venice or Florence (figure 14). The board started the document “Stad in balans”, or “city in balance”, in 2015: they see the growth as a positive effect, but there is also a need to keep a balance between the economic growth, crowding and liveability of Amsterdam. Around three-quarters of the inhabitants sometimes even avoid the center because of the increased crowds.

The goals of the document “city in balance” (Gemeente Amsterdam, 2015) are: the city for everyone attractive and hospitable, focus on growth and prosperity and human scale as a criterion.

The city can lose its balance when the carrying capacity is exceeded. The carrying capacity in this sense is the maximum amount of people that can be present in a specific location without having a negative effect on the citizen, visitor and entrepreneur. There are three aspects related to the carrying capacity: physical, ecological and social capacity. The social capacity is the social-cultural element, in which the visitor and the citizen both have different tolerance when it comes to crowds. Unpleasant sizes and forms of crowds can cause nuisance in the form of noise, pollution, alienation, avoiding and anticipation stress (Gemeente Amsterdam, 2015).

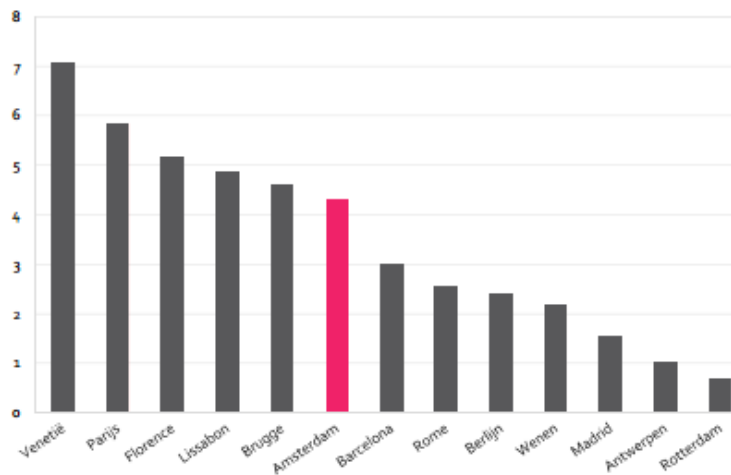
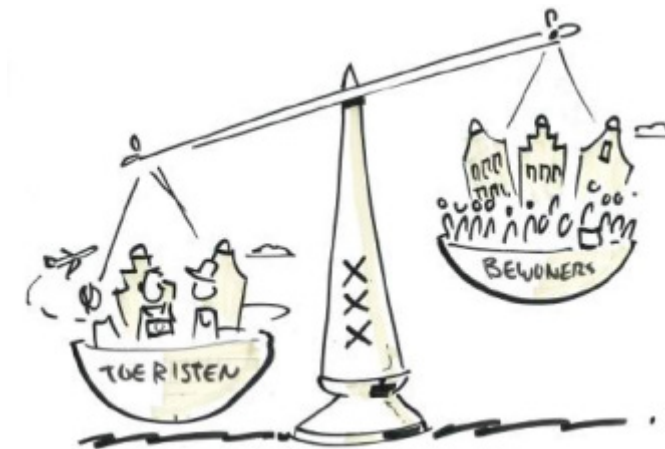


figure 13. Disproportion in comparison tourists and residents (Gemeente Amsterdam, 2015).
 figure 14. Hotelgasten per 100 inwoners per dag, 2015 (OIS Amsterdam, 2016c).

PROBLEM STATEMENT

Tourism is recently growing very fast because of trends like globalisation and economic well-being. The forecast is that this will even increase with almost 50% from now to 2030. Europe is the continent with the highest international tourist arrivals (48% of the total outbound of the world (UNWTO, 2017)), shown in figure 15. In the past European regions have been trying to attract more visitors by branding and adding touristic attractions. Recently there is a switch in the way experts, citizens and visitors themselves are thinking about the effects of tourism on the public space, experience, liveability and economic sector of a city. The touristic sector is not anymore only thought of as a provider of job opportunities and new capital for the city and society but also as a negative aspect for the liveability and loss of identity of the place. With the future growth of tourism in mind these problems will only increase. This issue needs a better understanding of how to deal with (the growth of) touristic flows and what contributes to a more resilient region for both the citizen and visitor.

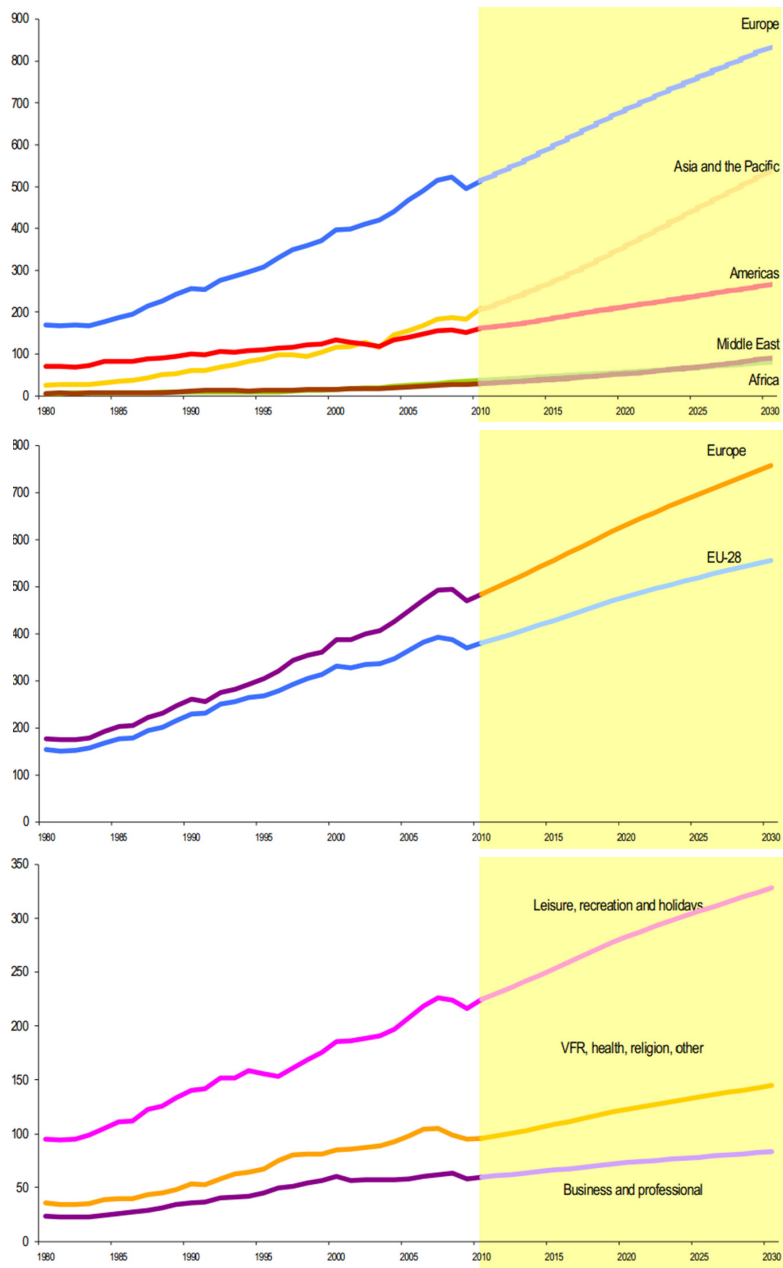


figure 15. From top to bottom: Inbound tourism by region of destination, EU-28 Tourist Arrivals, million; International Tourism, Europe and EU-28. International Tourist Arrivals, million; EU-28, International tourism by purpose of visit. International tourist arrivals, million (UNWTO, 2016).

METHODOLOGY

Research question, sub questions, assignment and methods

The methodology chapter will explain how the problem of tourism will be understood in the general and specific context, what questions will be answered, through what methods this will be done, and in what time frame this can be achieved.

How can the full socioeconomic potential of tourism be incorporated in a resilient regional strategy for the growing touristic European region Amsterdam, while minimizing possible negative impacts?

- SQ1: What are the positive and negative impacts of tourism (on the liveability) of the touristic host city and citizens?
- SQ2: Where are the problematic links between the different layers of the structure of Amsterdam in dealing with tourism, related to history, governance, technical, economic and social operators in the city?
- SQ3: What are possible strategy implications and local interventions for the case of Amsterdam to achieve a more resilient tourism region?
- SQ4: What lessons can be learned from the case of Amsterdam for other growing or emerging touristic regions?

figure 16. Graffiti in Lisbon, showing displeasure of citizens due to tourism, picture taken 03/04/2018.

MASS TOURISM

=

HUMAN POLLUTION

TOURISM

DESIGN ASSIGNMENT

This project will aim to develop a framework to deal with increasing numbers of visitors coming to the touristic region Amsterdam, including both the quality of life of the citizens and the experience of the visitor by analysing layers present in the city and find the problematic links of the varying networks between the history governance, people, infrastructure and economics. These layers will be supported by the spatial and theoretical framework by using theories on the methods and problems related to tourism analysis. Knowing the problematic links creates opportunities to propose possible spatial interventions and policies for the region and city to stay attractive to both the citizen and the visitor. Touristic European cities need an understanding of the impacts and future problems that come with the growth of the amount of visitors and a framework of possible interventions of how to deal with it. This leads to a strategy for the case of Amsterdam, with a design for one of the potential locations for tourism, where both tourists and citizens can come for leisure and entertainment. Finally, in the evaluation and discussion, guidelines will be derived from the thesis and the test case Amsterdam to be able to use for other growing/emerging touristic cities and regions. Especially lessons can be learned for emerging touristic areas, where the problems have not yet been expressed, to avoid them to appear.

METHODS

The methods are the tools to get to a substantiated proposal of how to deal with the problems, potentials and future growth in numbers of tourism. Combined they represent the work field and knowledge for the thesis proposal.

Literature research

Research to **understand the issues and possibilities** within the **problem field of tourism**. This comes back in two of the sub research questions (1 & 3) where the theory can give a perception of the diverse impacts in different places in Europe, what concepts are recently considered, how these concepts can be implemented and what results they can achieve.

Observations

The impacts of tourism are both visible and non-visible aspects of the city. The **visible impacts in the public space** can be **observed**: how are people interacting with each other? What is the ratio citizens - tourists? How are citizens reacting to the visitors? Is there a clear excess of touristic facilities like shops, touristic attractions and accommodations? Using this method requires fieldwork: observation sites, aspects to observe and a timeframe to do the study. Visiting these sites on different times of the day, days of the week and seasons in the year is important to understand the spatio-temporal phenomenon of the city. The impacts can vary in the various situations relating to for example the weather, events, and general holidays.

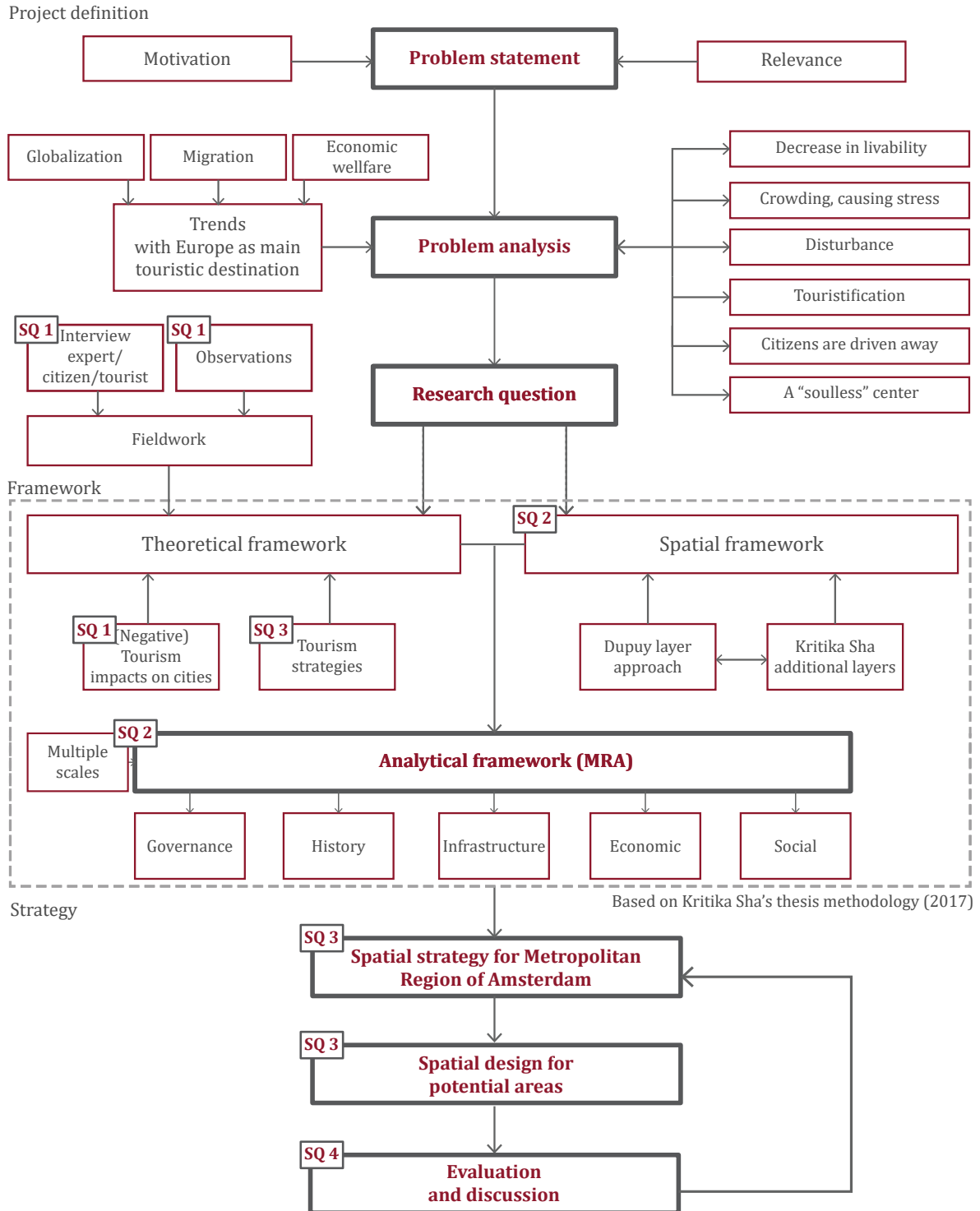


figure 17. Methodology scheme.

Interviews

Interviews with experts about the issues they recognize and what strategies and tools they implement to tackle these issues. Do they recognize the problem or is the municipality ignorant to it? Qualitative interviews will be held with these experts to gain a better understanding of the current situation and how the different actors and stakeholders are dealing with it.

Regarding the **interviews with locals** the questions are more focused on gaining knowledge on the frictions and encouragements of tourism in their immediate living environment and city. What are the negative and positive aspects of tourism from the opinion of the local?

Interviewing tourists is interesting to understand the visitors behaviour while being in a city. What attractions do they visit? How long and where are they staying? Are they preparing themselves before going to the city? Do they feel the same negative or positive impacts as the citizens?

Layer approach analysis

Using the **Dupuy network city model** (1991) and the adjusted version of **Kritika Sha** in her thesis finished in 2017, to **analyse** and built a theoretical framework for the situation of Amsterdam (see paper on page 26).

The 5 layers for the analytical approach are:

- History/context
- Governance
- Technical network
- Economic network
- Social network

Mapping these aspects to find relations between different layers, how they might or might not cooperate with each other to minimize negative tourism impacts, identify places and possibilities to intervene, applied to the situation of Amsterdam. Adjusting the method with a multi-scalar layer analysis, to be able to compare the networks to each other and identify the potential scale to work on. See the separate booklet *Welcoming Amsterdam / Layer Analysis* for a more detailed explanation of the method and analysis.

Policies analysis

Analysing the structure of **tourism related policies** present in the national, regional and municipal levels of government, to be able to make adjustments for the proposal of the end product: the spatial strategy. What existing policies can oppose or support the strategy and what policies can be added or changed to encourage it?

Research by design

Using the literature research to design possible strategies. Through design the potential and essential elements of the strategy will be researched that are necessary to play a role in the development of a comprehensive network of tourism in the region.

Derive guidelines

Due to the current trend of growing numbers of tourism all over the world, the **case of Amsterdam can be used as an example** for other European regions to analyse and propose a strategy to use

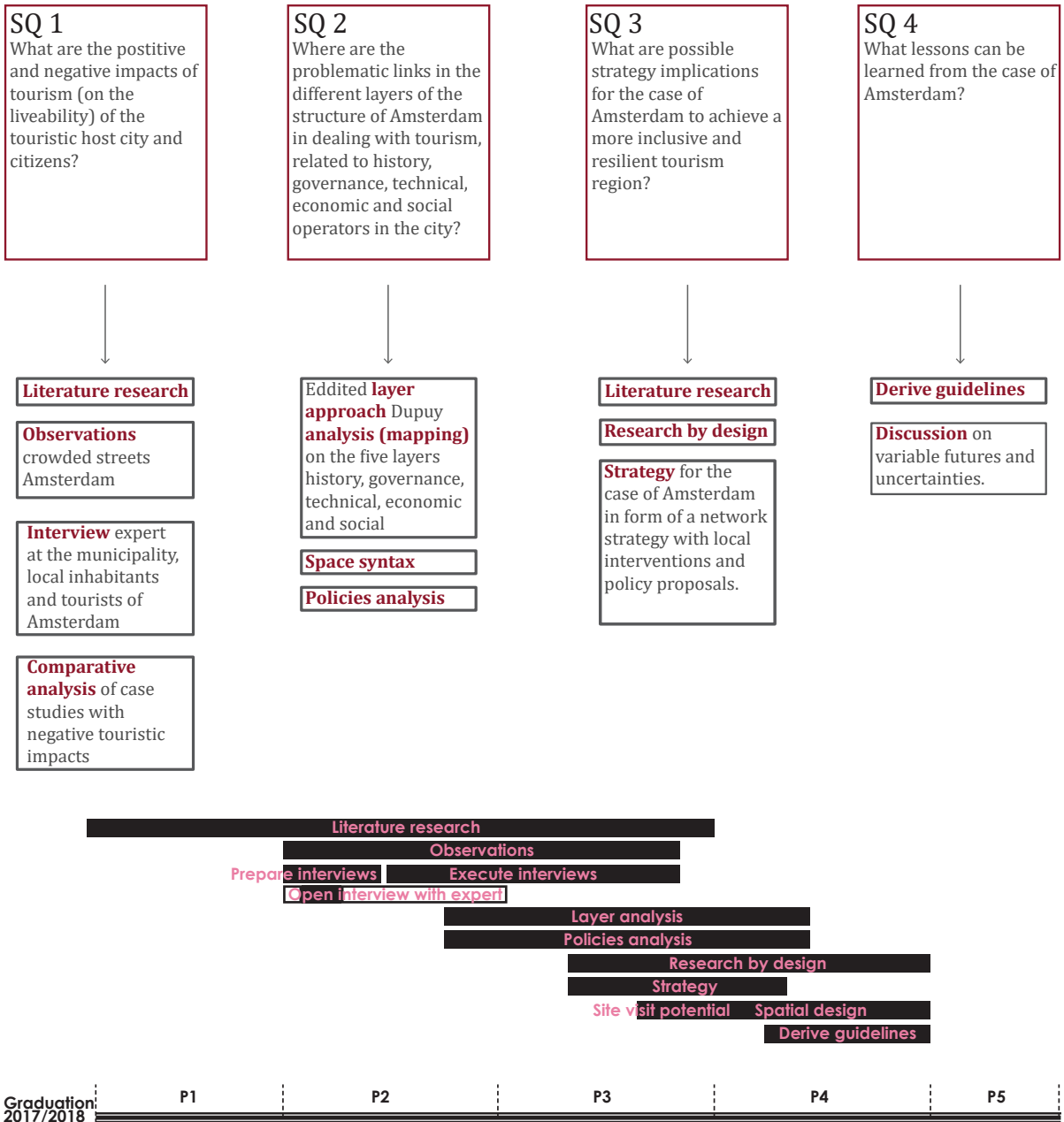
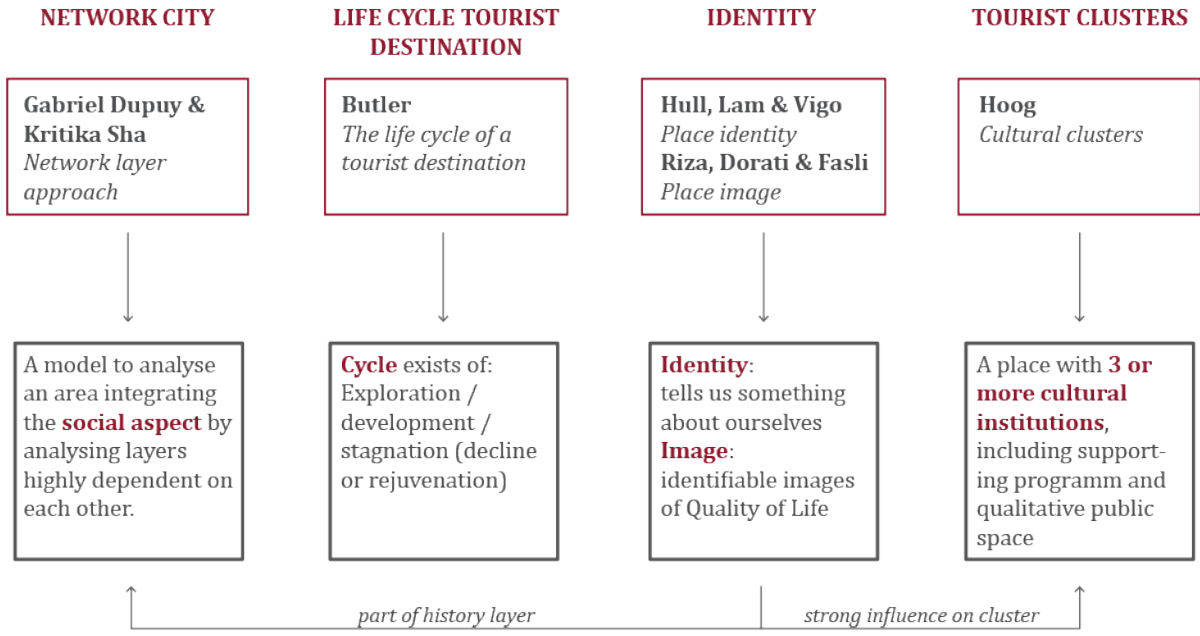


figure 18. Methods and time planning.

the full potential and be able to cope with the increasing amount of visitors. **Guidelines can be derived from the method and tools** for other regions to find the potentials of the region/city to create a more resilient host city.

The theories that are investigated and used are presented in figure 19, all related to a different element of the thesis. The theory on the network city forms the basis of analysing the different operators and their networks of the city. Secondly the life cycle of tourism explains what phases a tourist destination follows, what possible future scenarios the city of Amsterdam can expect to be able to propose a favourable situation. To propose a strategy of new touristic areas in the region and city the theory from the Hoog about cultural clusters will be explored, substantiated with the concept of identity since it has a big influence on a cluster and touristic destination. The literature on identity is also part of the layered analysis, where the history layer visualises the location of historical and identical elements of the city.

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figure 19. Theories used for the thesis.

AIM AND ELEMENTS OF LAYERED ANALYSIS

The layer analysis aims to understand the current situation of operators and give possible locations for interventions in the city to be able to make a strategy for the touristic region of Amsterdam to improve the social condition between the citizens and the tourists and their environment to advance the liveability and tourist experience of the city.

From the theory about the network city: Tourism in Networking Amsterdam, was concluded that the place for interventions are the three layers governance, technical and commercial. The strategy will propose changes in these layers to improve the situation of the social layer.

The layers represent different aspects of the city related to tourism. The social layer is about activities, individuals/groups of people, interactions and places where this takes place. The economic is the link between connections and places, where places like facilities, attractions and accommodations are linked to the movement of commercial activity and suppliers of functional networks. It is using the physical connections of the technical layer and providing services to the social one. The physical connections are represented in the technical layer: the infrastructure of the city in form of cables, roads, public transport etc. The first three layers can be steered and regulated by the governance layer, where policies and strategies of the local, municipal and national governmental bodies are visualised and explained. The history layer provides information to be able to understand the current situation, identity and values of the society in place.

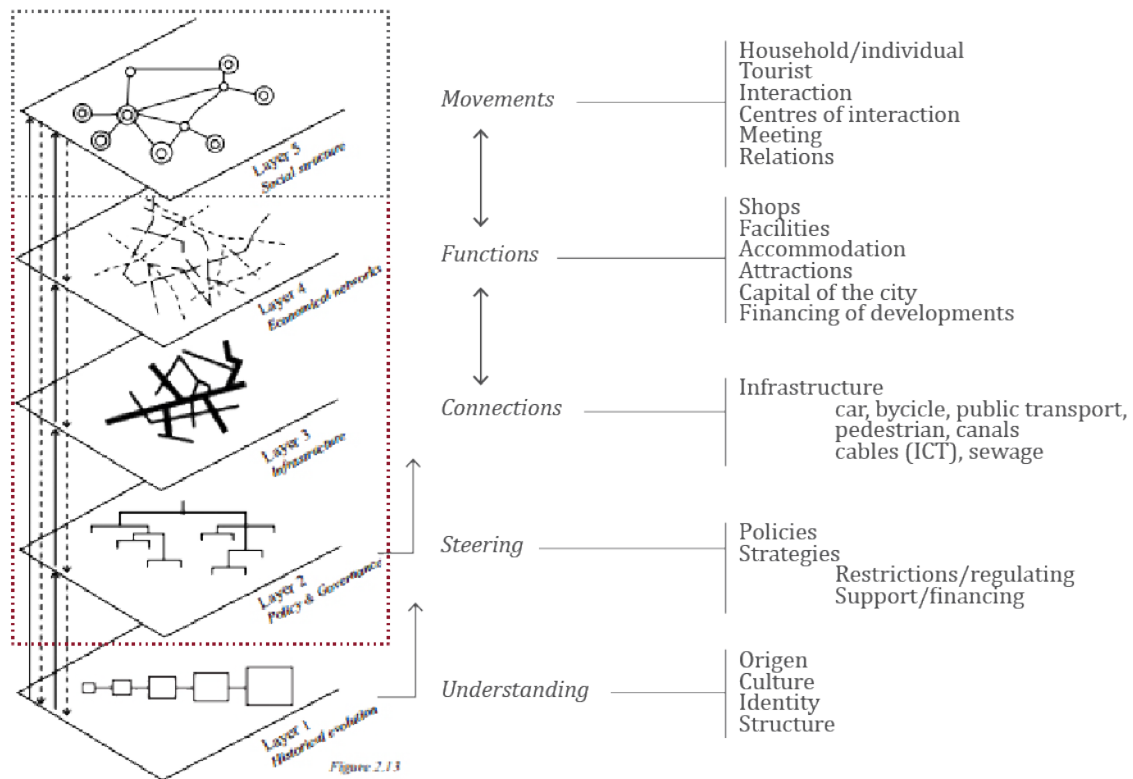


figure 20. Based on A further analytical model derived from the Dupuy Network city model (Sha, 2017).

THE AIM OF THE PROJECT

The aim of the project is to contribute to a region where both the citizens and tourists are included in an attractive and welcoming city. Therefore it needs to ensure to include both the inhabitant and visitor, be resilient to changing tourism trends, be able to adapt to future demands of society and create economic opportunities for citizens.

The objective is to distribute the number of visitors coming to Amsterdam more evenly through the city and region to use the full socioeconomic potential of tourism equally, relieve the pressure on the city center and minimize the negative impacts on all other parts of the region, while providing spaces attractive for both the citizens and tourists.

The sub questions and methods will provide the needed information to be able to propose a strategy that will include all of the named criteria for a resilient tourism region by understanding the positive and negative impacts of tourism, the structure of the networks present in Amsterdam and an argumentation of a possible strategy implementable in Amsterdam in relation to networks (connections) and touristic places (nodes) in the city. Concluding with a reflection including guidelines from this specific case with advices for further research and methods to apply in other (growing) touristic regions in Europe.

IMPACTS OF TOURISM

SQ1: What are positive and negative impacts of tourism (on the liveability) of the touristic host city and citizens?

The first sub research question raised in the research is what the impacts of tourism are on the host city, to understand the aspects related to the different operators in the layer approach. Knowing the impacts on different regions in the world gives a better perception of the spatial elements that could be adapted. The impacts are divided into two categories: negative and positive. These two categories cannot be completely separated from each other, but for the sake of explaining both in more detail they will be introduced in individual chapters.

There are many impacts on cities and its citizens known in literature. The research of Andereck et al. states that tourism has “great potential to affect the lives of community residents” (2005, p. 1057) and that visitor impacts on communities can be categorized by three types: economic (jobs, income, government debt, inflation), sociocultural (increased crime rates, revival of traditional crafts, changes in culture) and environmental (crowding, water and noise pollution, protection of sites, vandalism, litter).

figure 21. Graffiti in Lisbon, showing displeasure of citizens due to tourism, picture taken 03/04/2018.

18

WHO REALLY
LIVES THIS
→ CITY???



POSITIVE TOURISM IMPACTS ON HOST CITIES AND CITIZENS

Previous research has proven that tourism provides a positive economic impact on the host city and citizens and improves the quality of life by supporting “employment opportunities, tax revenues, economic diversity, festivals, restaurants, natural and cultural attractions, outdoor recreation opportunities” (Andereck & Valentine & Knopf & Vogt, 2005), “improved infrastructure and social services”(Croes & Ridderstaat & Niekerk, 2018). UNWTO annually releases a yearbook of statistics of all the trends and data on tourism worldwide. They generated an image showing the importance of tourism due to its contribution to for example the GDP, economic growth, creating jobs, development opportunities and cultural preservation (figure 22). Competition of other touristic regions or cities are making governments to invest in the cultural offer and public goods, so the liveability for the citizens increases.

For the Netherlands the tourism sector generated around 75,7 billion euros, of which 21 billion is accounted for by inbound tourism in 2016. This results in a total of 641.000 jobs related to hospitality and tourism, which is 6,4% of the total amount of jobs in the country (nbt, n.d.). WTTC states that the contribution of tourism to the GDP is not only related to direct economic impacts, but also to significant indirect and induced impacts. “The travellers directly pay to: airlines, coaches, rental cars, trains, cruise lines, travel agents, hotels, convention centres, restaurants, shopping centres, sports arenas, entertainment, theatre, recreation etc.”, which are supplied by “outside goods and services such as marketing and PR, cleaning and maintenance, energy providers, catering and food production, design and print etc.” both of which create jobs that pay the salaries, wages, profits and

taxes of people in these professions, that contribute to the financing of “infrastructure, agriculture, technology, real estate, communications, education, banks, healthcare and more” (WTTC, 2017). In this enumeration it becomes clear that the economic benefits of tourism can be very hard to indicate, since it is crossing many sectors and stakeholders.

Lui and Var conducted a research to determine residents attitudes toward tourism impacts in Hawaii, where a few impacts are found from the perspective of the local inhabitant. They state that tourism “generates new employment opportunities for large numbers of local residents” and “tourism creates new working relationships” (1986), relating to the image of UNWTO. The citizens of Hawaii have a strong agreement on the positive economic impact in relation to jobs, investments and local business. It is also stated that the standard of living increased, but at the same time they also recognize the higher costs of living due to tourism in the same area, which is again a negative impact. Sociocultural effects can include the variety of entertainment offer, educational purposes, more historical and cultural exhibits, cultural knowledge from the tourists and giving the citizens a better understanding of the world. Often tourism is seen as a positive impact on the ecology when referring to the preservation of natural parks and the improvement of recreational areas.

Tourism impacts can be explained as positive when the citizens do not experience negative effects and their quality of life is sustained. But this is obviously not the situation in Amsterdam, since citizens started experiencing negative impacts, see page 52 for further details on negative tourism impacts. The positive and negative impacts can be classified in different categories, resulting in a scheme of impacts (figure 27 on page 55).

Butler writes in his research (1980) that touristic areas tend to evolve over time, due to changing preferences and needs of tourists, gradual deterioration, possible replacements of facilities and the change of the original nature and cultural attractions of the place. This can be the reason why some areas could have been popular before, but after these changes became critical and the numbers of visitors started to decrease.

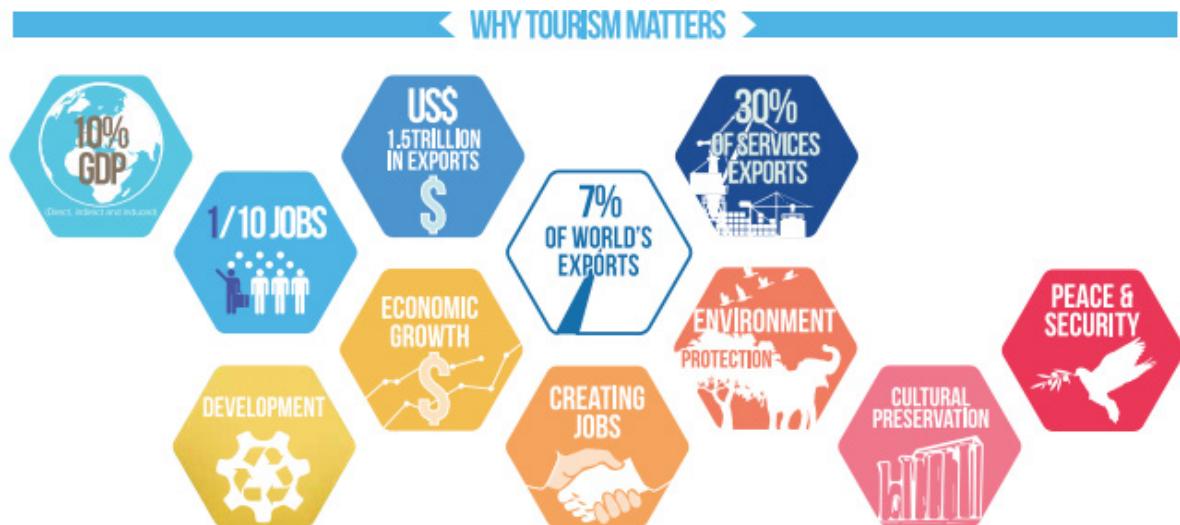


figure 22. Why tourism matters (UNWTO, 2017)

THE LIFE CYCLE OF A TOURIST DESTINATION

“The typical course of development has the following pattern. Painters search out untouched and unusual places to paint. Step by step the place develops as so-called artist colony. Soon a cluster of poets follows, kindred to the painters: then cinema people, gourmets, and the jeunesse dorée. The place becomes fashionable and the entrepreneur takes note. The fisherman’s cottage, the shelter-huts become converted into boarding houses and hotels come on the scene. Meanwhile the painters have fled and sought out another periphery - periphery as related to space, and metaphorically, as ‘forgotten’ places and landscapes. Only the painters with a commercial inclination who like to do well in business remain; they capitalize on the good name of this former painter’s corner and on the gullibility of tourists. More and more townsmen choose this place, now en vogue and advertised in the newspapers. Subsequently the gourmets, and all those who seek real recreation, stay away. At last the tourist agencies come with their package rate travelling parties; now, the indulged public avoids such places. At the same time, in other places the same cycle occurs again; more and more places come into fashion, change their type, turn into everybody’s tourist haunt” (Christaller in Butler, 1980, p. 5).

This quote from Christaller is explaining the phenomenon of touristic areas: the original cause of the growth of the touristic site does not necessarily have to be the arrival of painters, but the step by step touristification of the place demonstrates the reoccurrence of many cities currently.

Plog (1972) wrote: “Destination areas carry with them the potential seeds of their own destruction, as they allow themselves to become more commercialized and lose their qualities which originally attracted tourists”. Finally Butler states that all the cycles of touristic areas result in the same situation, visualised by his figure *A tourism area cycle of evolution* (figure 23). At first tourists will come in small numbers in the phase of exploration, still limited by the low accessibility, facilities and knowledge. Tourists use the local facilities and the physical presence of tourists is of relatively little significance. The stage of involvement comes quickly after the exploration, since locals start to

provide facilities primary or exclusively for visitors and the first organisatory level for tourism will be reached. As the popularity starts to grow and facilities are built in the development phase, the number of visitors start to grow rapidly, especially when combined with marketing and branding. The local involvement and control of development will decrease rapidly, local economy has (partly) disappeared, replaced by larger up-to-date facilities and changes in the physical environment will be noticeable for the local population, in some cases negatively. When the critical range of elements of capacity is reached the growth in the number of visitors starts to decline in the consolidation stage, but there is still growth of actual numbers of visitors. Franchises are represented in large numbers, but few or no additions will be made in this section of entrepreneurship. Natural cultural attractions will probably be replaced by “imported ‘artificial’ facilities” (Butler, 1980). The opposition from local population is strong. In the stagnation stage the area

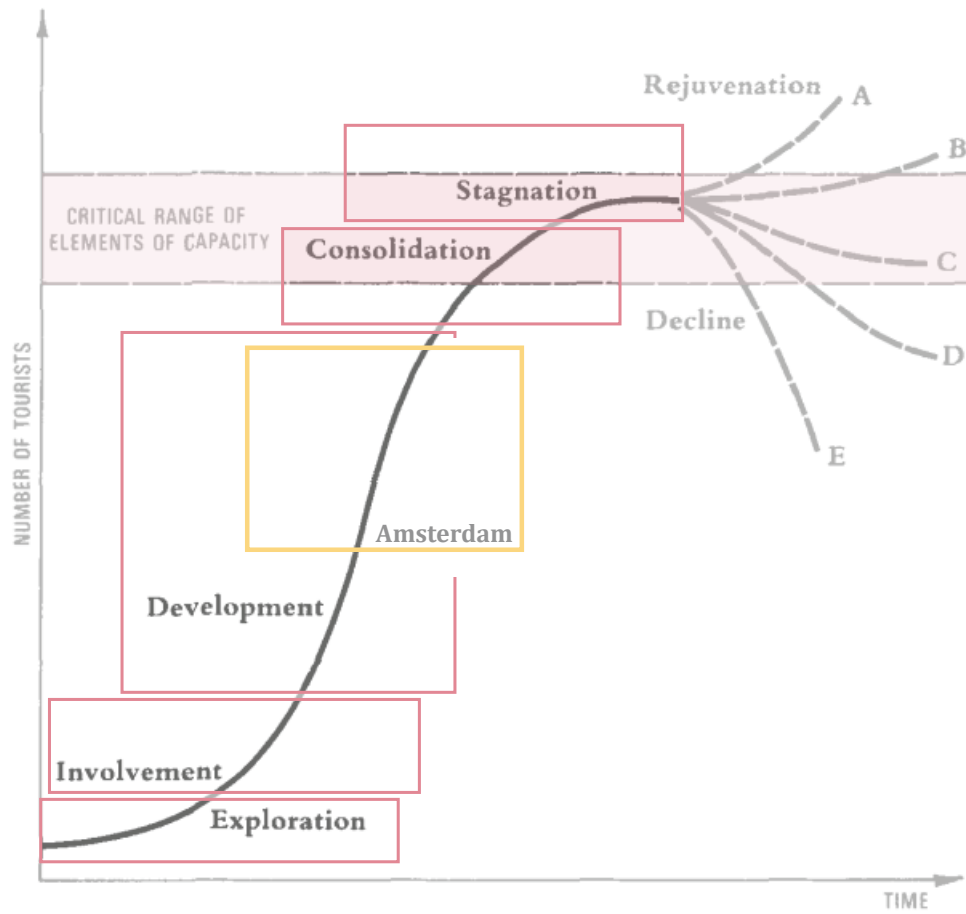


figure 23. A tourism area cycle of evolution (Butler, 1980).

will not be able to compete with newer attractions of other touristic sites anymore. The number of day and weekend trips increases, since the area is highly accessible by multiple modes of transport. The location will lose its touristic attraction and the touristic facilities will start to be renewed to “non-tourist related structures, as the area moves out of tourism” and with that the involvement of the local population related to tourism will increase. The former touristic facilities will be transformed into facilities the city needs like retirement homes (figure 23).

Butler explains that the carrying capacity can be identified in three components: environmental (quality of water and air), physical (accommodation, transportation and other services) and social (crowding, grudge of local population).

After the stage of stagnation a few different future situations can follow. Butler shows that there are five options, from A to E, rejuvenation to decline. They vary in the way the number of tourists will develop, with a strong connection to the management and strategy of the touristic area. To achieve rejuvenation (A&B) new attractions or a different focus for tourism is needed. For C a readjustment of facilities to meet the capacities of the area gives a slight decrease with afterwards a stabilisation of visitor numbers. If a continued use of the current facilities is executed the site will lose its attractiveness and the numbers will decrease (D). Situation E only occurs in the circumstance of a catastrophic event, like a war or disease, from which it is hard to return (figure 24).

There is the possibility for Amsterdam to go in any of these directions without proper management and a strategy to aim for. It is important for the city to find a balance between the citizens and tourists, so in this case rejuvenation (A or B) could be problematic. However, decline (D or E) can also cause problems, since many citizens are employed in the tourism industry and would lose their job when the number of tourists decreases. The possible future proposal could aim for C or B when the touristic area gets bigger and there is more capacity.

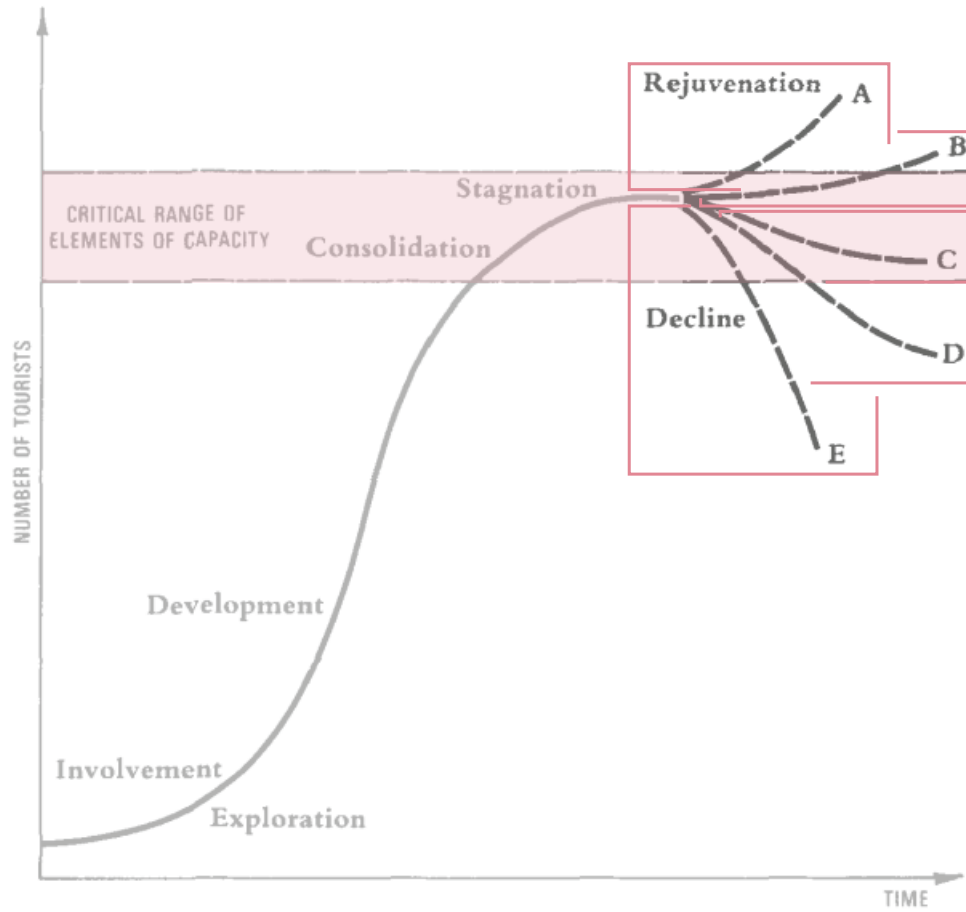


figure 24. A tourism area cycle of evolution (Butler, 1980).

CURRENT IMPLEMENTED POLICIES

As mentioned before in the problem statement not only Amsterdam copes with negative impacts of tourism. Janusz (2018) conducted a research and found concerns and related policies of cities all over the world. The concerns named in the table are all related to problems found in the previous pages. The policies implemented could be an example to accompany the spatial strategy for Amsterdam. Especially the housing (short term rentals) appears to be one of the frequent concerns, with the main policy of regulating short-term rentals. Amsterdam currently already has a policy in place related to this regulation, but little results have been achieved with this. It aims to restrict owners to rent out the apartment for more than 60 days per year, with a maximum of 4 renters per time, excluding social housing and the renter is the primary resident. To be able to regulate this, the municipality needs to collect the data of every stay and when the rule is violated the renter pays a fine of 6.000 - 20.500 euros. However, it appears to be very difficult to uphold the policy, hence people keep renting out their apartment, leading to disrupted neighborhoods. An example of a city that set up a policy to maximize the number of holiday rentals is Durango, Colorado. The city 'maintains a Vacation Rental Information webpage that details a relatively strict rental code, including a maximum number per block/intersection for designated residential areas. The city requires a rental license, which can be revoked if the Land Use Development Code is violated' (Butler, 2017). By setting a maximum of holiday rentals within an area the impact of losing local inhabitants, nuisance and the supply of affordable housing can be controlled.

Each of the responses approach the concerns differently. Some focus on regulating or restricting, while others stimulate, invest or raise awareness. A combination of both could create a situation where control and involvement and acceptance of citizens can exist coherently.

Barcelona is the city with most policies implemented seen from this table (figure 25), with an interesting case of limited access to more residential places. This means that tourists and citizens are consequently more divided into areas of residents and their living environment and the visitor areas where tourist activities are situated. A consequence is that there would be a higher pressure on this space that could lead to (cultural) commodification, crowding, congestion and stress.

The example of Venice is also applicable to Amsterdam for the couches and cruises, since both of them currently arrive in the city center, while there is an opportunity of moving them to other parts of the city to relieve the pressure on the city center and public transport.

The policies named here could function as models for the spatial strategy for Amsterdam to accompany the spreading of tourism and minimize the negative impacts. However, for the concern 'spread of tourism infrastructure', which is also a matter for this thesis, no responses are yet found.

City	Concern	Policy
Paris	Housing (short-term rentals)	Regulation of short term rentals
Berlin	Housing (short-term rentals), sense of place, tourism induced-change of residential areas	Inward marketing – raising residents awareness about economic benefits of tourism
San Francisco	Housing (short-term rentals)	Regulation of short-term rentals
Barcelona	Housing (short-term rentals), sense of place, tourist infrastructure, exploitation of the commons	Regulation of short-term rentals, limited access to more residential places, entrance fees
Venice	Liveability, cruise ships, Housing (short-term rentals)	Restrictions about access of cruise ships
Hong Kong	Sense of place: Densification, housing (gentrification),	Regulation of arrivals of mainland tourists
Valparaiso	Spread of tourist infrastructure	No responses
Prague	Sense of place, spread of tourist infrastructure, liveability, depopulation	No response, Discourse on economic benefits of tourism
Singapore	Sense of place, heritage preservation vs. housing	No responses
Shanghai	Heritage preservation	Eviction of residents and informal activities from the historical neighbourhood
Hamburg	Sense of place, 'right to the city'	Investment in 'community' properties

figure 25. Tourism contestation and policy responses (Janusz, 2018).

NEGATIVE TOURISM IMPACTS ON HOST CITIES AND CITIZENS

The manual by Pedersen (2002), published by UNESCO for managing tourism at World Heritage Sites, states that listing sites as world heritage is the reason for flocks of people to visit that area. The believe that these areas should be preserved for future generations also puts it in danger. The manual presents sustainable tourism as the only answer to protect the heritage sites. Before proposing possible strategies and solutions the manual presents the tourism impacts and problems of heritage sites all over the world, including nature reserves and cultural heritage.

UNWTO defined sustainable tourism “as an enterprise that achieves a balance between the environmental, economic, and socio-cultural aspects of tourism development so as to guarantee long-term benefits to recipient communities”. According to UNWTO, it should “make optimal use of environmental resources, maintaining essential ecosystems and helping conserve biodiversity”. Secondly it needs to “respect socio-cultural authenticity, conserve built and living cultural heritage, and contribute to cross-cultural understanding and tolerance”. And last “ensure long-term socio-economic benefits, fairly distributed to all community stakeholders, including stable employment and income-earning opportunities, social services, and poverty alleviation” (UNWTO in Stange, Brown & Solimar International, n.d.). These aspects relate to the sustainability triangle with the pillars societal, economic and environmental, which all need to be balanced to be equally important. Currently the municipality of Amsterdam and Amsterdam Marketing are mainly focusing on the economic pillar, except for the attempts to balance the situation by new policies (see the governance layer). Mainly the society is feeling the effect.

