

ICONIC PROJECTS AS CATALYSTS FOR BROWNFIELD REDEVELOPMENTS

The developers' perspective towards the conditions of iconic projects that incite brownfield redevelopments

P5 presentation, June 2019

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BKBouwkunde

Why? -----> **How?** -----> **What?** -----> **Who?**

Motivation and relevance



Research goal



Research question

Conceptual model



Methodology

methods and techniques

Literature research



Emperical research



Synthesis

Implications
for clients and developers



Recommendations
for other researchers

Why? -----> How? -----> What? -----> Who?

Motivation and relevance

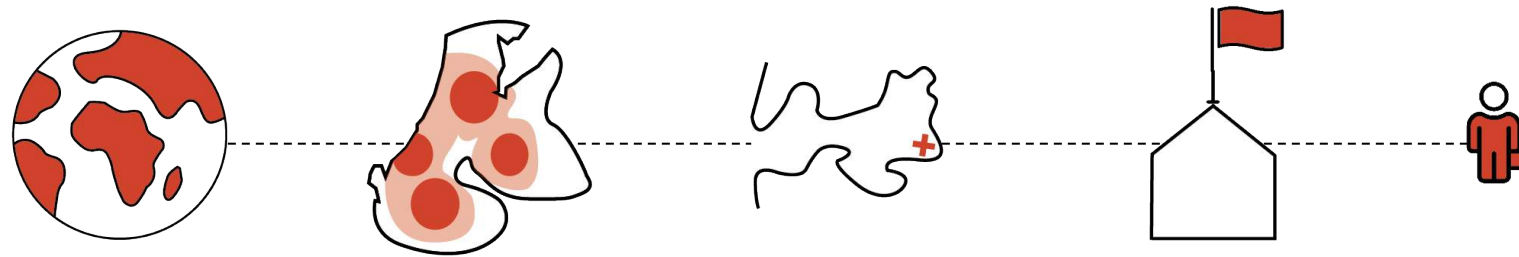


Research goal



Research question

MOTIVATION AND RELEVANCE



55% living in cities in 2018



68% living in cities in 2050¹

1.000.000 new dwellings before 2030²

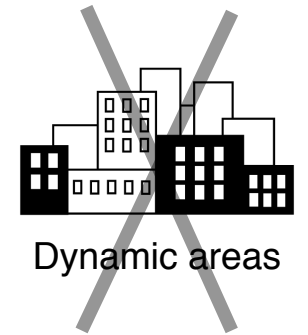


1/3rd living in the G4 by 2030³

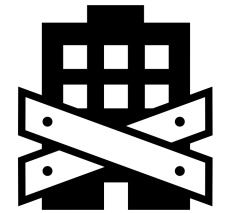
Large areas & Focus on densification



Scope: brownfields
(previously used land that's now un- or underutilized)



Dynamic areas

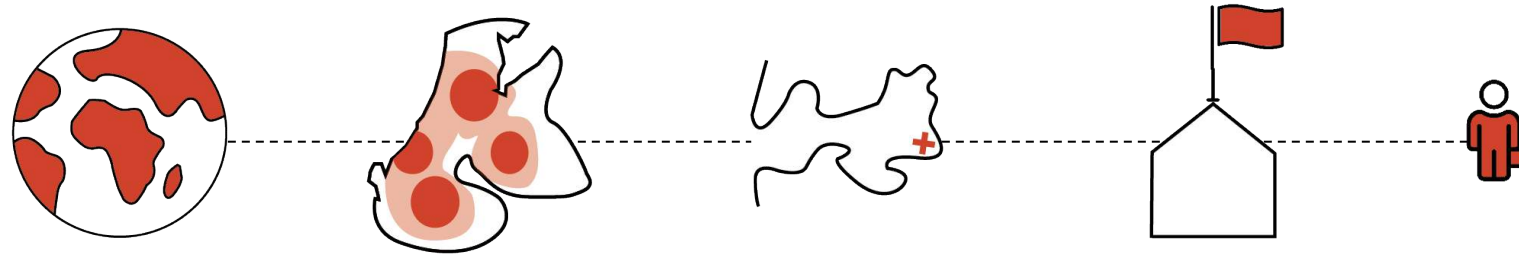


Abandoned areas

Photograph 2: https://www.ondernemersbelang.nl/wp-content/uploads/2018/04/94c7ec6e53e00c7b832b6cd36294e9bf_950x600_fit.jpg

Photograph 1: <http://beyondplanb.eu/media/images/originals/kop11.jpg>

MOTIVATION AND RELEVANCE



55% living in cities in 2018

1.000.000 new dwellings before 2030²

Large areas & Focus on densification

Iconic projects

↓

68% living in cities in 2050¹

↓

1/3rd living in the G4 by 2030³

↓

Scope: brownfields
(previously used land that's now un- or underutilized)

↓

Physical transformation

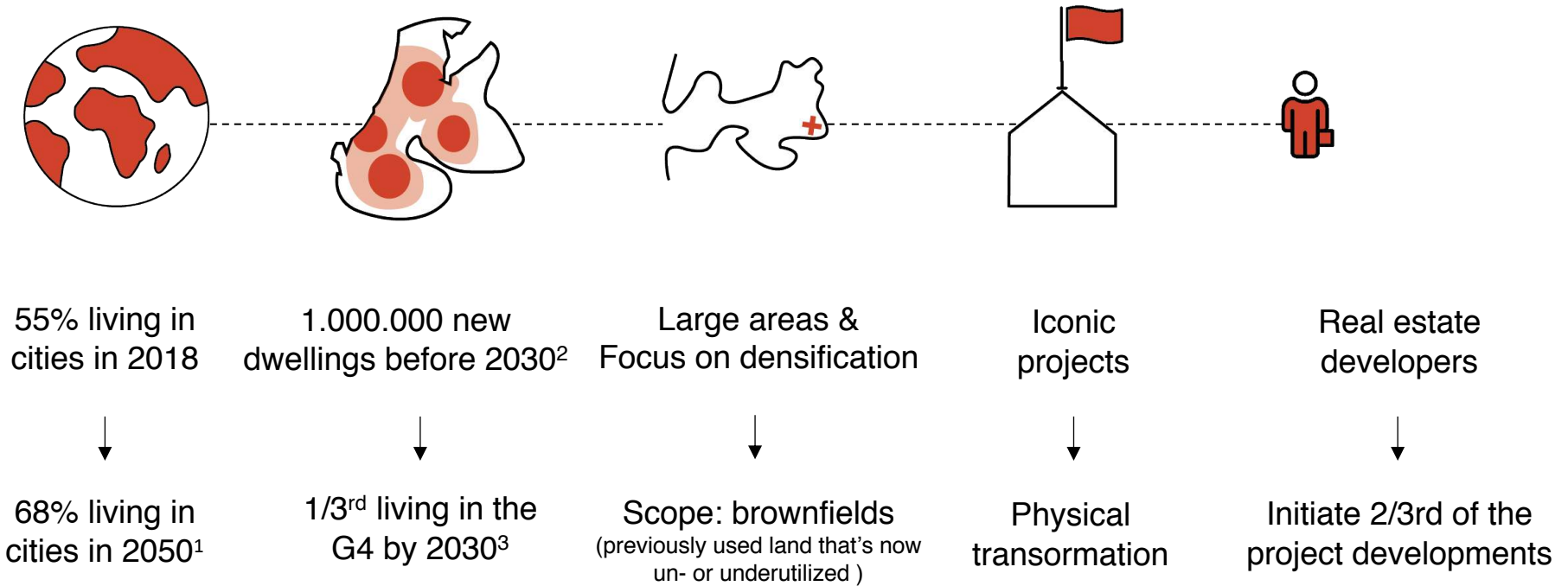


Photograph 2: <https://www.guggenheim-bilbao.eus/en/the-building>

Photograph 1: <https://www.sbs.com.au/news/paris-syndrome-culture-shock-sickness-sends-japanese-tourists-packing>

WHY? | **HOW?** | **WHAT?** | **WHO?**

MOTIVATION AND RELEVANCE



PROBLEM STATEMENT

Within the short and medium-long term,
the large **residential needs** within the existing cities of the Netherlands
as a result of the urbanisation trend **will not be met**,
due to slow uptake of market parties.

Taking into account the **potential of un(der)utilised urban areas**
and the **possibilities as well as uncertainties regarding strategic deployment of iconic projects**
in order to stimulate (re)developments,
there is **not enough knowledge** available **on operational level**
to catalyse the redevelopment of these areas by means of iconic projects.

RESEARCH GOAL

To gain a better understanding about the conditions of iconic projects that could incite project developers to (re)develop projects in brownfield areas.



RESEARCH QUESTION

What conditions of iconic projects could incentivise project developers to (re)develop in Dutch brownfield areas?