Pedersen writes that the impacts are mainly caused by the visitors and developments. The development impacts are mostly related to infrastructure and can be severe, while the ones caused by visitors are sensitive but can be avoided and often the cause-and-effect of impacts are hard to identify, since the effect can be caused by others than the visitors or their developments. Due to the complexity of the issue, Pedersen makes a distinction between three aspects: environmental impacts, visitor use impacts and impacts on communities and culture.

The environmental impacts are related to vegetation, soil, pollution and wildlife. These effects are mostly felt in natural reserves, less in a cultural heritage site like the city of Amsterdam. Visitor use impacts and impacts on communities and culture are more related to the specific situation and therefore will be researched in more detail.



Visitors perform predictable patterns

Tourists usually tend to follow the same routes through the city and are attracted to specific locations. Visitor impacts occur in these areas, where the patterns are found. When the number of visitors grows, the touristic area tends to expand as well.

This is found in the research by Poel and Boon (2015), where the tourists follow the same “beaten path” for a few specific streets in the city center. Examples of visitor impacts are crowding and commodification of the streets.



Group sizes

Large parties can create heavy amount of use in a short time, which concerns the cultural area that needs to be protected. The groups can create bottlenecks, overwhelm exhibitions and block flows of traffic and people. Added by Liu & Var can be stated that this impact of groups is more substantial in high season due to larger numbers of tourists at the site, leading to overcrowding (1986).



Cultural commodification

When culture symbols and people are treated as commodities that can be bought, changed or sold. People will start to see the benefits they can get from it, start to perform exclusively for tourists and the culture can lose its value. This can lead to staged authenticity: activities and products that are not meant for the local population and only focus on tourists.

Examples of this effect is shown in the street view of the Rokin, where big franchises take over the commercial spaces, giving no chance to the local economy (figure 105 & figure 106 on page 182), but also in the research of Liu and Var (1986), the citizens feel the authenticity is declining due to tourism.



Unevenly distributed economic benefits of tourism

A specific group of people gaining economic benefits of the tourism industry experience positive impacts, while the other people encounter only the negative aspects like rising costs of every day goods. This can cause social tensions between citizens.

Economic benefits tend to concentrate in specific areas and little ends up at the local community.

Through concentrated areas where tourism takes place, the economic benefits usually do not spread over larger areas. Often big franchises take most of the benefit, leaving little for the local community to develop their company. Lui and Var (1986) wrote that tourism “generates new employment opportunities for large numbers of local residents”, but at the same time it does “not evenly distributed economic benefits throughout the population” (Belisle & Hay in Sheldon & Var, 1984).

Specifically for the canal district of Amsterdam, a research has been executed by Pinkster & Boterman (2017) to understand the impacts on the citizens of the district. They speak of the processes of commodification; it transforms places into spaces of leisure and consumption. “The serial reproduction of consumption-led and experience-based redevelopment strategies led to complaints about the ‘cloning’ of urban landscapes and increasing ‘placelessness’” (Smith in Richards, 2014). The citizens also express the loss of authenticity because of the focus on consumption of tourists. The local commercial places like the butcher and bakery are disappearing and being replaced by hotels and ice cream shops. Some of the consumed products are derived from local customs, but feel more like a staged authenticity and not the traditional identity. This results in commodification and leisure consumption, which reduces the ‘authenticity’ of the urban landscape (Hoffman, Fainstein, Judd and Zukin in Richards, 2014). Examples of this phenomena are the cheese shops, beer bikes and canal boats, of which the latter two are producing a lot of noise pollution. “It is the

paradox of popularity: cities such as Amsterdam, Barcelona and Berlin are so popular because they are 'its own', but under pressure from the massive influx they are becoming more and more similar" (Boomen and Naafs, 2017).

At the same time the separation between tourist uses and the other uses of the city is fading. The activities start to intersect: partly because of new geographies like Airbnb. The tourists and citizens blend together in the districts of the city because of these private accommodation offer platforms. They spread the tourists through the city, with the visitor becoming the neighbour of the citizen. When the tourists produce noise or pollution in the form of trash this will be felt more in all of the areas in the city.

One of the other impacts named by the citizens are the growing crowds of visitors that are disrupting the 'natural' or 'ordinary' rhythm of the neighbourhood. They create bottlenecks of foot traffic in the narrow side streets of the canals which frustrate many inhabitants. They feel like that the tourists invade their territory so that their daily life is changed and "impact local ways of doing". Concluding, it is not only the high numbers of visitors coming to the district, but also the "other ways of using the space".

The municipality tries to control the situation with policies regulating the opening of new touristic facilities in the city center and creating spreading strategies to distribute the visitors more evenly through the region.

All of the previously named impacts on the host city and citizens are part of one or multiple layers of the network layer approach of the thesis (figure 27). When proposing a strategy for the city, these negative impacts should be taken into account, to be able to know what aspects cause frictions, displeasures and negative impacts when distributing the visitors to a larger area of the city and region. The impacts can be placed into three main topics: identity, pressure and liveability. These will be taken into account when designing a spatial strategy and touristic node in the city (figure 26).

On the following pages a short description of each of the layers is given to explain the most important elements the thesis works with. For a more detailed justification of each layer, accompanied by images of the current situation, policy documents, governmental scheme and social profiles of the people visiting and living in the region or city, it will refer to annex 2 on page 154.

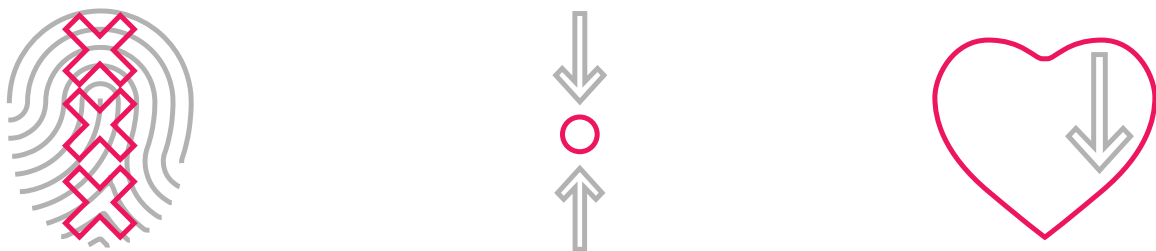


figure 26. Three topics that the thesis aims to tackle, with from left to right: identity, pressure and liveability.

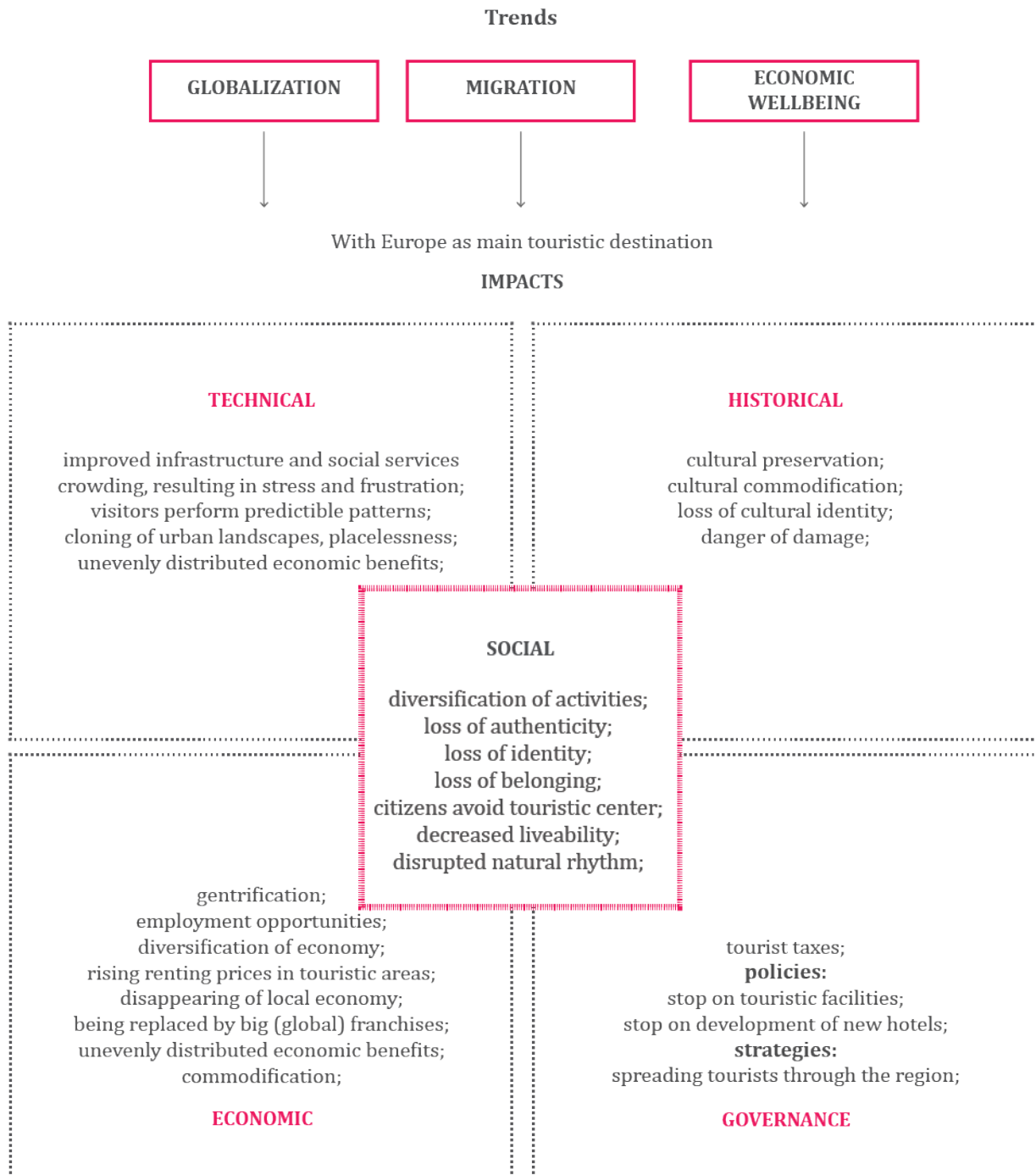


figure 27. Impacts of tourism on the host city and citizens, divided into the five layers of the layer approach.

HISTORY

WITH FIGURE S.8 - FIGURE S.10

The city of Amsterdam originated in the 13th century, when it got city rights. (Gemeente Amsterdam, n.d.). Most historical cities in the region and rest of the country started as fishing or trading cities, using the water for transportation of products. Amsterdam is the most famous example of the typical canal structure and storage houses alongside the canals. But the metropolitan area knows a more diverse history than only the one of the trade city. It consists of a very varied environment, related to changes in society, economy and technology through time.

The city center is in its entire area protected as UNESCO heritage, with many monuments within the limits containing a specific element of preservation. A few elements stand out as identical for the area, like the palace on the Dam square, the Anne Frank house, the Central Station and Rijksmuseum, related to historical events. These buildings or structures are characteristic for the identity of the city center (figure s.9). Protected cityscapes in the region are related to nature and man-made structures, like the polders, the defence line of Amsterdam and historical urban fabrics. Besides that some identical elements like Keukenhof, Muiderslot, dunes and beaches and fishing villages are distributed through the metropolitan area. These places are commonly also visited by tourists due to their historical, identical and recreational value (figure s.8).

The preserved city center, within the limits of the Singelgracht and the IJ river, is described as: "The network of canals in concentric arcs of a circle that forms the basis of the urban layout, along with the radial waterways and streets, survives in its entirety, with its old embankments and historic facade alignments" (UNESCO, n.d.). The defence line is the only fortification on the world "based

on the principle of controlling the waters". It is 135 km in length, and built between 1883 and 1920. It is "protected by the Provincial By-law governing Monuments and Historic Buildings and the national 1988 Monuments and Historic Buildings Act". A large number of the buildings within the site are listed as national or municipal heritage. The main goal of the protection of the site is to control the growth and visual impact of new buildings around the area on the property.

The city center and the defence line are not the only protected cityscapes of Amsterdam. figure s.8 shows 5 other areas inside and 5 outside of the city borders that are listed as national or local conservation. These areas all have their own characteristics and historical features that are worth protecting to keep the identity of the metropolitan area intact. It is common that specific buildings are listed as monuments within the protected cityscapes that are especially important. Cultural tourism can be related to visiting these heritage sites and identical elements, where the visitor can experience the current and historical identity of the city and its society.

An analysis of the history of the city can be found in form of a time line. Accompanied with this time line is a description of changes based on the book of Dijkstra & Reitsma & Rommerts (1999) in figure 87 & figure 88 on page 158. The identification of image and identity of a place can be found on page 90 of the report resulting in the location of identical elements. These elements usually come from events or important times in history, so they follow from the time line where specific buildings or areas are highlighted.

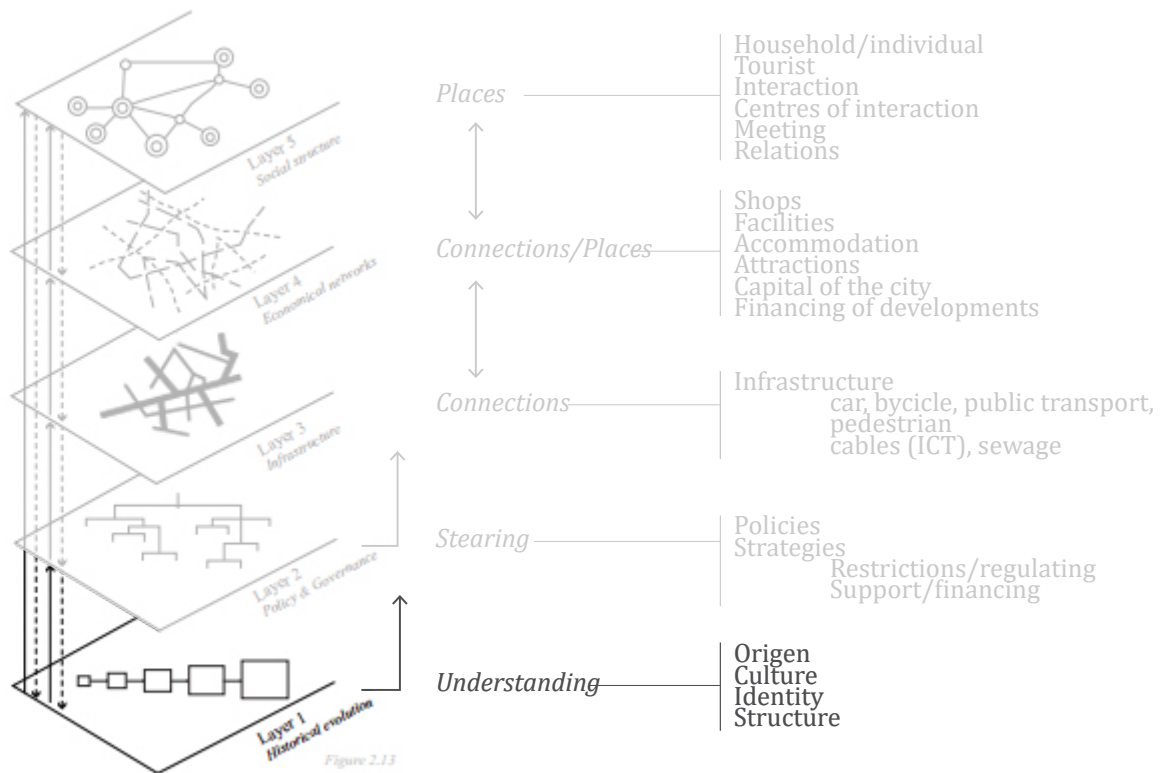


figure 28. History layer, based on a further analytical model derived from the Dupuy Network city model (Sha, 2017).

GOVERNANCE

WITH FIGURE S.11 - FIGURE S.13

Since tourism crosses many aspects of the city there are many actors and stakeholders involved and affected by it (page 166). Both public and private parties influence the sector and the profit goes to many different groups. But not only companies are affected by tourism, also individuals of the city, the citizens, feel the impacts in several ways. The municipality needs to steer the positive and regulate the negative impacts to secure a liveable city. The municipality and national government have instruments to create the liveable city by collecting money that the tourists spend in the city by cleaning and keeping the city safe. However, the citizens recently started complaining about the crowds and nuisance because of tourists, so the municipality and region needed to think of other strategies. The Amsterdam Metropolitan Area started in collaboration with NBTC Holland Marketing and Amsterdam Marketing the strategy of spreading tourism through the city, region and country, to distribute the benefits and number of people through a wider area. The smaller cities, villages and landscapes around Amsterdam are promoted to visit during your stay in Amsterdam or the Netherlands to decrease the time the tourists spend in the city of Amsterdam (figure s.11). The approach works, in 2011 the amount of international visitors visiting the region increased with 23% relative to the year 2008 (Gemeente Amsterdam, 2016). Secondly a strategy has been created by a matter of storytelling. Routes through the Netherlands by topic are established to make visitors move through a larger area and different provinces of the Netherlands.

Within the municipality of Amsterdam some regulations and policies has been set up to lower the negative tourism impacts on the citizens. To minimize the loss of identity in the city center

because of franchises and commodification the municipality set up a policy to not let any new touristic facilities be opened in this area of the city. Entrepreneurs can only open a new business here when they can prove to add value to the shopping experience of citizens. To attract visitors to other places than the city center a neighbourhood campaign has been arranged for the areas directly surrounding it to promote a visit by Amsterdam Marketing, shown in figure s.13. Combined with the neighbourhood campaign other areas in the region are promoted with their main characteristic like the flowers, castles & gardens and new land as part of the spreading strategy (figure s.11). This needs to encourage visitors to plan a day trip from Amsterdam to these places, to relieve the pressure on the city (center). The problem of this strategy is that the visitors are always returning to Amsterdam and do not stay overnight in the area, since the marketing program shows only the transportation possibilities as a monocentric model: no connections between the areas in the region (figure 96 on page 171).

Another example of a policy is the no, unless areas for regulating upcoming hotels (figure 95 on page 170 & figure s.13). The number of hotels has been growing rapidly. Especially the city center is full of this type of accommodation among Airbnb, bed and breakfasts etc. To keep the city in balance, no new or expansions of existing hotels are accepted in most of the city. A few promising areas, mainly around the ring way and in the north part of the city, have the “no, unless” rule. No hotels are approved, unless they “demonstrably exceptional contribution to both the innovative supply of accommodation in Amsterdam and to a special aspect of the social, cultural or economic climate” (Gemeente Amsterdam, 2016).

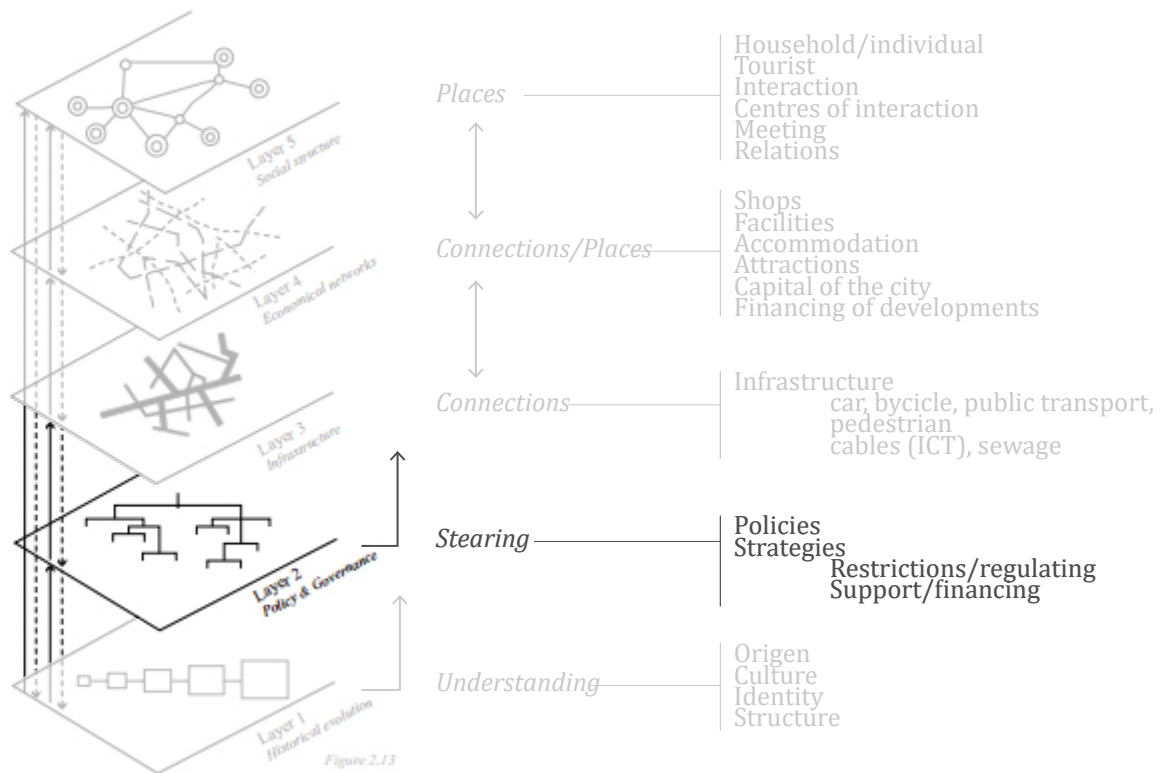


figure 29. Governance layer, based on a further analytical model derived from the Dupuy Network city model (Sha, 2017).

TECHNICAL

WITH FIGURE S.14 - FIGURE S.16

The technical layer represents the technical networks existing in the city like roads, canals and highways (Dupuy, 2008). It provides service to the two layers social and economic to connect “points” and centers and facilitates movement of flows of the city. Tourists use the technical layer to move through the city by public transport, roads and pedestrian areas to access places of their destination. These spaces are places where social activities can occur (social layer) and commercial facilities are situated (economic layer). The network must provide direct connections, with a possibility of choice in space and time and transits without losses of time or interruptions (Dupuy, 2000). It is about reaching destinations or “points” in the city. This is possible in different ways and with different modes of transport. Tourists tend to walk a lot, but for longer distances public transport is an important way of moving from one point to the other. In the city of Amsterdam elements from the technical layer itself can be a touristic attraction as well, for instance the canal district. The canal houses and canals are listed as UNESCO heritage and many tourists come to see the history of the Dutch district of the 17th century.

The public transport of the city center is mainly oriented towards the Central Station on the north side: nearly all lines depart and arrive here. Besides that the center provides an elaborative network of pedestrian area and canals, since the main mode of transport is by foot and boat for leisure and recreational purposes (figure s.16).

The metropolitan area is clearly a monocentric model. Most of the larger transport connections are leading to Amsterdam, like the highways joining with the ring road of the city. The largest train stations are the Amsterdam Central Station and Schiphol Airport Station. Amsterdam is the only city

in the region with a tram and metro network, with most of the lines leading from the Central Station to the other areas of the city. Water and the waterfront are important features of the region, since most of the cities and villages are situated at a waterbody due to the strategic trading point. The river coming from the North sea leading to Amsterdam is an important connection for the harbour, which is a large economic driver of the city. The airport has a big impact on the visitor sector of the region. Schiphol is the 3rd largest airport for passenger traveling of Europe. In 2016 Schiphol showed a strong growth of 9,2 % in relation to 2015. This resulted in a number of 64 million passengers flying through the airport of Amsterdam (figure s.14).

The municipality of Amsterdam works with a system of prioritizing one or more modes of transport for every street in the city. Here, the network of pedestrian prioritized squares and streets (plusnet voetganger) is shown, which indicate where streets are with a high amount of (economic) activity and public functions at the ground floor or where at specific times of the day there is a peak in the pedestrian flow. These streets ask for more space and quality for the pedestrian (Gemeente Amsterdam, 2018). One of the most popular activities is walking through the city, which means that the city needs to be pedestrian friendly to provide a safe environment. The main center of tourism is concentrated in the inner city of Amsterdam, where sequential also the largest network of pedestrian prioritized streets is located. The accessibility of the city by bicycle is much more equally distributed through the urban fabric. The whole city is integrated in the bicycle network, since one of the main modes of transport for citizens is to cycle (figure s.16).

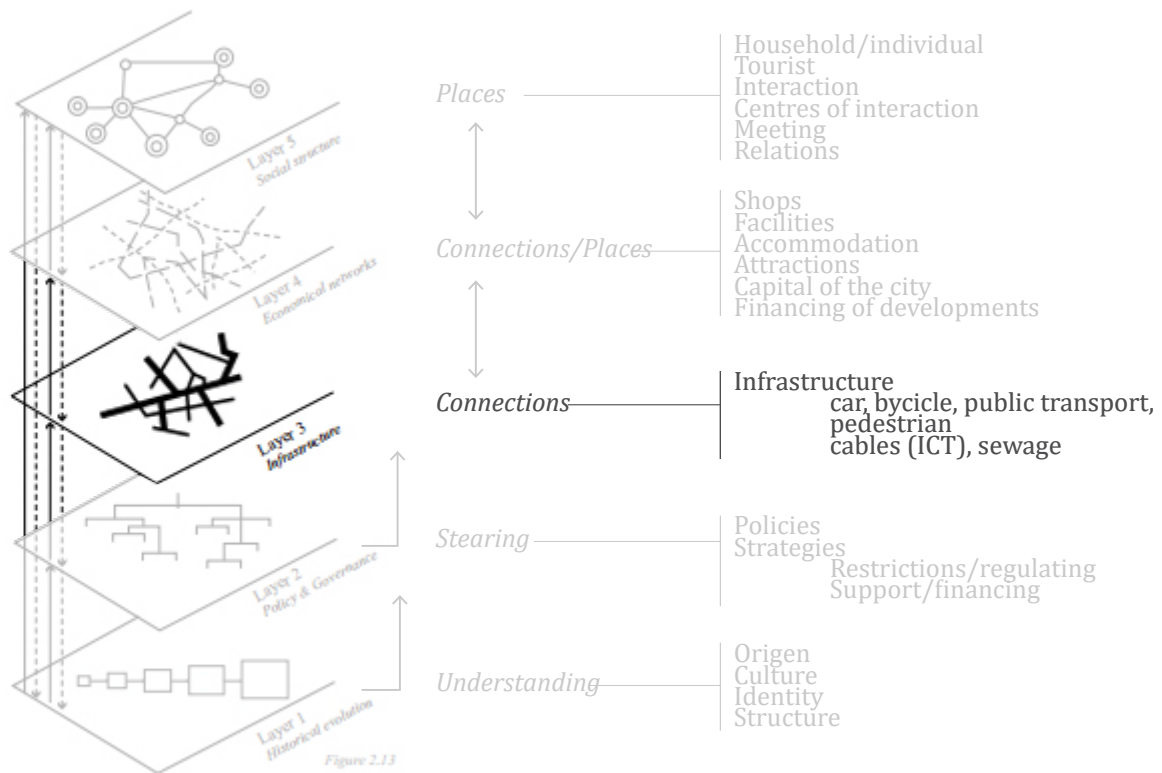


figure 30. Technical layer, based on a further analytical model derived from the Dupuy Network city model (Sha, 2017).

ECONOMIC

WITH FIGURE S.17 - FIGURE S.19

The economic layer is the link between connections and places. Places like facilities, attractions and accommodations are linked to the movement of commercial activity and suppliers of functional networks. It is using the physical connections of the technical layer and providing services to the social one.

The economic sector is generalizing to follow the main trends in touristic consumerism. Big franchises replace the local economic activity, which are stronger in their position on the globalizing market. At the same time tourists are searching for the most local experiences of the place they visit, what triggers the “processes of commodification as some aspects of local identity and culture are exploited for profit” (Pinkster & Boterman, 2017).

Tourists and citizens also tend to follow the route of commercial activity and attractions, because “Faced with the choice walking down a deserted or lively street, most people would choose the street with life and activity. The walk will be more interesting and feel safer” (Gehl, 2010). In this sense, the economic layer can steer the movement of people. Citizens are attracted to other forms of activity than the tourists, hence flows of people will take other directions in the city as well. Citizens will have a different pattern and centers to visit than the tourists, visible in figure s.19.

The varieties of commodification and homogenization in Amsterdam are visualized in images in annex 2; the economic layer, in form of collages and pictures, showing the loss of cultural identity felt by the citizens. With information from Lonely Planet of the main cultural and touristic

activities of the city will be reasoned why the flow of the touristic movement is existing in this limited area of the city.

The city center contains the highest concentration of facilities, with a large number of hotels and touristic attractions (41% of all hotel rooms are situated in the city center). Especially the streets between the Central Station and Museumplein contain a lot of economic activity, some of which are part of the commodification process that citizens are experiencing. Due to this high number of facilities and organizations cultural clusters formed, stated by Hoog (2013), visible in figure s.18 & figure s.19. By having at least 3 cultural facilities within a walking distance of 5 minutes the area becomes highly attractive for visitors. See the chapter *cultural clusters* for further explanation.

Economic nodes in the metropolitan area are related to larger centers of economic activity, like a high concentration of businesses in a district, a city center with many facilities or an important harbour. One of the most fundamental nodes of the region is Schiphol, having a large impact economically, since it is the 3rd largest passenger airport of Europe. Often the location of these economic nodes is followed by a concentration of hotels, due to the attraction it has on work or holiday related visits. The highest number of all nodes (hotel, economic and knowledge) are located in the city of Amsterdam, with some clusters of hotels in other cities or villages of the region like Haarlem, Zandvoort, Almere and Hoofddorp. As well as for the technical layer, the highest economic concentration is positioned in Amsterdam (figure s.17).

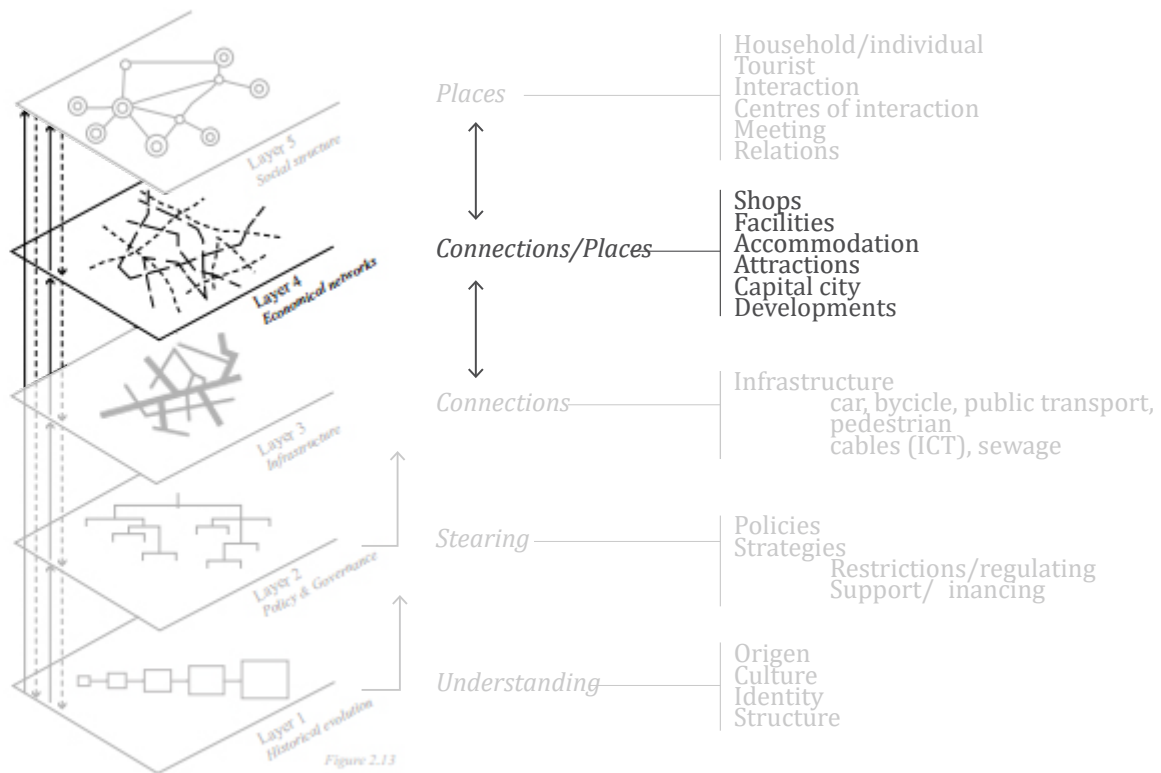


figure 31. Economic layer, based on a further analytical model derived from the Dupuy Network city model (Sha, 2017).

SOCIAL

WITH FIGURE S.20 - FIGURE S.22

The social layer is about activities, individuals and groups of people, interactions and places where this takes place. These operators use the other layers for their daily life: consumption, movements through the city, are steered by policies and have the history as their cultural background. Sometimes the people living in the city have a strong connection to its history.

The places of interaction are various and become more public or private in different locations of urban life. Public spaces are the places where society can act, meet and socialize with every individual living and working in and visiting the city. "Seeing and hearing activities are the largest category of social contact. By watching, listening and experiencing others, we gather information about people and the society around us. Experiencing life in the city is also diverting and stimulating entertainment. Throughout life we have a constant need for new information about people, about life as it unfolds and about the surrounding society" (Gehl, 2010). Tourists come specifically to experience the society, culture and its environment while visiting a city. They feel a very strong need to gather information about the society in the short time visiting the place. To gain as much information as possible tourists recently look for local places and activities, to experience the local life and its cultural places. However, the visitors use the city in a very different way and during other times than the resident, since they generally do not have to work. Walking around, experiencing the environment, usually takes place during the daylight hours, while most residents will be working. Some parts of the day however, the two groups will mix, particularly after normal working hours and during the weekend. These moments know peaks of crowds, resulting in congestions,

frustrations and stress. The movements of both the visitor and citizen are analysed and discussed, resulting in figure s.22.

The city center is the most problematic area given the crowding of citizens and visitors. The areas where these users are mostly accumulated are shown here, with in the grey surface a high concentration of both groups. In figure s.21 is shown that the tourists generally follow the north south axis, from the Central Station to the Museumplein.

The region of Amsterdam (and Randstad) in figure s.20 see many movements of people daily. The city of Amsterdam provides the most job opportunities and therefore a large migration of commuters from and to the city that has a substantial impact on the roads, public transport and bicycle lanes. Also the city facilitates the most visitors, with them moving from the city to the region for a day visit to a touristic attraction like the beach, flowers or windmills. The movements among the places in the region are substantially lower.

Visible in figure s.22 are the areas of the city where activity and crowding occurs. Analysing this information shows that the tourists mostly stay in the city center, while the citizens have a larger reach, but also see a trend of main activity within the ring road (A10). However, a survey executed by the municipality in 2016 shows that crowding is not only felt in the city center, but also in areas surrounding it, like the Baarsjes, the Pijp and Oosterpark, which are a combined crowding of tourists and citizens. This means that there are some spaces that are mainly focussing on tourists, like the Museumplein, Dam square and Red light district, while others integrate both groups of people, if the tourists are willing to visit more local activities like festivals, recreational areas and shopping. These spaces can be called places of interaction between both groups of the city.

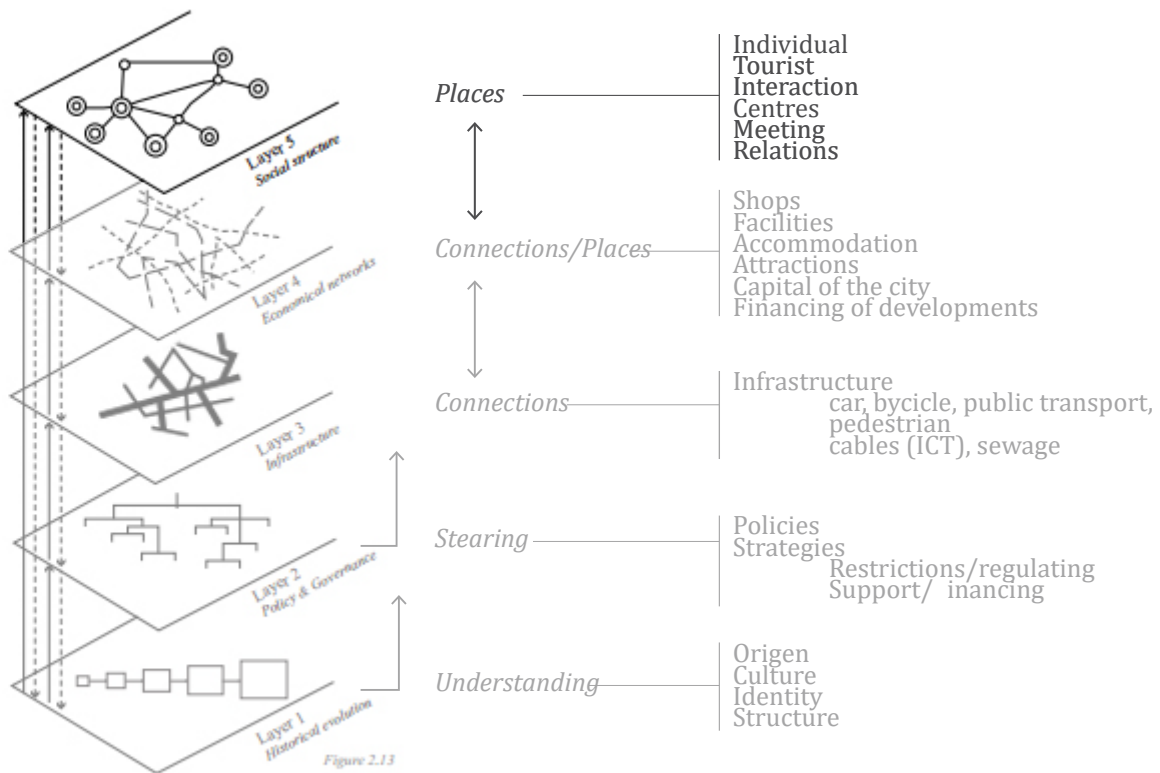


figure 32. Social layer, based on a further analytical model derived from the Dupuy Network city model (Sha, 2017).

BRIDGING THE GAP

As mentioned before the movements of visitors are mainly concentrated between on the one hand the city center and on the other hand the touristic places of the region, visible in the top image on the right. The spreading strategy to the region works: in 2011 the amount of international visitors visiting the region increased with 23% relative to the year 2008. This puts a high pressure on the already intensively used public transport network from and to Amsterdam due to commuters: figure s.14 & figure s.20.

However, there are no actual numbers about the effect of spreading visitors through the city as the municipality announces for the region (with an increase of 23% relative to 2008). The recently constructed attractions of the city named before are still located close to the city center, so the effect of distribution of visitors will be little. This strategy needs to be more extensively executed to actually have an effect on the spreading and relieve the pressure on the city center. There is a chance that the same situation of overcrowding and friction will arise in the new tourist areas when the spreading of visitors is successful. Hence it is important to balance the flow of people to these areas, create multiple touristic centers so the visitors and the (economic) benefits are distributed more equally through the city. In figure 33 an example is given of how this changes the situation of movement through the city and region. Since the flow of visitors are not only coming from the city center anymore, the use of the public transport will shift as well. The movements will dispense through several transport nodes, instead of solely the central station. This will lower the pressure on both the city center and the central station.

Nevertheless, with the new touristic nodes, the pressure on transport to Amsterdam will not reduce, since it is the same monocentric model as before (figure s.32), only with other destinations within the city. Therefore this thesis proposes an intensification and improvement of the current network of transport between the touristic centers in the region, as shown in the bottom image on the right, where visitors move between these places, without coming back to Amsterdam repeatedly.

This thesis will focus on the research and proposal of a strategy for the city: of creating new touristic nodes outside of the center, with connections to the other nodes, the center and the region, since less result has been achieved within this area in the spreading strategy. As a result of this, the maps and interventions in the next component of the thesis concentrate on this city scale. The following pages explain how the new touristic nodes will be discovered and established to create the stepping stones (pink circles) in between the city center and regional connections.

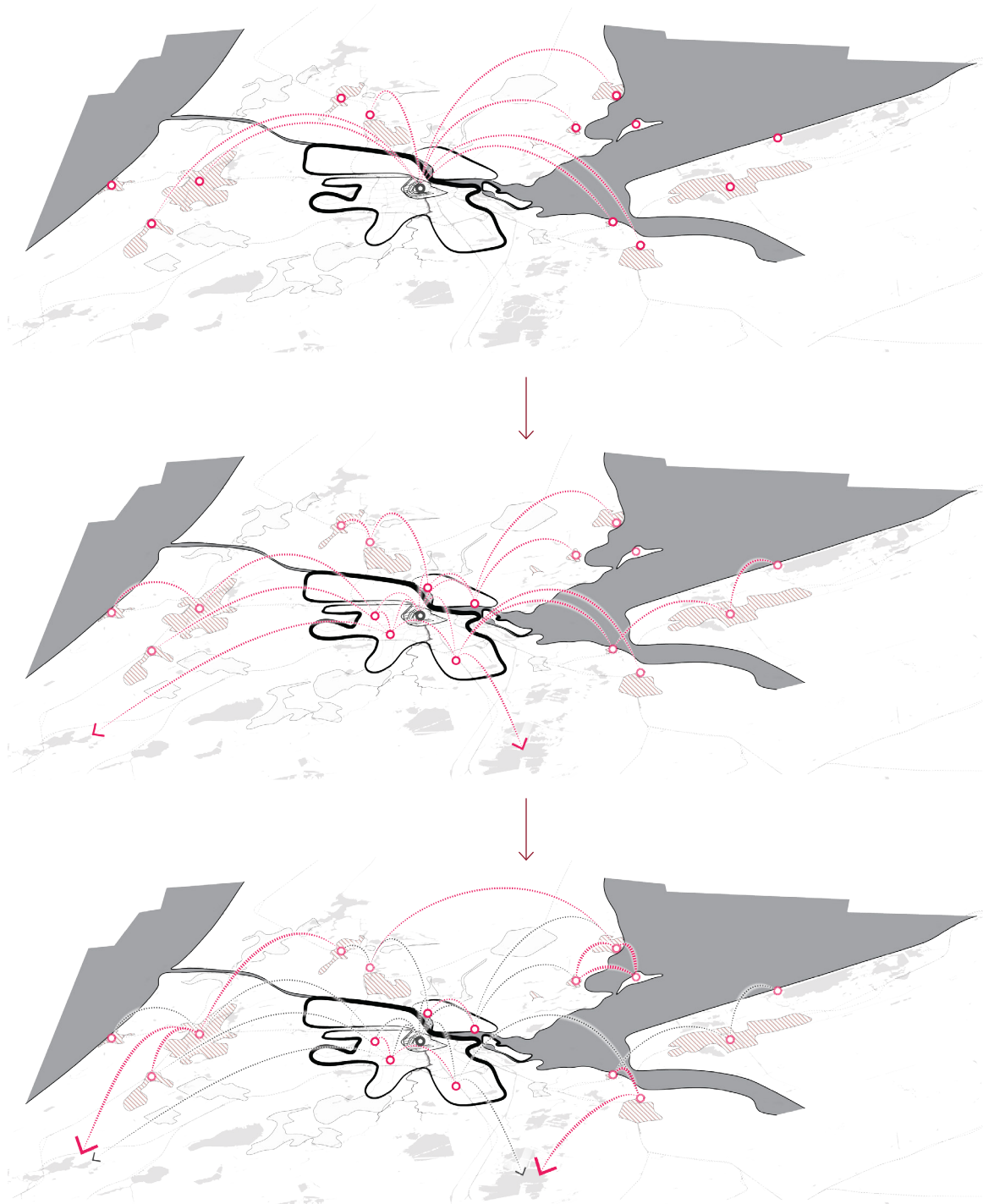


figure 33. From top to bottom: current situation of movement of tourists visiting the region; proposal for new touristic destinations in the current urban fabric of Amsterdam; proposal to extend and improve the connections between the touristic places in the region.

CULTURAL CLUSTERS FOR TOURISM IN THE CITY

SQ3: What are possible strategy implications and local interventions for the case of Amsterdam to achieve a more resilient tourism region?

“MacCannell (1976:109) proposes that a phenomenon must have three components to be considered an attraction: a tourist, a site to be viewed, and a marker or image which makes the site significant” (Alan, 1987). This states that together with the obvious need to have at least a tourist or visitor, the site and an identical element is critical.

In this thesis a possible solution for the problematic of growing touristic regions is given as cultural clusters to attract visitors to other places in the city to distribute them more equally and relieve pressure on the critical areas. The “image or marker” of different areas in the city will be investigated in combination with existing attractions, to identify potential places for tourism.

figure 34. Museumplein with the Rijksmuseum, picture taken on 05/04/2018.



CULTURAL CLUSTERS

The book of de Hoog (2013) states that Amsterdam has taken a metropolitan character, noticeable in places like Schiphol, the streets, the RAI and universities. A growing number of people are visiting the city for its history, culture, events, education etc. The Japanese Global Power index is ranking world cities on several indicators. Amsterdam is ranked on place 7 in the world and 4 in Europe. The higher ranking is mainly related to the components quality of life, environmental issues and accessibility, while one of the lower scores in the index is the one of the visitor. It is described that there are few 'cultural interactions': Amsterdam is on the 12th spot. 'Cultural interactions' is argued by some indicators: 'trendsetting potential', 'accommodation environment', 'resources for attracting visitors', 'shopping and dining' and 'volume of interaction' (Hoog, 2013, p.41). There is the "danger that the city profits from the drawing power of the Ring Canals, its Old Masters and tolerant drug policy, but will fail to invest in its attractiveness, in terms of the supporting facilities and in the possibilities for interaction". Hoog states that it is therefore of high importance to "stimulate cultural interaction".

Therefore, the book analyses the situation of the main cultural places, or cultural clusters here. A cultural cluster is defined as a cluster that "has at least three cultural institutions within a walking distance of not more than 5 min from each other and draws at least 500.000 visitors per year" (Hoog, 2013, p. 47). The definition of cultural clusters in the theory of the Hoog does not include the visitors to events, but in this thesis the number of visitors to events are included in the calculation to find potential places where capacity of facilitating visitors is high.

In his book Hoog takes museums as the most representative cultural attraction to analyse cultural clusters, because of the reach in visitors they attract: local, regional, national and international visitors. It also recognizes seven types of cultural clusters: centers, streets, squares, quarters, parks, wharfs and gardens. Within the seven types the characteristics can make variations like diversity in programme, form of public space, intensity and time of usage and the functioning of the place (Hoog, 2013).

The oldest cultural cluster in the Netherlands is the Museumplein in Amsterdam. It originated with the opening of the Rijksmuseum, which exhibits the collection of the royal family. Since then the cluster grew and the area became a very dense touristic area with 5 museums, 2 other touristic attractions and an extensive supporting program. "A visit to a cultural cluster is a standard part of a visit to any of the largest cities. That has long been the practice for visitors staying for a couple of days, who combine different activities; it is increasingly true for day trippers as well" (Hoog, 2013, p. 79). Since the Museumplein and city center are the most famous examples, this is where most of the visitors are attracted to (figure 35). Therefore, creating new clusters in other parts of the city will distribute visitors more evenly, provided that it is accompanied with a marketing and branding program.

For this project, the potential clusters will be defined as an area that: "has at least two or more cultural activities within a walking distance of not more than 10 min from each other and draws at least 300.000 visitors per year, including event visitors"

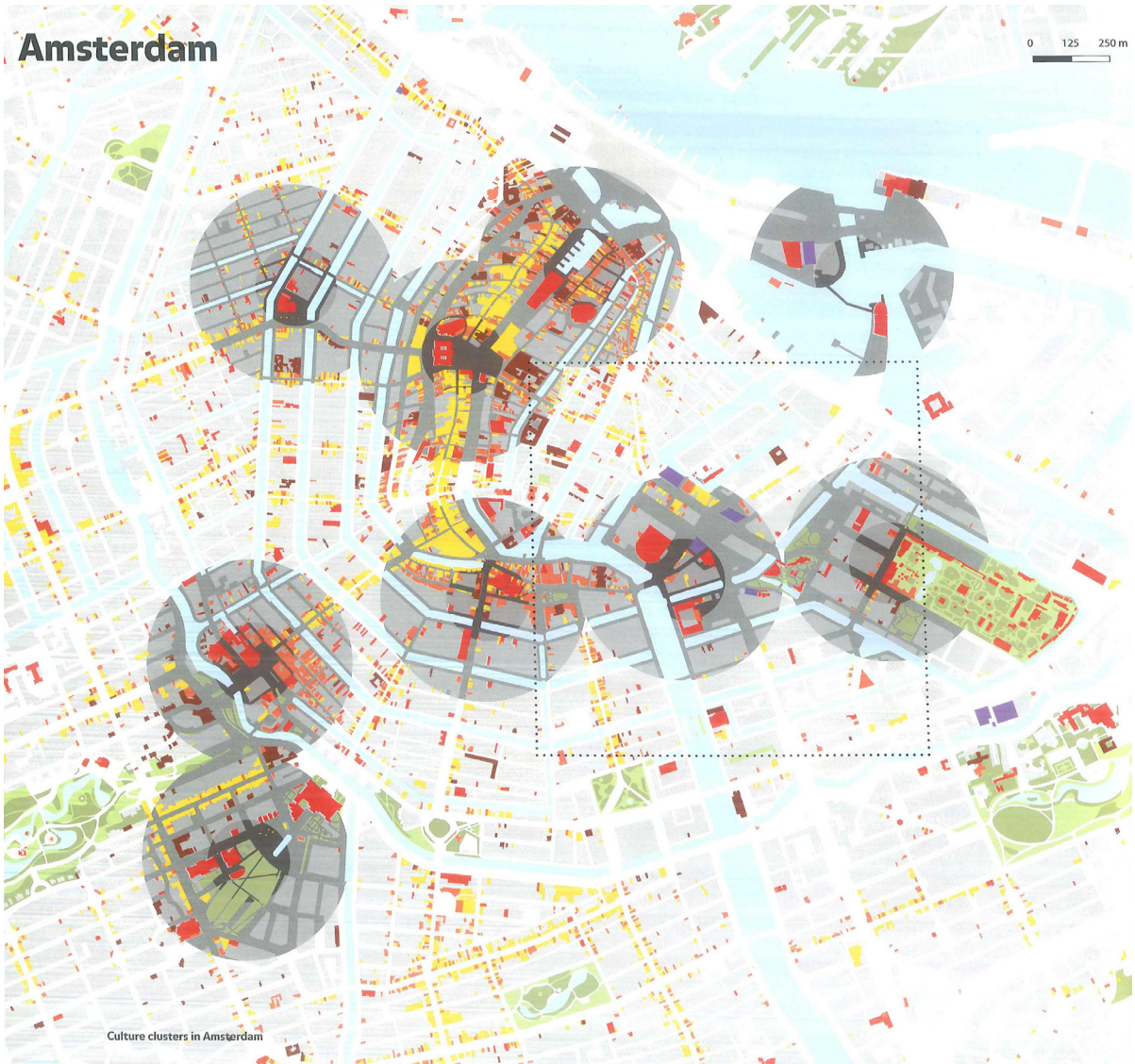


figure 35. Cultural centers in Amsterdam (Hoog, 2013).

POTENTIAL CLUSTERS

According to the theory of de Hoog three clusters can be defined with different characteristics: culture, convention and knowledge clusters. The existing clusters in these categories in Amsterdam are shown in figure 35. To be able to spread tourism more equally through the city, new touristic areas should be defined and strengthened to attract the visitors to other parts of the city than the city center. For this thesis the areas that have touristic potential will have slightly different criteria than in the case of the description of de Hoog. Some areas have potential to be developed, but are not fully qualified as a cultural cluster yet. Hence, the definition of a potential cultural cluster for this thesis is: an area with two or more cultural attractions within 10 min walking distance of each other and attract at least 300.000 visitors each year, including event visitors.

A cultural attraction can be defined as: “an attraction of cultural origin as a manifestation of that culture without the original intention of serving tourism. May be tangible (building, landscape, object) or intangible (dance, song, art style)” (Stange et al., n.d.). The areas that meet this description are presented in figure 37. Some of these potential areas are also named as potential tourism areas by the BV Amsterdam Leisure Consultancy (figure 36) like the Arena (Centrumgebied Zuidoost), NDSM (as part of Noord), Westerpark (Westergasfabrieksterrein), Oud-West, De Pijp and the Olympic quarter (Olympisch gebied). The binnenstad and De Plantage are already part of existing cultural clusters and de Zuidas and Oostelijk Havengebied are have been left out of consideration for this thesis due to their lack of cultural attractions.

PART OF THE CITY	CHARACTER	SPREADING	CHARACTER	POTENTIAL	INFRASTR.
Binnenstad	culture / history	-	+	0	+
Zuidas	business center	+	+	0	+
Centrumgebied Zuidoost	entertainment	+	+	+	+
Noord	creative / active	+	0	+	-
De Plantage	green museum	0	+	+	+
Westergasfabrieksterrein	cultural meeting	0	+	+	0
Oud-West	hidden treasures	0	0	0	+
Oostelijk Havengebied	modern arch.	0	+	+	0
De Pijp	discover the world	0	+	+	0
Olympisch gebied	sports / history	+	+ / 0	0	+

figure 36. Spreidingsmodel met Olympisch Gebied (BV Amsterdam Leisure Consultancy, 2011).

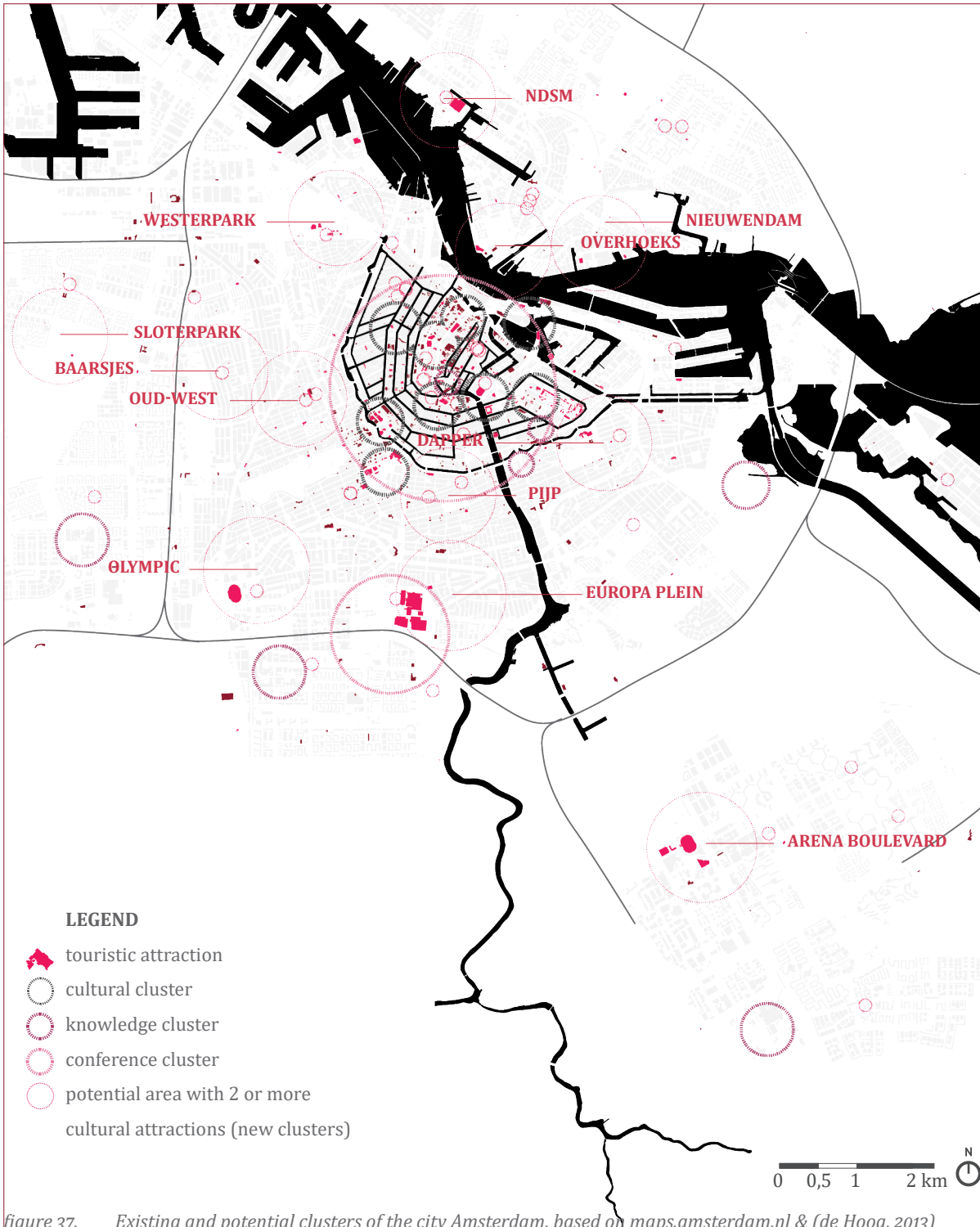
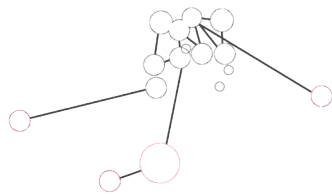


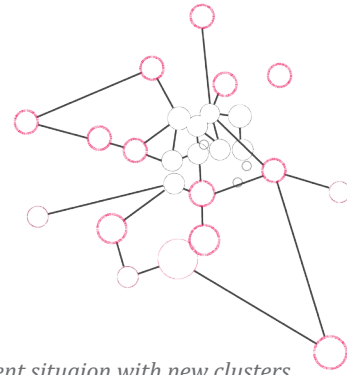
figure 37. Existing and potential clusters of the city Amsterdam, based on maps.amsterdam.nl & (de Hoog, 2013)

CONNECTIONS

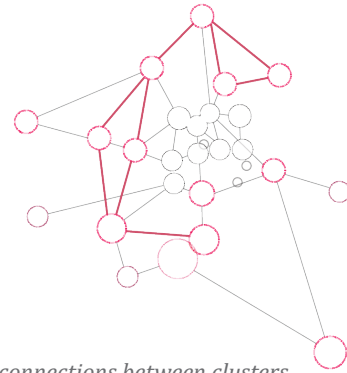
To create a system of connected clusters for the city to gain a comprehensive network of connections and touristic nodes the system needs to be advanced by new pedestrian and public transport lines. The schemes explain the steps taken to provide the conceptual lines between the nodes. The current situation exists of the current cultural, conference and knowledge clusters, with connections mostly from and to the city center. The new clusters will expand the touristic area by creating new attractions, activities and discoveries. However, in the current situation these areas are mainly connected to the city center, so the next step would be to improve the connections among themselves, showed in red. This creates the new situation after implementation: a network of nodes and connections, integrated with the current situation of the city.



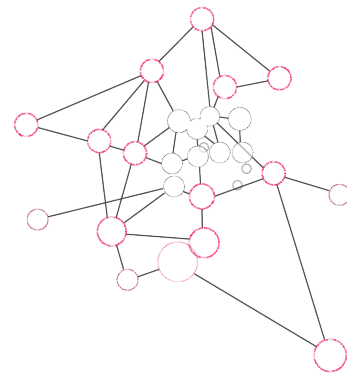
Current situaion



Current situaion with new clusters



New connections between clusters



New situation after implementation

figure 38. Schematic drawing of connections between centers.

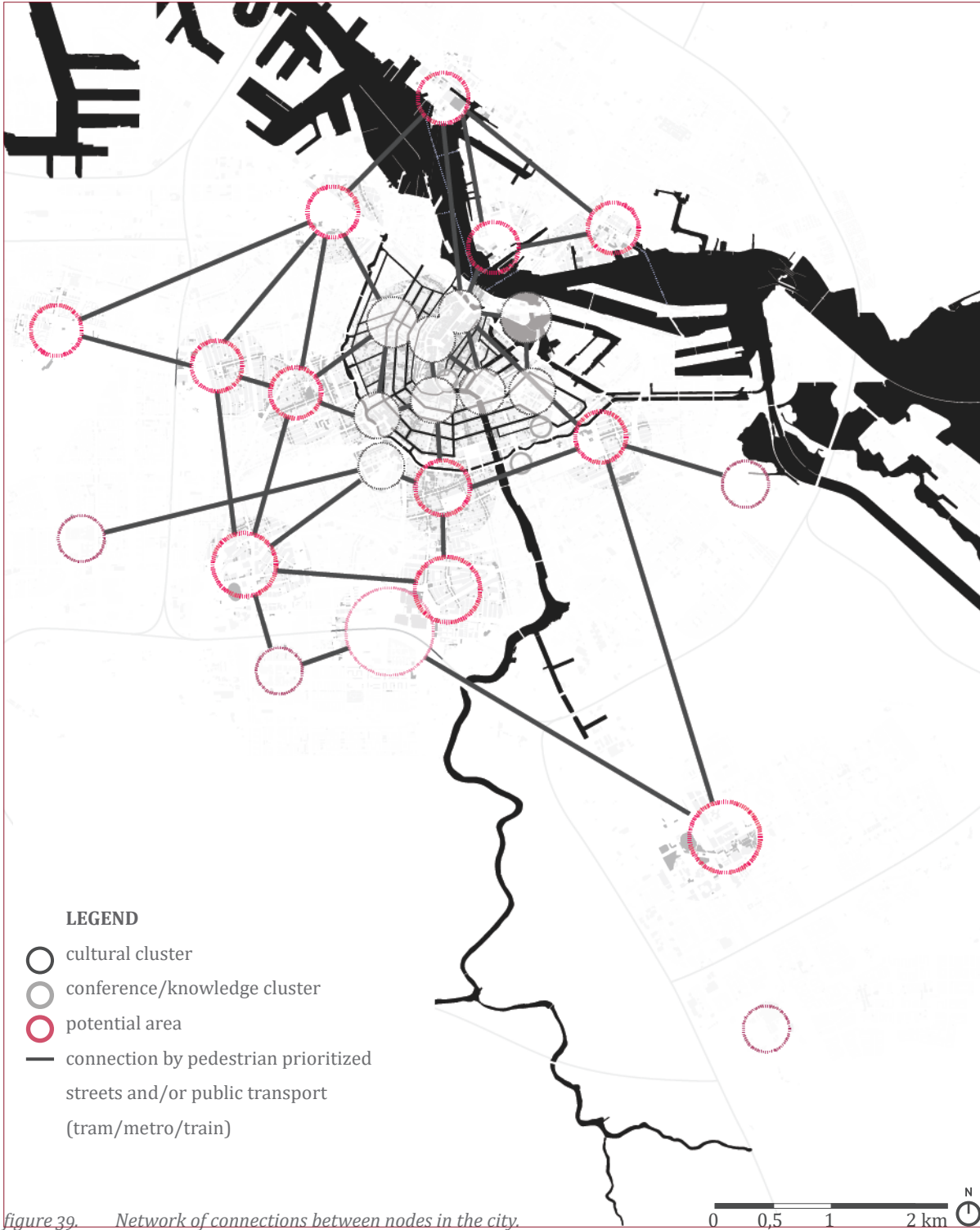


figure 39. Network of connections between nodes in the city.

CONNECTIONS

To bridge the gap between the city and region the new clusters need to be connected to the touristic places there by facilitating direct routes and public transport lines to larger public transport nodes like train stations, metro stations or bus platforms. Each of the clusters can provide a connection to one of the directions of the region, since the city is in the center of the Metropolitan area. By the means of better and faster connections and additional program the clusters become the middle step between the center and the region, spreading the pressure on the public space, public transport and housing stock and distribute the socioeconomic benefits of tourism more equally.

The next pages make the conceptual drawings explicit by showing the context specific streets that need to be prioritized for pedestrian movement and which streets need to facilitate extended or additional tram tracks.

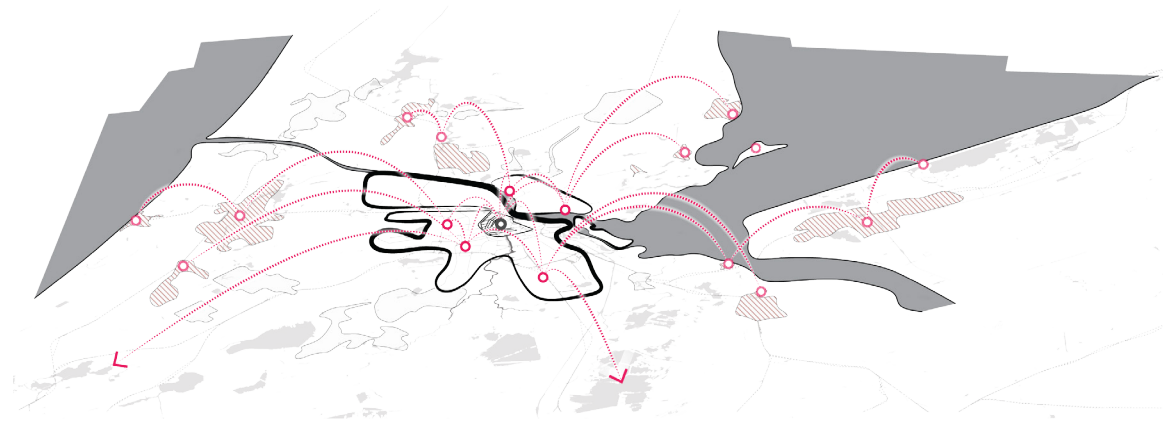


figure 40. Proposal for new touristic destinations in the current urban fabric of Amsterdam with connections to both the city center and touristic places in the region.

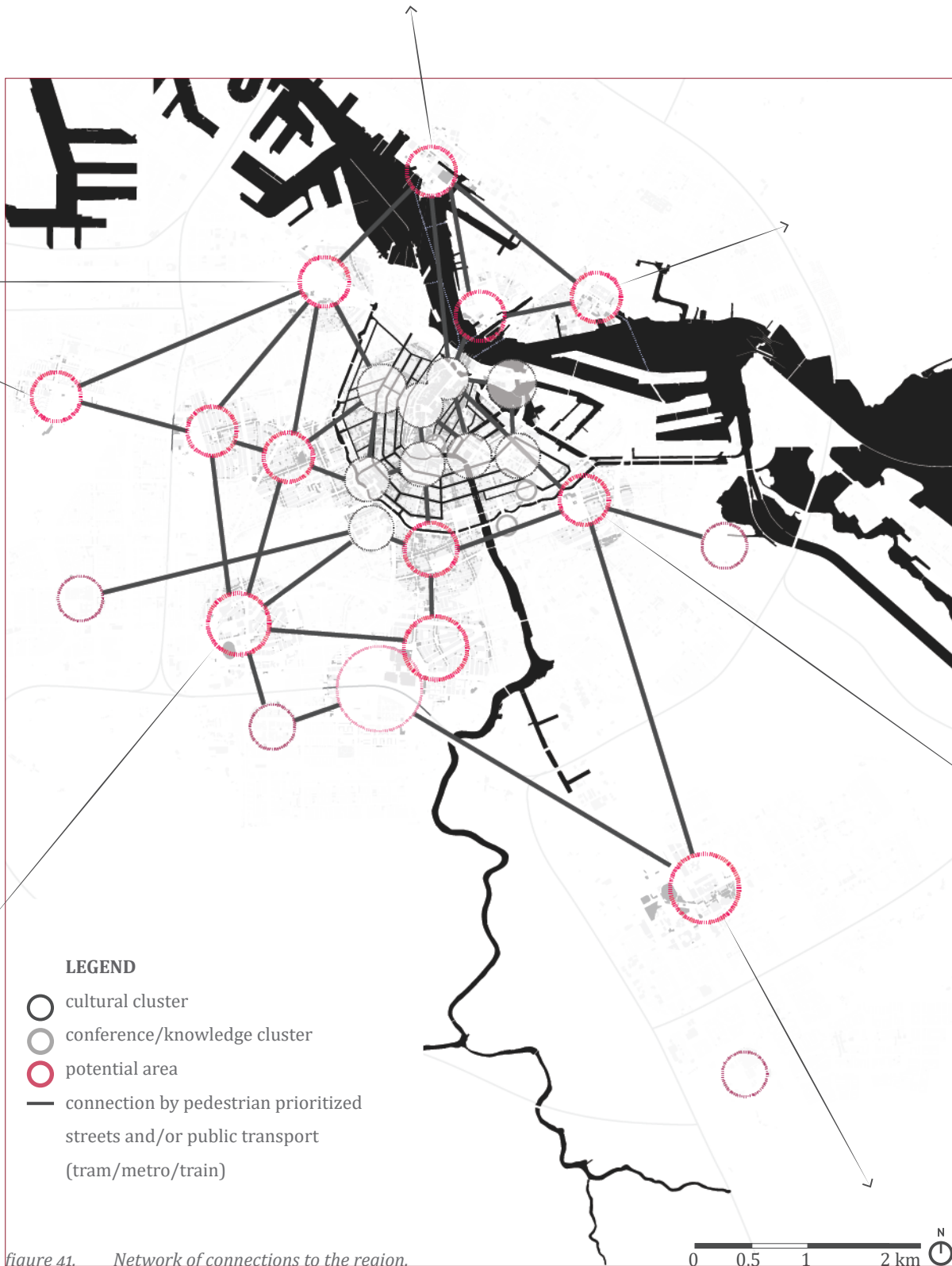


figure 41. Network of connections to the region.



figure 42. Proposed pedestrian prioritized network.

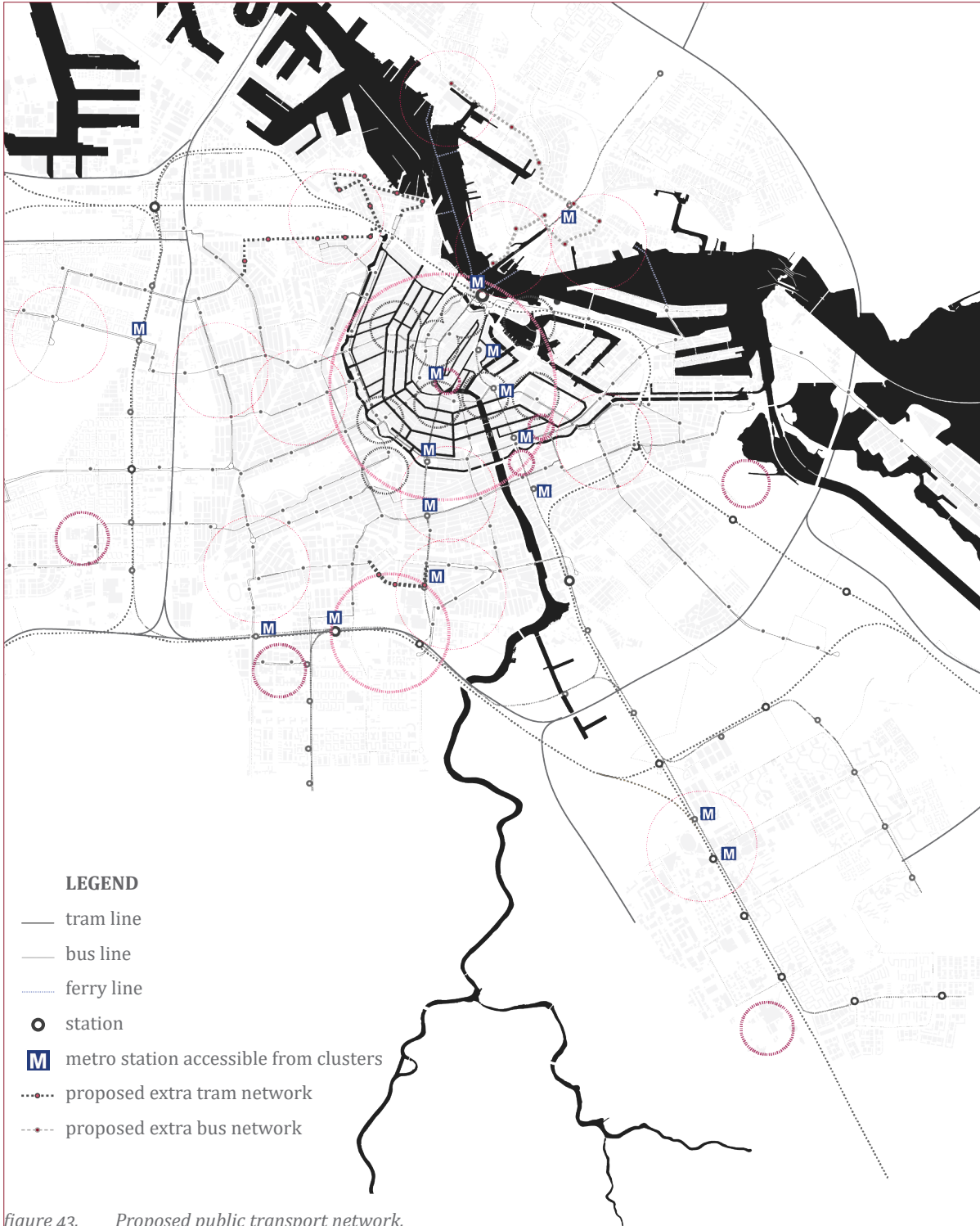


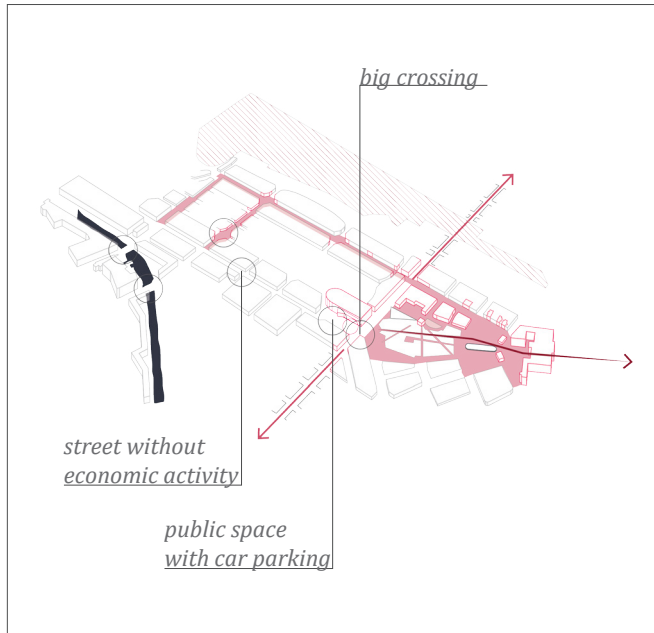
figure 43. Proposed public transport network.

PEDESTRIAN PRIORITIZED CONNECTIONS

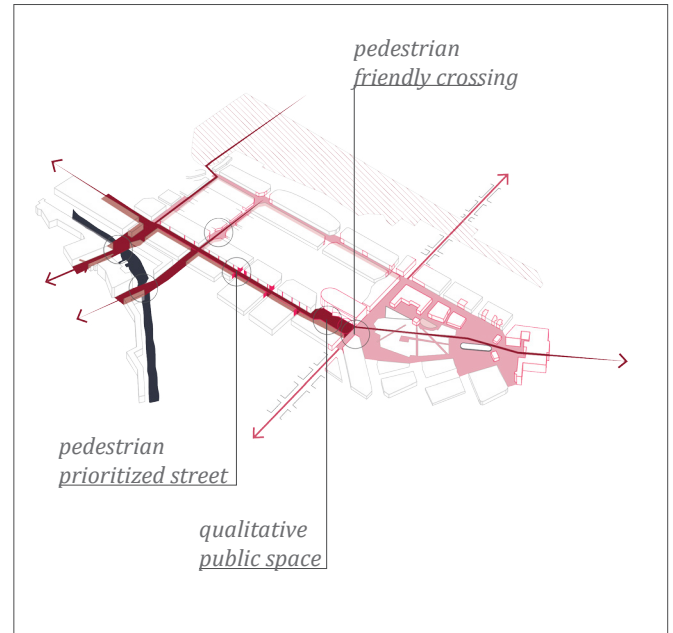
To achieve a network of well-connected touristic nodes in the city new pedestrian prioritized streets are proposed in figure 42. An example of what spatial elements need to be changed in the public space is given for the Museumplein area. This is one of the borders of touristic activity, where visitors tend to return to the city center after visiting the facilities (figure s.31). The crossing at the edge of the square is not pedestrian friendly: three lanes of car traffic and two lanes of tram tracks in both directions disconnect the square from the area

on the other side of the road, shown in figure 44. For visitors to spread out to other clusters like the Olympic quarter, the network needs to be extended and the crossing needs to be inviting people to move forward. Therefore the crossings and streets need to be prioritizing pedestrians and the latter need to be made attractive by an active plinth of economic activity. To strengthen the distribution of visitors a clear sign will be situated on the other side of the crossing, informing users about the routes to and attractions of other areas (figure 45 & figure 47).

Current situation



Proposed



- building
- touristic facility/supporting programm
- /// vondelpark

- pedestrian prioritized public space
- proposed pedestrian prioritized public space
- || active plinth (economic activity)

figure 44. From left to right: current situation of Museumplein and the proposed pedestrian prioritized network.

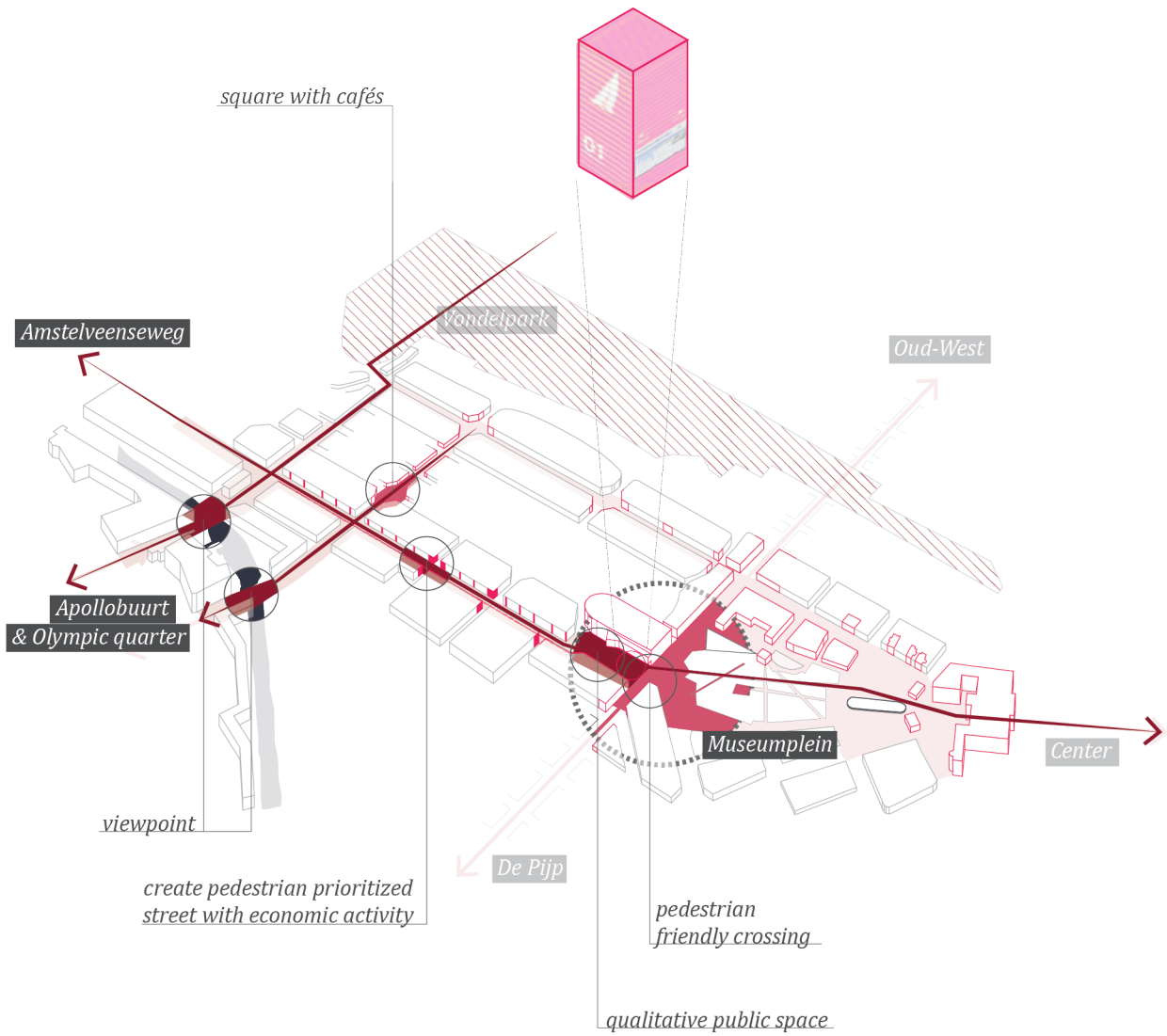


figure 45. Proposed pedestrian prioritized network of Museumplein.

The intersection does not invite people to cross, due to the large car traffic space, parking on the other side and no visible activity. The objective is to distribute visitors more evenly through the city, so the users need to be encouraged to continue their movement to other parts of the city. Critical places of the city where social activity of tourists does not spread are identified in figure s.31. Among them is this space at the edge of the Museumplein.



figure 46. Current situation of the crossing on the edge of Museumplein.

Spatial elements that improve the distribution of visitors by changing car parking into qualitative public space, reduce the space for car traffic, create a more pedestrian friendly crossing, strategically place trees to guide visitors in the aimed direction and place a clear object at the end of the visual line of sight. Users will be attracted to the space on the other side and drawn into the street by discoveries in the form of economic activity and interesting architecture. Users must be kept interested along the journey from one destination to another, explained in “figure 65. Pattern catalogue (van Bellen, 2010):” on page 111.



figure 47. Proposed pedestrian prioritized crossing on the Museumplein.

DEVELOPING CLUSTERS

The fieldwork done by experts on the field of urbanism described in the book of de Hoog (2013) states that the “attractiveness of a city lies in a combination of strong destinations and the possibility to enjoy wandering and exploring”. This means that the visitor would plan a visit to a specific location of in this case the city of Amsterdam to a museum or other attraction if it is worthwhile the trip, but also want to be tempted to wander around in the area afterwards. This can also lead to reoccurring visits due to the surprising discoveries and diverse selection of amenities. These facilities that would be discovered are not interesting enough to travel for and will only be visited when the visitor was already present in the area and “stumble” upon it. An interesting finding of the research is what people remember most afterwards are the unexpected experiences when wandering around that makes their visit worthwhile. This means that the area surrounding the most attractive facility/facilities should be interesting and surprising, while the facility itself is more like a magnet to draw people to the district.

The Netherlands has been developing strategies regarding tourism with collaboration of a broad group of tourism organizations: ANWB, NBTC, the Forestry Commission, Recron, Gastvrij Nederland and some knowledge and innovation centers for the Future Agenda for Free Time and Tourism. According to the Agenda important factors of tourist destinations are quality, singularity, authenticity, safety and intensity of experience. To create such an environment an extensive cooperation of entrepreneurs, governmental authorities, social organizations and researchers is vital. When this is organized the right way people will spend their free time more pleasantly and that can contribute to an increase of 5% to the GNP and 6% of employment opportunities. De Hoog uses the distinction Buck Consultants made between three different phases in developments, and with that states that when applying them to the development of clusters it can be helpful for future proposals for touristic attraction: the start/new phase, the development of existing clusters and the ongoing growth, shown in figure 48. When the cluster moves to the development or ongoing growth phase, it is important to ensure improvement and maintenance of the factors described above to create an attractive area for visitors.

On the following two pages the clusters from figure 37 are placed in their current development stage, with a description of their existing facilities and what elements are missing to become an integral, stabilized and well working touristic location in the form of a (cultural) cluster.

start/new clusters	development	ongoing growth
<p>develop around and in addition to existing (cultural) facilities</p> <p>adding attractions + events create attractivity</p>	<p>development and improvement of the factors: number of institutions, accessibility, design of public space and supporting programme</p>	<p>improving the quality of the institutions, accommodation of visitors and public space and better connect to surrounding areas</p>

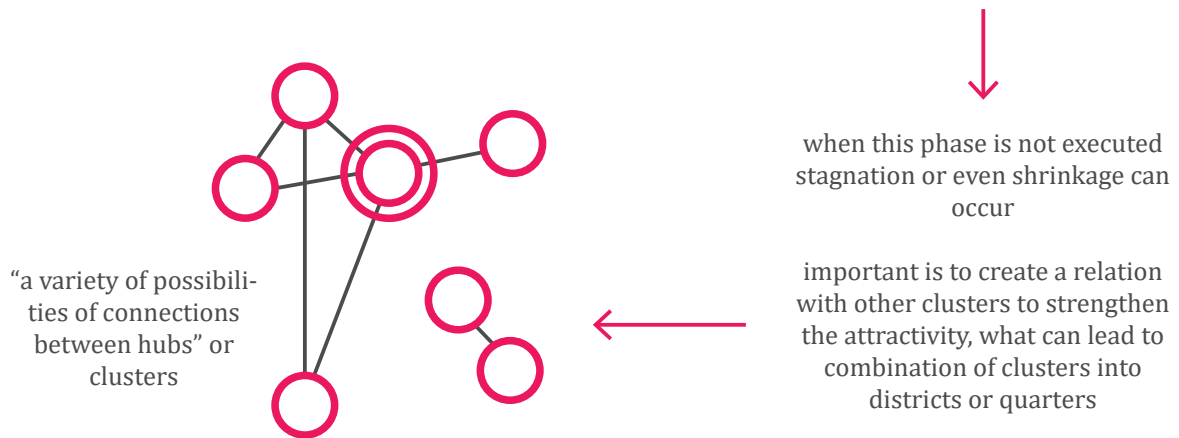


figure 48. Scheme of cluster development phases, based on development strategies (Hoog, 2013).

Developing clusters

start/new clusters

The cultural facilities are the main attraction for visitors to come to an area. Additional facilities and activities are the supporting system for cultural attractions, so visitors spend more time in the area and find surprising discoveries through a diverse selection of amenities.

NEEDS BETTER
CONNECTIONS

↑
TOGETHER FORM ONE WATERFRONT TO
CREATE A MORE ATTRACTIVE AREA

NDSM: incubator Kinetisch Noord, market IJhallen, (music) events.

Additional: art galleries, high mix and concentration of cafes, restaurants, monuments, escape room

Missing: museum or other touristic/cultural attraction that functions regularly, activities and additional accommodation.

Overhoeks: Museum Eye, Adam Tower (including many facilities)

Additional: dance club, cafes and restaurants, markets, dock, monuments

Missing: extra touristic attraction, shops and accommodation.

Nieuwendam: Museum historic North, museum de Noord, De Hyena (theater), de Goudfazant

Additional: Vliegenbos, dance club, lunchrooms, incubators

Missing: attractive facility, shops, accommodation, restaurants

Olympic district: Olympic stadium, Electric Tram Museum, public library

Additional: monuments, large public space, close to Zuid station
Missing: activities, shops, facilities, accommodation

Europa plein: RAI (events), Joods Verzetshuis museum

Additional: Cafés, shops, bowling, laser game, close to RAI station

Missing: qualitative public space, accommodation, regularly functioning attraction

Mercatorplein: public library, Jeruzalem church

Additional: allotment gardens, high variety of cafes and shops, Mercatormarkt, monuments

Missing: touristic attraction, events, accommodation

Developing clusters

development

ongoing growth

The cultural facilities are the main attraction for visitors to come to an area. Additional facilities and activities are the supporting system for cultural attractions, so visitors spend more time in the area and find surprising discoveries through a diverse selection of amenities.

De Pijp: Heineken Experience, Ostadetheater, popular market Albert Cuyp

Additional: high mix of cafes, restaurants and shops, monuments, close to Muiderpoort station

Missing: hotels (a lot of Airbnb is present) and another touristic attraction (however, the area is already crowded)

Arena boulevard: Arena, Ziggo Dome, museum Ajax, Heineken Music Hall.

Additional: shopping and cinema.

Westerpark: Museum het Schip, Gashouder, Zuiveringshal, Westerunie (events), Ketelhuis, Machinegebouw (cinema & theatre)

Additional: market & monuments.

Dapper: Tropenmuseum, Witsenkamer museum, high mix of cafes, restaurants and hotels, public library

Additional: market (Dappermarkt), monuments

Oud-West: Foodhallen, Filmhallen, public library, Bellamy buurtmuseum

Additional: shopping street the Kinkerstraat and Bilderdijkstraat, high mix of cafes and restaurants, theatre De Nieuwe Liefde, Ten Katemarkt, monuments.

Center + Museumplein: most of the museums, institutes and supporting programme is in place. Accommodation of visitors is high.

Public space redesign, combining the clusters together, to form one strong district. Connecting to the surroundings is critical to distribute the number of people and the economic benefits to the city, otherwise stagnation can occur.

FOCUS CLUSTERS

To promote distribution of tourists through the city, it is important to develop the clusters in the more quiet areas which are more distanced from the city center and its pressure on the citizens there. The most promising clusters, and most interesting for the investigation in this thesis, are found in the start/new cluster phase named on the previous pages, since there is most potential for development. Also they currently facilitate little visitors, so the capacity is higher. Therefore, the choice of examining the potential of the clusters has been focussed on the three clusters in the figure on the right: the NDSM wharf, the Baarsjes and the Olympic area. The three potential clusters are positioned in different images of the city with their own specific context and identity.

On the booklet *Welcoming Amsterdam | Layer Analysis* in figure s.24 to figure s.29 different aspects of the 5 layers are combined with a focus on the three clusters to analyse the situation related to history, governance, technical, economic and social operators in each of them. Combining aspects of varying layers together in the same map brings to light relations and results that can be used for the strategy and design. Conclusions will be formed using a confrontation matrix to perceive the strengths, weaknesses, opportunities and threats coming from this analysis. From the comparison of the confrontation matrixes one cluster will be chosen with the highest potential of facilitating touristic movements to show the elaboration of the design interventions in more detail. On the following pages the function of the matrix is explained, where after the executed matrixes of the three focus clusters are presented.

Before starting with the matrix will be explained what this thesis understands as identity and image of a place, since it has a big impact on the quality of life and tourist experience.

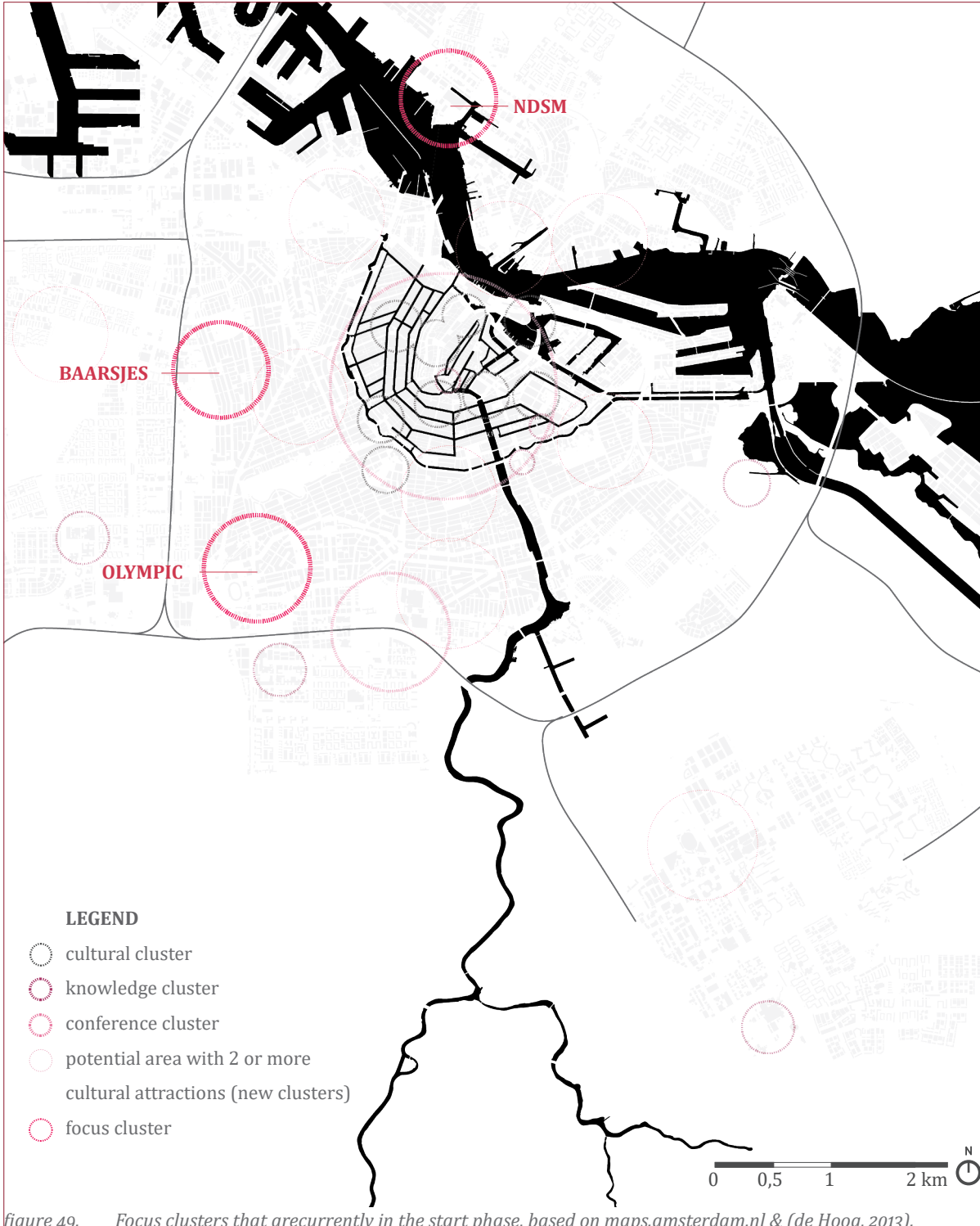
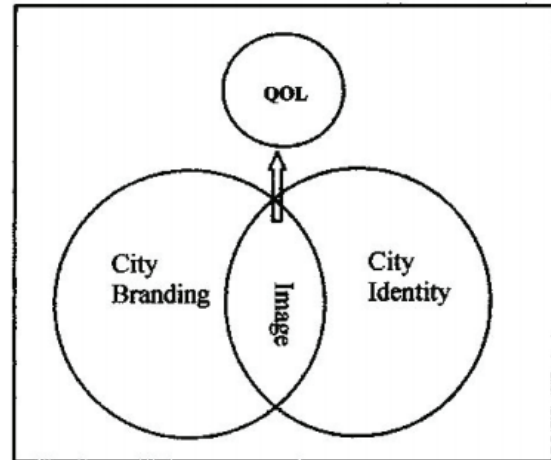


figure 49. Focus clusters that are recurrently in the start phase, based on maps.amsterdam.nl & (de Hoog, 2013).

PLACE IDENTITY AND IMAGE

Every part of the city has a different history, its own icons and communities living there. The citizens feel attached to their environment due to some specific symbols present in the urban fabric that “tells us something about ourselves and something about those to whom the symbols belong” (Hull, Lam & Vigo, 1994), which create place identity. Some icons of the urban fabric are important for the place identity like “connections to residents’ pasts, symbolize the social groups to which the residents belonged, gave the community its distinctive character, satisfied important functional needs, evoked emotions or feelings and served as reminders of personal accomplishments”. These icons are related to spatial features like churches, homes, public buildings, historical places and greenery. Lynch (in Hull et al., 1994) argues that the elements are “fixing periods of time” by constructing structures that stay and remind that image of time. Two of the categories of place identity is personal and cultural history (a cultural event, cultural history, traditions or way of life) and distinctive character (character of the place, landmarks and barriers/edges). These can contribute to the image people have of their own or other places. Due to specific events or spatial features some neighbourhoods become known like the canal district of Amsterdam. This urban feature is known all over the world and gives the place a specific character. Brown (in Hull et al., 1994) states that this way places can be distinguished from each other, that can again be attractive for visitors.

Another research, executed by Riza, Dorati and Fasli (2012), argues that the well-being and satisfaction of both the citizens and visitors is influenced by the image of the city or place. Iconic and monumental buildings and heritage contribute to this image by “creating identifiable images on the Quality of life” (Riza et al., 2012, p.293). Due to the rapid changes worldwide with trends like globalisation and technological changes cities need to compete with each other to be able to attract visitors and be rich of cultures. Hankinson and Kavarizis (in Riza et al., 2012) argue that there are three strategies to promote cities: “cultural mega events, restoration and promoting heritage and the construction of iconic buildings”. The last strategy is used in many cities to attract more visitors and improve or create an identifiable image.