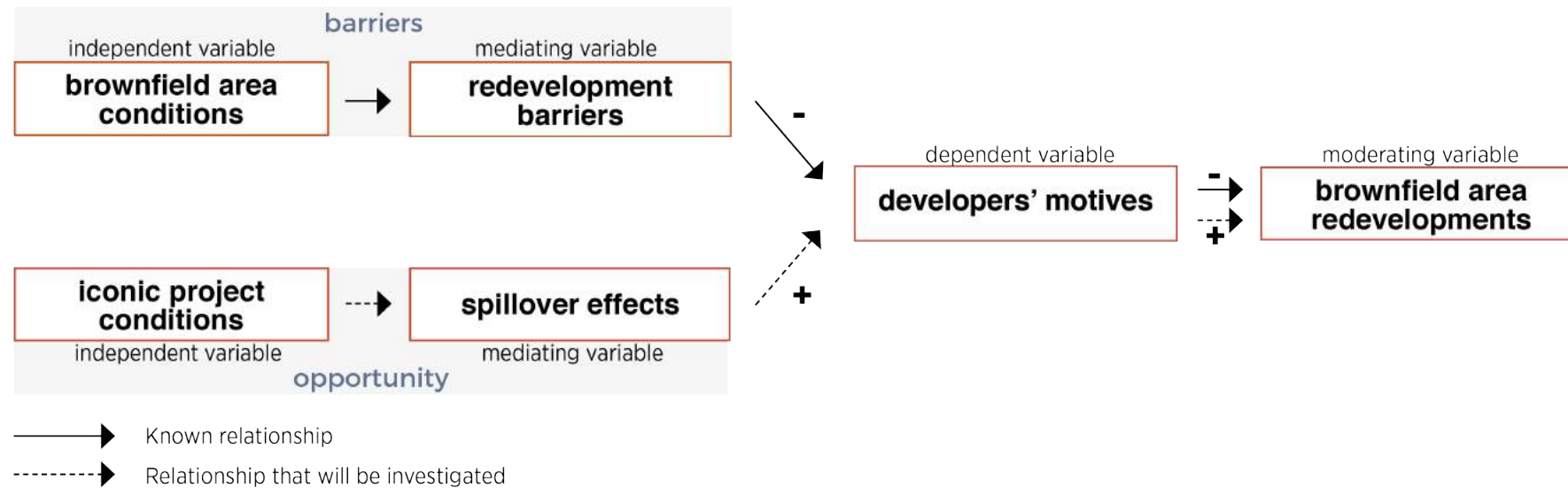
Why? -----> **How?** -----> What? -----> Who?

Conceptual model

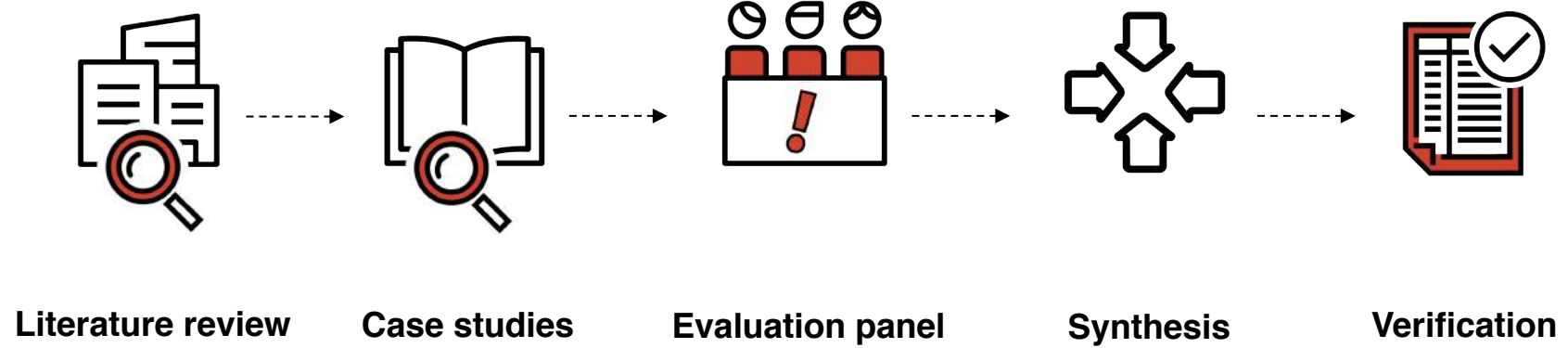


Methodology
methods and techniques

CONCEPTUAL MODEL



METHODOLOGY



Why? -----> How? -----> **What?** -----> Who?