The competition between cities is also related to the quality of life named before. Andrews defines this as “a feeling of well-being, fulfilment, or satisfaction on the part of residents of or visitors to that place” (2001, p. 201). Some of the aspects defining the local Quality of life are “cultural amenities, crime, green spaces and congestion”. This means that not only the citizens, but also the tourists generally recognize the level of quality of the specific area. This theory results in the image in figure 50, where the image of the place, which is the result of the identity and branding, influences the quality of life.

The identity can be used to promote a place by branding, to create an image which will be attractive to both visitors and citizens by (improving) the quality of life. This can be done to spread tourism more evenly through the region by revealing these images and identical elements in various places of Amsterdam and other cities.

figure 50. Relating Image to City Branding, City Identity and QOL (Riza, Doratli & Fasli, 2011).

CONFRONTATION MATRIX

The confrontation matrix from Kearns (1992) will clarify which cluster has the most potential to facilitate tourists by connecting the strengths, weaknesses, opportunities and threats to each other. This way comparative advantages are identified, to see with what elements the place can compete with other clusters. When there is a strength and threat connected, there is a way to mobilize the situation, by transforming or averting the threat. In the case of a current weakness, but with a connecting opportunity, there is a chance of transforming the weakness into a strength by investing in it to become a comparative advantage. Lastly there is the combination of possible weaknesses and threats, where damage control is necessary to minimize the disturbance it can cause to the area. An option is to invest in the weakness and transform it into a strength, if the threat is not showing in the immediate future.

By investigating these relations of the three clusters the SWOT will show the cluster with the highest potential to contribute to the spreading of tourists through the city. This cluster will be developed further into a design to advance the situation in relation to the supporting program, public space and connections to other clusters and the surrounding area to create a comprehensive network of touristic places distributed through the city and region.

The following pages show the matrixes of the three clusters, where the strengths, weaknesses, opportunities and threats are briefly described, coming from the layered analysis in the *Welcoming Amsterdam / Layer Analysis* booklet (figure s.24 - figure s.29). The red dots in the scheme are showing the relation between them, to make clear in what boxes they appear and what actions can be taken. In some cases a dotted line shows a relation between the boxes, since they can highly influence the other. For a more detailed description of the connections and actions annex 4 on page 204 can be checked. After every matrix two images of the identical elements of the area are showed, to get an impression of the qualities and characteristics in every cluster.

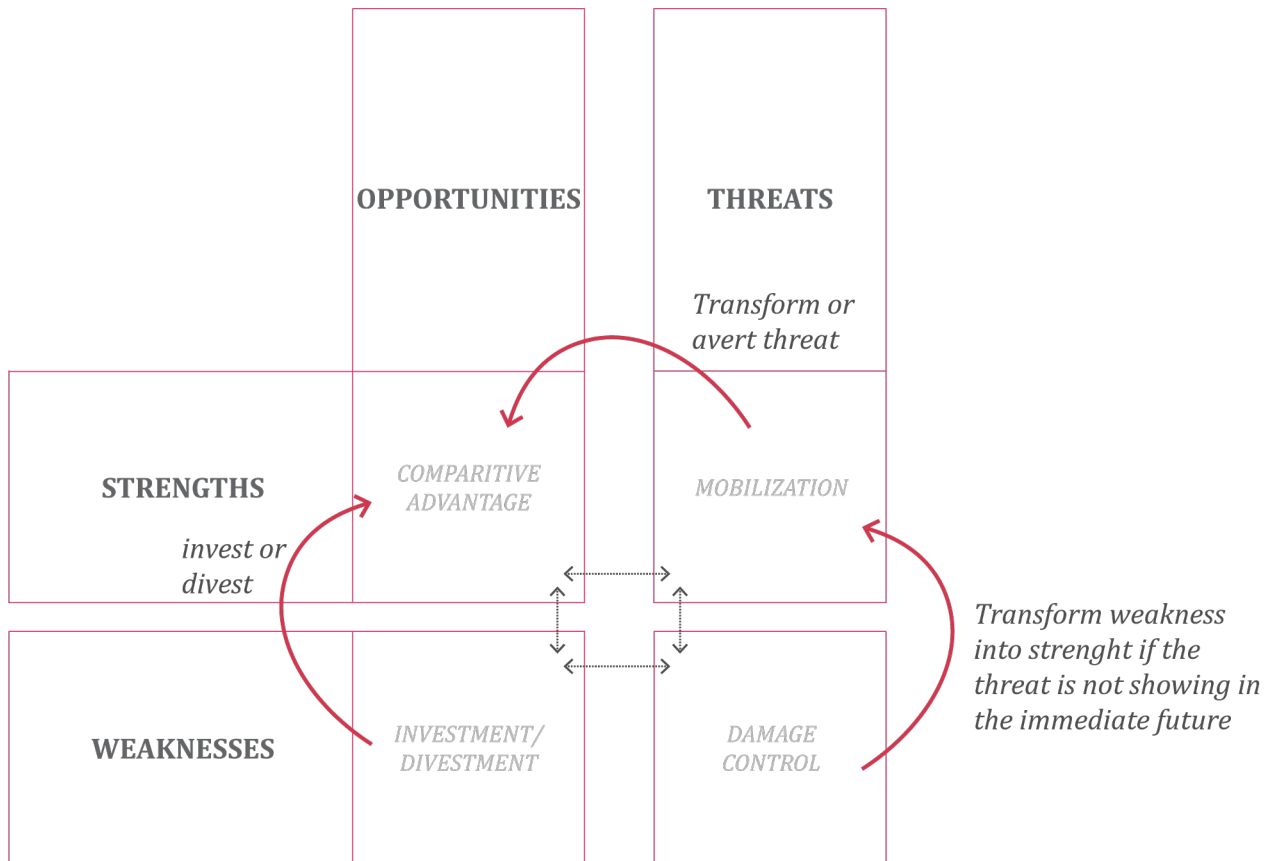


figure 51. Confrontation matrix based on theory from (Kearns, 1992).

NDSM

The NDSM wharf is promoted by the Amsterdam marketing team through the slogan “*exciting incubator on an old shipyard*”. It very well describes the image of the place, since it is a former harbour and shipbuilding site, where now creative industries are situated. The structures from this function are still visible, like the crane, construction buildings and storages (figure 54 and figure 55). In addition to the existing elements new buildings have been added in the same style, forming a strong identity (*comparative advantage*). The strong identity in combination with the neighbourhood campaign is in relation to the threat of gentrification and crowding of the area (*damage control*). However, NDSM also contains a lot of public space, which can facilitate a lot of people, due to the many events that are held here (*comparative advantage*).

Currently the area is very isolated from the rest of the city, since most of the tourism takes place on the south side of the river and the only direct connections it has is by ferry and bus that takes at least 20 minutes until central station (*investment*). In combination with the competition of other clusters like the ones in the city center which have more attractions and activities to offer, the accessibility might be the reason for tourists or citizens not to visit the area (*mobilization*). If the area nevertheless attracts more visitors the pressure on the ferry will become too high and citizens will experience complications traveling to the center. Also the isolation can cause problems related to the concentration of a large number of people that are not distributing easily to the surroundings, causing stress to the visitors and inhabitants in the immediate surroundings (*investment*).

Recently the municipality has been developing Amsterdam north with a new metro line and constructing many new buildings on the waterfront. Since NDSM is part of this area it can take advantage of the improvements by advancing its public spaces to these new connections (*comparative advantage*).

The box of comparative advantage in the confrontation matrix is much larger in comparison to the one of damage control. This means that there are more strengths and opportunities than weaknesses and threats for the NDSM cluster. With investment from the municipality (using the current developments of Amsterdam north) the weaknesses can be changed into strengths and become comparative strengths.

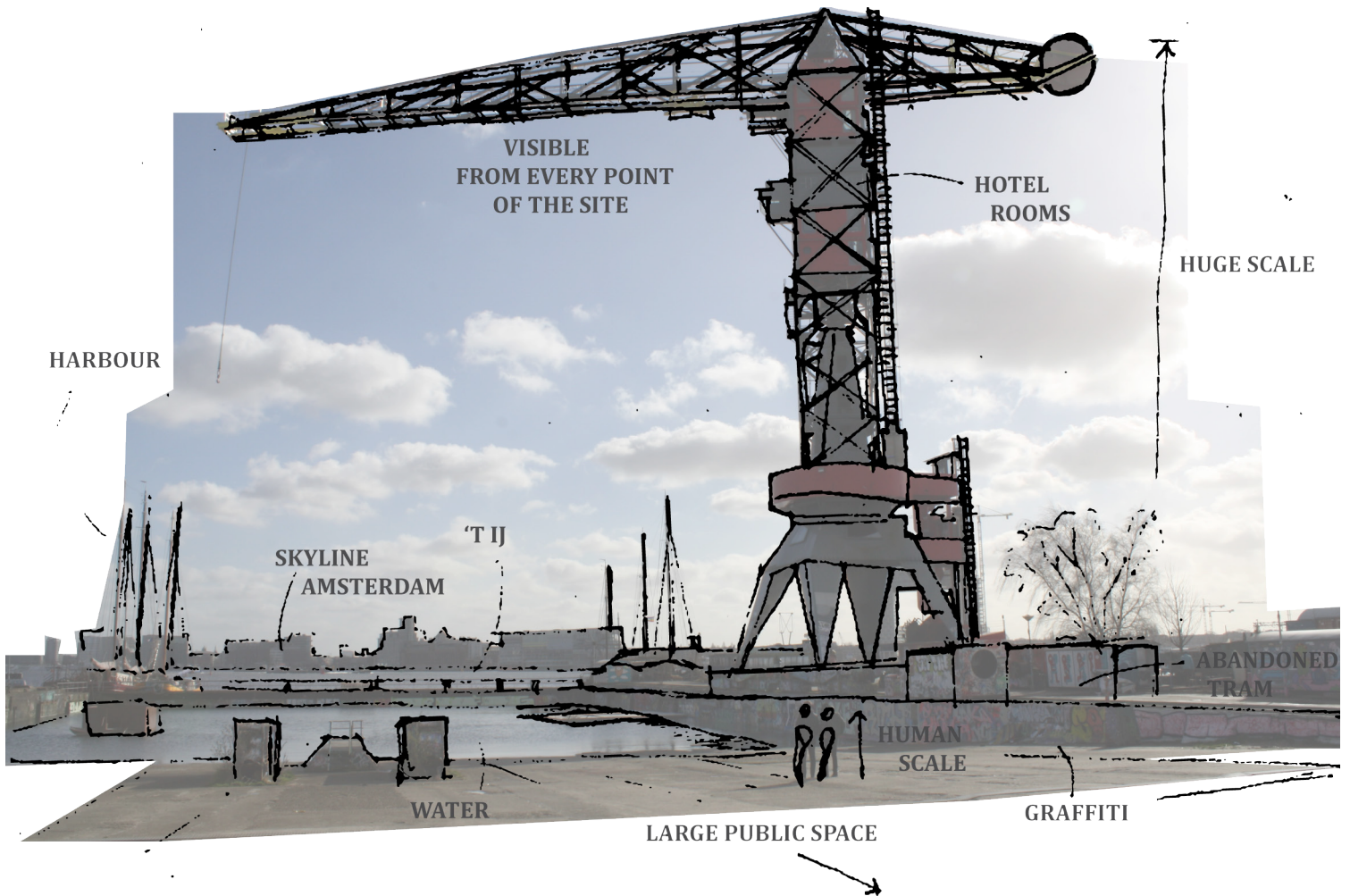


figure 54. Main identical element of the NDSM cluster: the crane.

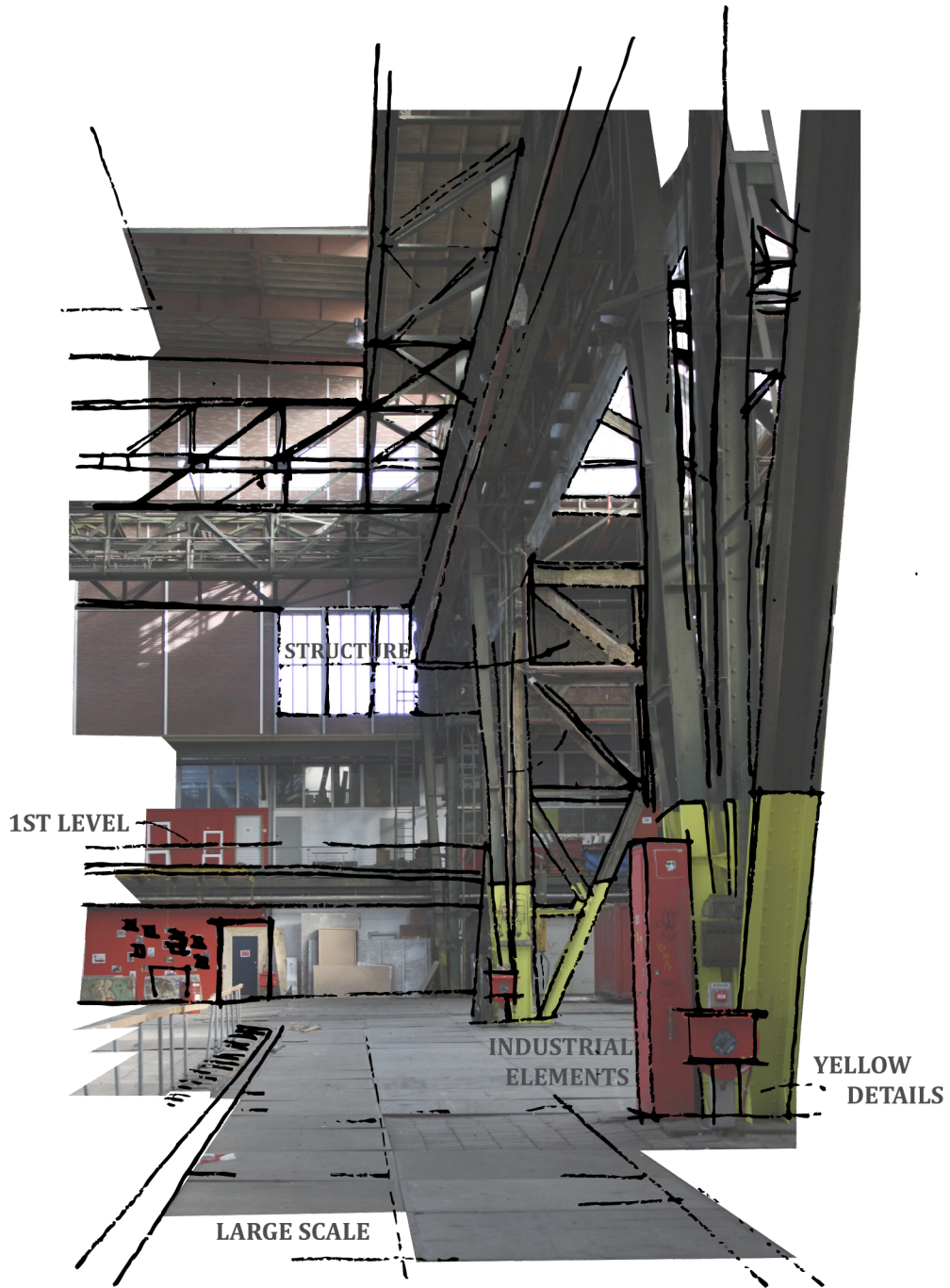


figure 55. Identity and image of the NDSM cluster: the Kinetisch Noord incubator.

BAARSJES

The Baarsjes cluster is part of the neighbourhood campaign Bos en Lommer & de Baarsjes with the slogan “*Cultural wealth on every street corner*”. The area includes many cultural hotspots, with a lot of nature and attracts a young and multicultural audience. Evident is that there is not one specific attraction to visit, but the whole neighbourhood combined forms an interesting area for sightseeing and discoveries of hotspots. The architecture exists of Amsterdam School, which is very characteristic for the details and ornaments of large brick buildings (figure 58 and figure 59) (*comparative advantage*).

The area is very well accessible by tram, car and bicycle, as an extension of the city axis coming from the city center, leading along one of the metro stations to Amsterdam Nieuw-West (west side of the city). This axis contains many facilities, used mainly by citizens from the area (*comparative advantage*). This is why this cluster is situated in one of the crowded areas, caused by citizens. When attracting tourists here the threat of getting even more crowded is problematic, but it can also lead to a balance of the area when there are equally citizens and tourists present here, creating an inclusive situation where both groups spend time and interact with each other (*mobilization*).

One of the goals in the structuurvisie van Amsterdam is densification and therefore also improving the city axis, of which one of them is leading right through the area. Using this development to increase the attractivity by adding cultural attractions and activities for both the citizen and tourist and improving the larger scale accessibility by train and metro (*investment*). The area would also benefit from adding accommodation, but due to the municipal hotel strategy this is not a possibility. The policy would need to change for the development of the cluster; otherwise the threat of Airbnb and other private accommodation facilities would increase (*damage control*).

The Baarsjes cluster shows a high number of threats influencing the potential as a touristic destination. Mobilization and investment are important to decrease the chances of having negative impacts.

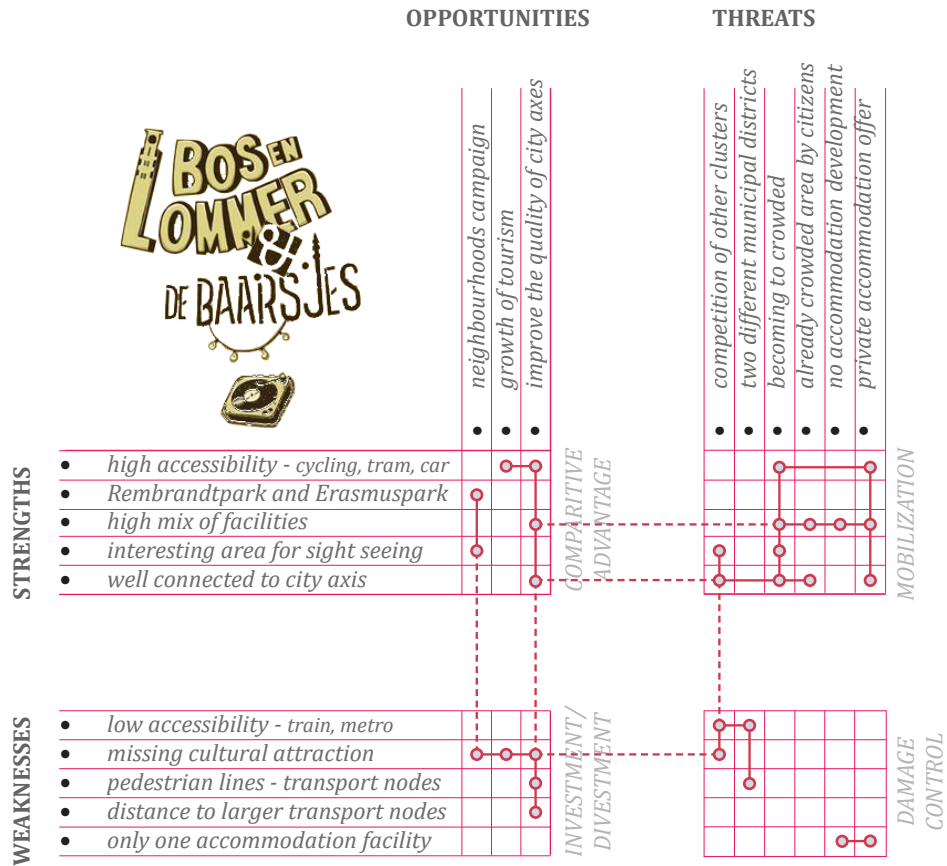


figure 57. Confrontation matrix for Baarsjes based on theory from (Kearns, 1992) and the analysis (figure s.24-figure s.29).

figure 56. Logo of neighbourhood campaign Bos en Lommer & de Baarsjes, from IAmsterdam.nl



figure 58. Image and identity of the Baarsjes cluster area.

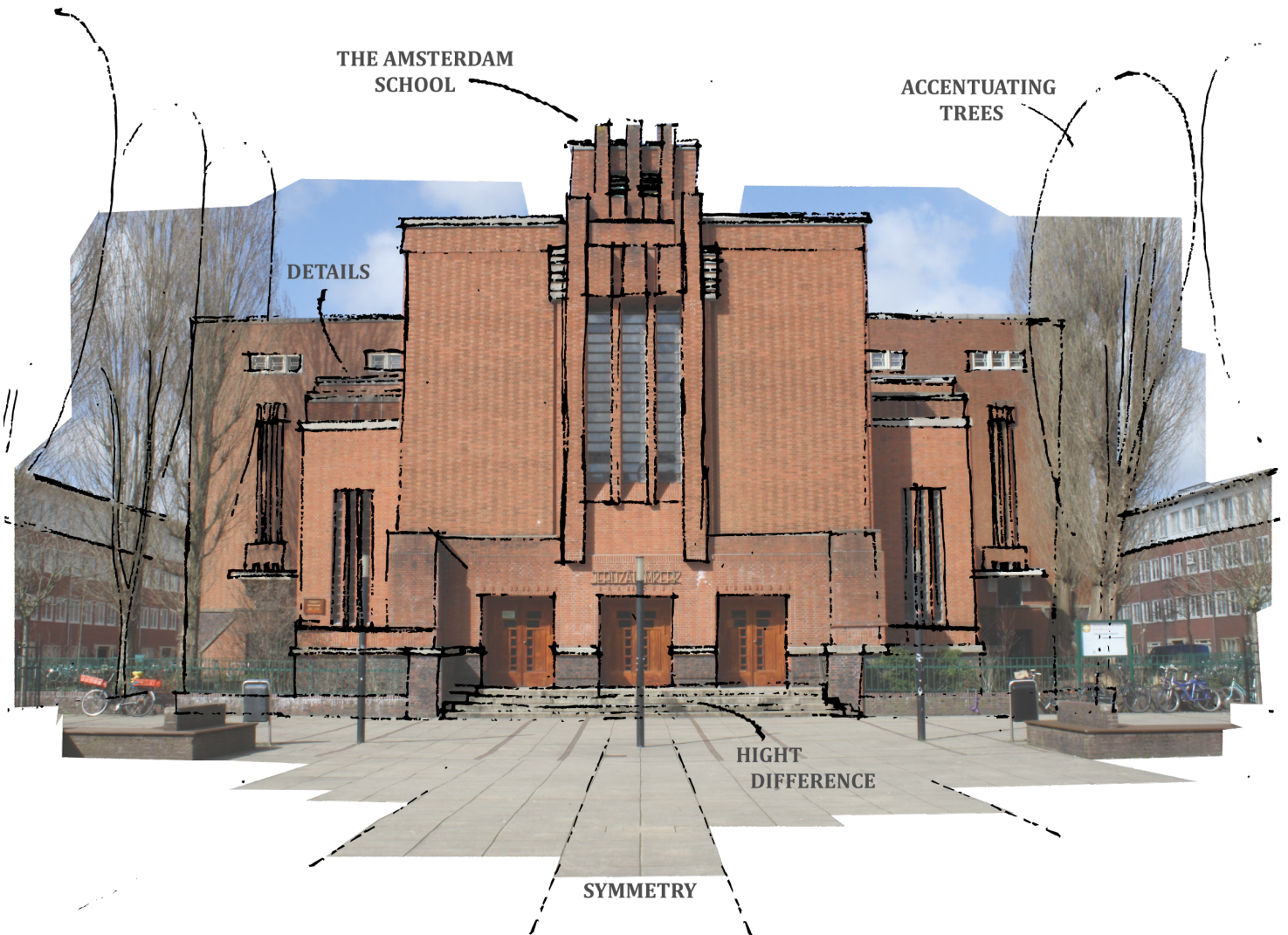


figure 59. Main identical element of the Baarjes cluster: Jeruzalem church.

OLYMPIC QUARTER

The Olympic quarter is situated on the south side of the city, close to the train station Zuid. This area has been built during the time Amsterdam won the bid for the Olympic games in 1928. Just like the Baarsjes, the Olympic quarter is dominated by the Amsterdam School architecture, with among this architecture style the Olympic stadium (figure 62). The stadium is on a prominent place, surrounded by a large public space, however currently the area is very quiet. Therefore it has a big potential to facilitate visitors. The identical element of the Olympic stadium can be strengthened to enhance the neighborhood campaign of Oud Zuid to attract a certain target group interested in this type of activity. The Olympic Quarter is well accessible by train, metro, tram, car, bicycle and on foot (*comparative advantage*).

However, currently it lacks supporting program and discoveries in form of shops and other economic activity. The facilities that are present are disconnected and spread out through the area, not creating a concentration. Without this the visitor will not be able to spend much time in the area. Also a considerable area of the public space is in use by infrastructure like roads for the cars and tracks for the tram, taking the priority above the pedestrian (*investment*).

The Olympic cluster is not situated in the area for hotel development, while few hotel rooms are facilitated. When promoting tourism the number of functions will increase, gentrification can occur, leading to the risk of a raise in the amount of apartments offered on private platforms like Airbnb (*damage control*). Especially since the area is well connected, the threat of platforms like Airbnb gets pressing (*mobilization*).

The box of comparative advantage is much smaller in comparison to the damage control and mobilization, since there are little opportunities for the area. When developing the cluster this needs to be taken into account to make sure the area avoids developing more weaknesses..



figure 62. Main identical elements of the Olympic cluster: the olympic stadium.



figure 63. Image and identity of the Olympic cluster area.

POTENTIAL CLUSTER

The cluster with the highest development potential is the NDSM cluster, containing the most comparative advantages - the high capability of facilitating visitors, strong authenticable image, large public space, current activities, development status and the possibility of developing new hotels - and the least threats. The weaknesses can be improved by investing in the accessibility, especially related to public transport, bicycle and pedestrian connections, since the area is currently highly isolated. In explaining the process of the development of the potential cluster the threats of attracting visitors and increasing leisure activities will be taken into account to avoid negative tourism impacts.

The following chapter will define the implementation of the requirements of cultural clusters on the NDSM site. NDSM will act as a test case and example to show the implementation and possibilities of an area to become a touristic cluster. Important is to evaluate the changes by taking the original impacts of tourism from the scheme in "Impacts of tourism on the host city and citizens, divided into the five layers of the layer approach." on page 55. Through this evaluation the risks can be identified and possible solutions can be proposed by policy recommendations.

figure 64. NDSM wharf, picture taken at 05/04/2018.



BROOKLYN
eat.
drink.
meet.

R13

R13

NDSM - CULTURAL CLUSTER

SQ3: What are possible strategy implications and local interventions for the case of Amsterdam to achieve a more resilient tourism region?

New responsibilities come with the nomination of the cluster with the highest potential: NDSM wharf. It needs to be able to facilitate more visitors, with multiple possibilities of connections from other places in the city and region. The following pages show the implication of the theory on cultural clusters and image and identity, the requisite special facilities and possible outcome within a specific context.

CLUSTER REQUIREMENTS

“Tourists will only visit those cities [or areas] that have significant attractions and ideally an infrastructure to match” (Smith, 2006). Hence, sometimes there is a need of developing additional infrastructures, especially if the landmark or touristic attraction is not located in a central area. Furthermore, opportunities to increase the length of the stay is required. Combining this with the conclusions from the preceding literature (de Hoog, 2013 & BV Amsterdam Leisure Consultancy, 2011), for a cultural cluster to be successful it needs the following components: discoveries, supporting program and accessibility, combined with the factors: quality, singularity, authenticity, safety and intensity of experience.

DISCOVERIES

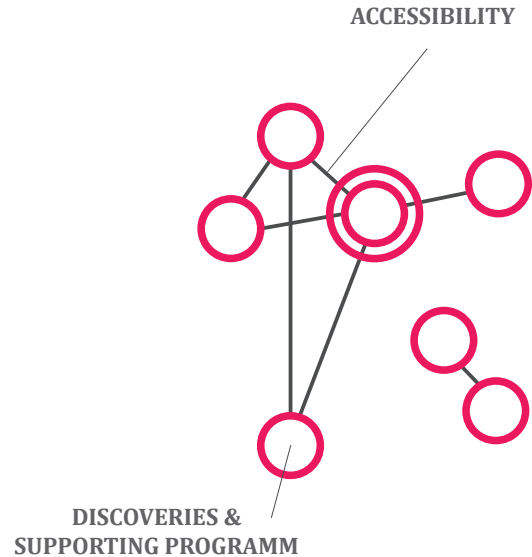
- protected cityscapes/history
- monuments
- economic activity
- authentic (public) space

SUPPORTING PROGRAMM

- (cultural) attractions/events
- accommodation
- public space
- hospitality industry

ACCESSIBILITY

- public transport
- attractive pedestrian connections (accompanied by (economic) activity)
- multiple choices and scales for connections



The first two components need to be facilitated within the cluster or in the immediate surroundings, so it can be easily reached by the visitor on foot. The accessibility is crucial to be able to move from one interesting place to another. When the place is not accessible the chance of visiting decreases.

For the design of the cultural cluster in Amsterdam these aspects will be taken into account when creating an attractive tourism area.

PATTERN LANGUAGE FOR DESIGN

For the design of the NDSM cluster design principles are needed to provide a pleasant condition in the urban environment for the pedestrian to walk around the cluster during their visit. This contributes to the experience and therefore has a positive impact on the appreciation (as part of the last step in the journey of the tourist in figure 113 on page 191). In the thesis of Stefan van Bellen (2010) he describes various patterns to use for designing public spaces to create urban environments for people to walk. Sightseeing and tourism take part in moving through urban environments with the main goal to experience the place. 12 patterns from the catalogue will be used to design the public space of NDSM, with the patterns from Bellen in figure 65. A description of the patterns is given, as an explanation of the importance of each of the elements. The design takes into account the patterns when adding new supporting program, for routing and materializing. Secondly, the theory about place identity and image of the place are integrated into the design, so the experience of the tourist is focused on the authenticity of the NDSM wharf.

Starting from the next page the design will be visualised, with the patterns returning in legends, design choices and images by adding P and the number of the specific pattern.

P2 - orientation

Pedestrians need orientation to understand and navigate with ease through the urban environment.

P7 - places of interest

Pedestrians need interesting places that inspire and attract them.

P10 - public buildings

Pedestrians need public buildings that interest them and attract to go to.

P12 - direct routes

Pedestrian need and prefer direct routes to destinations.

P13 - choice of routes

Offering choice of route give pedestrians more opportunities for new experiences.

P18 - landmarks

Landmarks help pedestrians to navigate the urban environment.

P28 - activity

The presence of other people will encourage people to walk.

P32 - support facilities

Pedestrians depend on support facilities that will make them enable to travel longer distances.

P34 - places to rest

Along the path and at interesting places there should be an opportunity to take a rest or break.

P38 - landscaping

Landscaping can create an attractive visual environment for people to walk.

P50 - signs

Signs should be intended and designed for the pedestrian.

P51 - special pavement

Special pavement can emphasis exceptional places for pedestrians.

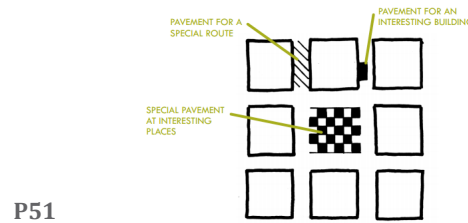
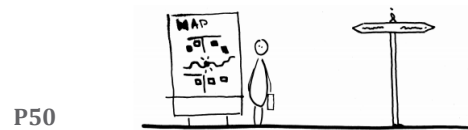
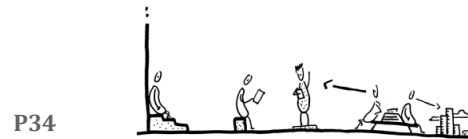
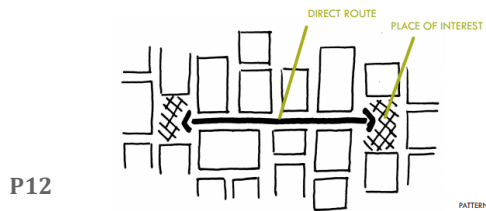
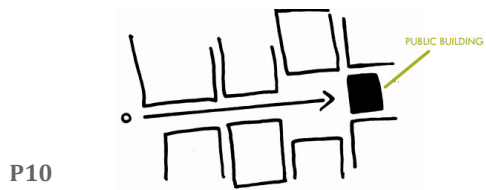
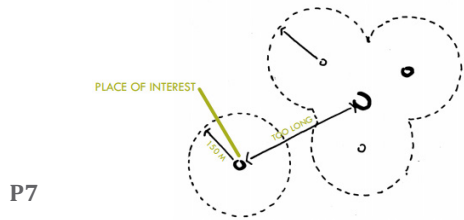
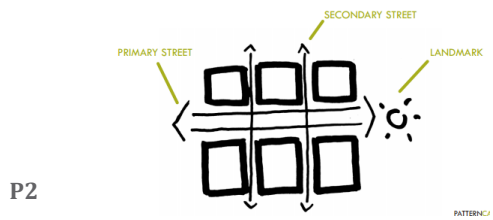


figure 65. Pattern catalogue (van Bellen, 2010).

HISTORY OF THE NDSM WHARF

In 1894 the NSM (Nederlands Scheepsbouw Maatschappij or Dutch Ship building Organization) was established building new iron ships to avoid the deterioration of the shipbuilding industry in the east part of Amsterdam. In 1915 the company moved due to lack of space for extension to the north of Amsterdam, known now as the NDSM wharf. The name NDSM comes from the merge of two companies: NSM and ADM: Nederlandse Dok en Scheepsbouw Maatschappij. During the 70's of the 20th century the company started to have problems and in 1984 it closed its doors. A period of decay, drugs and prostitution emerged, the area being an unsafe and dangerous place. Until a group of artists and the municipality collaborated to create an incubator on the site, resulting in Stichting Kinetisch Noord. The artists started developing the old shipbuilding site into an art city, with 200 creatives, 12 big theatre workplaces and one of the most appreciated indoor skate courts, with an addition of the restaurant Noorderlicht on the edge of the area. The organization Kinetisch Noord is still responsible for renting out the creative spaces.

One of the main functions of the wharf is holding events, with around 125.000 visitors in 2015 (Stichting NDSM-werf, n.d.a). Among which are music events (DGTL and over het IJ) and art festivals (Hemeltjelijef!, Cities on a drift and Rechargeable Area). The rechargeable area has been created from the need of the artists for their art to get more visibility. This way citizens of the city, tourists and other artists of the NDSM can take a look in the showcase and admire the work. The foundations also organize opportunities for the citizens of district North to stage their talent in relation to music and singing during events. The activities and program of the area ask for a flexible and spacious public space where changes and temporal constructions can be set up and taken away regularly. The site already provides activities and attractions for a variable group of citizens, visitors and entrepreneurs (Stichting NDSM-werf, n.d.b).

The current situation of NDSM is dominated by the strong identity of the old harbour and ship building site. Cranes, boats and factories are the main spatial elements. However, most of the functions of the buildings changed to cafés, restaurants, spaces for (creative) entrepreneurs, galleries and hotels. The most striking change is the crane, where three hotel rooms are currently facilitated. Even considering all the facilities, the area is not crowded, except during events like festivals and the *IJhallen*. In case there is no event planned, the area gets quiet. During these periods the area would be able to facilitate a high number of visitors since it has a high capacity. Important is to keep the public space for festivals and events free of permanent structures. In figure 69 the current situation is visualised with the touristic attractions, activities, facilities, event areas and non-functional spaces.



figure 66. Exposition at the indubator.
figure 67. Art piece of Anne Frank on a warehouse.
figure 68. Historical picture of the NDSM wharf from <http://www.ndsm.nl>.

CURRENT SITUATION - PROGRAMM

There is a higher concentration of facilities on the west side of the area, while on the east side mainly activities are situated. The non-functional spaces could be used to build new facilities where it does not cross the event area. These spaces are mainly located close to the ferry and around the private companies. The incubator is currently open for visitors, but the area seems to have a lack of users. The expositions of the creative entrepreneurs would benefit from an increase of visitors equally. An example of one of these expositions is shown in the image of figure 66.

Some of the buildings are derelict and (street) artists filled the empty facades with graffiti. This element has become an important feature for the area: an art piece of the famous Anne Frank is created on the corner of one of the warehouses (figure 67). Also written are the words: "Make art, not €". This slogan is important in relation to the threat of gentrification. Without policies, the area is threatened to become more expensive, what can lead to the movement of the creative industry to another area, while this is very important for the identity of the NDSM wharf.

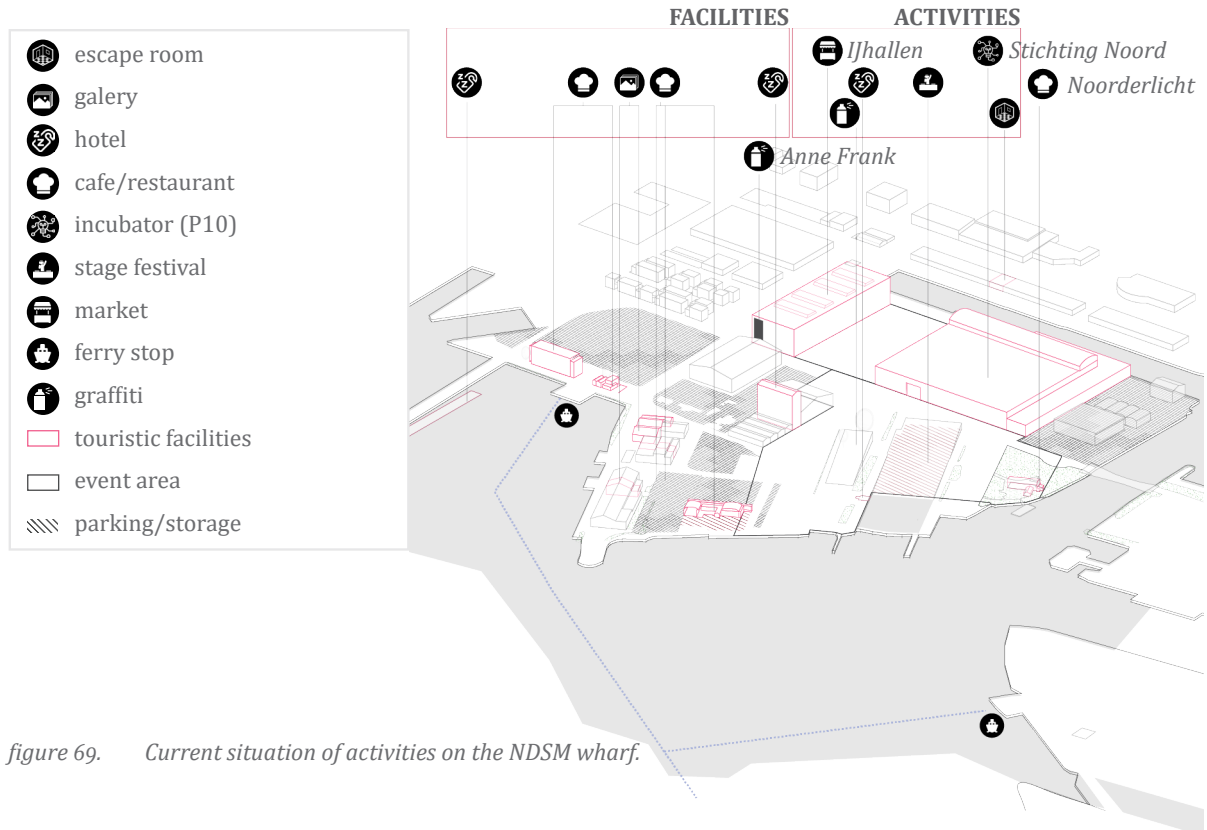


figure 69. Current situation of activities on the NDSM wharf.

PROPOSED SITUATION - PROGRAMM

Mentioned in the confrontation matrix of NDSM is the current development of Amsterdam North along the IJ river. This includes the construction of a high number of dwellings, part of it on the west side of the NDSM area: around 1000 apartments and student housing in 2025, with a school, restaurants, cafés, shops and a marina. This means that there will be a change in the composition of the area, since before little people were living here. In the summer of 2018 a new museum will be opened in the Lasloods. It will be the biggest street art museum of the world, which will be able to attract a lot of new (international) visitors. All of these developments also mean more activity and density of people. Citizens and visitors will come together

and interact in the same spaces and facilities. It is important to add supporting program for the large amount of users in the future, with activities attractive for both the citizens and the visitors. Therefore, new temporal activities will be added in the open spaces for events: a resting area at the waterfront, a swimming area in front of the former ship slope, shops in the derelict structure of the slope, a multifunctional area (also useable for the expositions of the artists of Kinetisch Noord) and a sign to explain visitors what activities are situated where. All of these activities are attractive to both groups, since it is related to leisure and not solely for tourists. The next page shows the activity in more detail.

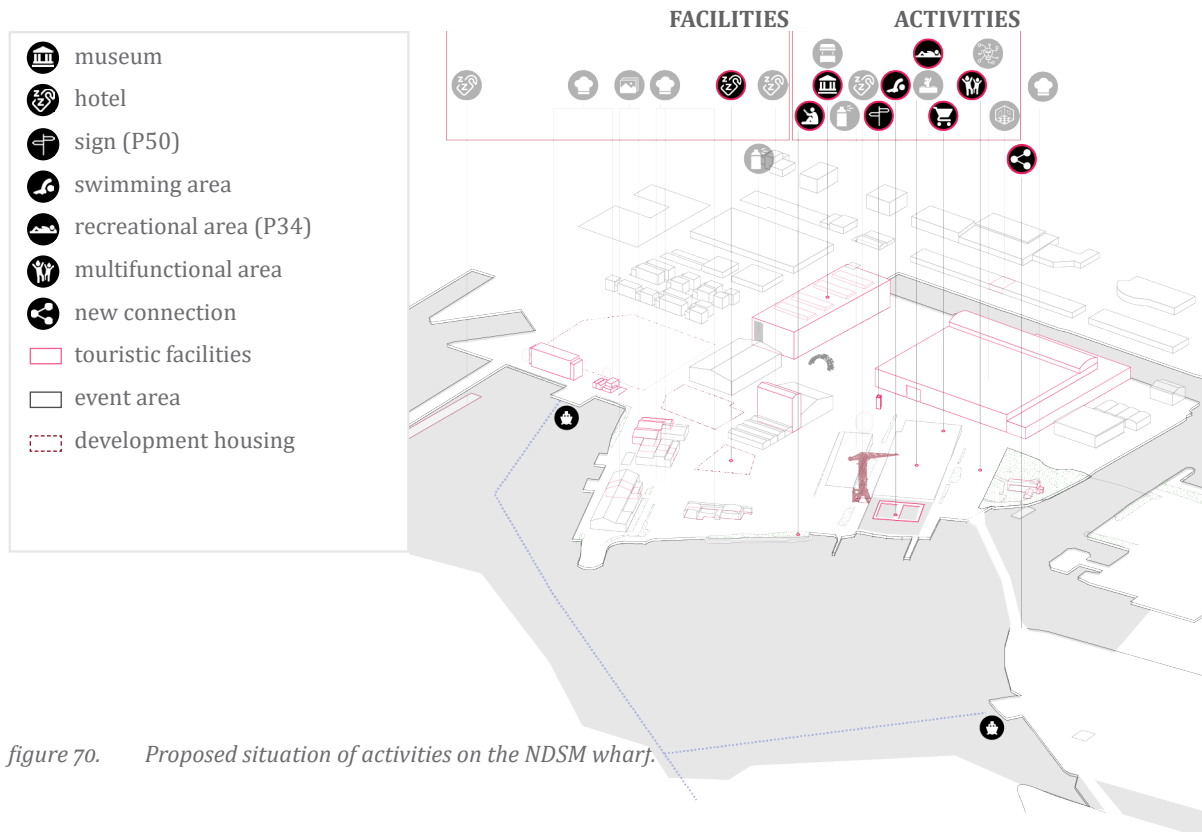


figure 70. Proposed situation of activities on the NDSM wharf.

FACILITIES

ACTIVITIES

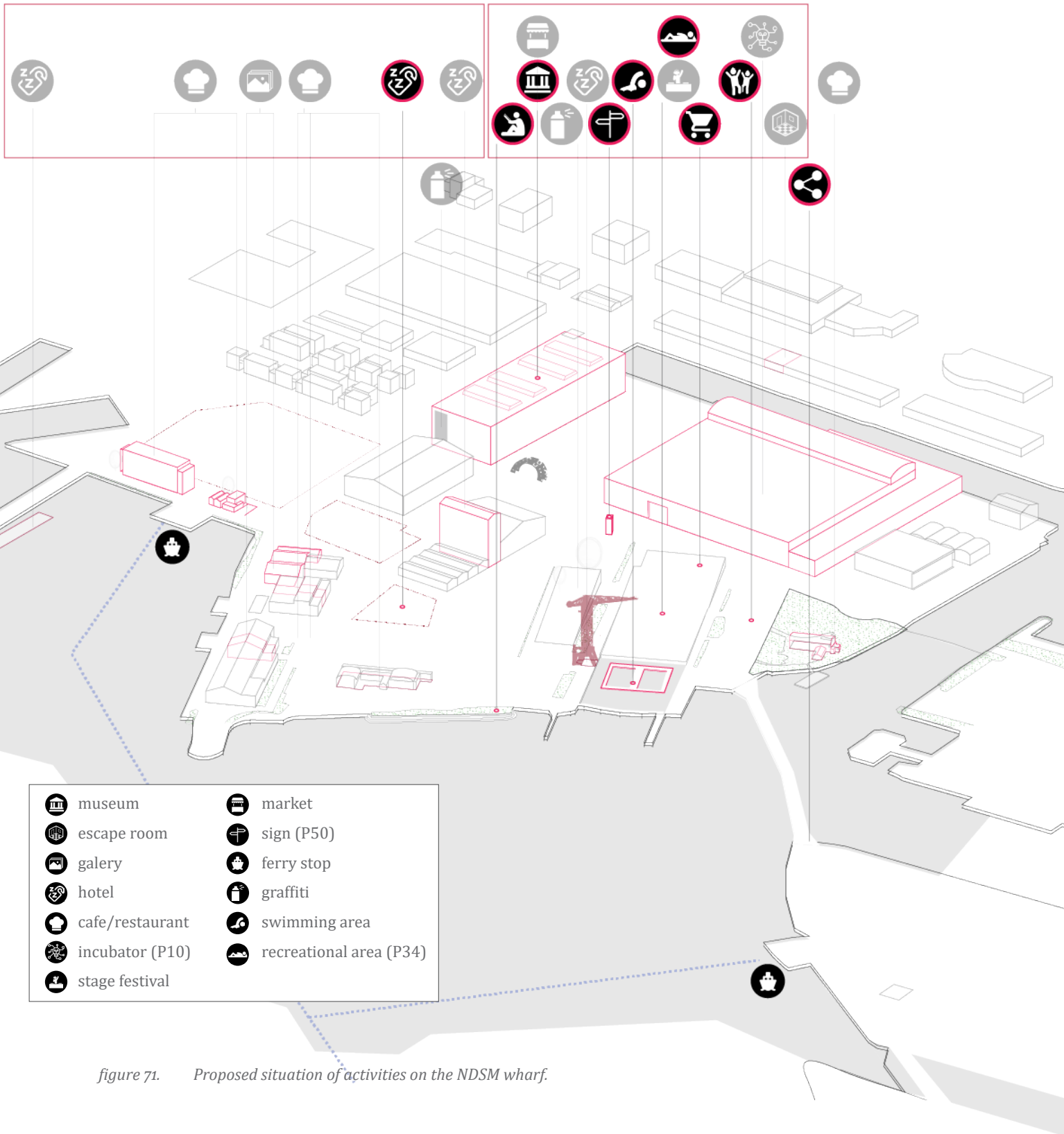
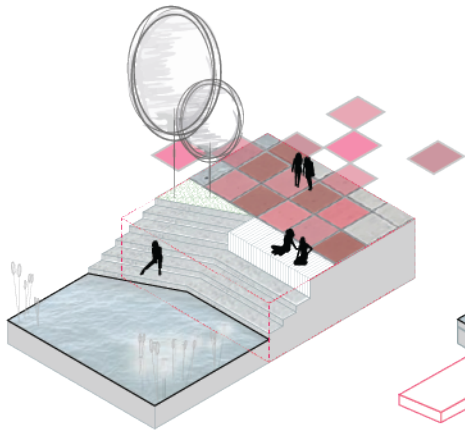
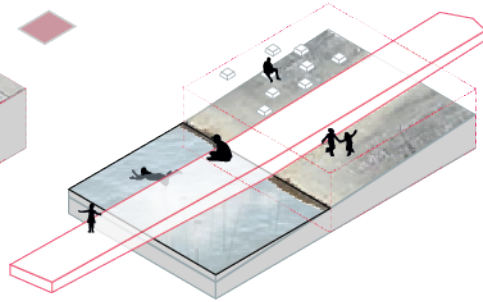


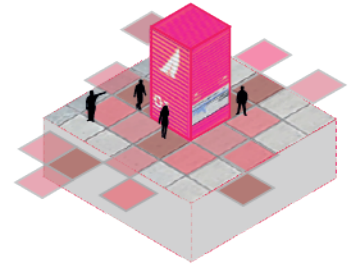
figure 71. Proposed situation of activities on the NDSM wharf.



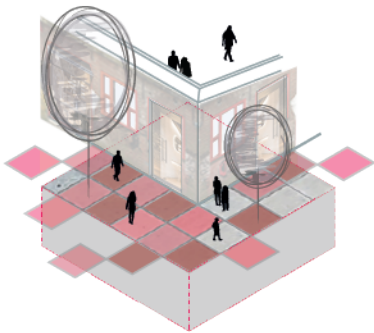
activity 
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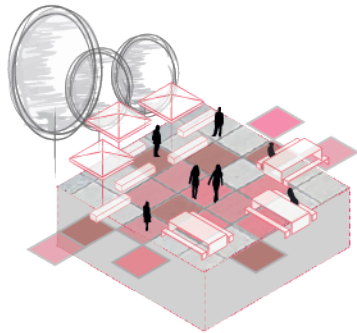
 
 





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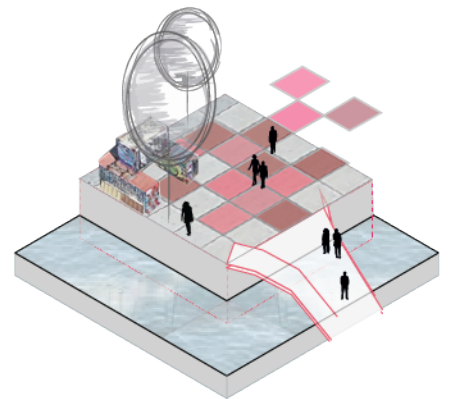


figure 72. Pattern of activities in the area.

ACCESSIBILITY REGION, CITY AND SITE

The confrontation matrix on page 173 identified the main weaknesses of the wharf: the accessibility and isolation of the area. Therefore it needs to improve connections for public transport and pedestrian network. The north district of Amsterdam does not situate a train station or tram network, however there will be a new metro line connecting the Amsterdam North district to the Central Station onward to the Station Zuid. The new metro line will increase the accessibility of the district, with transfers to bus lines to distribute users further. The NDSM wharf is not in a close range of any of the metro stops, so there should be a new bus line going straight from the metro stop to the NDSM wharf. Also the ferry lines will be extended with a more regular schedule of connections to the Central Station and Houthavens, as currently happens when events are hold in the area. To enhance the connections to the region new ferry lines will be facilitated to two existing touristic attractions situated at a waterbody: the Zaanse Schans and the triangle of historical centers of the cities Volendam, Monnickendam and Marken. Traveling by boat to these attractions increases the experience of the visitor and relieves the pressure on the roads, public transport and city center. Instead of departure by bus from the city center, visitors will have the opportunity of traveling from the NDSM wharf by boat every hour. This way, the cluster facilitates a middle step in the spreading strategy of the municipality.

The public space of NDSM is mainly shared, since there is no distinction between car, bicycle and pedestrian spaces. Everything is paved with large scaled grey pavement, since before the area was facilitating enormous ships and trucks. Without the formal function a lot of public space became non-functional, parking or storage. People move about the place randomly without following a route. Becoming a cultural cluster would mean facilitating more visitors, therefore organization is crucial, however this should not damage the image. The current scale and materializing should be maintained like shown in figure 73 & figure 74. For that reason the changes in the material of the public space will be little, only related to colouring (figure 72) and adding of furniture like resting places and landscaping (P34 & P38).

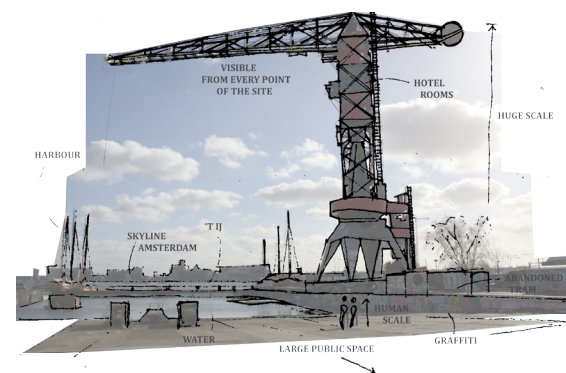


figure 73. Main identical element of the NDSM cluster: the crane.
figure 74. Public space of the NDSM wharf.



Pfizer

DOWNSHEEP

W MATS

NDS

MX3D

GRFF

LIVE

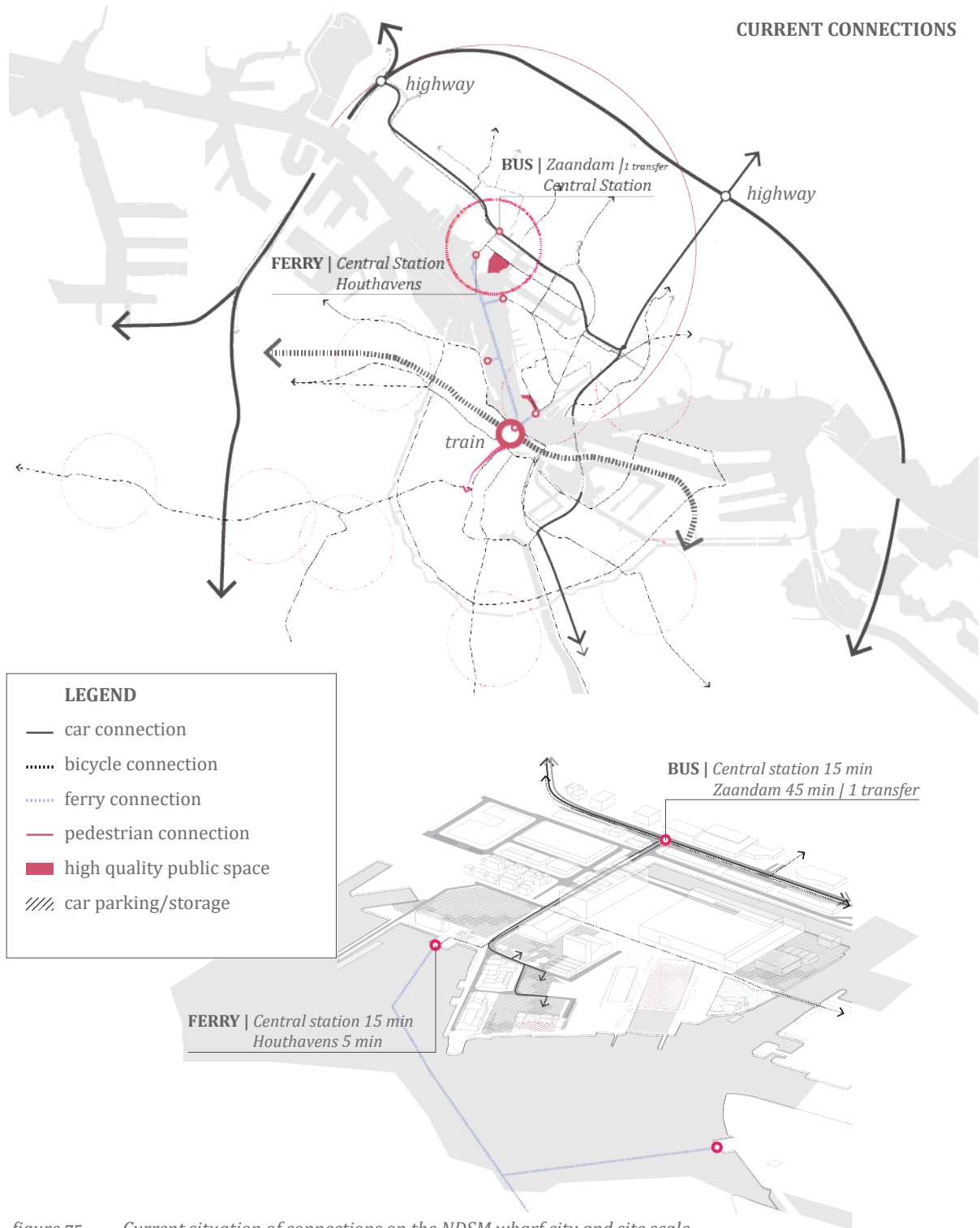


figure 75. Current situation of connections on the NDSM wharf city and site scale.

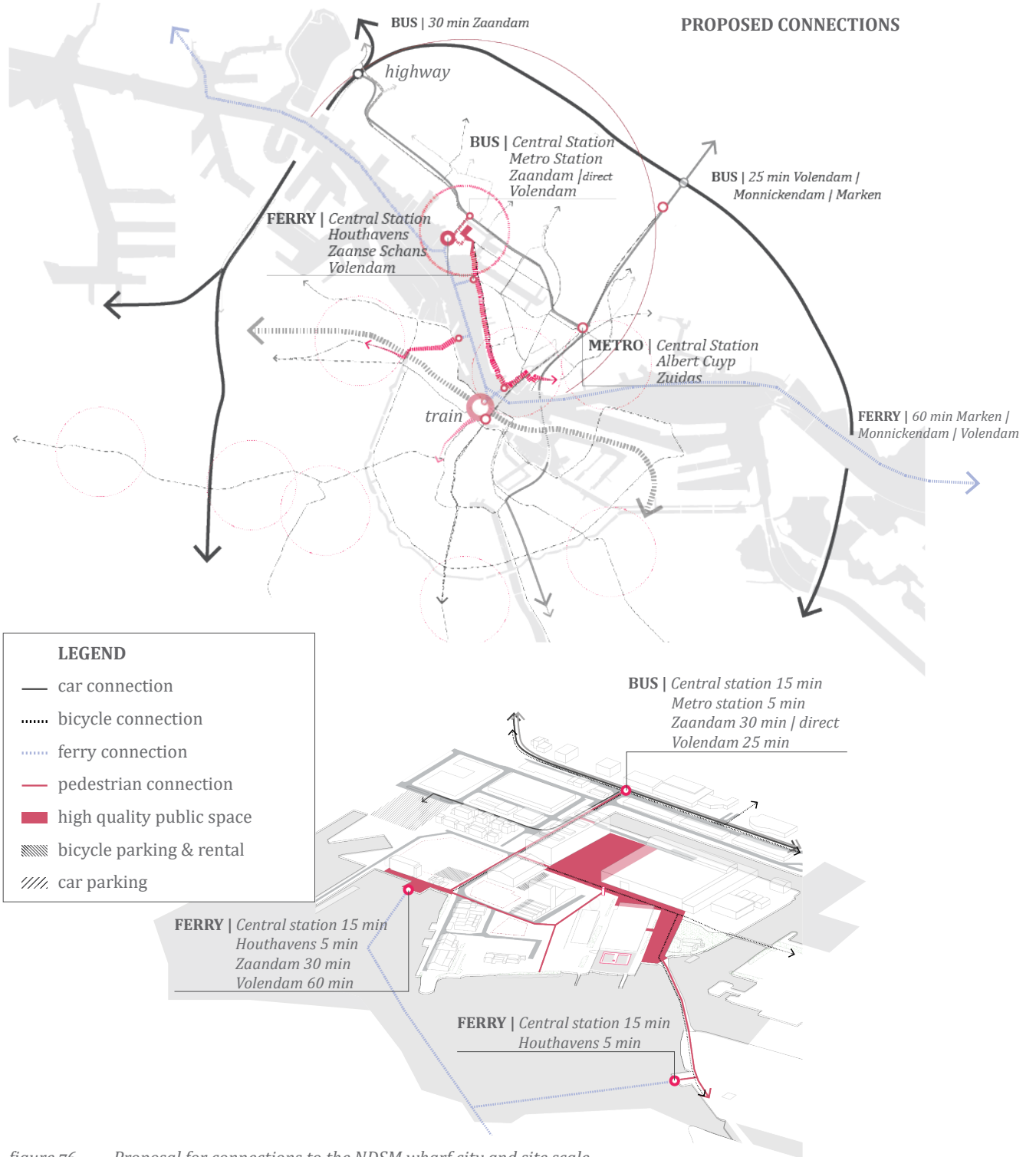


figure 76. Proposal for connections to the NDSM wharf city and site scale.

ACCESSIBILITY REGION

In the current situation the NDSM cluster is little connected to the region: it is only accessible by bus from and to Zaandam, with one transfer between different lines, taking around 45 minutes. Generally people use the Central Station and take the ferry connection directly to NDSM. However, there is a high pressure on the ferries due to the high number of citizens from district North going back and forth to the city center or Central Station. The development on the North side of the waterfront will only increase this pressure, with the construction of large numbers of dwellings. The new Noord/Zuid metro line is aimed to facilitate the growing numbers of commuters, but with an increase of touristic movements through the region other connections needs to be added or improved accordingly. In the proposal connections will be made with two relatively closely distanced areas Volendam|Monnickendam|Marken and de Zaanse Schans with the city Zaandam. NDSM will provide the middle step in between of the north side of the region with attractions related to windmills, fishing villages and polders and the city's other touristic places like the city center, waterfront clusters in the North district and Westerpark.

By adding accommodation facilities in the NDSM area people can be attracted to visit the touristic areas of the region from this middle node by taking the new touristic transport line by ferry, experiencing the environment by boat, while not having to go through the overcrowded city center first to be able to use the train or coaches.

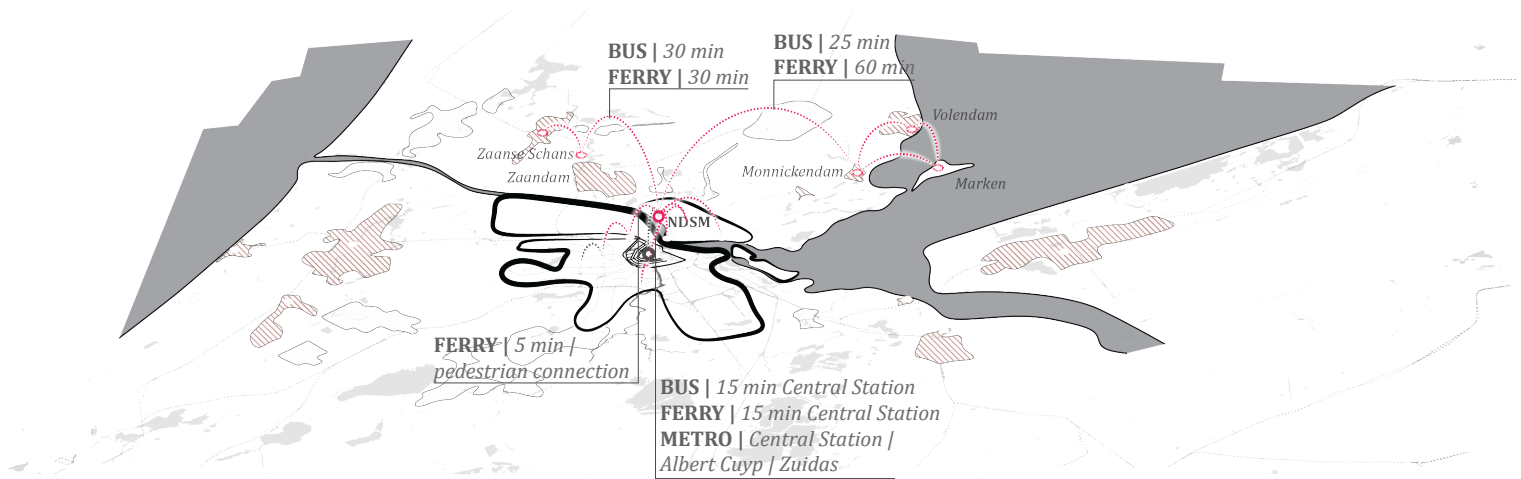
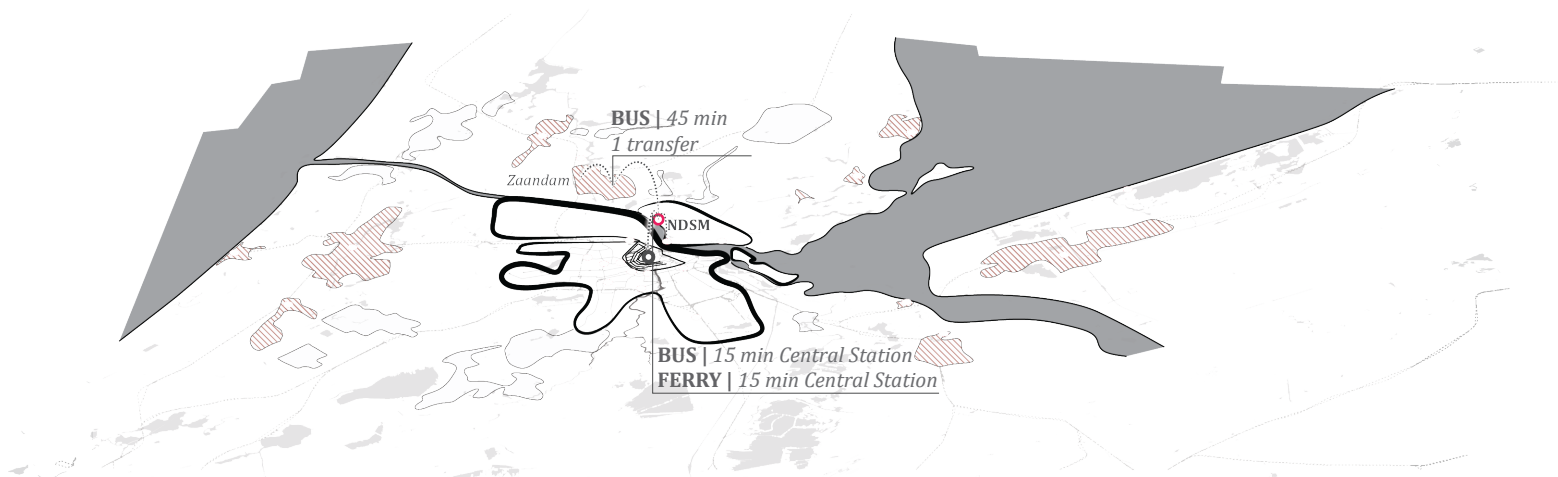


figure 77. From top to bottom: current situation connections NDSM; proposal connections NDSM.

THE 5 LAYERS OF THE NDSM WHARF

The area of NDSM has been transformed to introduce new touristic activities - for the leisure time and discoveries of visitors and citizens - and improve the accessibility to increase the attractiveness of the area as a new cultural cluster. As explained before, the current situation of the public space is mostly classified as parking, storage or shared space for cars, cycling and pedestrians. The touristic program currently exists of the identical elements as the incubator and structural harbour elements

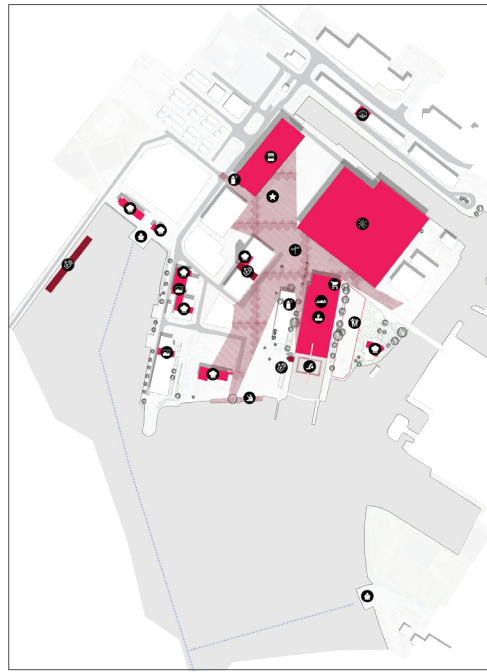
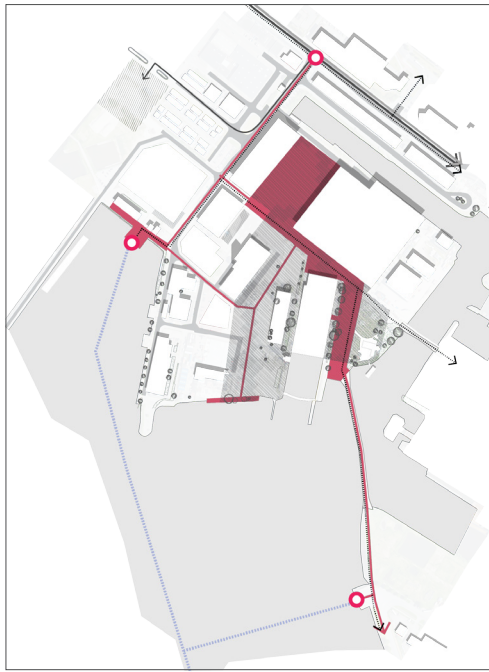
and hospitality. This should be protected, so in the proposed history layer the identical structures and elements will be preserved - only temporary or transformation projects will be developed. Both the crane and Hilton hotel are high constructions, to provide orientation points (P2/P18). To secure the image the hotel strategy will be adapted, so no new hotels can be places in the event and identical areas. Between the most important touristic functions a high quality public space will be included with



figure 78. Plan NDSM wharf, from left to right: current situation, new situation history, governance, technical, economic, social

places to rest along the pedestrian routes (P12/P34). From and to the transfer nodes connecting to other places in the city and region pedestrian routes are offering a choice for different ways to move through the area (P13). The ferry nodes will be extended with the lines to the Zaanse Schans and Volendam|Monnickendam|Marken, separated from the original image of the NDSM wharf. Special pavement will be used for the high quality public space and pedestrian connections to clearly direct

people between places of interest. Combining this with the sign - visible from a large part of the cluster - designed with distinct colours and measurements to provide the visitor with information about the area and possibilities of entertainment. The additional activities supports the visitor and citizen with support facilities for leisure and recreational purposes. The walking distances between places of interest of no longer than 150 meter is maintained to keep people involved and excited.



Proposed - technical

- high quality public space
- connection
- transfer node

Proposed - economic

- attraction
- hotel
- sign visibility area
- activity/facility

Proposed - social

- area of interest
- activity/facility
- place to stay and interact

THE COMMUNITY OF NDSM

The stakeholders of the NDSM wharf recognize the developments and see that Amsterdam North is getting more popular. The threats named in the confrontation matrix (page 173) - gentrification and crowding - in combination with the commercialization of the public space and culture are effects caused by the development and improvement of the quality of life. Important is to protect the image, as also explained by Danse, a director, artistic leader, teacher and concept maker, involved in the development of the NDSM area:

“We believe that the development of Noord in artistic and cultural fields must not be a copy of what has been crystallized in the city center in four hundred years in form of museums, stages, cultural houses, galleries and so on. If gentrification sweeps away or tightens everything that is rough or frayed, when the original becomes invisible and new residents do not engage with the district, Noord will lose its soul. Then the folksy, green, industrial and artistic character, through which people feel related to this part of the city, will be swept away by flattening and commercialization” (Danse, 2017).

Kinetisch Noord is the organization that originally redeveloped the area when it was in decay. Since they were involved in the beginning they created a large network of connections around them, working together with Biesterbos BV. the even and festival organizations, the municipality of district North and the large group of artists renting a place in the incubator. Therefore is Kinetisch Noord the central stakeholder of the area. Biesterbos BV. is the area developing company for the NDSM wharf run by Ted Biesterbos. He is committed to keep the history and identity while developing the site with new initiatives. It is aiming for a dynamic area with the characteristics of temporality and creative experiments. Since the entire waterfront of district North is under development Biesterbos BV. plays a big role in the site currently. More than 1000 dwellings are going to be constructed in the near future, bringing more citizens, activity and carrying capacity for the supporting program.

The collaboration between the municipality district North, Amsterdam and Amsterdam Metropolitan Area and Amsterdam Marketing needs to be improved, with Amsterdam Marketing having to integrate the activities and supporting program into their branding campaign. The municipality also needs to incorporate and facilitate the changes in the public transport with GVB (public transport company of Amsterdam for the trams, busses, ferries and metros), to provide the connections to strategic places in the city and region. Stichting Kinetisch Noord should be wary to keep the rents for the artists in the incubator low and keep providing opportunities for them to exhibit their art in the public space to protect the creative environment that makes the site unique.

NDSM CLUSTER STAKEHOLDERS

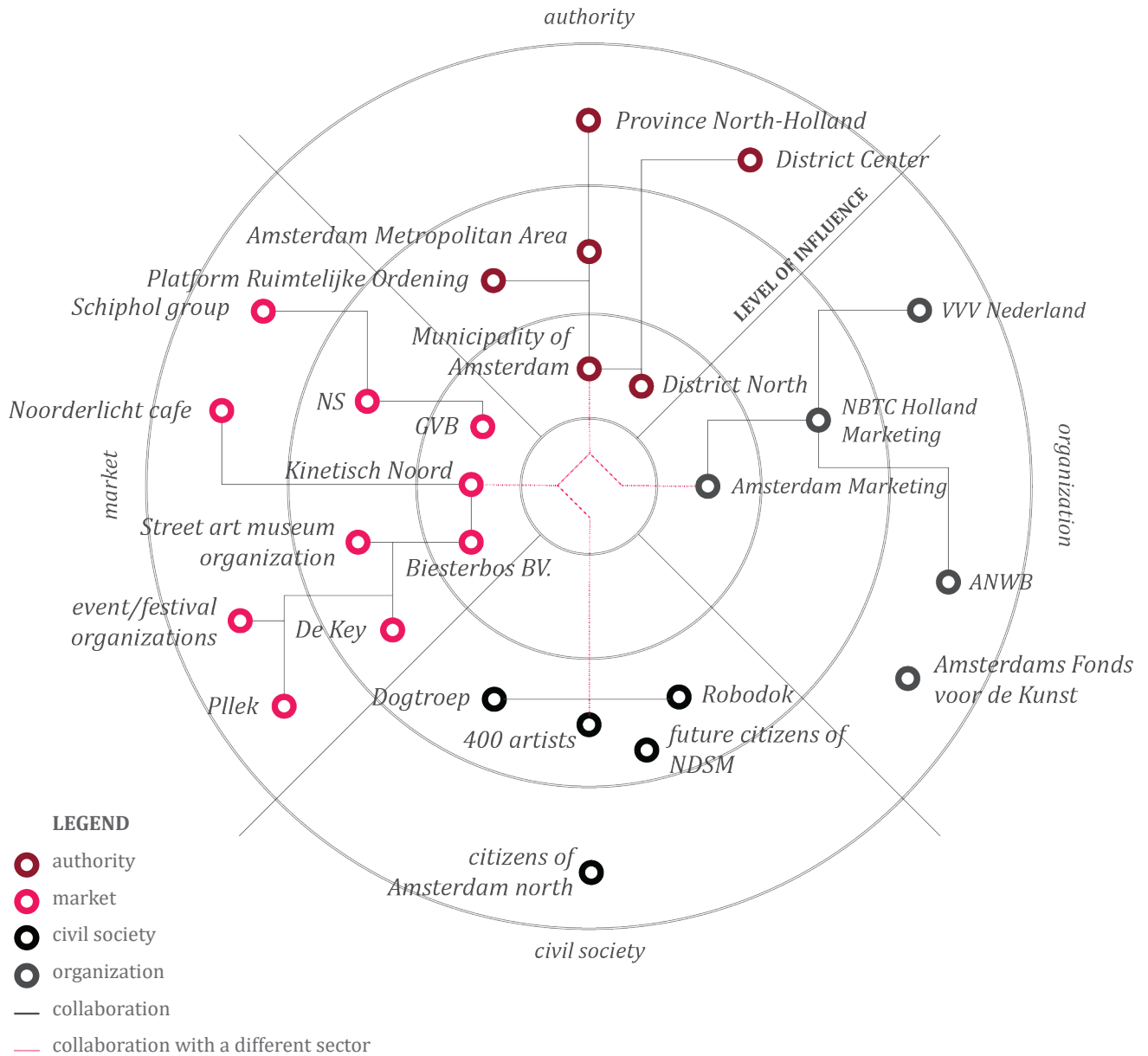


figure 79. Stakeholder analysis NDSM wharf.

QUALITY OF LIFE

- “Emotional and psychological well-being—safety, spirituality, happiness, freedom from stress, selfconcept, contentment;
- Interpersonal and social relationships—intimacy, affection, family, interactions, friendships, supports;
- Material well-being, including employment and economic security—ownership, financial, security, food, employment, possessions, social economic status, shelter;
- Personal development, competence and goals— education, skills, fulfillment, personal competence, purposeful activity, advancement;
- Physical well-being, including wellness and recreation/leisure—health, nutrition, recreation, mobility, health care, health insurance, leisure, activities of daily living;
- Self-determination, individual control and decisions—autonomy, choices, decisions, personal control, self-direction, personal goals/values ;
- Social inclusion, dignity, and worth—acceptance, status, supports, work environment, community activities, roles, volunteer activities, residential environment;
- Rights, including privacy—privacy, voting, access, due process, ownership, civic responsibilities” (Andereck & Nyaupane, 2011)

In this image the impacts within the three topics identity, pressure and quality of life are visualized in relation to the requirements supporting program, discoveries and accessibility of a cultural cluster like in the NDSM wharf is proposed.

The identity issue has a strong connection to the elements in the cluster requirement discoveries, since the identical elements of an area like the street art, art expositions (creative hub), crane and swimming area (ship wharf) are the objects and activities that visitors explore in the area. Important is to preserve this identity, so loss of identity and disappearing of local economy does not occur.

The pressure related to crowding and pressure on the housing stock/market resulted in a spreading strategy. This has a strong relation to all the requirements, since the supporting program and accessibility aim to spread out the visitors to other areas and relieve the pressure on the city center by the means of attractive nodes and connections among them and the region, while the discoveries help them to spend more time in each of the clusters.

The quality of life is most influenced by the supporting program and accessibility, providing fast connections and (new) facilities, leisure activities and a diversified economic sector. However, these processes can still result in negative experiences related to tourism. A community-based model will be proposed to increase the involvement of residents in the tourism development, participating in the decision making of their own living environment.

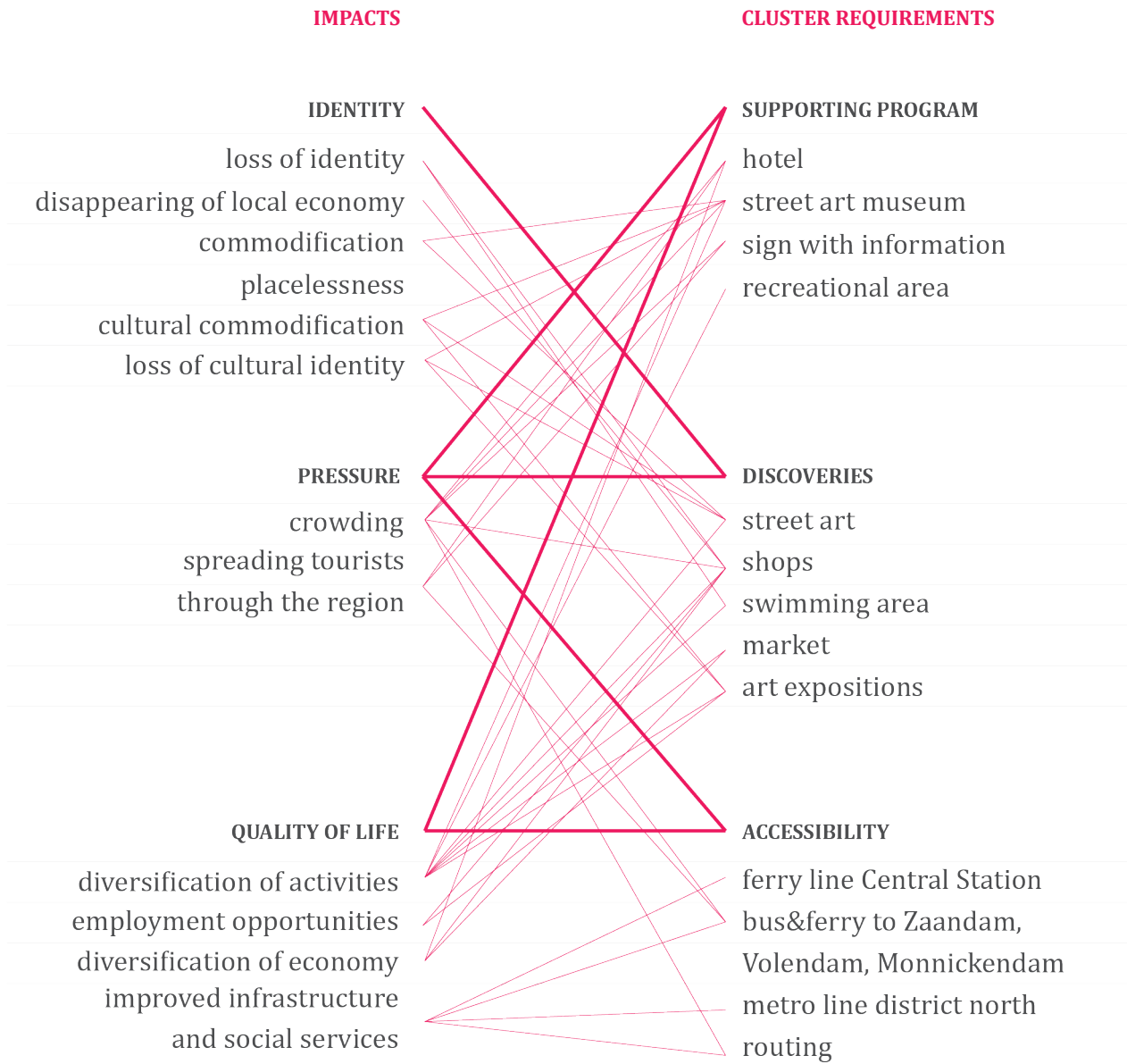
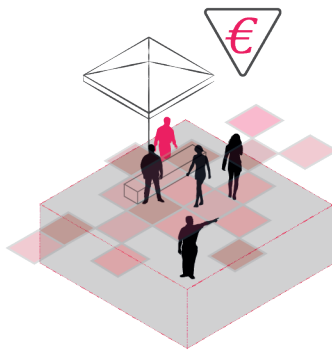


figure 80. Analysis of impacts and cluster requirements connections.

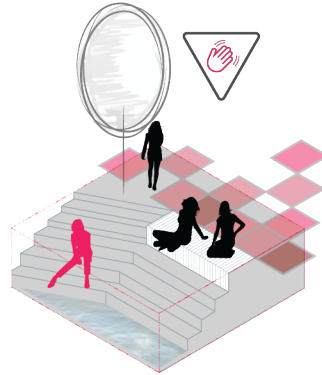
By Jurowski and Brown (2001) is written that 'evidence suggest that positive attitudes toward tourism may be related to how residents feel about life in their community'. The tourist environment should be created in harmony with the social climate, where residents benefit from tourism and not become victims. One approach to achieve this is the community based model, where "Arnstein (1969) states that the purpose of participation is power redistribution, thereby enabling society to fairly redistribute benefits and costs" (in Okazaki, 2008). By doing this there is a fair share of both positive and negative effects of tourism on all stakeholders, including the residents, because: "Residents who perceive greater levels of personal benefit from tourism have more positive attitudes toward tourism and are more supportive of tourism development than those who do not feel they receive tourism's benefit" (Andereck & Nyaupane, 2011). Also, 'involved citizens evaluate their quality of life higher than do the non-involved residents' (Jurowski & Brown, 2001). Naturally, some residents will already be more involved than others, as shown in figure 81. Especially the third group, the opposing citizen, needs to be included in the developing process, to sustain their quality of life. The community-based model will provide a way for residents to be more involved with their living environment and therefore improve their quality of life by participation in decision making. The model will be explained in more detail on the next pages.

INVOLVED CITIZEN



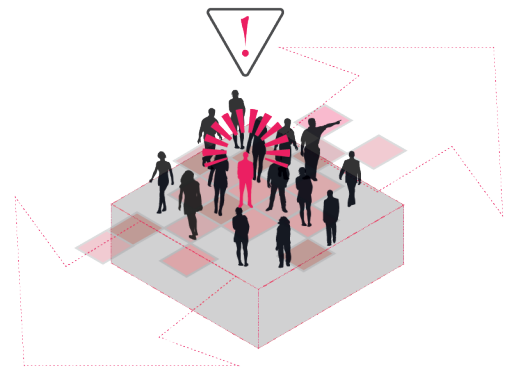
The involved citizen is either investing in tourism or an entrepreneur earning money with the presence of many visitors, increasing the material well-being. Attracting more tourists to the area where this company is located means a higher income and therefore this citizen has a positive view on the spreading strategy. If the entrepreneur is currently already owning a business in a potential cluster, like the artists in Kinetisch Noord, gentrification can affect the rent prices. Important for this group is to control the gentrification and commodification processes, or big franchises taking over.

WELCOMING CITIZEN



The welcoming citizen does not directly experience benefits from the increasing number of tourists, but see an improvement in the development of their living environment. Social services increase, there is a diversification of economic and leisure activity and the connectivity of the area improves, relating to the physical well-being of their quality of life (Andereck & Nyaupane, 2011). He or she likes the dynamic of tourism and welcomes them, however has a lower toleration perception than the involved citizen, since it does not directly benefit from it.

OPPOSING CITIZEN



The opposing citizen feels negatively affected by the increased number of tourists. He does not want to interact with visitors regularly, resulting in stress by crowding and congestion, a feeling of losing the identity of the community, increasing housing prices and a disruptive rhythm in their neighborhood. This results in a decreased quality of life, containing the same problems as the city center currently. For these citizens it is important to involve them in the tourism development process, to assure a collaboration in decision making. "Involved citizens evaluate their quality of life higher than do the non-involved residents" (Jurowski & Brown, 2001).

figure 81. Three groups of citizens taken into account in the strategy.

Arnstein's model of participation is combined with Selin & Chavez collaboration processes in the community-based tourism model (Okazaki, 2008). The ladder of Arnstein (level of community participation) is not only useful to analyse the current level, but also to understand the next steps that need to be taken to promote greater involvement. "Empowerment is emphasised as a means and a goal to acquire basic human needs, education, skills and the power to achieve a certain quality of life. Empowerment is more than participation in decision-making; it must also include the processes that lead people to perceive themselves as able and entitled to make decisions" (Okazaki, 2008, p. 514). Important is to educate citizens to be able to

take the power to manage their own environment. Therefore the model represents 8 levels, which follow upon each other. By taking it one step at a time the citizens find the confidence to take control. However, without proper collaboration between the stakeholders, benefits cannot be secured and problems cannot be solved. Problem solving by one interdependent stakeholder only results in frustration of others in achieving their goals. Creating a collaboration among the stakeholders "can resolve tensions and allow all stakeholders to be involved in decision-making". The processes follow each other and need to be repeated throughout the existence to regularly improve the situation.

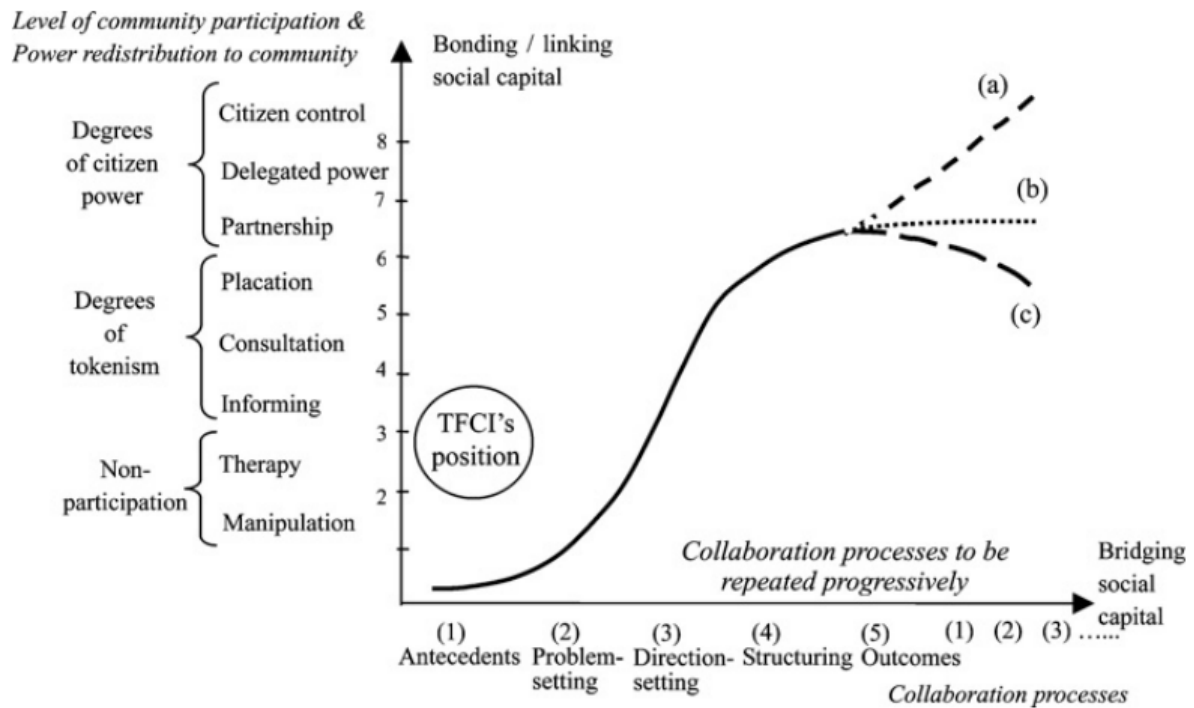


figure 82. A model of community-based tourism (Okazaki, 2008).

During the collaboration processes some policies can be considered to minimize the negative impacts and promote community participation, entrepreneurship and local commercial activity. The considered policies for the cultural clusters need to be researched further, to see the potential of each of them tackling the problems and minimizing negative impacts. Some proposals were derived from theories in the thesis, while others were examples of implemented policies in other cities of the world concerning tourism problems.

- more strict regulation of short term rentals to control the housing stock and protect the neighborhood rhythm;
- inward marketing to raise resident awareness about the economic benefits of tourism;
- community participation in tourism planning to create involvement of the community in place, so the decision making is shared and residents can improve the management of the neighborhood rhythm;
- investment in community properties;
- create opportunities for local residents to contribute to the tourism experience by investing in entrepreneurs;
- however, the same policy as in the city center should be put in place: no solely touristic facilities, but only when also contributing to the local economy;
- restrictions on the arrival of cruise ships and couches in the city center, only on proposed locations in the clusters.

PROJECT DEVELOPMENT

To achieve rejuvenation (A&B) new attractions or a different focus for tourism is needed. For C a readjustment of facilities to meet the capacities of the area gives a slight decrease with afterwards a stabilisation of visitor numbers. If a continued use of the current facilities is executed the site will lose its attractiveness and the numbers will decrease (D).

The future of Amsterdam with this strategy can be found in either the rejuvenation (B) or stabilisation (C) in figure 83. New attractions will be added in the proposed cultural clusters to meet the demand of the number of visitors.

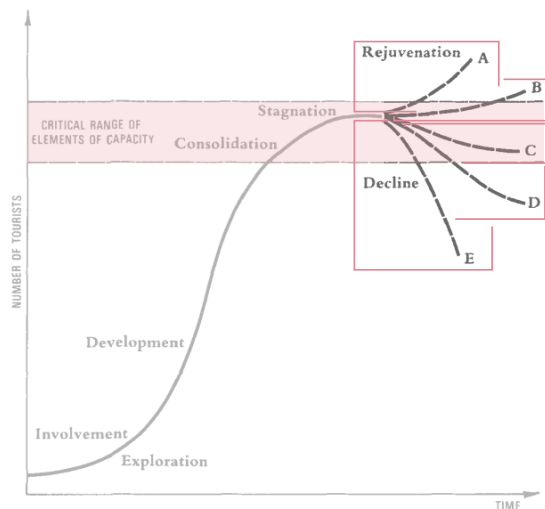


figure 83. A tourism area cycle of evolution (Butler, 1980).

The thesis followed a few critical steps to identify the problem and propose a strategy to tackle the problem of the growing touristic region of Amsterdam, showed in figure 84. Each step influences the next or a previous aspect, visualised by the arrows. The proposed strategy affects the initial problem, since it increases the attractiveness of the region, leading again to more visitors. The new areas, when exceeding the capacity, will be dealing with the same problems if not accompanied by a strategy to control the number of visitors. Further research needs to be performed to investigate the carrying capacity of each site led by policies to not exceed this capacity.

The risk of gentrification of the areas where cultural clusters are generated is high. Adding activities and facilities increases the quality of life and attractiveness, leading to a gentrification process. Critical is to maintain the current qualities, like the identity and authenticity of each separate area, but also keeping it accessible for the inhabitants to live in the area. Additional research need to be done to understand the impacts of gentrification and how to preserve characteristics.

Concluding, the thesis contributes to the investigation and understanding of tourism impacts, however limitations are present determining parts of the result which are therefore not fully reliable. Also the strategy cannot be implemented individually. Further research is needed to accompany the spatial strategy to better understand the solutions for preventing gentrification processes, what makes public space appealing to both groups, how to avoid friction on the smaller scale and what policies need to be proposed to minimize the negative impacts in the proposed touristic areas.

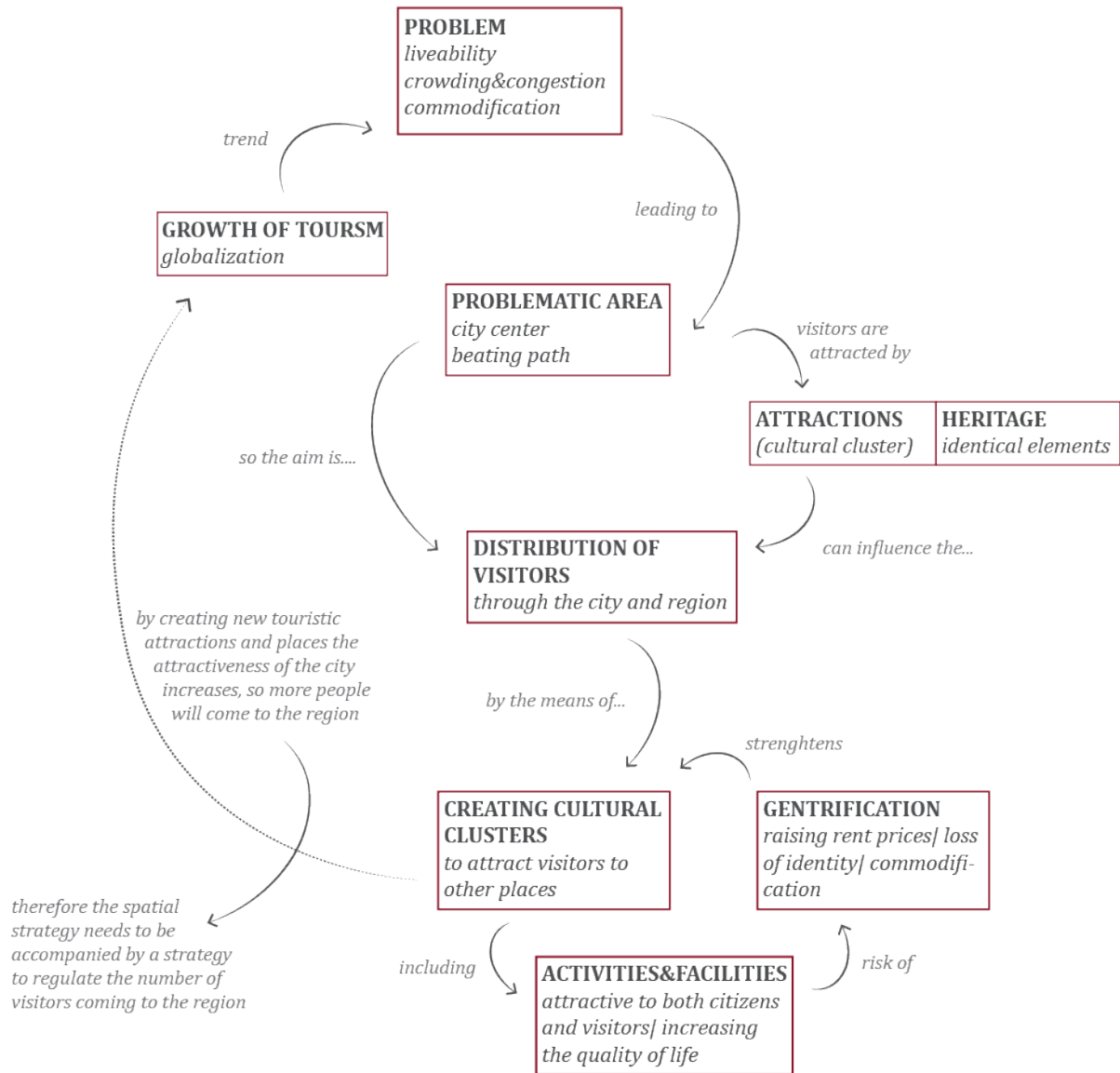


figure 84. Development of the project and reflection on effects of the strategy.