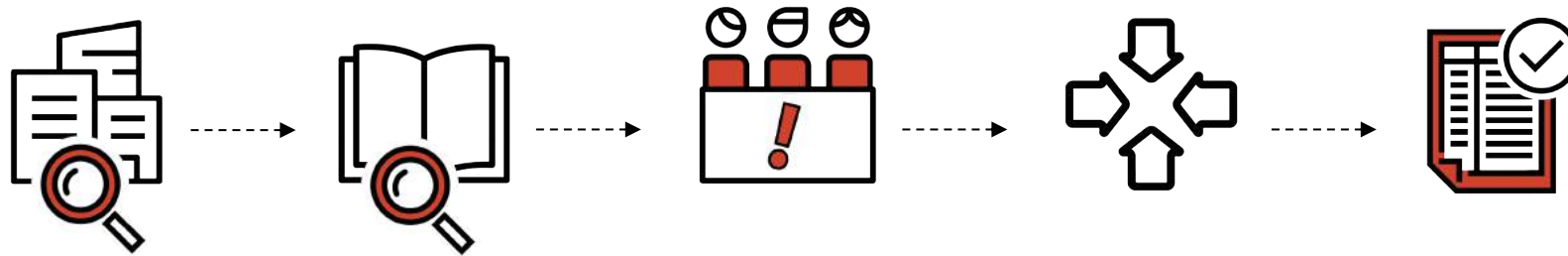
Literature research



Empirical research



Synthesis



Literature review

Case studies

Evaluation panel

Synthesis

Verification



• Urban area development

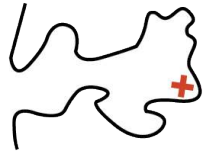
• Iconic projects as catalysts

• Real estate developer's motives



Operationalisation of the conceptual model

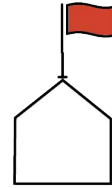
URBAN AREA DEVELOPMENT



Brownfield areas in the inner-city:
 "Any land or premises which has been previously used or developed and is not currently fully in use, although it may be partially occupied or utilised. It may also be vacant, derelict or contaminated."

~ Reprinted. (Alker, Joy, Roberts & Smith, 2010, p. 49)

ICONIC PROJECTS AS CATALYSTS



Iconic projects:

- I. considered high-profile and prestigious, both by experts from the field,
- II. as by the general public;
- III. that provide a sense of uniqueness and identity to the environment and;
- IV. that function as catalyts in the surrounding environment.

~ own definition

Economic spillover



Sociocultural spillover



REAL ESTATE DEVELOPERS' MOTIVES

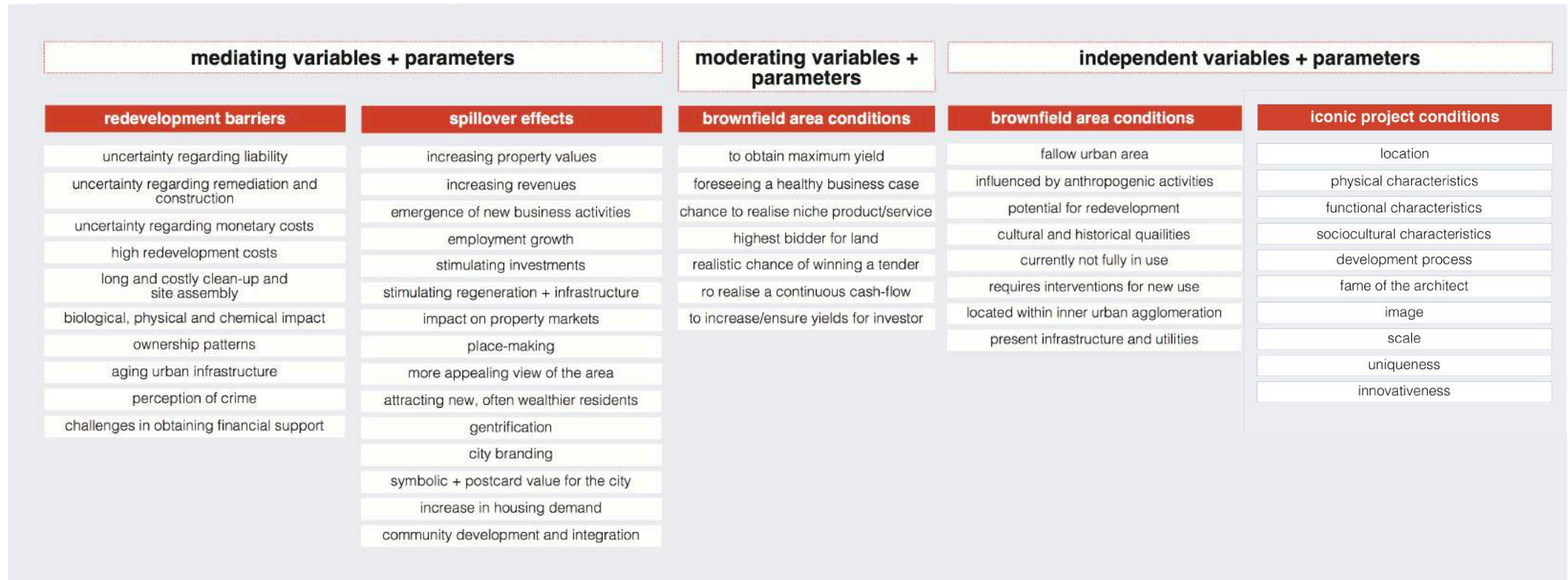


Type	Focus term	Risk
Independent	Short/Long	Own
Contracting	Short/Long	Own
Investing	Long	Own/investor
Funded	Long	Own/financier