SPATIAL STRATEGY

Concluding, the city scale spatial strategy consists of a number of touristic centers or clusters distributed through the urban fabric connected by pedestrian, bicycle and public transport lines among them, to the city center and region to provide a network of touristic movements through the Amsterdam Metropolitan Area. The clusters facilitate a supporting program of (leisure) activities, accommodation, hospitality and discoveries for visitors and citizens to recreate. For the clusters to be sustaining a high quality of life for the citizens a community-based model is proposed to involve residents in the tourism development. Through this collaborative process tourism related problems can be approached by multiple stakeholders, stimulating discussion among them and minimizing negative impact on the area. By the means of a marketing program, accommodated by an improved touristic map, tourists will be encouraged to distribute more equally through the city, bridging the gap between the city center and region and relieving the pressure on the center.



figure 85. Network of connections among the clusters and to the city center and region of Amsterdam.

REFLECTION

THE COMPLICATIONS OF TACKLING TOURISM PROBLEMS

The thesis gives input for the understanding of the problematic of tourism, proposing a potential strategy for the region of Amsterdam to distribute tourism more evenly through the city and region. Currently tourism is turning into a pressing problem, since global trends like globalization and economic well-being are leading to a growth of tourism numbers. Since the number of touristic movements is growing more than ever, with a specific focus on cities, inhabitants will have increasing problems with and feel increasing discomfort by staying in the center of touristic destinations. They are driven out of the inner city by increasing renting prices, sensing a loss of belonging and identity, congested public transport and overcrowding, nuisance and stress. The centers will become soulless without its inhabitants who care for the place and its history. Cities are originally built for the people who live, work and spend their free time here: they should not lose their purpose and become "soulless". This balance has been partially lost in Amsterdam. Municipalities are struggling with the effects while aiming to increase the positive economic impact. Increasing the economic benefits means more visitors, and therefore also more pressing negative impacts if all concentrated in the same area.

The reflection will touch upon 5 aspects: the relation between research and design, the choice of research group and how it relates to the thesis, the larger social context, the complications found during the process and the research limitations.

Relation between research and design

The project uses a very structured approach existing of a few steps to fully understand the more general context related to trends, causes and effects of tourism and the specific context of the site: Amsterdam and its immediate surroundings. The design is supported by two main theories: the Network City layered analysis and Cultural Clusters, complementary to each other, resulting in a strategic proposal for the region.

The problem touches upon many aspects of the city, and therefore a structural method of analysing the current situation was needed, elaborated in the theoretical paper. The theory of Gabriel Dupuy (1981) and method of Kritika Sha (2017) is used to understand the 5 operators in the city: history, governance, technical, economic and social. The paper concludes with a proposal of analysing networks in the city by the means of multiple scales to identify problematic links between the layers. After the identification intervention areas can be situated in order to propose a strategy for the specific context of the place in question. Regarding the cultural clusters, evident is the attraction cultural facilities have on visitors, explained by de Hoog in his book *The Dutch Metropolis*. A concentration of these kind of facilities leads to clusters, becoming highly touristic areas. It can be stated that this theory can be utilized for the purpose of spreading tourists through the city also: adding new cultural facilities in other areas will attract visitors there.

The combination of both methods - the layered analysis and creating cultural clusters - are used to propose a spatial strategy, including an improved network of nodes and connections.

Choice of research group

I believe that this phenomenon cannot be improved only on the small scale with local interventions, but a large scale comprehensive strategy is needed to deal with the increasing amounts of visitors traveling to host cities and regions. After all, spaces are only able to cope with a certain density and distribution of growing amount of visitors will be necessary. Therefore, this thesis will combine both scales, going from a large scale analysis and strategy to implementation on the smaller scale. Making a strategy for growing touristic regions in Europe directly relates to the theme of the Imagining European Regions studio, where spatial planning, territorial governance and regional design are key. How can European regions deal with the growing amount of visitors in the future to fully use its positive potential and minimize the negative impacts? By developing a method to investigate and propose a potential spatial strategy for the case of Amsterdam the thesis contributes to the current body of knowledge on dealing with tourism migration to urban contexts.

The thesis and the larger social context

Research on tourism impacts is not new, many cases have been investigated in relation to both negative and positive impacts and solutions have been proposed in the form of sustainable tourism and spreading strategies. However, many inhabitants of touristic host cities in Europe have been expressing their discomfort to tourism impacts, despite the municipality's efforts on strategies to improve the situation. The strategies have had results, but the living conditions are still not according to the needs of the inhabitants. This thesis aims to propose an advanced spreading strategy for the city to enhance the quality of life for the affected citizens and the

experience of visitors by adding leisure activities and facilities in other parts of the city, connected by multiple options of transport, while maximizing the potential of economic benefit equally distributed through the area. There is a disconnection between the very local impacts and the larger scale regional and municipal spatial strategy. The theoretical framework about the network layer approach for analysing this specific topic contributes to the literature by connecting the social, spatial and governmental aspects to each other in one method, taking into account the multi-scalar aspect of tourism movements. Amsterdam is the chosen case for this thesis, however the same method can be used for improving the quality of life in other cities coping with these impacts like Barcelona, Venice and Florence. Therefore, the thesis contributes to a larger social context, although critical is to understand that every situation is different and context related research and analysis are necessary to be able to create a strategy for a different area than Amsterdam.

Complications during project development

Each research has its complications and obstacles during the process of conducting it. Regarding data collection the research was unable to collect the more detailed information on the social layer, since the movement of people of tourists and citizens has not been mapped more extensively than the images of Psyllidis (2016) and the survey of the municipality by Hakvoort & Gutiérrez (2016). Parallel to this thesis a project was developing at the municipality of creating a model to simulate crowding in the city. During the last three weeks of the thesis this data was provided with a beta version of the simulation. This information is real-time data and shows different areas of crowding than the survey.

This means that the thesis might have different results related to the strategy and intervention areas if this information was available in an earlier stage. However, even if this information would have been available, it is not providing information on the local scale. The Poel and Boon - Kuddedieren - experiment is used to identify intervention areas on the smaller scale. This source is little reliable due to the small test group of only 30 tourists, biased by the pressing awareness of carrying around a sensor collecting data about their whereabouts and the limited variation of the target group staying at two kinds of accommodation (one hostel and one four-star hotel).

Limitations

By appointing new touristic nodes the whole city will become part of the tourist experience. Therefore it is important to notice that carrying out the strategy and spatial interventions of this project is twofold. Creating new clusters in Amsterdam will attract visitors to other parts of the city than the city center and relieve the pressure on the area, but this will also cause more crowding, commodification and friction in the appointed clusters. Especially with the expected growth in 2030, accommodating visitors in the other parts of the city will cause many effects. Even with the new clusters the city will not be able to cope with 45 million, or in worst-case 60 million visitors. What emerges from the conclusions is that the problem cannot be tackled solely by a spatial strategy of a network of nodes and connections, but needs to be accompanied by the implementation of two more products: policies to control the gentrification process and not exceeding the capacity of the area and an edited marketing program. Further research could focus on measuring the capacity of the city, new clusters

and other touristic places in the region to facilitate visitors. With this, a proposal could be made with policies, restrictions and spatial interventions to advance the strategy of this thesis. The other is the marketing program, that needs to inform visitors about the possibilities of activities and sightseeing. Without this, I believe the strategy will not achieve the purpose, since people will not know about the possibilities and therefore not visit the proposed areas. The focus on branding the world famous city center needs to be shifted to a larger frame of the city and region to be able to be effective.

Also limiting the research to the Amsterdam Metropolitan Area discards many other potential places in the country, cities like Rotterdam, Utrecht, Den Haag and natural environments like the Waddenzee, Bieschbos and others. Further research could investigate the networks on a larger scale of the country, using the same tools to identify problematic links between the operators of this scale.

Concluding, the thesis contributes to the investigation and understanding of tourism impacts, however limitations are present determining parts of the result which are therefore not fully reliable. Also the strategy cannot be implemented individually. Further research is needed to accompany the spatial strategy to better understand the solutions for preventing gentrification processes, what makes public space appealing to both groups and how to avoid friction on the smaller scale.

CONCLUSION

How can citizens and visitors (flows) both be incorporated in a resilient regional strategy for the growing touristic European region of Amsterdam to use the full potential of tourism and minimize its negative impacts?

The main research question is answered by the individual sub research questions throughout the booklet. Each question contributed to finding a possible solution for the problem of negative tourism impacts in the case of Amsterdam. Important is that a choice is made to focus on the distribution of visitors through a larger area of the city and region to relieve the pressure on the city center. Therefore visitors need to be attracted to other parts than the current problematic areas. The main reason for cultural tourists to come to a place is related to cultural facilities and activities. This is also the reason why the city center has such a high attractivity in relation to other parts of the city, since it contains high concentrations of these cultural attractions in a relatively small area. Accordingly by creating cultural clusters elsewhere in the city and region visitors will be spread out. By the means of analysing existing cultural facilities in the city potential areas are identified to create cultural clusters in figure 37 on page 73. However, critical is to work with the current identity and image of the potential tourism area, so the citizens will not experience a loss of authenticity caused by staged authentic tourism attractions. According to the Future Agenda for Free Time and Tourism, de Hoogand BV Amsterdam Leisure Consultancy for a cultural cluster to be successful it needs the following components: discoveries, supporting program and accessibility, combined with the factors: quality, singularity, authenticity, safety and intensity of experience. A variety of possibilities of

connections between the hubs or cultural clusters is necessary, focusing on pedestrian and public transport connections, since this is the main mode of transport of visitors in urban areas.

The proposed clusters will form a middle step between the city center and touristic areas of the region, by facilitating connections among them, new accommodation facilities and activities. Instead of returning to the city center repeatedly, movements between the clusters are improved and supported.

Each cluster attracting visitors will facilitate both citizens living in the area and tourists, and therefore they need activities and program engaging both users. With this the quality of life will increase considering the job opportunities and investments in public space and facilities. However, the municipality should control a few components related to the growth of tourism numbers in each area to avoid negative tourism impacts explained on page 52 by implementing policies of for example limiting the number of tourism focused shops.

Concluding, the spatial strategy proposed in the thesis will increase the distribution of visitors through a larger area and therefore relieve the pressure on the city center of Amsterdam and increase the quality of life in the proposed areas, but will also bring negative impacts. When developing the remaining clusters these impacts should be investigated. Before implementation policies should be proposed to minimize the negative tourism impacts.

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ANNEX

Annex 1	Interview with experts
Annex 2	Detailed analysis of the 5 operators of the layer analysis approach
Annex 3	Manifest for the city center of Amsterdam
Annex 4	Clustering confrontation matrix

INTERVIEW STAD IN BALANS

HENK VAN VELDUIZEN AND CAROLINA COMBE (GEMEENTE AMSTERDAM) IN DUTCH

Henk: Amsterdam is de snelste groeier van Europa. Het is een langjarige trend, 2025/2030 25 mil/30 mil. Toerisme in Amsterdam groeit op het moment met 10% hotelovernachtingen jaarlijks, blijkt uit een onderzoek door ing. Maar als je de huidige trend door zou zetten komt het uit op 60 miljoen bezoekers. Amsterdammers zijn het centrum aan het mijden. Tot nu toe werd de groei van de bezoekers gezien als onderdeel van de stad. We krijgen meer inwoners, we krijgen meer bedrijven en we krijgen meer bezoekers. Maar als je kijkt naar het tempo waarin de groei plaats vindt, die zijn onvergelijkbaar. We hebben op dit moment 10.000 inwoners per jaar erbij, misschien 11.000 en dat is 1,3% groei per jaar. In vergelijking met die 10% groei in het bezoek dan denk ik van nee, dat is disproportioneel. Dat is een apart verschijnsel en daar moet je apart beleid op gaan maken. En dan moet je niet zeggen dat hoort er nou eenmaal bij. En het lastige van het bezoek is ook dat het veel harder groeit en het concentreert zich helemaal in het centrum van Amsterdam en niet op de hele stad. We hebben al een jaar of 4 een soort spreidingsfilosofie en dat werkt in zoverre wel, met cijfers dat 24% van de mensen ook de regio in gaat en daar iets gaat bekijken, maar dat is aanvullend op het bezoek en het ontlast de binnenstad niet. Ze willen allemaal het centrum zien, de wallen, het rijksmuseum, het Anne Frankhuis.

Het is geen oplossing. Het is niet verkeerd, want hierdoor profiteert de regio ook mee, maar het lost niks op. Het is geen vervanging van het bezoek aan Amsterdam centrum. En als dat niet werkt dan moet je volumebeleid en kwaliteitsbeleid op gaan stellen. Volumebeleid is proberen om de kraan een beetje dicht te draaien, maar we hebben nog helemaal geen kraan, dus het valt niet mee en kwaliteitsbeleid is kijken of je vooral leuke toeristen aan kan trekken

en minder de drinkers en schreeuwers.

Carolina: Heb je daar ook inzicht in, hoeveel dat er zijn? Of concludeer je dat uit het aantal bezoekers van goedkope hotels?

Henk: Nee daar heb ik geen cijfers van. Dat wordt niet gemeten. En er zijn natuurlijk heel veel tussenvarianten van mensen die wel komen om te blowen maar toch wel een museumpje meepakken. Er is één ding wat Amsterdam al doet en dat is accommodaties begrenzen. Er is officieel een hotelstop maar er zit nog wel een heleboel aan te komen van alle plannen die al in de pijplijn zaten. Airbnb is beperkt en politieke partijen hebben in hun programma staan dat dit verder beperkt moet worden. De cruisevaart is nog in discussie, die moet je gaan afgrenzen want dat zijn ook allemaal hotelkamers erbij. Dat is één, het accommodatiebeleid. Daarnaast zou ik het heel mooi vinden als Amsterdam wat minder goedkoop bereikbaar was, want wij zijn van alle delen van Europa met budgetvliegers in een paar uur te bereiken.

Interviewer: Kan je daar iets mee? Is daar iets in te bereiken?

Henk: Ja dan krijg je de vraag wat je met Schiphol zal willen in de toekomst. Bedrijven als KLM zeggen al jaren dat je voorrang moet geven aan kwaliteitsbezoeken. Dat zijn vliegmaatschappijen die ook een heel netwerk over de wereld hebben en dat vind Amsterdam eigenlijk ook wel want dat is voor onze economie ook heel belangrijk. Stuur die budgetvliegers maar ergens anders naartoe, maar dat is weer op gespannen voet met Europese regels vermoed ik. Dat is allemaal niet zo makkelijk.

En je kan ook denken, maar dan zit ik weer meer bij het kwaliteitsbeleid om het aanbod wat te gaan aanpassen.

Interviewer: Aanbod aanpassen waarin?

Henk: Nou, we zijn nu de enige stad waar je onbeperkt wiet kan kopen.

Interviewer: Dat zou bijvoorbeeld wel kunnen, dat je in Amsterdam regels instelt dat dat niet meer legaal is?

Henk: In de opium wet staat geschreven dat je alleen aan je eigen inwoners mag verkopen, maar dat wordt in Nederland nergens gehandhaafd. Ik geloof dat er twee gemeentes zijn die het handhaven. Politie zegt dat het drugstoerisme groeit.

Carolina: Komt dat dan ook doordat het moeilijker is gemaakt in Zeeland en Limburg?

Henk: Dat zou kunnen, dat weet ik niet.

Carolina: Daar hebben ze dat passensysteem toch? De wietpas. Sluis is een gemeente in Zeeuws Vlaanderen, daar hebben ze al meer bezoekers dan hier. Daar moeten ze ook wel een strategie hebben voor het probleem. De dagjesmensen zijn daar het grote probleem. En ik vraag me wel af dat als de bezoekersaantallen zo blijven groeien in Amsterdam zoals Henk dat noemt, en ik begrijp dat er een hotelstop hier is, je kan namelijk ook in Utrecht verblijven en de trein pakken naar Amsterdam voor een dagje, zoals dat wordt gedaan in Venetië. Dat ze op een camping zitten buiten de stad en een dagje langs gaan bij Venetië. Die hotelstop helpt ons niet. Dan worden er alleen maar meer hotels bij

gebouwd in de omgeving, zoals Hoofddorp.

Interviewer: Dus dan zou de hotelstop een negatief effect hebben voor de stad?

Carolina: Nou, negatief, anders zou ik zeggen. Er zijn bijna geen internationale bezoekers die naar Nederland komen en Amsterdam niet een dagje aanslaan.

Henk: Maar dan heb je denk ik een ander probleem te pakken, en dat is volgens mij dat die doorgaande groei, dat die opbrengsten steeds kleiner worden voor de stad Amsterdam. Overnachten doen ze niet meer, want onze hotels zitten over 2/3 jaar vol. Dus ze gaan in Utrecht overnachten, dus daar hebben we niks meer aan. Onze musea, Anne Frank en Madam Tussauds zitten ook al vol, die rijen worden alleen maar langer.

Carolina: Is het niet zo dat ze steeds meer gaan experimenteren met voorverkoop? Dat je op een gegeven moment alleen nog maar naar het Rijksmuseum kan als je van te voren een kaartje hebt gekocht?

Henk: Ja dat klopt. Ik las in het Parool dat ze dat nu meer gaan introduceren dan alleen bij het Anne Frank huis. Misschien moeten ze dat wel volledig gaan doen, met een soort uitzondering van Amsterdammers of mensen met een museum jaarkaart.

Henk: Ja maar dan optimaliseer je het een beetje, maar na een tijdje is het vol is vol.

Carolina: Maar dat betekent wel dat de bezoekers naar Amsterdam komen en nergens meer binnen

komen want we hebben geen kaartje meer en met de wietpas krijg je je drugs niet meer. Dat je je af kan vragen of ze dan nog de moeite nemen, of dat ze dan zeggen: de Utrechtse binnenstad is ook heel leuk, daar hebben ze ook grachten.

Henk: Ja of dat ze dan niet meer komen, dat zou me niets verbazen hoor.

Interviewer: Er is een nieuw beleid over de stop van de toeristische voorzieningen in de binnenstad bijgekomen?

Henk: Ja dat klopt, er is een voorbereidingsbesluit aangenomen, maar er is een eerste zaak nu bij de rechter aangekomen over deze kwestie. Dus dat zal de test zijn of deze ook echt gaat werken. Want dat het niet standhoud hebben we echt een groot probleem. Want dan wordt het teruggetrokken en dan komen er meteen honderden nieuwe nutella shops en van die cheese winkels bij.

Carolina: Ja die doen dat dan snel, voordat de gemeente een nieuwe poging waagt en dan zit je er echt aan vast inderdaad. Het is nu vooral in het centrum een probleem, maar je ziet ook al een groei in de aangrenzende buurten zoals west en zuid, dat ze daar er in ieder geval voor zorgen dat ze in bestemmingsplannen niet meer die functie hebt dat je onder het mom van een detailhandel dit soort spullen kan verkopen. En dat je geen horeca vergunning nodig hebt.

Henk: Volgens mij is het criterium nu dat je op toeristisch gerichte verkoop niet meer mag komen. Wat ze nu dus waarschijnlijk gaan doen is ook iets bieden voor de bewoners en dus niet uitsluitend voor de toeristen faciliteren. Ik ben dus hier lid van

een clubje die zich erover buigt wat we gaan doen als het mis gaat. Een soort plan B.

Interviewer: In een van de documenten van Balans in de Stad staat dat er gewerkt wordt aan crowdmanagement?

Henk: Ja er wordt inderdaad gewerkt aan een dashboard voor real-time crowdmanagement, met behulp van mobiele data, waar het druk is en hoe mensen zich verplaatsen. Dat gaat ook heel langzaam.

Interviewer: Maar dat heeft dus meer de functie om de politie plekken beter te kunnen bereiken?

Henk: Ja en de reiniging, handhaving en misschien straks ook wel gewoon de burger hoor. Dat je zoals en buienradar ook even de drukteradar aan kan zetten. Om te kijken van waar moet ik niet wezen.

Henk: Maar er komt ook nog een ander probleem bij kijken, want bij de Wallen wordt het nu 's nachts zo druk dat het gevaarlijk wordt. De ambulance kan nergens meer komen, de mensen vallen bijna in de gracht. En dan is de enige vorm van crowdmanagement ala Dubrovnik, gewoon afsluiten.

Interviewer: De wallen is het gebied waar vanuit de bewoners het meest geklaagd wordt?

Henk: Ja, we hebben wel eens zitten fantaseren, dat is dan ook wel weer kwaliteitsbeleid. Mensen die daar komen, komen alleen maar om te kijken naar de etalageruimten en dat is voor de drukte slecht, maar het is ook gewoon slecht voor de business. Want niemand durft meer naar binnen te gaan in

de menigte. En toen hebben we gedacht of we die branche en de ramen niet gewoon naar binnen moeten plaatsen, en dat je niet meer die etalage daar hebt. Dan ben je meteen van 80% van de drukte af. Want dan komt er niemand meer, maar dat is een hele operatie.

Interviewer: Als je dat zou doen verberg je wel een deel van het karakter van je stad.

Henk: Dat gaan mensen dat zeggen inderdaad, maar aan de andere kant hebben we ook kleinere hoeveelheden ramen in andere delen van de stad en daar is het helemaal niet druk.

Interviewer: Een ander document wat ik heb gevonden gaat meer over de financiën gerelateerd aan toerisme, wat voor impact het heeft op de stad en daar werd een heel grote marge gegeven op de uiteindelijke inkomsten.

Henk: Dat was volgens mij dat rapport van CAO, daar was ook heel veel kritiek op.

Carolina: Want wanneer is dat artikel uitgekomen van Floor Milokovski in de Groene Amsterdammer?

Henk: Dat is langer geleden.

Carolina: Dat was het eerste artikel wat verscheen over de kosten en de baten van de bezoekers, dus ik was ook heel erg verrast over het CAO rapport. En dat is het gevaar ook, zulke rapporten staan vol met aannamen ook. Bronnen van data zijn zo belangrijk.

Henk: Wat ik lastig vind is dat heel veel dingen niet in geld uit te drukken zijn. Hoe met je nou hinder? Overlast? Of verhitte woningmarkt? En

verder vond ik dat ze heel vrij omgingen met de opbrengsten, want de belangrijkste opbrengsten kwamen van de parkeeropbrengsten, maar dat hadden ze dus allemaal ingecalculeerd, behalve van de vergunninghouders in de binnenstad. Maar ja, dan tel je ook alles mee, ook Amsterdammers die even bij de meter staan, of bedrijven die aan het klussen zijn. Maar ik denk dat je dat niet te serieus moet nemen hoor, zo een onderzoek.

Amsterdam Marketing bijvoorbeeld, die hebben ook een doel, want het toeristisch branche zit daar in. Want zij zeggen: maak je nou niet zo druk. Binnen de gemeente zijn er ook veel verschillende meningen over hoe groot het probleem is. Er is veel gebeurd in 2 jaar ook.

Eric van de Kooij vertelde ook dat zijn stukken van 2 jaar geleden iets te positief uitgevallen zijn. Dat de benchmark van 10 % groei van toerisme ook wel aan de lage kant ligt. De toerismemonitor zegt bijvoorbeeld dat het met 20 % zal gaan groeien per jaar.

Interviewer: Er is ook wel gebleken dat er vanuit de bewoners een negatief geluid komt in relatie tot toerisme, maar dat de stad hier dus blijkbaar nog anders over denkt. De stad wil de inkomsten behouden, dus er is daar een sterke tegenstelling in.

Henk: Wat ik wel heb gezien is dat ons bestuur een tijd heeft weggekeken, vooral om die economische belangen heel groot zijn, maar de afgelopen jaren zijn ze daar wel op terug gekomen, met het beleid van de winkels en Airbnb. Ze zijn de stem van de bewoners wel serieuzer gaan nemen.

Interviewer: En in relatie tot het verbreden van het attractie aanbod? Omdat nu bijna alle musea zich bevinden in het centrum, denkt u dat er een kans

ligt binnen het verspreiden van musea door de stad?

Henk: Dat is het spreidingsideaal, daar wordt al heel lang over gesproken, want er is al heel wat jaar geleden gezegd dat een dependance van het Stedelijk op de Zuidas moet komen, maar dat gebeurt gewoon niet. Vooral omdat de musea dat niet willen, denk ik. Maar ik vrees ook dat het niet zo helpen, omdat de bezoekers vooral het origineel willen zien, de Nachtwacht, van Gogh.

Carolina: Ik denk dat het misschien wel helpt met mensen die vaker naar Amsterdam komen. Dat helpt niet met de mensen die voor het eerst komen. Het gaat hier dan vooral om de retourbezoekers. Dat je daar wel verlichting in kan brengen. Want ik kan me voorstellen dat het wel kan helpen. Want er zijn wel geluiden op gekomen, dat de depots van de musea, die zitten ook vol. Want wat je ziet is maar een fractie van de collectie. Het stedelijk heeft een enorm depot in het havengebied bijvoorbeeld.

Interviewer: Want dan zou je moeten weten hoeveel van de bezoekers retourbezoekers zijn.

Henk: Ik denk dat Amsterdam Marketing dat wel weet, hoeveel dat er zijn. Een van mijn werkzaamheden is ook luisteren naar de ontevreden bewoner en dit zijn ongeveer wel de meest voorkomende uitspraken: het is gewoon te druk, fietsers gaan toeristen uitschelden, je moet meer onderhoud plegen, schoonmaken enzo. Dit heeft te maken met lawaai, dronkenschap en overgeven in de openbare ruimte. Commissie op straat, daar zijn we nu wel mee bezig, dat gaat dit college nog wel doen. Dingen als fietstaxi's weghalen. De touringcars worden ook naar buiten

de stad verplaatst. Het is een plan in stappen en ik 2020 moet de touringcar uit het centrum zijn.

Interviewer: Werkt de gemeente met Balans in de stad ook samen met andere stakeholders aan drukte in de stad?

Henk: Ja zeker, we hebben veel gesprekken met bewonersgroepen, Amsterdam city is heel belangrijk. Er is een vereniging Vrienden van de stad, dat zijn vooral de monumentenliefhebbers, die hebben ook wel een mening. De toeristische sector heeft een taskforce, daar zitten hotels in enzo, maar daar heb ik niet zo heel veel mee te bespreken, want die vinden het allemaal wel prima, hun business zit goed. En daar zitten ook musea in.

Wat me wel bezig houdt, we hebben ook een verhitte vastgoedmarkt, zowel op het gebied van wonen als winkels, zeker in het centrum. En volgens mij speelt het bezoek daar wel een rol in, maar is dat een veel complexer geheel, waarbij beleggers niet in het vastgoed zitten omdat de beurs te weinig oplevert of te riskant is. Want bijvoorbeeld de 9 straatjes zijn ook aan het veranderen omdat de huurprijzen stijgen, de kleintjes kunnen het niet meer betalen en dan komen er ketens voor in de plaats. En dan hopen we dat als er minder mag in die panden dat de prijzen ook weer wat gaan dalen.

Carolina: Je kunt veel doen met inderdaad bestemmingsplannen, maar ook hoe je ze dan handhaaft. In de crisis hebben we bijvoorbeeld ook veel gemengde bestemmingen mogelijk gemaakt om dingen op gang te krijgen. Maar je ziet nu bijvoorbeeld dat dat kleinschalige bedrijvigheid afneemt voor het wonen. Winkelen voor dagelijkse goederen verdwijnen ook steeds meer. Maar dat doen we zelf ook, we gaan niet meer naar de bakker

of de slager. Het is ook deels veranderend gedrag.

Interviewer: Is er ook nog veel leegstand door de prijsstijging?

Henk: Nee, dat niet. Alleen boven de winkels van de Kalverstraat, al heel lang. Maar dat is denk ik vooral omdat de winkel al de winst oplevert voor het pand en als je bewoners in laat wordt het alleen maar lastig. Ze hebben geen eigen stijgpunt of voordeur of hun opslagruimte boven de winkel.

Carolina: Het wonen boven winkels is ook vooral daar een probleem, in de Kalverstraat.

Henk: Ik vind dat wel een van de problemen van de stad: onze structuren vormen zich allemaal als noord-zuid verbindingen en bebouwingen en oost-west verbindingen zijn er bijna niet. Dus die Damstraat is vooral zo chaotisch omdat het een van de weinige verbindingen in die richting is. Ook voor de auto, er is geen alternatief.

Carolina: Ja dat is waar, en dat ligt meteen ook heel gevoelig bij de bewoners, want als je van de doorgaande routes af gaat, dan heb je nergens last van. Dan zie je geen toerist op straat. Sommige bewoners hebben last van kotsende toeristen en als je het aan een bewoner twee straten verder vraagt heeft hij nergens last van. Het is vaak heel lokaal.

ADDITIONAL RESEARCH FOR EACH LAYER

Each of the layers contains further research to understand the current condition of the operator. This information will be presented on the following pages to give an image on the background knowledge. In the image on the right the elements are named to give an impression on what information is collected for each layer.

Together with this information comes the booklet *Welcoming Amsterdam / Layer Analysis*, to show the situation of these operators in the map of the metropolitan area, city and city center of Amsterdam.

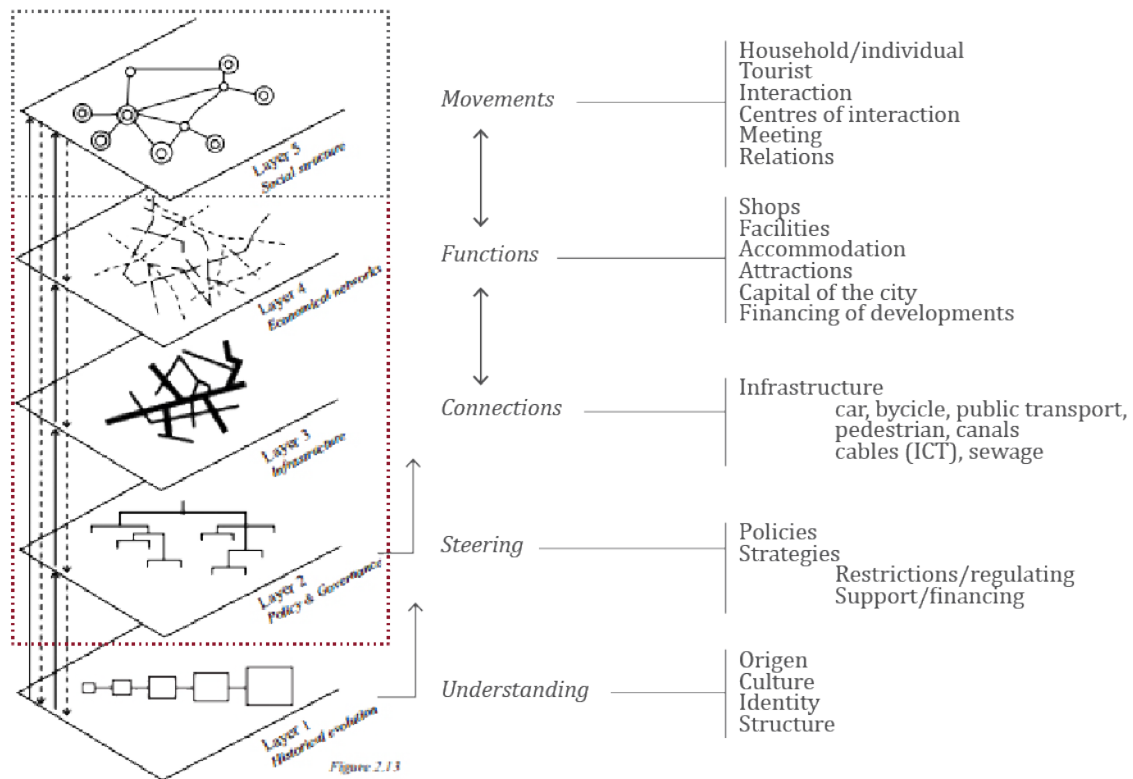


figure 86. A further analytical model derived from the Dupuy Network city model (Sha, 2017), editted by author

Metropolitan growth



1250

market city

dam: public space 25x50
at the dam, junction of
water- and landways.
central place of the city
where public buildings
are built

sea port with
on east side '
spikes': trade
and dwelling

inland shipping

construction city hall:
trade and power center

city rights

city expansion

1000

start land
reclamation

first villages along peed
reclamated land:
Diemen & Sloten

first stone building

city fire

figure 87. Timeline history AMA 1000-2000, own image based on (Dijkstra & Reitsma & Rommerts, 1999).

population

approx 5.000

approx



1600



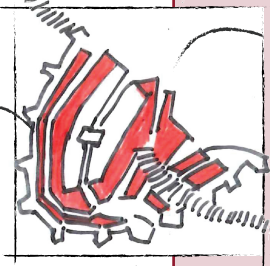
1850



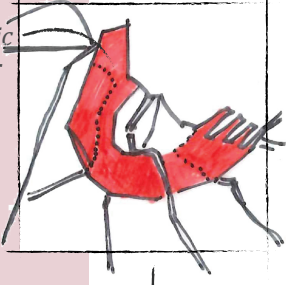
1900

trade metropolis

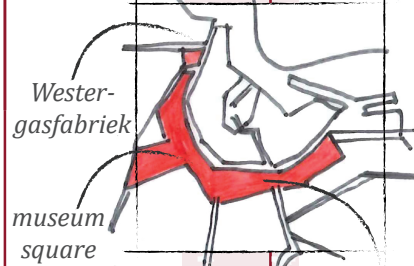
capital city



wall surrounding the city is constructed



touristic center



Wester-gasfabriek

museum square & Vondelpark

Albert Cuyp

prohibition on construction of wooden buildings

fall of Antwerp
Dutch revolt

Wester & Lutherse church
Zuider church
completion canal district (4e uitleg)

construction islands east port

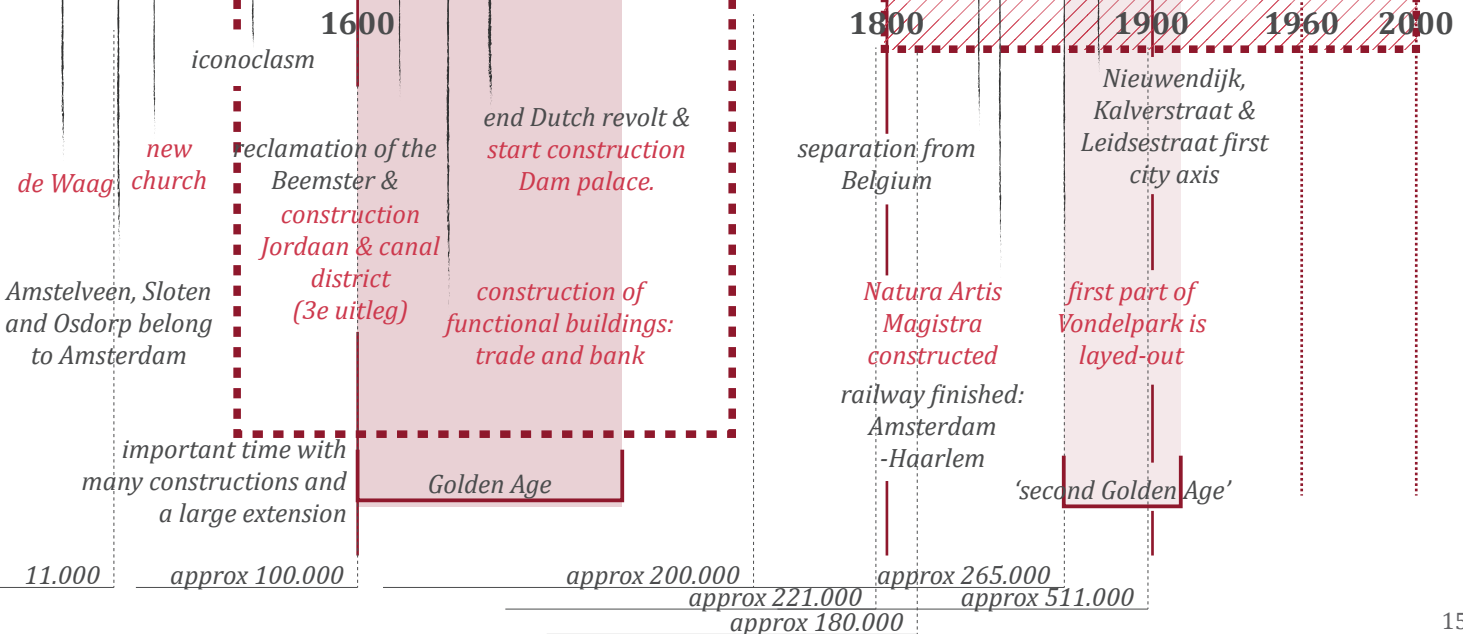
France conquered the Netherlands

opening central station

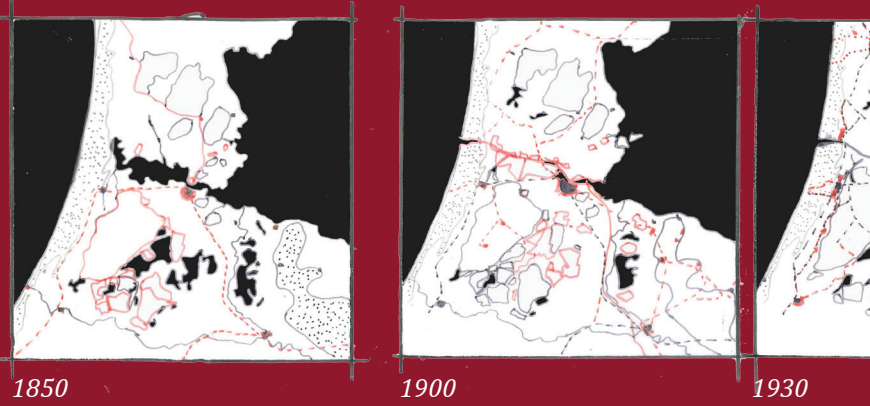
construction new Holland waterlinie

opening Rijks museum

zoom in, next page



Metropolitan growth

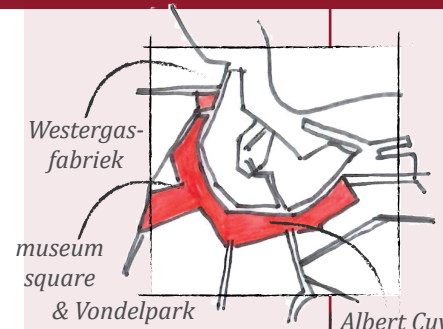


capital city

construction new Holland waterlinie

Nieuwendijk, Kalverstraat & Leidsestraat first city axis

Onze-Lieve-Vrouwenkerk



opening central station

Albert Cuyp housing law: governmental construction of housing

opening Rijksmuseum

1800

separation from Belgium

Post office built

Noordzeekanaal finished

1900

opening Bijenkorf

Natura Artis Magistra constructed

first part of Vondelpark is laid-out & palace of Volksvljt is finished

electrification of trains

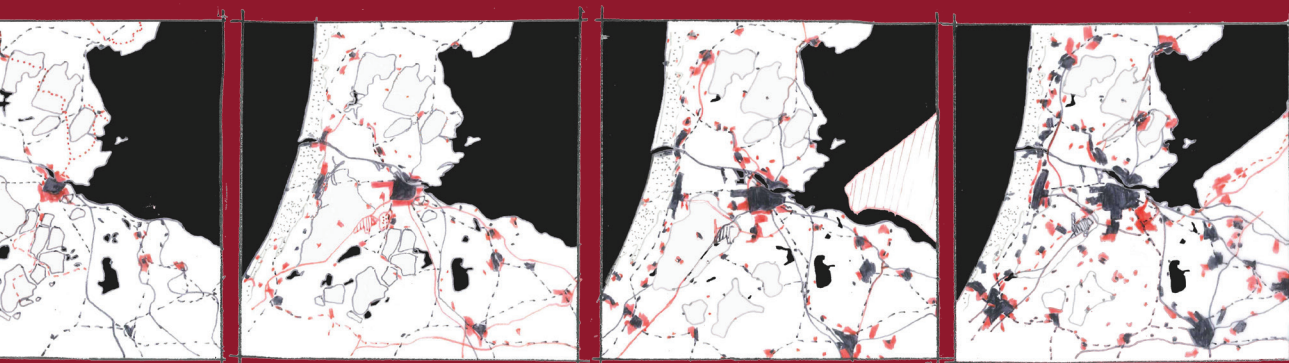
railway finished: Amsterdam-Haarlem

'second Golden Age'

566.000

figure 88. Timeline history AMA 1800-2000, own image based on (Dijkstra & Reitsma & Rommerts, 1999).

population

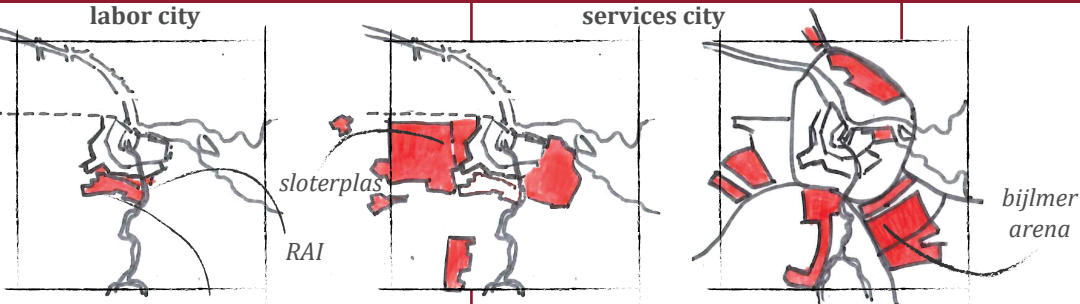


1960

1975 1990

labor city

services city



foundation of KLM
Second World War

riots against the metro line at Nieuwmarkt

Stopera finished
IJburg constructed

Amsterdamse bos

plan city expansion south & south-east

IJ-tunnel & ned. bank & bijlmer finished

Arena is built



1960

2000

start construction AUP (west and south part of the city)

opening RAI & monuments law

train to Schiphol

AUP constructed

Bijlmer disaster

start construction North-South metro line

Palace of Volksvlijt burns down

reconstruction period

Tweede Nota Ruimtelijke Ordening: groeikernenbeleid

train between Amsterdam and Almere constructed

Olympic Games

800.594

868.000

675.570

719.923

725.000

834.713

HISTORY

TIME LINE (TEXT GOES WITH FIGURE 87 & FIGURE 87)

There are little countries where people had a larger influence on the land than the Netherlands (Kahn, 1999). Around the year 800 the land was very inaccessible because of wet and swampy soil, hence the land was thinly populated. The population decided to start reclaiming land, leading the water from the land through rivers and ditches, now known as the peat reclamation landscape, and counted as cultural landscape of the country (Dijkstra, 1999). By the process of subtracting the water from the peed, the soil becomes more flat. This process is called soil subsidence and creates the landscape as it exists in the Netherlands. The local communities had to work together to protect the land from danger of the water, since the land became lower. By a civil technical system with dikes, ditches, canals and later mills they could control the situation. This led to the polder landscape famous for the Netherlands and cultural heritage like the Beemster.

In these peed areas villages originated: farms were built in lines along the reclamation axes. The oldest settlements in the Amsterdam agglomeration that were built this way are from the 11th century: Diemen and Sloten, in the south-east and west of the city. In Amsterdam North are also some examples of this type of medieval villages: Schellingwoude, Nieuwendam, Buiksloterdijk and Oostzanerwerf. The Amstel became more popular around 1270 after the construction of the Dam in the Amstel. It was placed so there would emerge a sheltered port from the more open and sea side port of the city on the north side of the dam. Here, the inland shipping took place, while on the north side the shipping from and to the sea was facilitated. The dam in the middle became the central public space where various markets took place and public buildings

were constructed. It is a public space of 25 by 50 meters, where the first city hall was built in 1395 which expressed the significance of Amsterdam as a trading center and as a center of power.

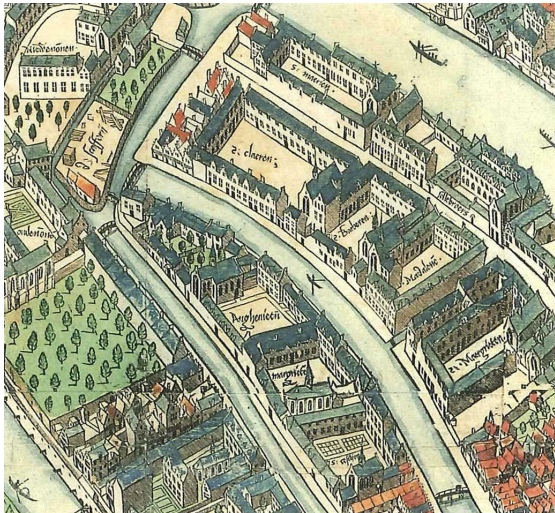
The construction of the dam started a fast urban development for the city. It meant an expansion of job opportunities in more specialized workmanship like transport, ship-building and trade. After the expansion of the water system the construction of new buildings started to spread in west and east direction (see image at 1597 in comparison to 1343 in the time line).

From the medieval times onwards the society was very much oriented towards the water. There was the danger of the water and at the same time people were taking advantage of it through the use of rivers and water ways for transportation and trade. Most of the urban centers originated around riverbeds like marketplaces and nodes of trade routes. The geographical location of Amsterdam was in this perspective very positive, since it situated on the junction of many waterways leading to Germany and other places in Europe, and connecting to the Zuiderzee. It was of great importance for the development of Amsterdam and Holland. Trade between Dutch cities and with the German hinterland was made possible by large rivers. Amsterdam became the main transit center of trade products of the Oostzee and later evolved into the stacking market. Around 1550 the main export products were cheese and butter while the villages profited from fishery and whaling.

Between 1450 and 1585 the extent of the city remained almost the same, around 75 hectares, while in the same period the population rose with around 23.000 inhabitants. This meant a

densification of the urban fabric in between of the Singel, Kloveniersburgwal, Gelderse Kade and IJ. The change in density of the city fabric is visible in the images of Cornelis Anthonisz from 1544 in figure 89.

In 1568 the Dutch Revolt started, restless times with a obstacle for the economic growth. Rich and reform-minded merchants left the city. When in 1578 the Alteration started, led by Prince Willem van Oranje a new city government came with more reform minded leaders. This meant a turn for Amsterdam and it started a growth once again. The city within the walls is divided in two parts due to differences in the soil and because of the Amstel river crossing in the middle. There are surprisingly little connections between the two parts east and west of the Amstel. The center of the west part is the Dam square, while for the east this is represented by the Nieuwmarkt now (de Waag). This resulted in two districts: west and east, with their own characteristics and identities.



TRADE METROPOLIS

After the fall of Antwerp, which was taken over by the Spanish, merchants started to move out of the city and arrived in Amsterdam. Antwerp was the main trade city, with the important connection to Venice, but after the city was taken Amsterdam took its place. With the rise of prosperity the daily life became more luxurious as well. During this time the buildings in the city center were still mostly used for storage of trade commodities, so the people lived in small spaces.

After the arrival of the new merchants, the citizens started to realize the city was not in good shape. They were ashamed of the dilapidated city hall from the end of the 14th century and of the missing public buildings. Therefore in the beginning of the 17th century new functional buildings were constructed like stock exchange buildings and a bank. Around 1630 and 1648 the threat of the war decreased due to the Peace of Munster and the twelve years truce, so various religious buildings were constructed.

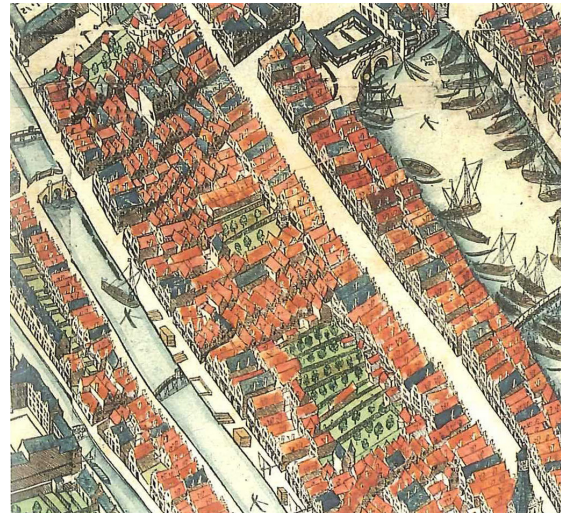


figure 89. Two cutouts of the map of Cornelis Anthonisz from 1544 (Dijkstra, 1999).