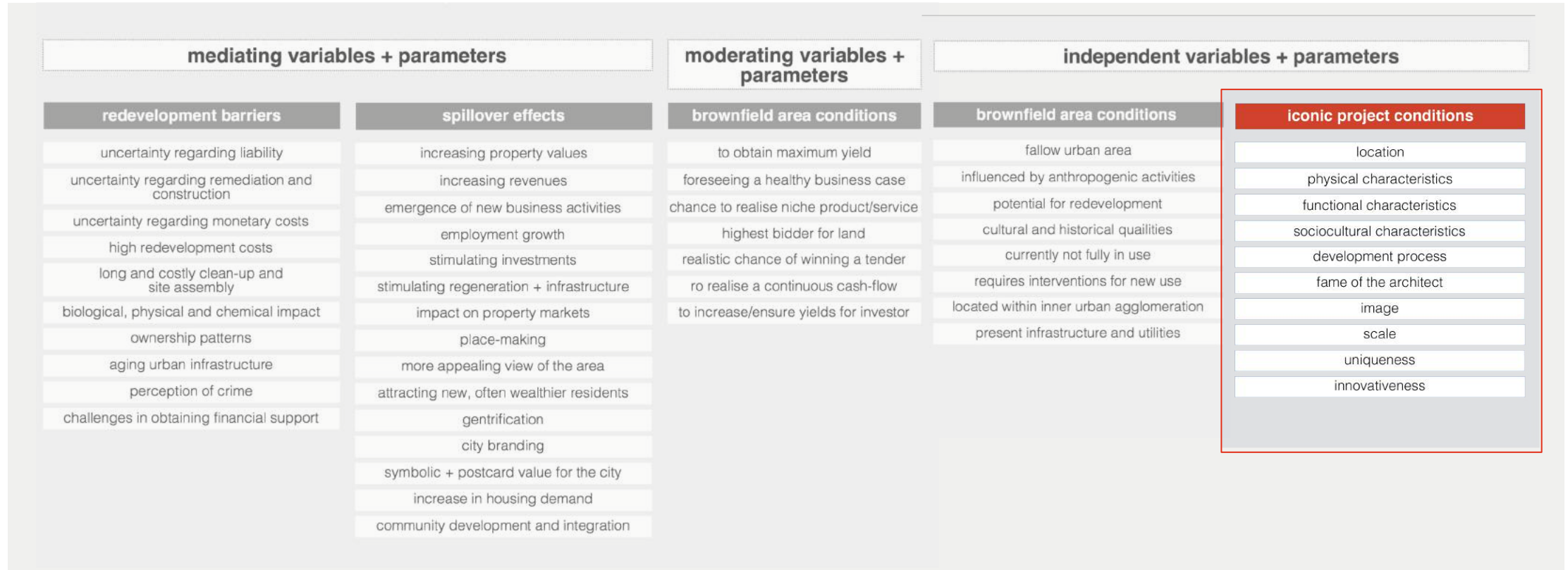
Main motive:

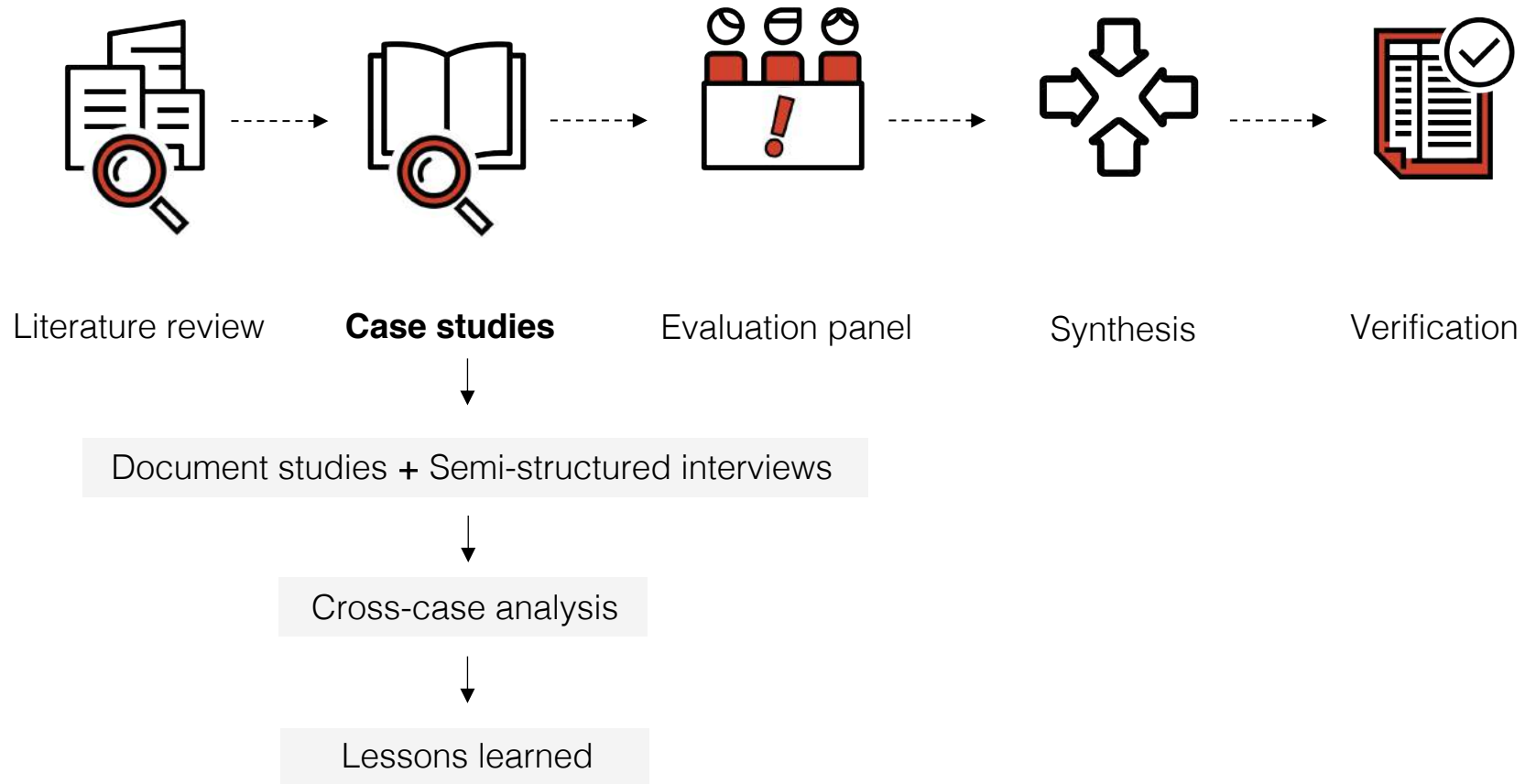
To create a profitable development by obtaining maximum yield against a manageable risk level