Some great artists lived in Amsterdam during this time, among them Rembrandt, leading to an establishment of an academy of arts and an extended arts trade. This period of time the city center was developed with many important public buildings in addition to improvements on regular housing, meaning a great deal for the city scape and its attraction to tourism currently.

As a result of the increased well-fare the city grew in population. To be able to facilitate them, the city government built the Jordaan and canal district. They followed the forms of the landscape surrounding it. In contrast to the existing parts of the city, in the canal district was a lot of space to build canal mansions with on the backside storage rooms, stables, coach houses and manmade gardens. Nowhere else in Europe it was possible to build such palaces within the city walls. Merchants started to collect arts and decorated their houses: the city began to flourish. The Jordaan area was mainly housing the working class, where the houses were small and low with many polluting businesses, so the living conditions here were much worse.

Outside of the immediate city the Beemster area was reclaimed, 71000 hectares of new land for agricultural purposes. The ideal form of squares was confronted by the natural deviations of the land, and the current form of the Beemster followed. After 20 years of solely agricultural use, the Beemster function changed to landscape of lust (lustlandschap), adding lanes of trees and new perspectives, now one of the UNESCO world heritage sites.

The big growth in the 17th century results in a concentric city, structured by a central ring and

radians, ending at the city gates. This is the basis for the famous city scape of Amsterdam, which is the biggest attraction of the region of today. The city center itself already knows many different structures, characteristics and soils, as a result of the long and diverse history.

CAPITAL CITY

Before the opening of the central station at the north side of the center, the plinth of many buildings in front of it and in the Kalverstraat, Nieuwendijk and Leidsestraat changed into the new axis of the city. Many restaurants, cafés and hotels opened in these streets, entrepreneurs fought for a place in the center. For the first time in history exclusively entertainment areas emerged. The train between

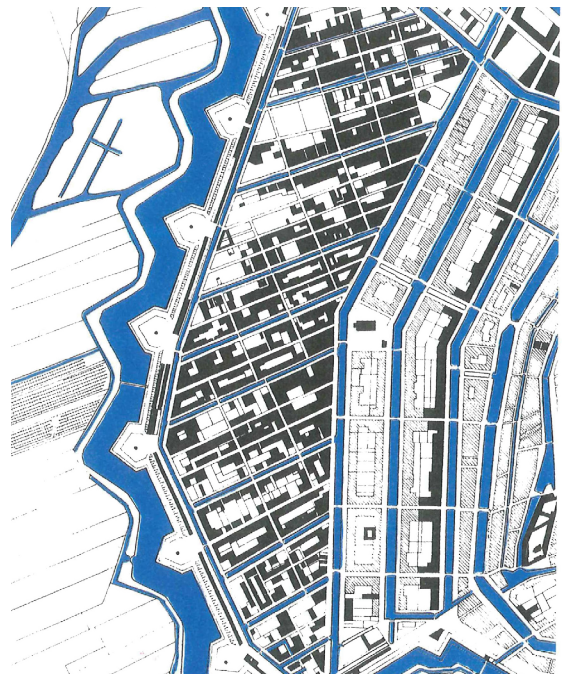


figure 90. *In de Jordaan zijn straten georiënteerd op de onderliggende agrarische verkaveling (Dijkstra, 1999).*

Haarlem and Amsterdam started driving in 1839, with in one year approximately 370.000 travellers. Afterwards the rails network started extending fast, between Amsterdam-Utrecht-Arnhem-Keulen.

The opening of the central station meant a high increase of day visits to the city, coming to the changing capital city. This period is also called the second Golden Age: the years between 1870-1914. Due to this growth in the number of visitors, new tram lines were built to provide cheap transport. The 19th century city expansion is characterized by the way of parcelling, using the structure of the underlying agricultural pattern. Maximizing the utilization of the land was more important than the aesthetics. De Pijp and the Albert Cuyp is part of this extension, where the “normal man” lives. Heineken was allowed to build his new brewery on the edge of the area, connected to the city center. This part of the city was very densely inhabited, while in the outside edge of the city larger residential areas were built.

The central station attracted many companies, like the Berlage, Bijenkorf and many related to hospitality. The World Exhibition led to the construction of many hotels like the Krasnapolsky and Riche. Following was the change in scale, accompanied with a symbolic monumentality of the city form.

LABOR CITY

Around 1915 the plan for South was designed by Berlage, with wide, diagonal lanes accompanied by trees and on the south side the new train station Zuid. Amsterdam also hosted the Olympic games during this period, so the olympic stadium was constructed as part of plan, in the sane architectural

style as the surroundings: The Amsterdam School, which was characterized by craftsmanship with round forms, expensive materials (mostly red bricks) and decorations. The plan South area is in high contrast with the West Garden city built afterwards as part of the reconstruction and extension period after the second world war.

In a time where a lot of diseases could not be healed, a new kind of housing was needed. The idea of light, air and green housing was introduced in the west side of the city: de Westelijke Tuinsteden, or the west garden city, designed by Van Eesteren. Here, the density of the inhabitants is much lower than in the city center, but that also meant a lower capacity for economic activity like known in the Jordaan with its narrow streets and small local shops. The car was influencing the design of the public space and the parcelling of the housing is mainly focussed on four story stroke buildings, in contrast to the previous closed building block with private inner court/gardens (figure 91). Part of the plan was the Sloterpas: a big park with a lake in the middle for recreation.

SERVICES CITY

Amsterdam changed greatly due to many immigrants coming to the country to look for work and tourism has become part of the city at any part of the year. Schiphol saw a big growth of passengers and attracts many international companies. The city is characterized by one phenomenon: the event. Examples are Kingsday, the Jordaan festival, the flower parade and the gay pride.

Due to the decision of the city to build a tunnel from the center to the North side of Amsterdam, this part of the city developed very fast. Before the construction of the tunnel, north was only suitable as an industrial area like the NDSM wharf was for building ships. The development was dominated by big apartment buildings of ten stories high, as an experiment for what later would become the Bijlmer area on the South-East part of the city. Here, the football stadium of Ajax is built, with many event halls and a large scale shopping area surrounding it. Many other parts of the city went through city renewal, like the Eastern islands, where the harbours changed into residential areas, since the housing demand was high and the port moved out of the city to the east, closer to the North sea.

The population of Amsterdam is still growing, but the current strategy of the city aims for densification of the ring road area, where there is still space to develop.

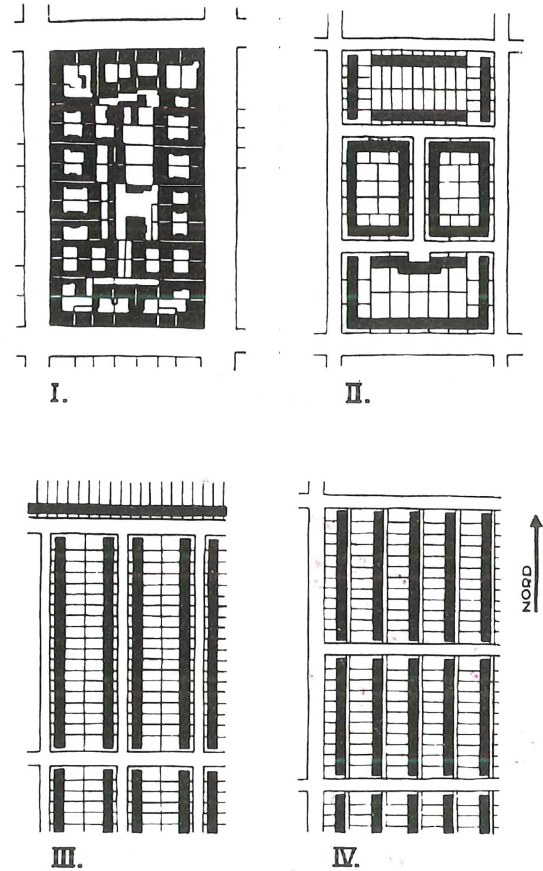


figure 91. De ontwikkeling van het stedelijk bouwblok naar strokenbouw, 1930 (Dijkstra, 1999).



figure 92. Damrak 16, 17, 18 enz. (v.r.n.l.), 1888 ca. retrieved from <https://archieff.amsterdam/inventarissen/inventaris/10005.nl.html?p=&t=2272>

GOVERNANCE

SCHEME OF ACTORS RELATED TO TOURISM IN AMSTERDAM

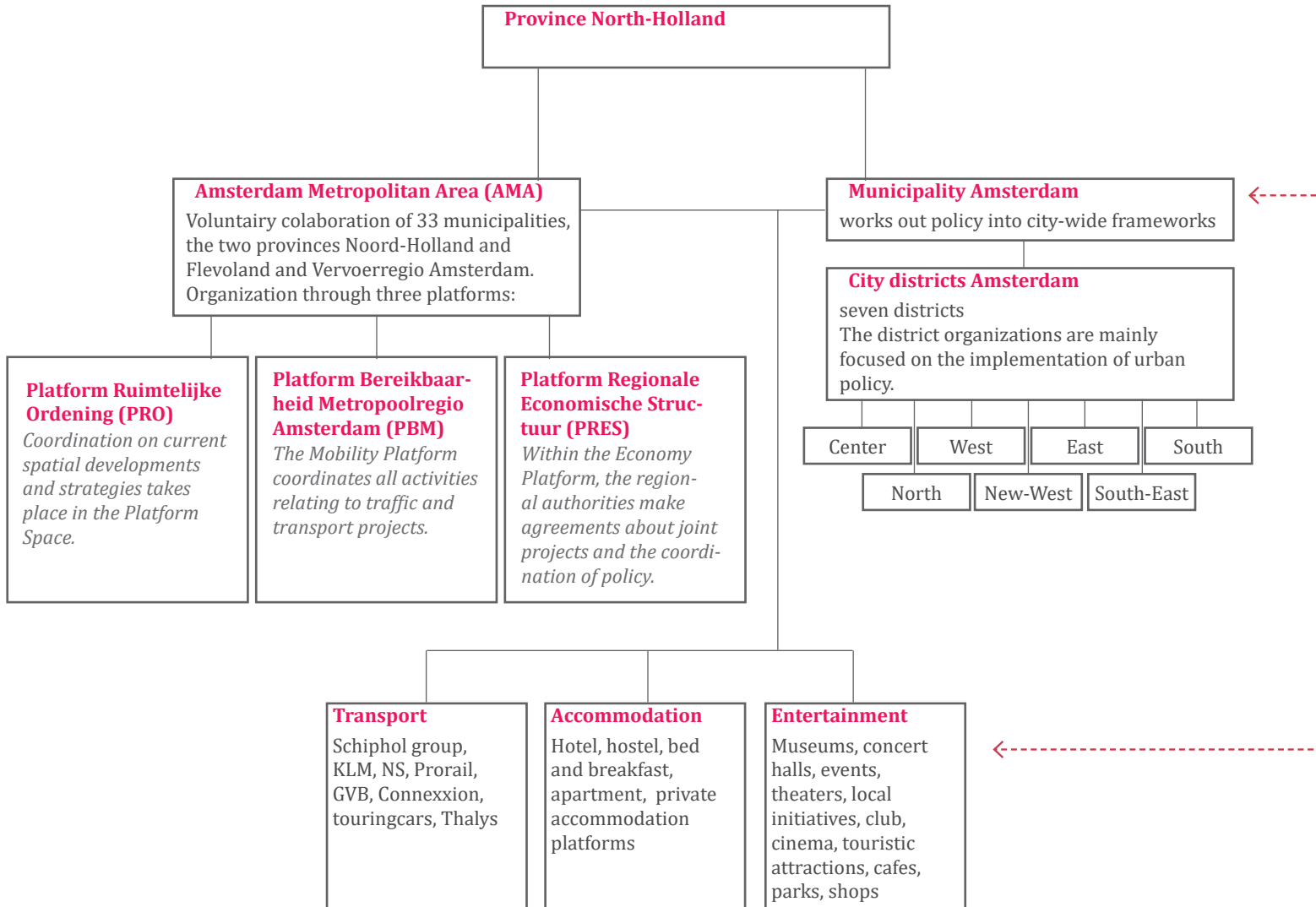


figure 93. Structure tourism related actors and stakeholders based on (NBTC, <https://www.nbtc.nl> & ANWB, <https://www.anwb.nl> & VVV Nederland, <http://www.vvvnederland.nl> & Rijksoverheid, <https://www.rijksoverheid.nl> & Gemeente Amsterdam, <https://www.amsterdam.nl>)

Ministry of Economic Affairs
Committed to sustainable, enterprising Netherlands, focussing on energy, services and industry.

government contribution

NBTC Holland Marketing
Is responsible for the branding of the Netherlands as touristic destination.

Amsterdam Marketing IAMsterdam
Amsterdam City Card, marketing and branding of locations in Amsterdam. Strategies: Vloggers, promote neighbourhoods outside of city center by storytelling, online media and the citymap. Sources are: Schiphol Media Network, iamsterdam.com and maps via tourist information locations.

Effective domestic marketing ANWB
The association that interests mobility, free time and holiday by sustainable development of the society
VVV Nederland
Destination marketing and management, focussed on informing visitors on the location of the destination in form of branches, information points and digital touch screens

collaboration

HollandCity Concept
With the aim to spread tourists throughout the country and seasons, with three aspects: districts, storyline and event policy.

'Amsterdam Bezoeken, Holland Zien' 2017-2020 with the goal:
in 2019 bezoekt 26% van de internationale toeristische bezoekers die in Amsterdam verblijven de regio

Integrated citymarketing and citybranding 2017 12 goals

Conditions responsibility of the government
intensify and regulate laws and regulations
interventions in the public space
public facilities like public transport

STAD IN BALANS

The municipality of Amsterdam formed a group of people, called the Stad in Balans (City in Balance), that works on the problems and effects of the increasing amount of people living in and visiting the city. It is getting crowded because of the growth in population and popularity to visitors. This growth is seen as a positive development, but needs to be guided to avoid the negative impacts it can have on the public space, pressure on changes in the facilities (commodification) of the city and the disturbance of the social equilibrium. The city needs to be attractive to every group, the citizens, entrepreneurs and visitors. The Stad in Balans group focusses on guiding the growth of the city by: making the city bigger, making the city smarter, experimenting and doing it together (stimulate, facilitate, restrict and take action).

The first subject the document describes is the urgency to find a better balance between living, working, shopping and tourism.

Making the city bigger.

The strategy aims to create new centers in other parts of the city than the historical center and region to spread the touristic movements over a larger area. These places will only be attractive by creating new attractions, for example facilities like the Eye museum and the foodhallen. They have been proven successful for not only tourists but also citizens and they express the demand of new or alternative places. Creating these new centers and places also require better connections through the city leading from one to another “node” or “point”: accessibility is key. The current (touristic) attractions are very much concentrated in the city center, especially in the case of the museums. De areas outside of the center are being promoted in Amsterdam and in the region by the collaboration

project Amsterdam Bezoeken, Holland Zien (Visit Amsterdam, See Holland). The approach works, in 2011 the amount of international visitors visiting the region increased with 23% relative to the year 2008.

This strategy results in many movements of visitors from the city center, where they are mainly staying, to places like Haarlem, Volendam, the tulip fields and Muiden. This causes a big pressure on both the city center and the transport between the center and the touristic places in the region like the train and bus. This creates a very centralized model of movements from and to the city center of Amsterdam. The visitors return back to the center each time they visit a place in the region (figure 94).

However, there are no actual numbers about the effect of spreading the tourists through the city as the municipality announces for the region (an increase of 23% relative to 2008). The new attractions of the city named before are still located close to the city center, so the effect will be little. This strategy needs to be more extensively executed to actually have an effect on the spreading and relieve the pressure on the city center. There is a risk of creating the same overcrowding situation in the new touristic area when adding attractions as the city center, hence it is important to develop more touristic areas at once, so the capacity of facilitating the visitors will not be exceeded.

The goals of the integrated citymarketing and citybranding concept of IAMsterdam can be used and integrated in the strategy to spread tourism by new touristic areas and attractions through the city by guiding, influence the reputation and investing in hospitality.

Starting in 2019 the municipality aims for a new way of charging tourist taxes. This involves adding 5 to 10 euros of taxes per night. With this the municipality can yield an extra of 150 million euros per year, is aiming to scare off the budget visitors and only attract the tourists that spend more in the city. Since 2018 tourists staying in the city center already have to pay more percent taxes than the people in the rest of the city (6 percent to 4 percent outside of the center) (nu.nl, 2017). The danger of this strategy is that people will look for an accommodation in the region and travel back and forth to Amsterdam, causing a decrease of income for the city, but the pressure on the city center stays unchanged (Hootsmans & Berndsen, 2017). However, increasing taxes might be the only approach to limit the growth of the number of tourists.

Integrated citymarketing and citybranding 2017 12 goals (see scheme on previous page)

1. guiding to cultural offer and unknown places and areas of the city
2. contribute to feeling of pride of the citizen and enough living space
3. attention to known and unknown initiatives
4. influence reputation of the city by media and travel agencies
5. focus of qualitative visitor and spreading of returning visitor
6. focus of consumersmarketing in European cities and United States
7. spreading of visitors and citizens in time and space
8. investing in hospitality function
9. attract more business tourism by marketing
10. increase digital media activity in building reputation
11. distributing knowledge to stakeholders
12. IAmsterdam stays the motto of Amsterdam Marketing

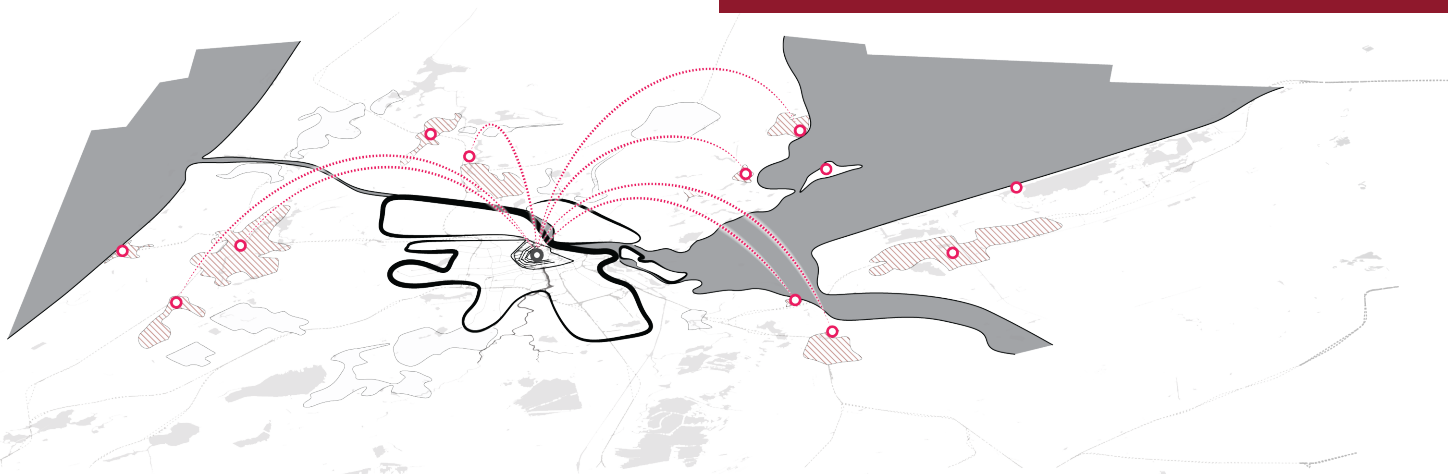


figure 94. Current situation movement of tourists visiting the region.

Overnachtingsbeleid Amsterdam

'Nee... tenzij'



Geen plek voor nieuwe projecten, 33.000 kamers reeds beschikbaar

In het nieuwe beleid van januari 2017 is er geen ruimte meer voor nieuwbouw, transformatie of uitbreiding van hotels in de gemeente Amsterdam. Nog ongeveer 60 hotels waren hiervoor al goedgekeurd en zullen komende periode nog ontwikkeld worden, dit staat gelijk aan nog 10.000 kamers in ontwikkeling.

Reden van dit beleid

Door het nieuwe beleid krijgt het college grip op de groei van het aantal nieuwe hotels in Amsterdam. Dit draagt bij aan een beter evenwicht tussen bewoners, bezoekers en bedrijven in de stad.



Waar is het beleid op van toepassing?



Op nieuw te bouwen projecten.

+



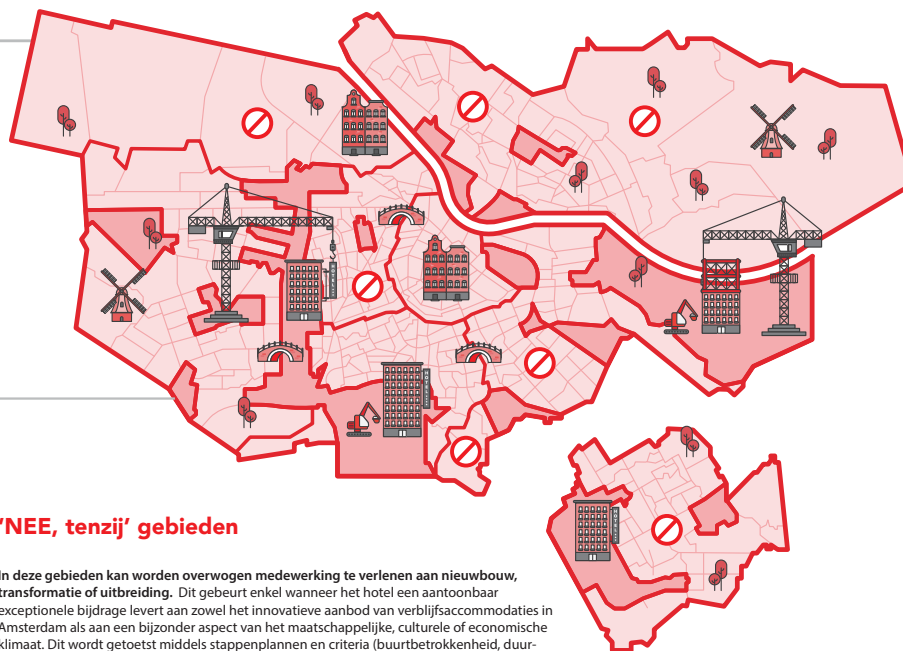
Op transformatie of uitbreiding van bestaande locaties.

Onder hotel wordt verstaan:

- Pensions
- (jeugd-)herberg of hostel
- Reguliere hotels
- Appartementhotels met logies- en extended stayvoorzieningen voor een verblijf van maximaal 12 mnd.

Dit heeft geen betrekking op:

Bed & Breakfast en tijdelijke vakantieverblijfhuizen. Deze vallen onder de Huisvestingsverordening 2016 en Toeristisch verhuur van woningen.



'NEE, tenzij' gebieden

In deze gebieden kan worden overwogen medewerking te verlenen aan nieuwbouw, transformatie of uitbreiding. Dit gebeurt enkel wanneer het hotel een aantoonbaar exceptionele bijdrage levert aan zowel het innovatieve aanbod van verblijfsaccommodaties in Amsterdam als aan een bijzonder aspect van het maatschappelijke, culturele of economische klimaat. Dit wordt getoetst middels stappenplannen en criteria (buurtbetrokkenheid, duurzaamheid, sociaal ondernemen) en moet goedgekeurd worden door de adviesraad alvorens de vergunningsaanvraag kan worden gedaan.

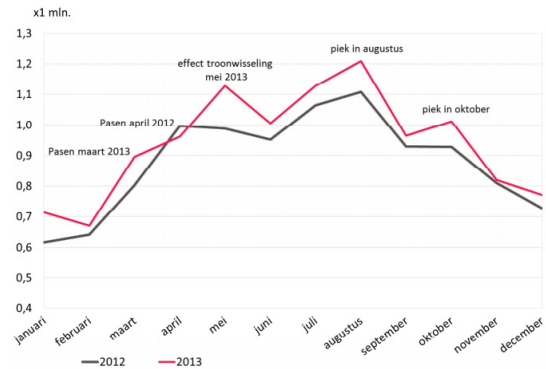
figure 95. Overnachtingsbeleid Amsterdam (Gemeente Amsterdam, n.d.a).



figure 96. Spreading strategy metropolitan region Amsterdam Marketing (retrieved from http://ov-chipkaart-kopen.nl/?attachment_id=82104, 2018).

TECHNICAL STREETS

The phenomena in question contains a strong spatiotemporal aspect since specific areas and streets are more crowded and therefore problematic than others at particular times of the day, month or year. The technical layer can be overcrowded at peaks with events like Kings day and the summer (figure 97). But even during months like November where the amount of visitors is in a lower state, the touristic city center still finds crowded streets like the Kalverstraat, the Dam square, Leidsestraat and Korte Leidsedwardsstraat (figure 98).



Hotel stays per month, Amsterdam



KALVERSTRAAT: SHOPPING STREET, NARROW AND USUALLY VERY BUSY



LEIDSESTRAAT: SHOPPING STREET, COMBINED WITH TRAMS, ACCIDENTS OCCUR BETWEEN PEDESTRIANS AND TRAMS



REGULIERSDWAR... OFTEN RELATED T...

figure 97. *Hotelovernachtingen per maand, Amsterdam (OIS Amsterdam, 2015).*
figure 98. *Touristic streets of Amsterdam, 17 November 2017 afternoon.*

When these streets always facilitate a high amount of visitors the environment starts to change, directing on this specific focus group with facilities and attractions they are looking for, resulting in a street where citizens are not attracted to anymore.

At the same time there are streets which seem very quiet, like the Reguliersdwarsstraat. This street has a very specific function: nightlife. There are many bars, clubs and restaurants present, with a status of gay culture. Taking a picture at night would give a complete different image of the street and its usage. This shows the spatiotemporal aspect of the tourist

industry, where every place knows a different pattern in visitors, times and flows.

The network of the technical layer represents many different modes of transport. In some streets this results in unilateral functions where only pedestrians are represented, and in others these flows come together like in the Leidsestraat. The pedestrians and trams meet each other in the same space. Some streets know a priority to one mode of transport, e.g. high connective lines for cars or shopping streets for pedestrians.



REGULIERSDWARSSTRAAT: BARS AND DANCING, TO GAY CULTURE



LEIDSESTRAAT: SHOPPING STREET, LEADS TO LEIDSEPLEIN: MUSIC, BAR AND DANCING DISTRICT



KORTE LEIDSE DWARSSTRAAT: STREET FOR GOING OUT, LOTS OF BARS, CLUBS AND RESTAURANTS.

CROWDING

The Dam square is the main square of the city and one of the first places to reach following the main route from the main station. There are large crowds, food stands, starting position of walking tours, touristic attractions like the palace and the entrance to the main shopping street: the Kalverstraat. It is one of the most busy places of the city.



figure 99. Dam square, 17th of November 2017. Main square of Amsterdam with Madam Tussaud and the Royal Palace.



TRANSPORT MODES

The most popular tourist destination in the Netherlands is Amsterdam, having considerable more visitors in both 2015 and 2016 than the rest of the big cities in the country (figure 101). The visitors use different means of transport to travel to the Netherlands, affected by the country of departure. Dutch tourists clearly never use the airplane, car transport is the main transport mode in this category. For international visitors the predominant means of transport is the airplane, followed by train and car, but these are considerably lower. The transport mode largely influences the stay. If the visitor is in possession of a car during the stay the eventuality of reaching other parts of the country is higher. The visitor that came by train or plane are dependent on the public transport services if not renting a car or taking a taxi. Public transport connections are therefore very important if distribution of visitors and equal economic benefits for the region is the objective.

The larger cities of the Netherlands are very well connected. For the distribution of visitors to these other cities the marketing program needs to be improved, especially clarifying the little distances and traveling time between them.

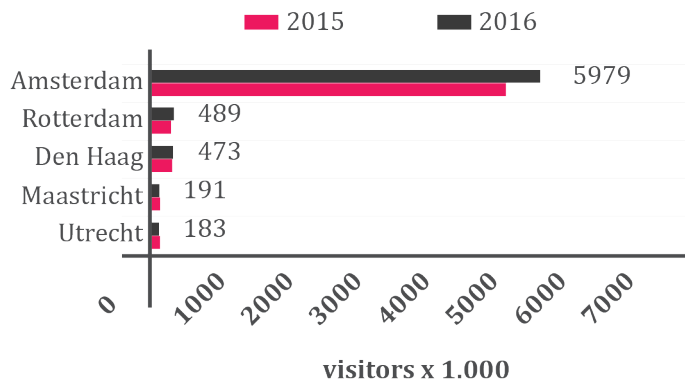
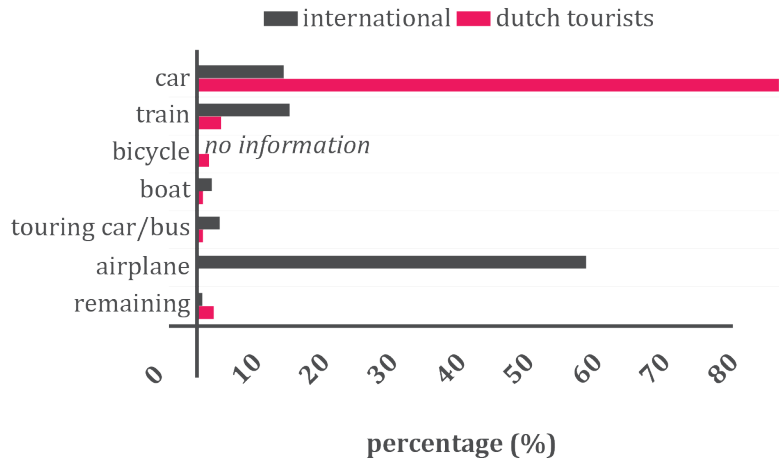


figure 100. Used mode of transport to travel to the Netherlands in 2016, data from (Amsterdam Marketing, 2016).
 figure 101. Number of visitors in the largest city's in the Netherlands in 2015 and 2016 (NBTC Holland Marketing & Gastvrij Nederland, 2016).



figure 102. **CENTER** - The technical water network in the center exists out of canals with a hard edge of bricks, often with boats



figure 103. **SOFT EDGES** - In the immediate surroundings of the center the edges of the canals and rivers are softer and more



figure 104. **HET IJ** - The view at the river IJ is different. It is more spatial and the edges vary in form, accessibility and material.
178.



(for living) and trees alongside it. The houses are built up plot wise, as was common during that time.



accessible. The street and water are wider, and due to the green view, very different from the center.



At some places the waterfront is not accessible due to private companies located on the north side.

ECONOMIC COMMODIFICATION

The Damrak is the street leading from the Central Station of Amsterdam to the Dam square, which is the main square of the city. A lot of tourists walk this street, since they arrive by train, want to take a boat tour, cross here to go to the surroundings like the red light district or just want to enjoy the scenery of the old Amsterdam canal houses. Because of this high amount of tourists passing by, the offer of facilities started to focus on the ones tourists are looking

for. One of these things is the local identity of the place, where the cheese stores come into play. They are often combined with souvenir shops where the icon of Amsterdam is sold through products. Here the image of cannabis always comes back, since the reputation and attractiveness of the city is partly made by the legal offer of cannabis. The shops for these products are spread out through the whole city.

OLD AMSTERDAM

Touristic shop for cheeses with tasting room

DRAKE'S

Clothing store

SOUVENIRS & GIFTS

Touristic shop for souvenirs

GANDHI

Restaurant for indian food

NOVOPLAY

Gambling

NEW YORK PIZZA

Restaurant and take-away pizza franchise

TUC TUC

Transportation mainly used by tourists



figure 105. Damrak, 17th of November 2017. Facilities in the plinth of the streetview.

On the other hand there are many places providing food in many variations, but mostly coming back as franchises. They push out the local facilities because of the higher resistance they have on the commercial market in these touristic areas. People like the common and globalized world they got so comfortable in. In the case of the Damrak there are facilities like New York Pizza, Starbucks and Delifrance in this category.

Last there are the places where tickets and tours can be bought to arrange the activities during their stay. Tourists that are not familiar with the organisations of the companies offering the activities usually go to these shops to get information and tickets. They are barely used by locals and domestic tourists.

Result is that the street becomes overruled by touristic attractions and become less attractive for local inhabitants to visit.

TOURS AND TICKETS

Shop for tours and tickets for touristic attractions like boat tours

DELIFRANCE

Lunchroom and bakery franchise

STARBUCKS

Coffee and food franchise

AMSTERDAM TODAY

Touristic shop for souvenirs

AMSTERDAM CHEESE COMPANY

Touristic shop for cheeses



CULTURAL COMMODIFICATION

The most visited touristic attraction of Amsterdam is the boat tour through the canals: 4.869.000 people took a boat tour in 2015 (OIS Amsterdam, 2016). Water is one of the main features of the

city, and more general of the Netherlands, hence people want to experience this by boat, looking at the characteristic architecture surrounding it. The step on and off places are located at the main



figure 106. Damrak, 17th of November 2017. Typical Amsterdam Canal Houses with touristic facilities (Canal cruises) in front.

touristic places like the Damrak, Central Station and Singelgracht. They notably change the view of the street and canals, with crowds surrounding

the stops when a boat moors or when people are collecting at the entrance.



LONELY PLANET TOP PICS

The top attractions of lonely planet, an often used informative website and booklet to plan a touristic trip, shows 17 top pics. When these are shown on the map at their specific location it is immediately visible that all of them are located in or at the edge of the city center. The attractions mainly follow the same pattern as the walking route of the research of Poel & Boon (2015).

The top pics vary between museums, parks, markets, nature, religious buildings and palaces which are all related to history, identity of the city and country and leisure. Only a few of these attractions belong to the regular activities of the inhabitants, like the Vondelpark and the Albert Cuypmarkt. The other functions are visited once or even never by the citizens, and so focussing on the tourists completely.



figure 107. Location of top pics of Lonely Planet.







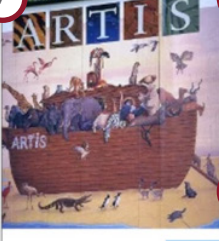
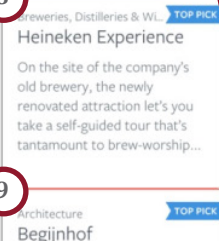





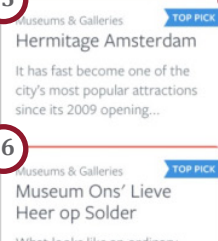


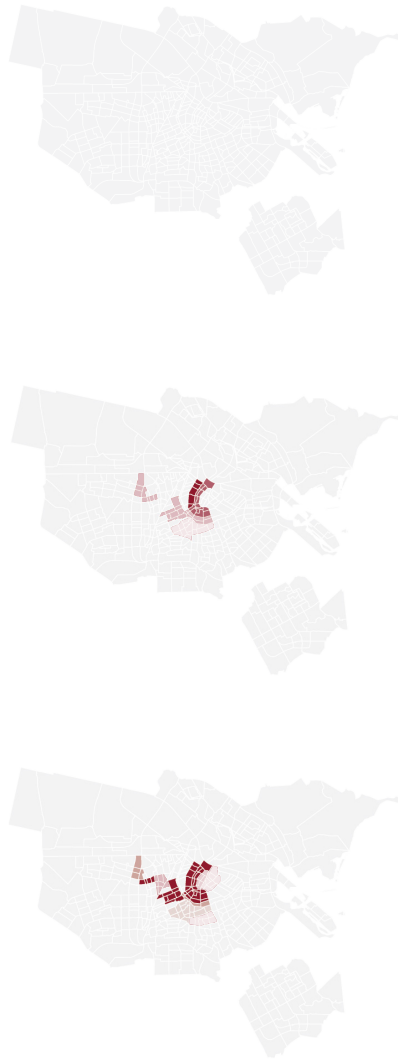
<p>1</p>  <p>Museums & Galleries TOP PICK</p> <p>Van Gogh Museum</p> <p>The Van Gogh Museum is one of Amsterdam's must-sees...</p> <p>Amsterdam</p>	<p>2</p>  <p>Parks & Gardens TOP PICK</p> <p>Vondelpark</p> <p>As vital to Amsterdam as Rembrandt, canals and coffeeshops, on a sunny day there's no place better than Vondelpark.</p> <p>Amsterdam</p>	<p>3</p>  <p>Museums & Galleries TOP PICK</p> <p>Anne Frank Huis</p> <p>The Anne Frank Huis is the Western Canal Belt's oversight, drawing almost one million visitors annually...</p> <p>Amsterdam</p>	<p>4</p>  <p>Markets & Bazaars TOP PICK</p> <p>Albert Cuypmarkt</p> <p>The best place to marvel at the multicultural scene is the Albert Cuypmarkt, Amsterdam's largest and busiest market.</p> <p>Amsterdam</p>	<p>5</p>  <p>Markets & Bazaars TOP PICK</p> <p>Bloemenmarkt</p> <p>Amsterdam has specialised in flower markets since the 17th century, so if they interest you, make your way to the southern side of the Canal between</p> <p>Amsterdam</p>
<p>6</p>  <p>Museums & Galleries TOP PICK</p> <p>Rijksmuseum</p> <p>The Rijksmuseum is the premier art museum of the Netherlands, and no self-respecting visitor to Amsterdam can afford to miss</p> <p>Amsterdam</p>	<p>7</p>  <p>Nature & Wildlife TOP PICK</p> <p>Artis Royal Zoo</p> <p>The oldest zoo on the European continent, Artis has an alphabet soup of wildlife: alligators, birds, chimps and so on up to whales. The house is</p> <p>Amsterdam</p>	<p>8</p>  <p>Breweries, Distilleries & Wineries TOP PICK</p> <p>Heineken Experience</p> <p>On the site of the company's old brewery, the newly renovated attraction lets you take a self-guided tour that's tantamount to brew-worship...</p> <p>Amsterdam</p>	<p>10</p>  <p>Religious TOP PICK</p> <p>Oude Kerk</p> <p>It is the city's oldest surviving building (from 1306) built to honour the city's patron saint, St Nicholas (the inspiration for exiled Saint Nick).</p> <p>Amsterdam</p>	<p>11</p>  <p>Museums & Galleries TOP PICK</p> <p>Joods Historisch Museum</p> <p>The Joods Historisch Museum, is a beautifully restored complex of four Ashkenazic synagogues from the 17th and</p> <p>Amsterdam</p>
<p>12</p>  <p>Castles, Palaces & Mansions TOP PICK</p> <p>Royal Palace</p> <p>Commissioned as a town hall in 1648, this building became a palace in the 19th century. After recent renovations the interior plays especially the</p> <p>Amsterdam</p>	<p>13</p>  <p>Museums & Galleries TOP PICK</p> <p>Stedelijk Museum</p> <p>Built in 1895 to a neo-Renaissance design by AM Weisman, the Stedelijk Museum is the permanent home of the National Museum</p> <p>Amsterdam</p>	<p>14</p>  <p>Other TOP PICK</p> <p>Hoppe</p> <p>Boasting the city's highest beer turnover rate, gritty Hoppe has been filling glasses for more than 300 years. Journalists, hearties, cocktailers and</p> <p>Amsterdam</p>	<p>15</p>  <p>Museums & Galleries TOP PICK</p> <p>Hermitage Amsterdam</p> <p>It has fast become one of the city's most popular attractions since its 2009 opening...</p> <p>Amsterdam</p>	<p>17</p>  <p>Museums & Galleries TOP PICK</p> <p>Museum het Rembrandthuis</p> <p>You almost expect to find the master himself at the Museum het Rembrandthuis, where Rembrandt van Rijn ran the Netherlands' largest painting studio, only to lose the lot when profligacy set in, enemies swooped and b...</p> <p>Amsterdam</p>
<p>16</p>  <p>Museums & Galleries TOP PICK</p> <p>Museum Ons' Lieve Heer op Solder</p> <p>What looks like an ordinary canal house turns out to have an entire Catholic church stashed inside. Ons' Lieve Heer op Solder (Our Dear Lord in the Attic) was built in the mid-1600s in defiance of the Calvinists...</p> <p>Amsterdam</p>				

figure 108. Top picks of travel website Lonely Planet (2015) in (Drift, 2015).

SOCIAL CITIZENS



There are 834.713 inhabitants living in the city in 2016, of which 41% is born in the capital. 85% feels connected to the city, and this feeling is growing. Relatively, the citizens feel more connected to the city than to the country (OIS Amsterdam, 2016a).

As stated in many newspapers recently (Het Parool, NRC and de Volkskrant in figure 110) Amsterdam and its citizens are experiencing negative impacts of the growing numbers of tourism. Some titles of these newspapers are saying that 'Amsterdam can become a city without a soul', 'tourism flow is not good for citizens anymore', 'Amsterdam can become like Venice' and 'Amsterdam, tourism, waste and the full city'. The citizens are forming action groups existing of concerned inhabitants that offers constructive solutions against the problems they deal with to create a more balanced city. However, in some areas of Amsterdam, like IJburg, tourism is still experienced as having a positive impact on the liveability and variation of facilities (Hootsmans & Berndsen, 2017). It is a dynamic process between tourism and liveability that has both positive and negative impacts.

A research of the municipality of Amsterdam is under progress, looking for an online dataset visualizing the crowding in different neighborhoods in real-time. This means that citizens soon can go to the website and see what areas they need to avoid to prevent bottlenecks and negative encounters when moving through the city. figure 109 shows a beta information set of the crowded neighbourhoods on the 4th of May at the times 05:00, 08:00 and 16:00, with 16:00 being the most busy moment of the day.

figure 109. Crowding in neighbourhoods of Amsterdam on the 4th of May 2018, top to bottom: 05:00, 08:00, 16:00 (Gemeente Amsterdam, 2018b).

'Amsterdam kan een stad zonder ziel worden'

Amsterdam, het toerisme, het vuil en de volle stad

Amsterdam komt om in zijn eigen smerigheid. Het nieuwe college moet snel handelen om verder afglijden te voorkomen, meent Wim Pijbes.

nrc.nl >



de Volkskrant

Amsterdam wil toestroom toeristen indammen: 'Voor veel bewoners niet leuk meer'

figure 110. Newspaper titles on tourism (Couzy, 2017; Kruyswijk, 2016a; Kruyswijk, 2016b; Poel & Boon, 2015; Smit 2016).

'Amsterdam dreigt te venetianiseren'



TOURISTS PROFILE

The metropolitan region of Amsterdam offers many different kinds of activities and attractions, hence there are different groups of tourists coming to the region. The most common group of visitors are called the city trippers by the Amsterdam Marketing team. This group represents the foreign overnight visitors coming to the city of Amsterdam for an average of 3,8 days. It is the most satisfied group, rating their visit with an 8,5. They predominantly come for the capital city Amsterdam for the cultural, nightlife and entertainment facilities the city offers.

The second-largest group visiting the region is the Dutch same-day visitor. They usually decide to visit the region a day before or on the same day of the visit and spend an average of 5 hours here. This group spend little money, but are also the group that return more frequently and vary most in their activities and attractions visited.

Third in the list is the coastal visitor. They generally come from the Netherlands or Germany and their main reason for visiting the region is the coast and beach. They spend their money mainly on food and drinks. The coastal visitor stays most of its time in the coastal area, only sometimes visits Amsterdam or Haarlem.

Last there is the conference attendee, spending most of its time working. When first time visiting the city, they stay 2 days longer to visit one of the more known museums and spends most of all groups (Amsterdam Marketing, 2016).

group	CITYTRIPPERS
duration of stay	3,8 days
average group size	3,9
average age in years	35
reason for visit	Amsterdam culture, nightlife & entertainment
also visit...	82% visit museum 24% visit region: Volendam, Zaanse Schans, Marken, Haarlem & Edam
spended money in euro (excl accommodation)	98 per person
experience rating	8,5 good cultural offerings, convivial, expensive and busy, friendly people, too many bikers
origin	60% from core market

figure 111. Visitor profiles (2016) (Amsterdam Marketing, n.d.).

DUTCH SAME-DAY VISITORS	COASTAL VISITORS	CONFERENCE ATTENDEES
5 hours	6 nights	2 days more than the conference (when only once)
couple or family	family & children	alone & colleagues
50	45	41, ³ / ₄ men
region culture, shop, specific attraction, event, nature, relaxation, visit family or friend	coast/beach Restaurants, cafés and bars	conference
Castles & Gardens	mostly stay at the coast. Sometimes Amsterdam & Haarlem	museums, mostly the top pics
45 per person	58 per person	237,10 per person
7,9 poor-weather facilities, very well accessible region by public transport	7,9 high rating for the beach, good restaurants, convivial, friendly people	8,2 cultural offerings, city atmosphere: convivial, ambiance, friendly people
North & South Holland return more frequently, 28 % more than 10 times in last 3 years.	Germany & Netherlands are already familiar with the area	all over the world

TOURISTS PROFILE

The figure 112 represents the image tourists have of the Netherlands after visiting the country. A few aspects score relatively higher in relation to the others: short holidays, high accessibility, mostly thinking of tulips, mills and clogs, easy going and more than Amsterdam. The last one gives an idea about the possibility of spreading tourism to other parts of the region, since visitors see the quality of these places as well. Combined with the high accessibility, this is an opportunity of spreading the tourists more evenly through the region.

The components that score relatively low are the possibility of sports, high-quality culinary offer, offer nature, offer architecture and design and expensive. Some of these have potential to

be improved by adding new facilities, exploiting current areas and branding.

NBTC explains the journey of the customer by six steps: orientation, booking, transport, accommodation, activities and appreciation. figure 113 shows the steps, where these actions take place, what modes of transport are important and what actions can be taken to improve them. In the host city spatial interventions on the touristic sites and in the network of connections can be implemented to develop the situation, while during the orientation the branding and marketing is more important to steer the visitor to different places and inform them about the different possibilities.

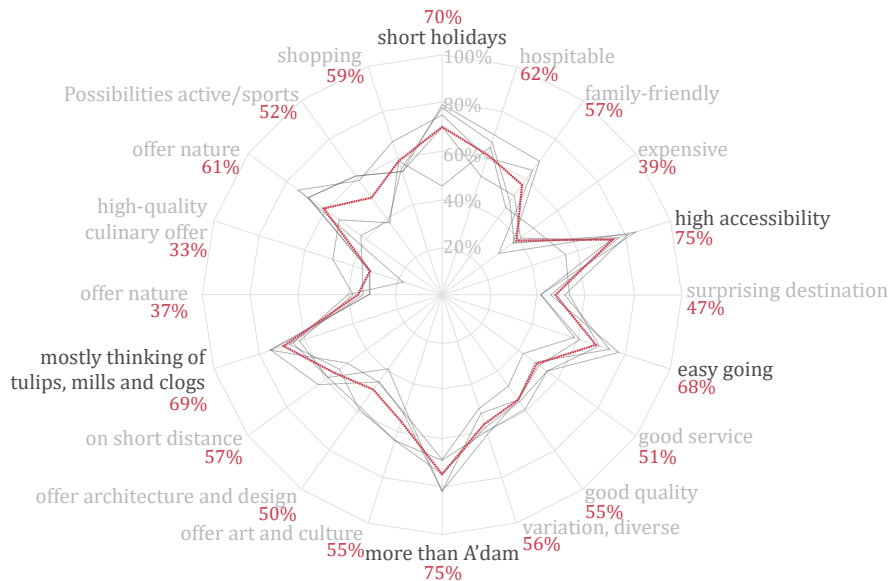


figure 112. Image of the Netherlands, average rating, based on (nbtc, n.d.).