OPERATIONALISATION OF THE CONCEPTUAL MODEL

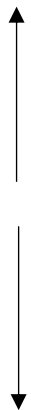


OPERATIONALISATION OF THE CONCEPTUAL MODEL





Retrospective

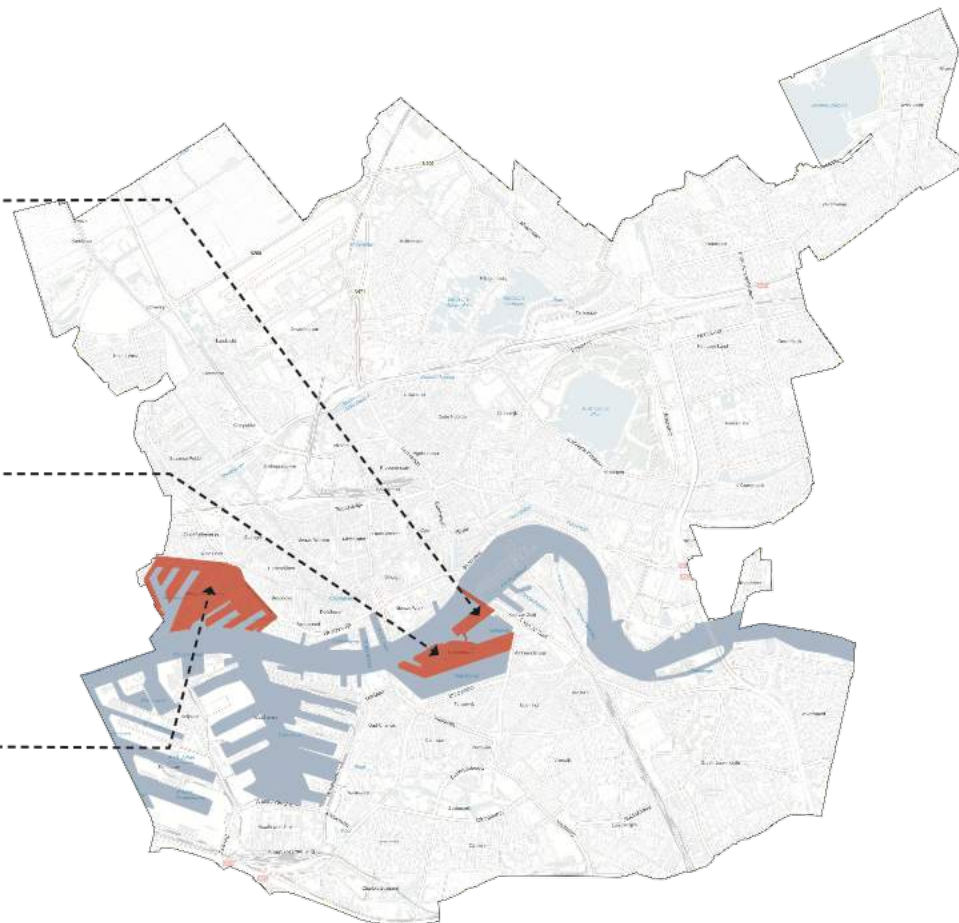


Prospective

Wilhelminapier

Katendrecht

Merwe-Vierhavens



TANGIBLE INCENTIVISING CONDITIONS

Functional characteristics

Innovative/special and publically accessible functions attract people

Location

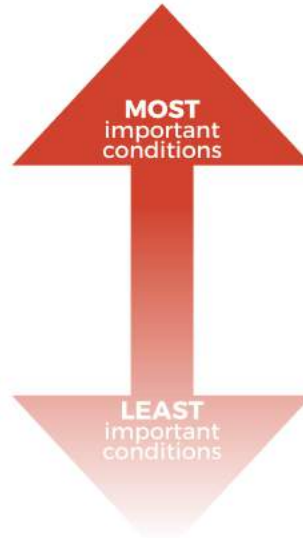
Unique, attractive location or specific location is overlooking the iconic project

Physical characteristics

The iconic project or the physical appearance of the area as a whole could function as a trademark

Scale

Not so much the tangible condition of scale, but the common spillover of bringing life into an area incentivises



INTANGIBLE INCENTIVISING CONDITIONS

Socio-cultural characteristics

In particular the history of the area provides character and identity what is highly appreciated and considered important for the financial ambitions of the project

Image

Developers focussing on the long-term and higher segment prefer a yet attractive image, while creative developers are open to create this themselves

Fame of the architect

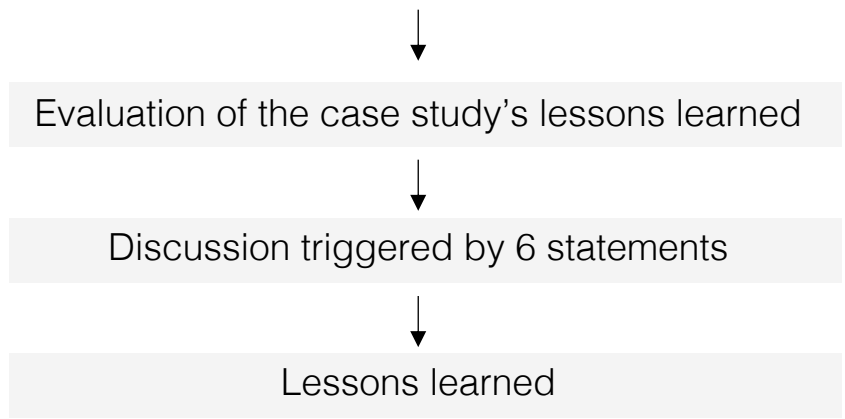
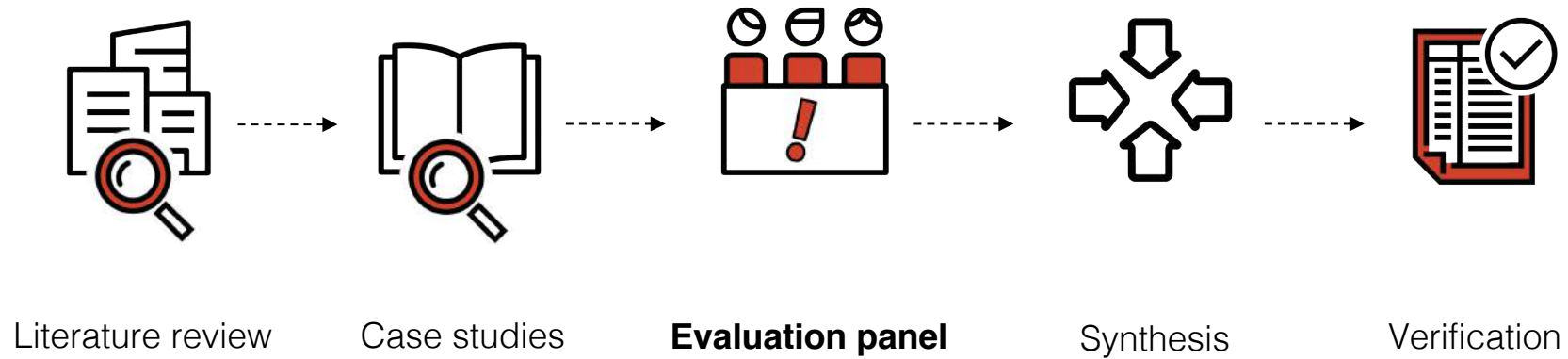
The high ambitions on urban level and consequently the urban image play a role in incentivising developments, not so much the level of one iconic project

MAIN SIMILARITIES AND DIFFERENCES

All old **harbour areas close to the city center** now aim to **stimulate the economy** with different focusses