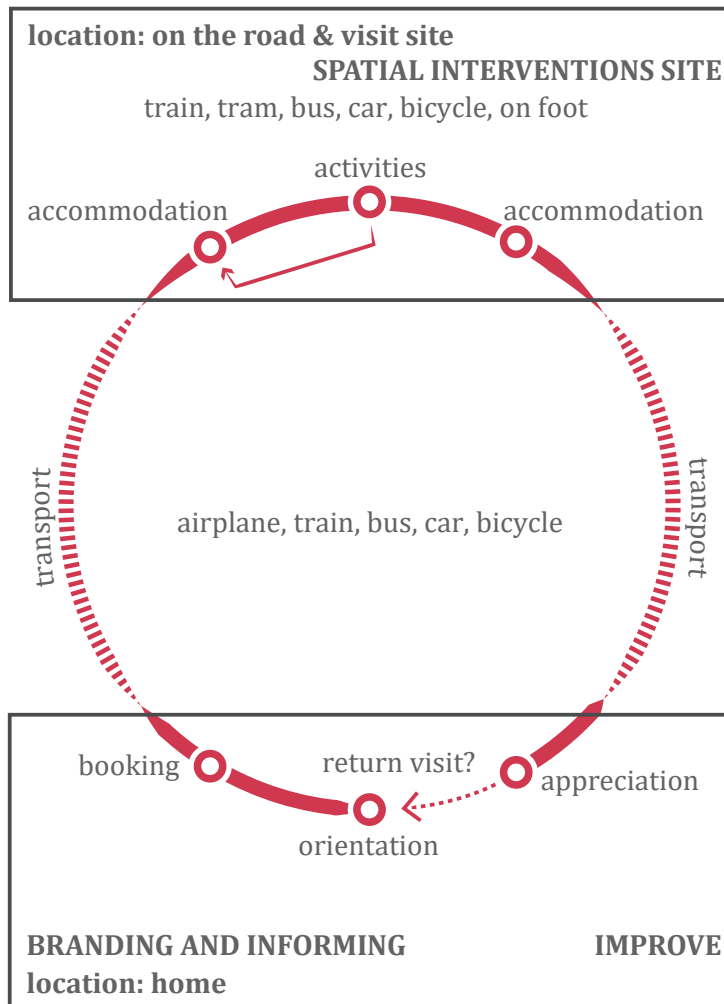


figure 113. Customer journey, based on (nbt, n.d.).

TOURIST INTERVIEWS



**IKE, 44 YEARS OLD
LIVES IN SAN FRANCISCO, READING A BOOK AT
THE STAIRS OF THE BERLAGE BUILDING. (17 NOV.
2017)**

Why did you choose Amsterdam for your trip?
I have been here before, this is the 5th time actually. The first time was in 1994, after college. I love it here, I keep on coming back.

Where are you staying?
Hostel M. at Sloterdijk last night and the coming days at the Flying Pig 3 train stops from here (Amsterdam Central Station).

Did you combine your trip with any other destinations?
No, I will only visit Amsterdam and the places I stay at in the 4 days that I am here.

Are you planning to go out of the city center?
Only for the places I stay at: Sloterdijk and the Flying pig hostel.

What is your experience from visiting the city?
It has a very good atmosphere, I would give it a 11 out of 10. I really love it.

What facilities did you visit?
This trip I didn't visit anything yet, but last times I went to the Van Gogh museum, the Hermitage, Rembrandt museum, the Vondelpark and the Rembrandtplein. I was thinking of maybe going to Melkweg for a concert tonight.

Did you notice any changes since the first time you visited?
There are a lot of new buildings, but not really big differences. It is a really clean city.

figure 114. Ike after interview, picture taken 17/11/2017.

**BENEDICT, 52 JAAR
WOONT IN HAARLEM ZUID VOOR 27 JAAR, HEEFT
DAARVOOR IN AMSTERDAM ZUID GEWOOND. (17
NOV. 2017)**

Are you satisfied with your current neighbourhood?
Certainly, fortunately tourism is growing there now. There is a lot of vacant buildings and tourism can do something about that. Here [in Amsterdam] it is too much, just awful.

What is your profession?

I work for the Stage Entertainment Nederland group, which produces musicals. At the moment working on a musical for the La Mar Theater (close to the Leidse Plein) as a Company Manager.

Are the musicals visited by tourists?

A lot of people doing a day-trip from the Netherlands visit the musicals. We tried English musicals for foreigners, but they were not successful, so we stopped with that. So not a lot of foreign visitors.

What reason brings you to the city center (the Dam)? Do you come here often?

I just did some groceries and I have to work in some time. I just come here for specific products, just bought a special bottle of Evian, the Christmas Edition.

I only come here for my work, it is way to crowded here. I am happy that I do not live here anymore. My daughter lives in the Spaarndammerstraat (a street in the city center) and even she thinks it is to busy and she is a student of 22 years old.



Where do you like to go to in your free time?

Nature or the beach. In Haarlem I am really close to the beach: Zandvoort, I can go any moment.

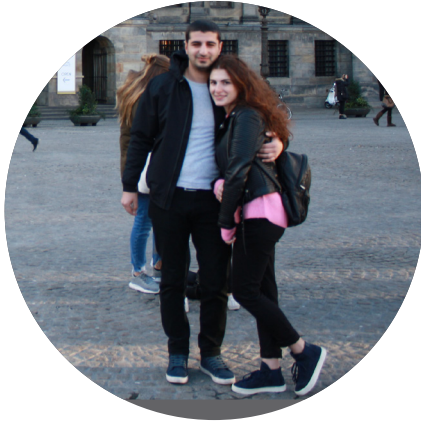
Where did you go to today?

To the Bijenkorf (the big Warehouse at the Dam Square) to get some groceries and in a moment I will go to my work. Before that I was at home in Haarlem.

What do you think about tourism in Amsterdam?

I find it horrible, way too busy. Look around you, all the smoking tourists at the Dam Square. I rather not go to Amsterdam for shopping, then I go to Rotterdam, way nicer there.

figure 115. Benedict after interview, picture taken 17/11/2017.



**BAIA AND GIORGI, 22 AND 28 YEARS OLD
BOTH LIVE IN GEORGIA, THE MAN IS SMOKING A
JOINT AT THE MOMENT OF THE CONVERSATION.
(17 NOV. 2017)**

Why did you choose Amsterdam for your trip?

We are here for our honeymoon. I (Giorgi) have been here 2 years and 1 year ago. I really like the Cannabis here.

Where are you staying?

We are staying at my friends place in Hilversum for 12 days.

Did you combine your trip with any other destinations?

Yes, we are staying in Hilversum and have been in Bussum, Den Haag and Rotterdam as well.

Are you planning to go out of the city center?

We are in Amsterdam for 4 days, just the city center.

What is your experience from visiting the city?

Really good, relaxed. Not too busy.

What facilities did you visit?

We went to the Rijksmuseum and a lot of Coffee Shops.

figure 116. Baia and Giorgi after interview, picture taken 17/11/2017.

**DEA, 45 JAAR
WOONT IN APELDOORN, IS VOOR 1 DAGJE SHOP-
PEN MET HAAR MAN IN AMSTERDAM. (17 NOV.
2017)**



What do you think about the city center of Amsterdam?

I actually think it is pleasantly crowded, not too busy.

What reason brings you to the city center (the Dam)? Do you come here often?

I come approximately 2 times a year to Amsterdam to go shopping or to visit a concert.

Where do you like to go to in your free time?

My hobbies are walking or hiking and food.

Where did you go to today?

To the Kalverstraat and the Leidsestraat, where most of the shops are located.

What do you think about the tourism in Amsterdam?

I worked in Amsterdam for a while, at that time I sometimes felt it was too busy. Today it is not the most busy day, so I think it is fine.

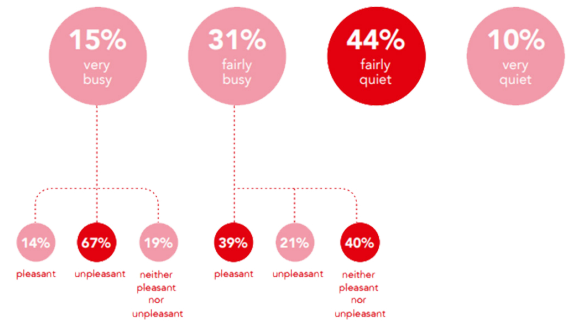
During the site visit at the most crowded areas in the city center at 17 November 2017 interviews were executed to understand the friction between citizens and visitors better. Two things can be concluded from the interviews done at the Dam Square of Amsterdam on the pages before. One is the contrasting opinion from the tourists and the citizens. Both Dutch people said when they were living or working in Amsterdam the tourism was too much. Benedict even says she thinks it is horrible and she is happy that she does not live in Amsterdam anymore. The foreign tourists do not seem to find the city too crowded. The tolerance of crowds differs in this case between the tourists and citizens. Dea even shows that she experienced the tourists as unpleasant when she worked in the city, but now that she is a visitor herself, she sees it from a different perspective.

Secondly, both of the Dutch interviewees went to the city center for shopping. In the case of Benedict only because of a specific warehouse, while for Dea the density of shops and economic activity is highest in the Kalverstraat and Leidsestraat in her opinion.

figure 117. Dea and her husband after interview, picture taken 17/11/2017.

CROWD PERCEPTION

Activity and specifically crowding in the city is very much related to a time and place. It is a spatiotemporal phenomenon. In figure 120 is visible what period of the day the highest possibility of crowding is. Here, the activities of both the tourists and citizens are at a higher rate, what results in crowds and negative encounters. The municipality of Amsterdam conducted a research including surveys to understand the locations and perceptions of inhabitants of crowded and busy places (figure 121). Most parts of the city center are perceived as busy by inhabitants (figure 119), while in the survey about crowding caused by citizens (Amsterdammers) only places outside of the city center are substantial (figure 121). This means that there is a clear distinction between places where tourists and citizens tend to go to.



The places that are perceived as very busy usually are found unpleasant, while fairly busy is either pleasant or neither one of them. This means that some degree of activity is desirable (figure 118).

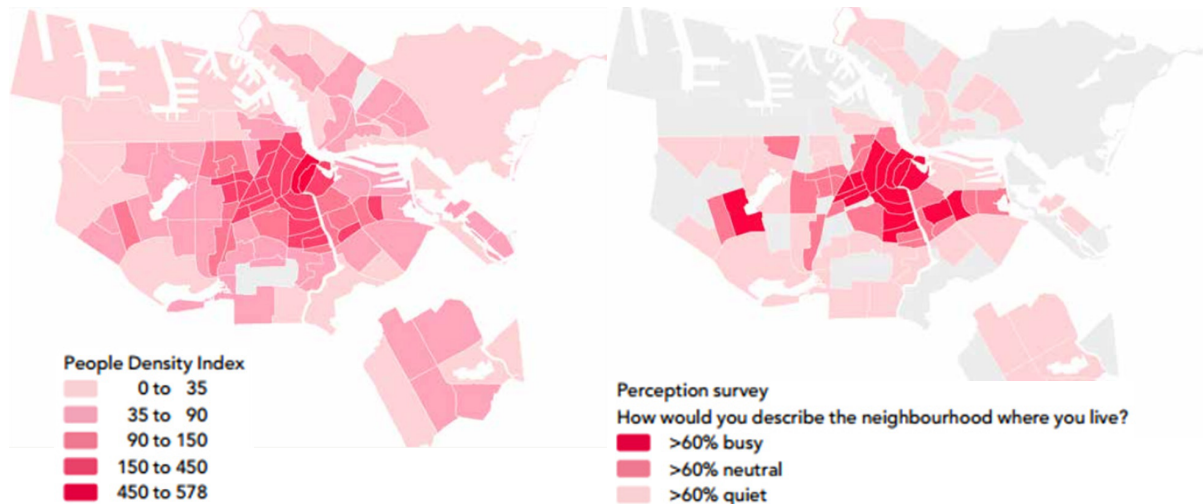


figure 118. Perception crowding (Hakvoort & Gutiérrez, 2016).

figure 119. From left to right: People Density Index; Perception neighbourhood (Hakvoort & Gutiérrez, 2016).

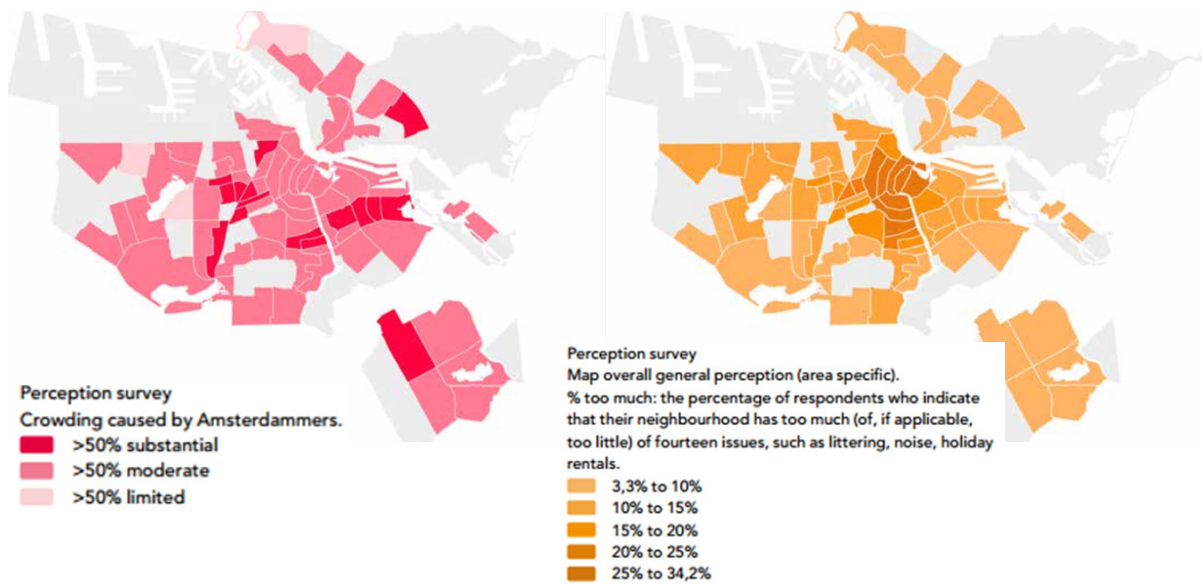
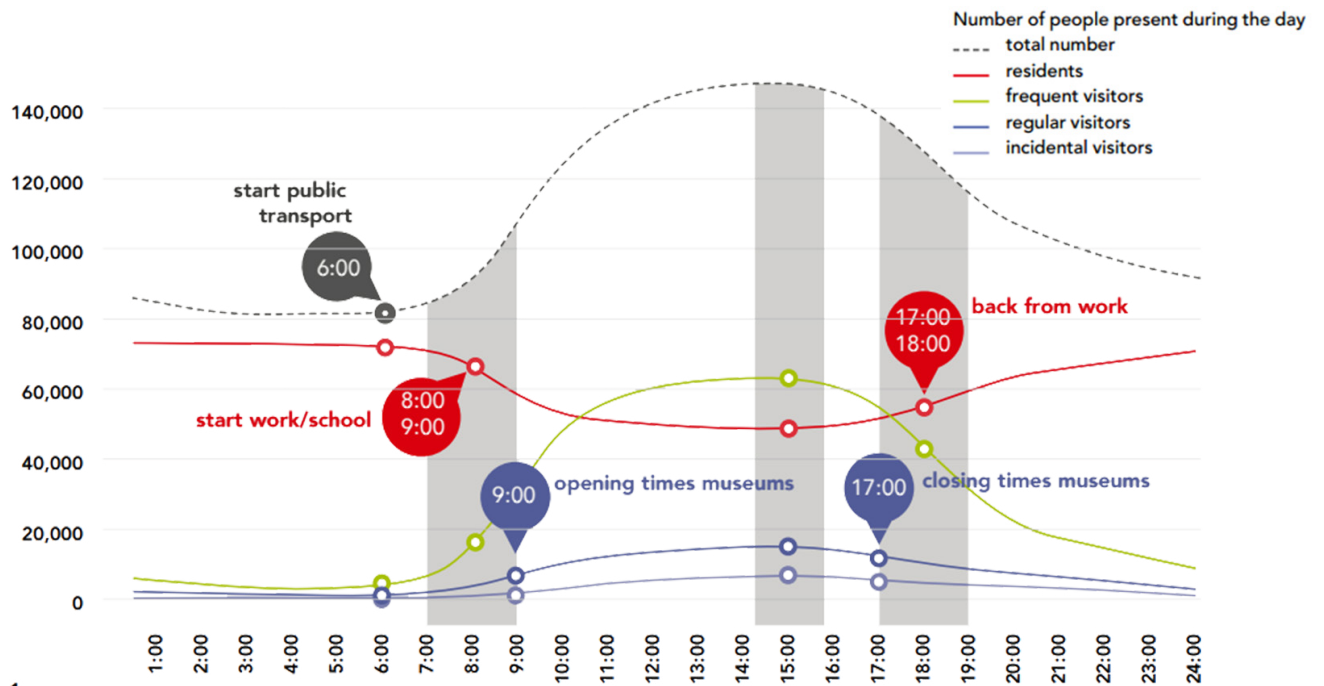


figure 120. The city's rhythm *dat.view/City of Amsterdam* (Hakvoort & Gutiérrez, 2016).

figure 121. From left to right: Perception crowding caused by Amsterdammers; Overall perception (Hakvoort & Gutiérrez, 2016).

MOVEMENT CITIZENS AND TOURISTS

In his PHD thesis on Urban Data analysis Achilleas Psyllidis argues that spatiotemporal dynamics of human activities in cities needs to integrate several data sets to completely understand the complexity, of how people interact with the city and each other. "Human mobility, activity patterns, and socio-spatial interactions play a pivotal role in the establishment of planning strategies and policies related to land use, transport, and infrastructure configuration" (Psyllidis, 2016). Social media can play an important role in the deciphering of these processes. He analysed activity in Twitter, Instagram, Sina Weibo and Foursquare. Human activity is a complex phenomenon based on movement and actions including both spatial and social aspects of the city and its society. It comes back in how people use and experience the city.

"This involves the daily trajectories of individuals around the city (i.e. human movement), which in turn determine the volume of connectivity between places, i.e. the spatial flows. But it also relates to – and is often affected by – the social connectivity (i.e. social interactions) between individuals who perform these activities over space and time (Grabowicz, Ramasco, Gonçalves, & Eguíluz, 2014; Toole et al., 2015; Wang et al., 2015). Moreover, as regards the aspect of experience, people's sentiments and opinions also play an important role." (Psyllidis, 2016)

Here, all the aspects which are related to the social existence of the city of Amsterdam and to the problem statement of tourism are mentioned. The volume of connectivity in his thesis is connected to the crowds, stress and connections from one place to another in the city, resulting in the spatial flows. These need to be understood to be able to see the movements of the different focus groups, to identify where they tend to go and where the flows overlap. The social connectivity is concerned with the interactions between people in the public space through time, where negative or positive encounters can appear. However, these encounters can be perceived differently by every individual.

This research however, is focussing on a specific event in Amsterdam; The Amsterdam Light Festival. The event is an exposition of art pieces with light works spread through the city, organized with artists during the months December and January. Analysing the activity of posts on twitter and Instagram before, during and after the event gives insights in the movement of residents and tourists through the city during such an event. Shown in figure 122 the tourists have a more concentrated and limited area they visit (the city center) than the residents, which show activity generally in the "binnen de ring" or within the ring highway of Amsterdam area.

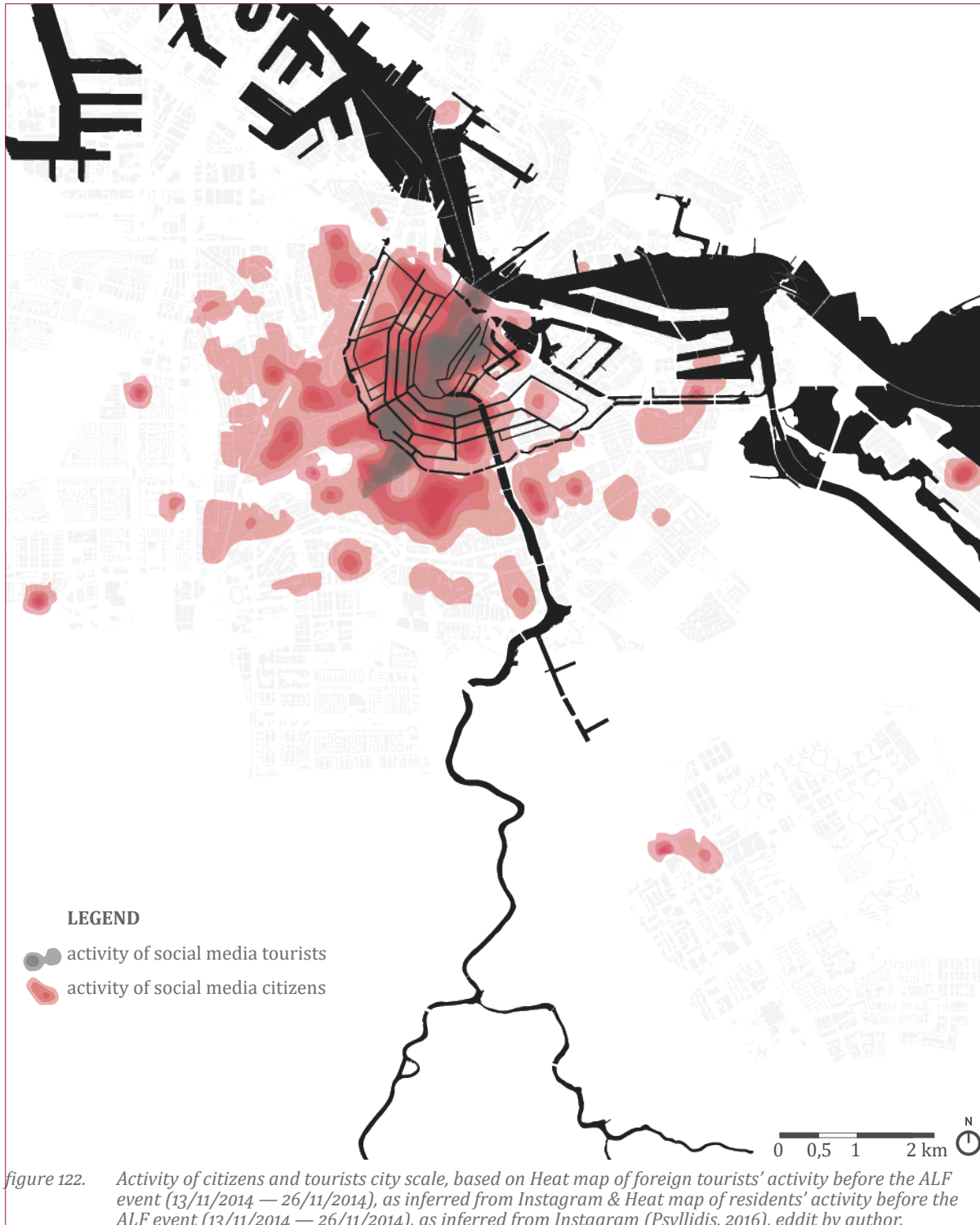
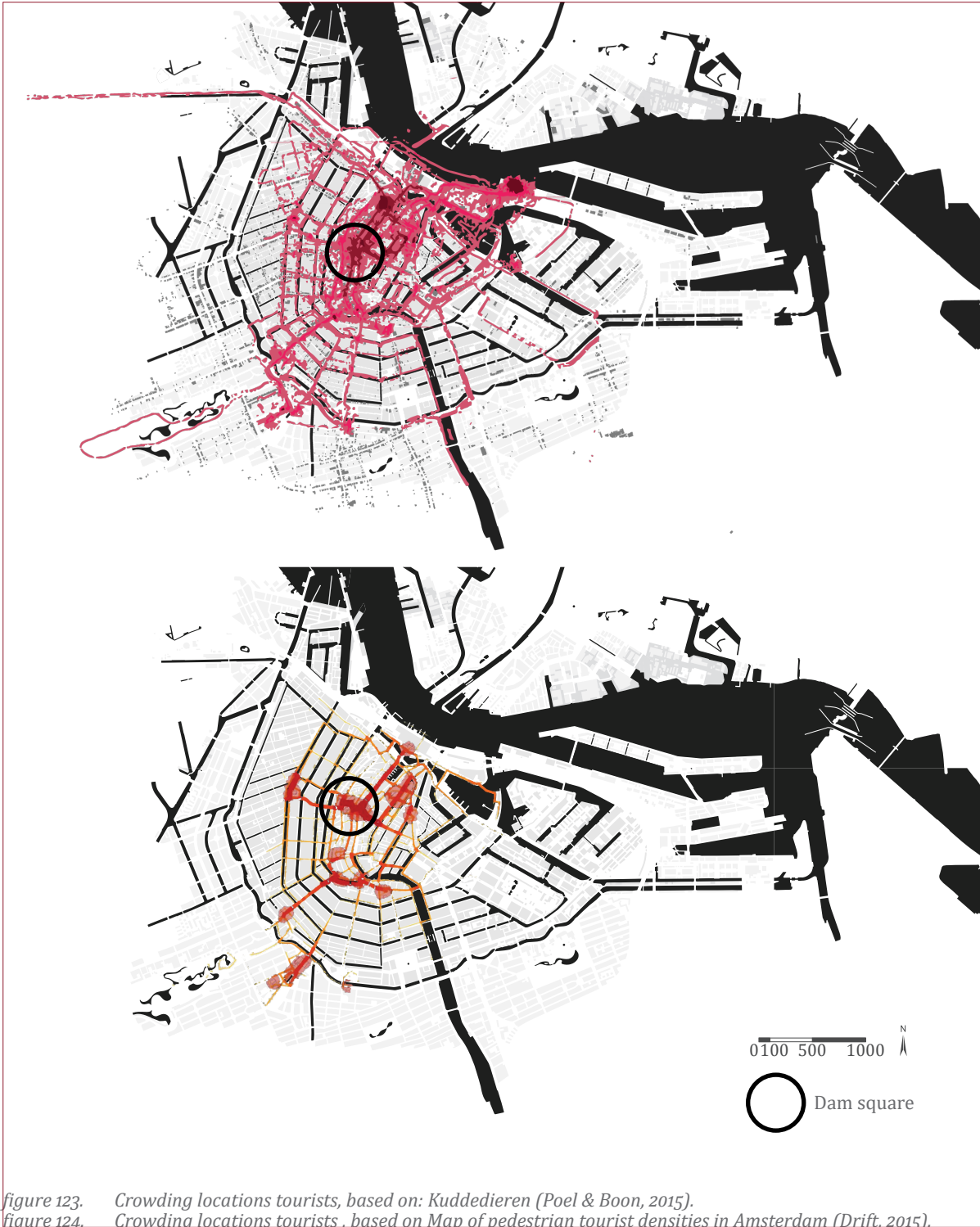


figure 122. Activity of citizens and tourists city scale, based on Heat map of foreign tourists' activity before the ALF event (13/11/2014 — 26/11/2014), as inferred from Instagram & Heat map of residents' activity before the ALF event (13/11/2014 — 26/11/2014), as inferred from Instagram (Psyllidis, 2016), eddit by author.

In the research done by Poel & Boon (2015) 30 tourists staying in the Mövenpick Hotel and the Flying Pig were given sensors to track and follow the routes and destinations during their visit of the city. By analysing the results of the points collected by the sensors a map was created to understand the routes and movements they made during their visit. The results show that the tourists mainly stay in the city center, except for a visit to Ruigoord and a bicycle ride along the Amstel river. The historic site is clearly a physical barrier for the visitor to explore the rest of the city (figure 123).

In his research Drift explored the distribution of tourists through the municipality of Amsterdam by analysing pictures of Flickr. The density of posts of tourists was evaluated, with a high number of pictures at attractions like the Red Light District, Anne Frank House and Rijksmuseum and places like the Dam, Leidseplein and Museumplein (I Amsterdam sign). Connecting the popular places to each other resulted in figure 124, where generally the same locations are highlighted as in the other researches of Psyllidis and Poel & Boon.

By looking at all the outcomes it can be concluded that the tourists tend to concentrate in the areas shown in figure 122, figure 123 & figure 124. In the research the images of both the tourists and citizens in these figures will be taken into account when analysing and planning the city, combined with the results of the municipality's perception surveys of figure 118 on page 196.



MANIFEST

STAD-FORUM: RUIMTE VOOR DE AMSTERDAMSE BINNENSTAD BY TIJS VAN DEN BOOMEN EN SASKIA NAAFS

De Amsterdamse binnenstad is populair, iedereen wil hier wonen, werken, ontspannen. De grachtengordel helpt natuurlijk een handje, maar ons grote geheim is de mix: hier kun je wonen voor 300 euro of voor 3 miljoen, een balletje trappen op het Amstelveld of meedobberen bij het Prinsengrachtconcert, slapen bij het Stoelenproject of in het DoubleTree Hilton, werken bij een schoenmaker of op het hoofdkantoor van Booking.com, aanschuiven bij een straatbarbecue of uit je dak gaan in de A'DAM Toren.

Zoals de drie Andreaskruisen ons wapen vormen, definiëren drie kernwaarden ons dna: Amsterdam is eigenzinnig, radicaal en van ons allemaal. En dat willen we zo houden.

Paradox van de populariteit

Juist de kernwaarden staan nu onder druk. Burgemeester Van der Laan zei het in zijn Staat van de Stad 2016 treffend: 'Wij hebben met z'n allen, in deze tijd van mondialisering, een enorm probleem... En dat is dat we in zo ongeveer de mooiste en fijnste stad van de wereld wonen.'

Het is de paradox van de populariteit: steden als Amsterdam, Barcelona en Berlijn zijn zo geliefd omdat ze 'eigen' zijn, maar onder druk van de massale toeloop gaan ze steeds meer op elkaar lijken.

Juist het succes bedreigt onze unieke balans in verscheidenheid. De bierfiets is het probleem niet, van een vrijgezellenfeest meer of minder kijken we niet op en Nutella eten we bijna allemaal wel eens. Ze symboliseren vooral de diepgaande verandering die de stad doormaakt: de gemengde binnenstad voor iedereen wordt ontworpen door het grote geld

én door bergen grijpstuivers – als je alle wafels bij elkaar optelt zijn er ook miljoenen mee gemoeid. Het recht van de sterkste zegeviert steeds vaker.

Van jaar tot jaar lijkt het allemaal wel mee te vallen, maar kijk eens naar de binnenstad van tien jaar geleden en draai je dan om naar de toekomst en probeer eenzelfde periode vooruit te kijken: hoe ziet de binnenstad er dan uit?

Nu al beginnen steeds meer Amsterdammers de binnenstad te mijden. Waarna anderen het vacuüm opvullen, en weer meer Amsterdammers wegblijven, ... een neerwaartse spiraal.

De eigenzinnigheid die we koesteren staat onder druk, straks is het enige dat nog radicaal is aan Amsterdam het toegangshek dat we moeten plaatsen om te zorgen dat de Wallen niet verstopt raken. Van ons allemaal is de binnenstad dan allang niet meer.

Aanvallend spel

Laten we dat gebeuren? Kijken we passief toe hoe onze binnenstad ons ontglipt? No way. Amsterdammers zijn betrokken bij hun stad, het barst van de denktanks, verenigingen, straatcomités, diensten en stadmakers met plannen.

Maar het grote plaatje ontbreekt: er wordt vooral gekeken naar deeloplossingen. En die dragen niet of onvoldoende bij aan een betere stad. We moeten ophouden de bal eindeloos rond te spelen, wat we nodig hebben is mooi, aanvallend spel. En dat vereist, net als bij voetbal, een samenhangende strategie: wat voor binnenstad willen we hebben?

Ruimte maken, ruimte geven

De binnenstad heeft wel vaker voor hete vuren gestaan. Kijk alleen maar naar de zeventiende en negentiende eeuw, toen hebben Amsterdammers grote sprongen voorwaarts gemaakt. De rode draad in voorgaande eeuwen was letterlijk: ruimte maken.

En nu staan we weer aan de vooravond van een Gouden Eeuw, de derde inmiddels, en die nieuwe hoogconjunctuur moeten we gebruiken om ruimte te maken voor de binnenstad van de toekomst. Niet door sloop en demping, zoals vroeger met bijvoorbeeld de Dam en de Raadhuisstraat, maar met zorgvuldigheid en precisie. Want technologische ontwikkelingen op het gebied van wonen, werken, delen, energie en mobiliteit maken het mogelijk om schoon schip te maken met onnodige ruimtevreeters en nieuwe ruimte te scheppen.

Dat vereist een sturende overheid, die niet alleen naar winst op de korte termijn kijkt, maar ook naar het Bruto Lokaal Geluk. Een overheid dus die investeert in onderwijs en cultuur en die betaalbare woningbouw stimuleert – dat is economisch nog duurzaam ook.

En tegelijk vereist dat een terughoudende overheid, want de nieuwe ruimte willen we teruggeven aan de Amsterdammers, of die nu in de binnenstad wonen of in Osdorp, of ze nu op bezoek komen uit Purmerend, werken als expat of studeren via een Europese uitwisseling.

Het vergezicht begint nu

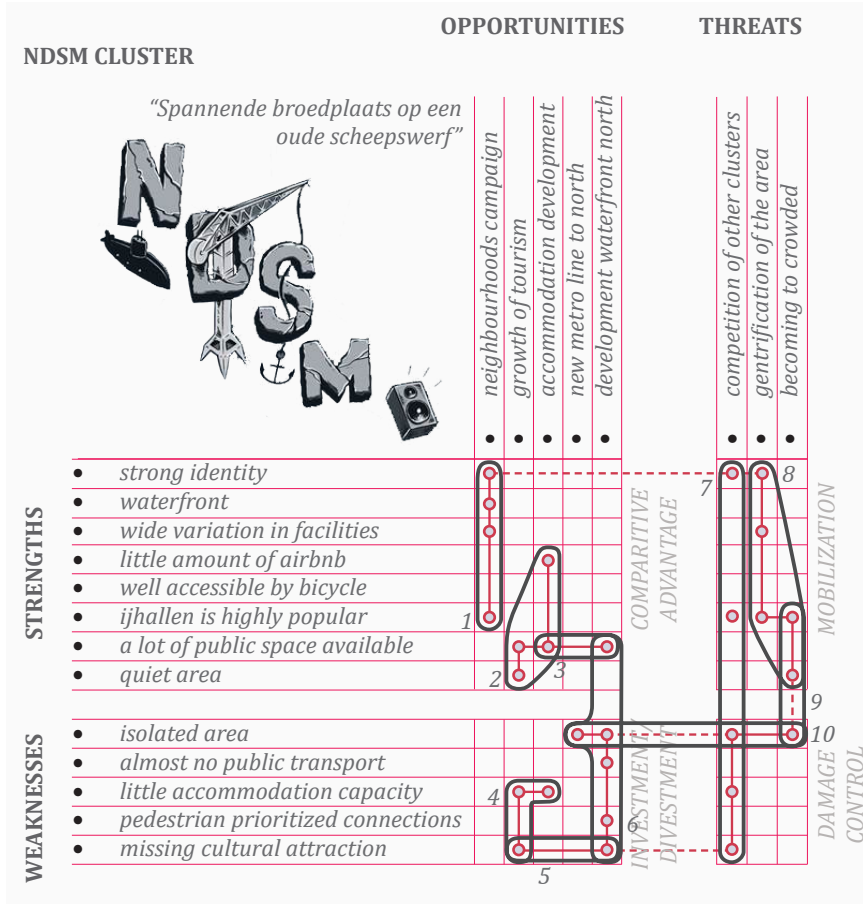
Om onze kernwaarden te behouden, zullen we de binnenstad radicaal moeten veranderen. En dat kan, want er is ruimte genoeg als je verder kijkt dan de grachten lang zijn.

Neem de ruimte boven de spoorlijnen, maar ook de Kop van Noord, waar de brug over het IJ straks landt. Neem de terreinen in de binnenstad die wachten op grote veranderingen, zoals de Binnengasthuiscampus, of die er al decennia nutteloos bij liggen, zoals het Weteringcircuit. Of neem verkeersriolen als de Nieuwezijds Voorburgwal, Leidsestraat en Damstraat. En vergeet vooral ook de grachten zelf niet, die als stalling dienen voor stilstaand blik.

Het enige dat we hoeven doen is onze hoofden vrijmaken voor een radicaal omdenken van de binnenstad. Dan kan bijvoorbeeld de Herengracht, waarmee de stad al eeuwenlang haar grandeur laat zien, een stralende toekomst tegemoet gaan als de mooiste fietssingel van de wereld.

En kunnen we er bijvoorbeeld duizenden woningen bijbouwen, niet voor de hoogste bidder, maar voor oudere Amsterdammers en voor leraren, verplegers, agenten en internationale kenniswerkers. Zo houden we de stad eigennig, radicaal en van ons allemaal.

CONFRONTATION MATRIX CLUSTERING



BIGGEST STRENGTHS:

Location, identity, available space and extraordinary activities

BIGGEST WEAKNESSES:

Current lack of capacity to facilitate people, isolation and accessibility

BIGGEST OPPORTUNITIES:

Promoting identity, the capacity and using the current development status

BIGGEST THREATS:

Crowding and gentrification

CLUSTERING IN MATRIX

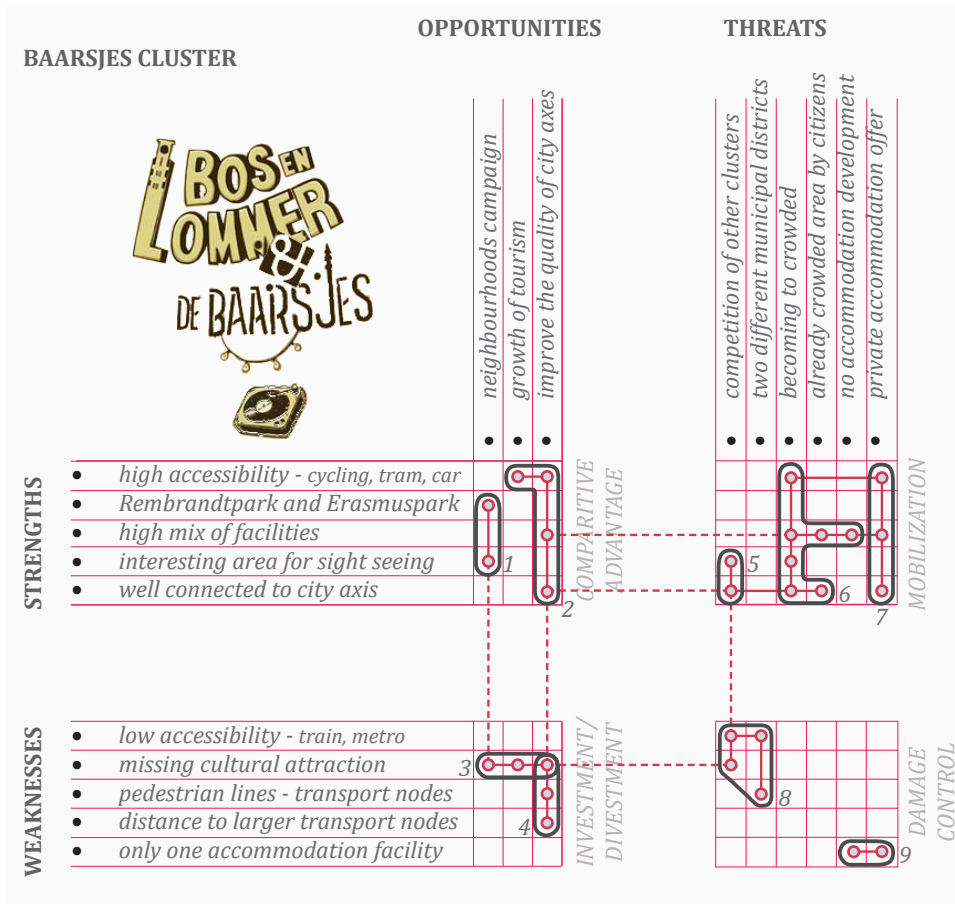
1. NSDM has a strong identity (shipyard) and an advanced position to promote it (in a campaign) because of attractions like the IJhallen, warehouses, cafes/restaurants and waterfront.
2. The area has a lot of public space, what can facilitate new attractions and accommodation.
3. Amsterdam North, and specifically the waterfront, is in high development status: the attractivity and leisure activities grow, which attracts tourists as well.
4. Currently the area lacks accommodation facilities and a highly attractive cultural attraction that functions regularly to become a cluster according to de Hoog.
5. Due to the growth of tourism and the high development of the waterfront the cultural attraction can be accommodated here.

6. The area is currently not very accessible by public transport, car or by foot. Combining this with the developments and new metro line, there is an opportunity to improve this situation.
7. Competition of other clusters can be high/problematic, but it has a strong position in relation to identity and activities.
8. The popularity and strong identity can result in gentrification of the area. The creative sector will move to cheaper locations, and the area will lose some of its quality.
9. All these factors can cause crowding of the area, and change the strength “quiet area” to a weakness
10. When attracting a lot of visitors to the area, while it is still isolated, the dispersion of people will be hard, so they will not spread: the area will become crowded.

ACTIONS TO BE TAKEN:

To be able to make this area a highly attractive cultural cluster to facilitate the growing amount of visitors coming to Amsterdam actions can be taken derived from the confrontation matrix. These actions can be related to changes in the networks, public space or facilities of the city, but also to policies and governance.

- Use and advance neighbourhood campaign, to attract visitors to the newly added facilities and activities. This can be optimized by focusing on a specific group of visitors for the range of facilities in the area.
- A new policy to arrange a fixed price for the plots of the creative sector, to keep them in place and not relocate to a cheaper location because of gentrification, losing the current identity with them.
- Improve accessibility, focussing on public transport and pedestrian connections. Use the new metro line as a starting point to connect the area to the rest of the city.
- Give place to developing accommodation in the area, but set a strict maximum number of beds to control crowding.
- Add a cultural attraction that functions regularly, to create a more attractive cluster during all days of the week and all periods of the year. The cultural attraction should collaborate with the current identical elements to make it stronger.
- Focus on the waterfront to correlate with the development of Amsterdam North and use the financial support of the municipality available for this area around the IJ.



BIGGEST STRENGTHS:

interesting area instead of one specific attraction, high mix of facilities and well connected to crowded areas of the city center

BIGGEST WEAKNESSES:

low accessibility by train or metro, no touristic magnet

BIGGEST OPPORTUNITIES:

Promoting an area and its city axis instead of an attraction

BIGGEST THREATS:

The area is already crowded by citizens, becoming too crowded in combination with gentrification.

CLUSTERING IN MATRIX

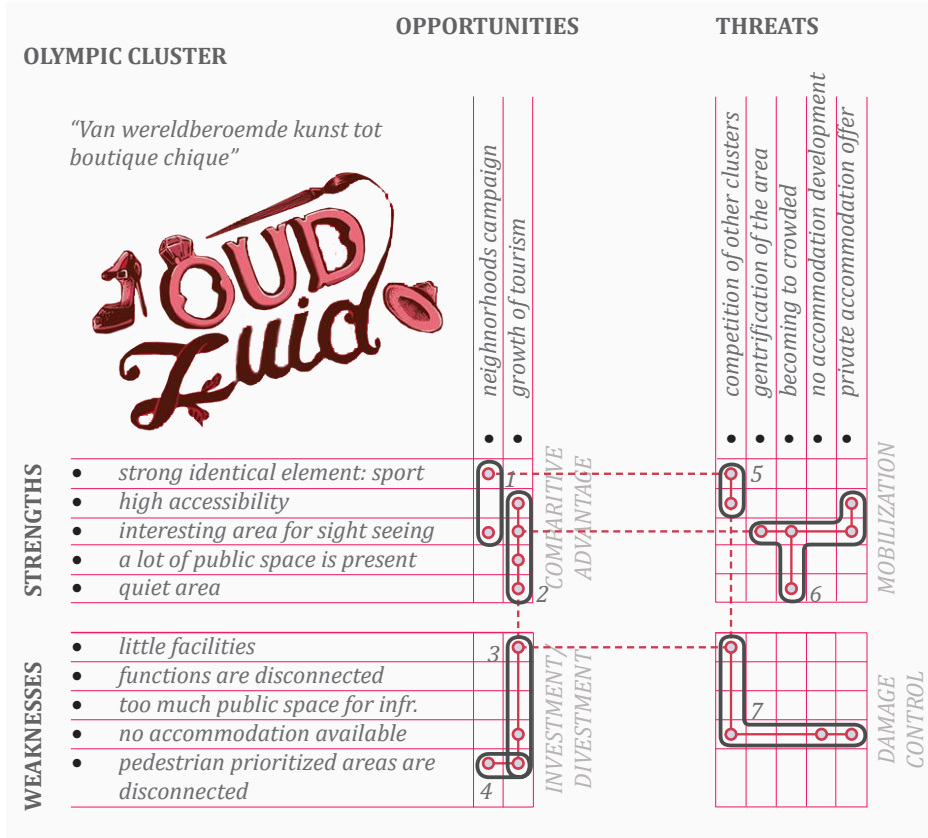
1. Instead of having one highly attractive museum or activity, this area is more engaging due to its sight-seeing and leisure activities outside like parks and its architecture scape.
2. The area is very well accessible from the city center through the city axis, accompanied by a wide range of facilities. These city axis are included in the vision of the city for quality improvement.
3. There is no highly attractive touristic attraction, so there will only be a specific group of tourists coming to the area.
4. Improving the quality of the city axis can provide opportunities for improving the weaknesses of the area: the pedestrian connections to the larger transport nodes on the west side of the area can be improved and a cultural attraction can be added connected to the city axis to provide more activity here.

5. Related to competition of other clusters, the area has the advantage of having an interesting city scape, large variation in activities and is well accessible by nodes of transport used by visitors (rather coming from the city than the region).
6. There is a chance for the area to become crowded, especially since there is already some crowding caused by citizens due to the many facilities situated in the area, high accessibility and interesting city scape.
7. Also an increase in the amount of Airbnb (and other private accommodation facilities
8. Seen from the regional/national perspective the area is less accessible since the larger transport nodes are further away, combined with the missing cultural attraction
9. The area cannot facilitate development for new accommodation.

ACTIONS TO BE TAKEN:

To be able to make this area a highly attractive cultural cluster to facilitate the growing amount of visitors coming to Amsterdam actions can be taken derived from the confrontation matrix. These actions can be related to changes in the networks, public space or facilities of the city, but also to policies and governance.

- Use and advance neighbourhood campaign, to attract visitors to the newly added facilities and activities.
- Improve the accessibility on a larger level, focussing on the connection to the existing metro and train network on the west side of the area, by using the current development of the city axis.
- Give place to developing accommodation in the area, but set a strict maximum number of beds to control crowding and commodification.
- The main strength of this cluster is the attractive urban tissue including the current facilities. There is an opportunity of adding a cultural attraction, but it should not overrule the current composition so it will lose its quality for the citizens.
- Focus on the city axis to correlate with the development of densification of Amsterdam.



BIGGEST STRENGTHS:

Accessibility, sports element (identity) and available space

BIGGEST WEAKNESSES:

No accommodation, lack of facilities and disconnected pedestrian prioritized network

BIGGEST OPPORTUNITIES:

branding and advancing sports identity

BIGGEST THREATS:

Municipal accommodation policy and gentrification

CLUSTERING IN MATRIX

1. The area has a high potential to be promoted for sight-seeing and sports and events.
2. Currently it is a quiet area with a lot of public space which is well accessible through all modes of transport.
3. The cluster is not able to facilitate a larger amount of tourists because of the lack of facilities, accommodation and pedestrian prioritized space.
4. The neighbourhood “oud zuid” in the neighbourhood campaign could be stronger if the pedestrian areas are better connected, and due to that tourism will spread out more easily from areas like Museumplein to the Olympic district.

ACTIONS TO BE TAKEN:

To be able to make this area a highly attractive cultural cluster to facilitate the growing amount of visitors coming to Amsterdam actions can be taken derived from the confrontation matrix. These actions can be related to changes in the networks, public space or facilities of the city, but also to policies and governance.

- Use and advance neighbourhood campaign (extend campaign to Olympic stadium).
- Improve and connect pedestrian prioritized network to strategic points like Museumplein to be able to spread the visitors to the Olympic cluster
- Redesign the public space since most of the space is used for car transport, not focused on the pedestrian.
- Add activities in the theme of sports to strengthen the identity.
- Change accommodation policy of the

5. The competition of other clusters is high, if the area does not extensively improve its identical element and add activities related to sports.
6. Through promotion and improving the area gentrification, an increase in private accommodation offer like Airbnb and crowding of the area can occur, leading to increasing renting prices.
7. The cluster does not contain any accommodation and is located in the area where new hotels are not allowed according to the municipal policy. An increasing amount of visitors without new accommodaton facilities can lead to a rise of private accommodation like Airbnb.

municipality to include this area as possible site for development of hotels.

- Give opportunities for developing new facilities like shops, restaurants and cafes to increase the possibility of discoveries.
- Adding a new policy with the maximum amount of beds and touristic facilities to balance the offer and control crowding and commodification.