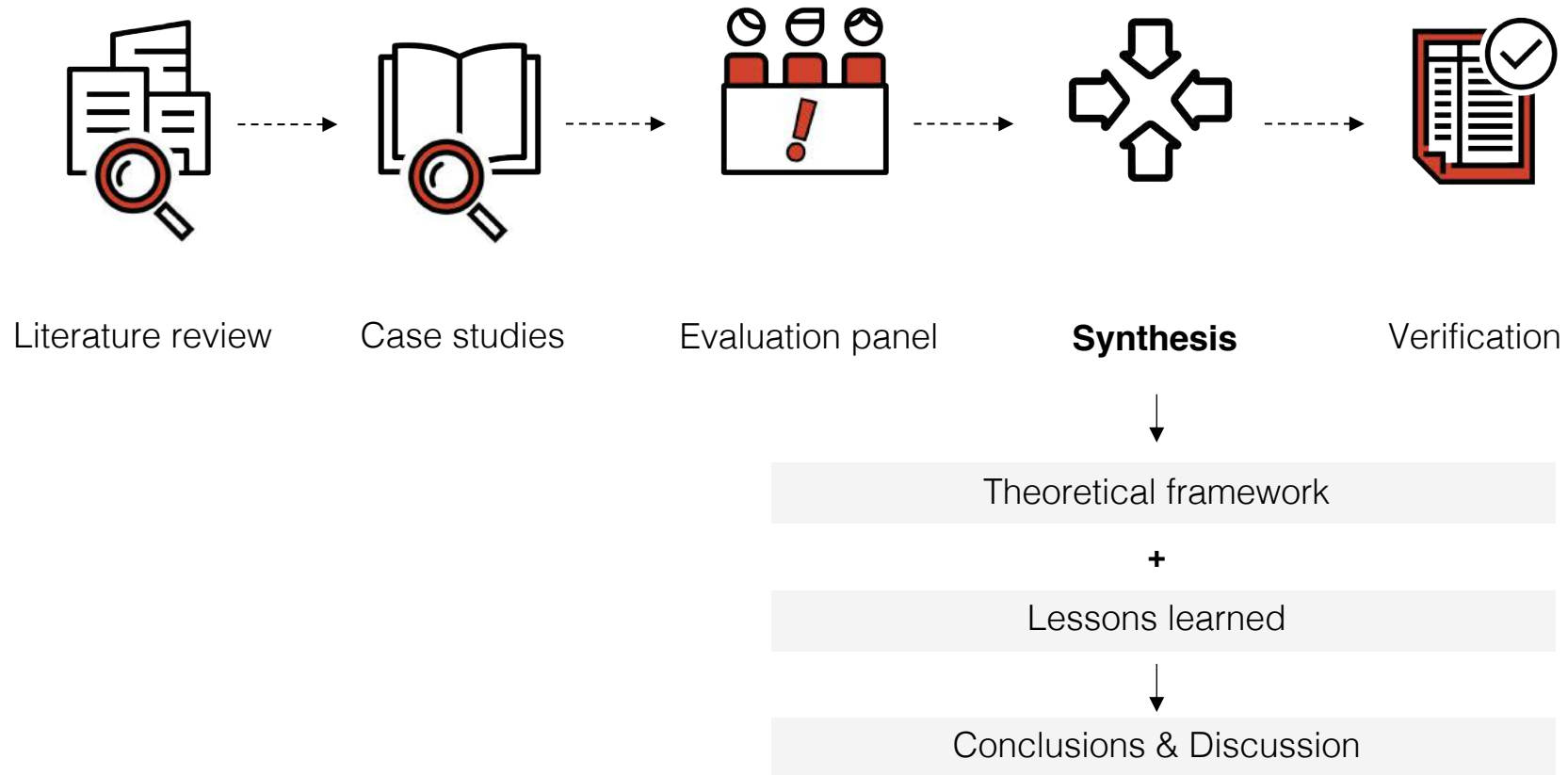
All case study areas have clearly **different plans** and **levels of control** by the municipality

All case study areas aim for clearly **different images** and **scales**



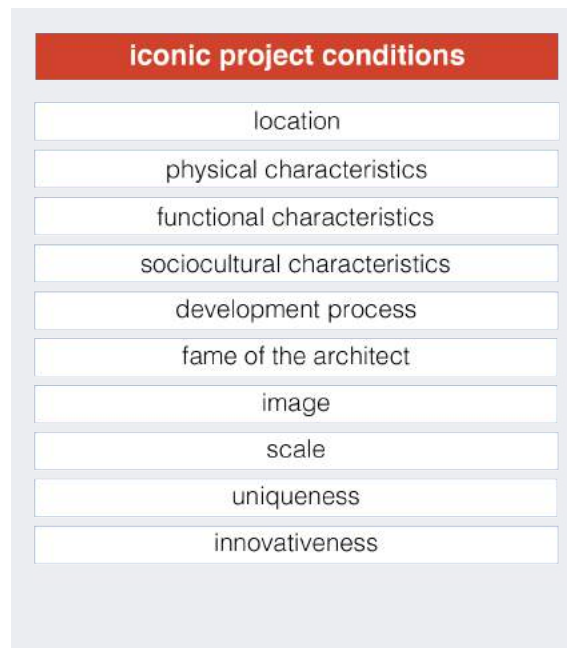
LESSONS LEARNED

- I. Being **publicly accessible** or being a **physical connector** are the most important conditions for iconic projects to incentivise surrounding project (re)developments
- II. **The identity of a brownfield is considered an important provider of incentives for developments, which does not necessarily needs to be provided by an iconic project.**
- III. The **large scale** of iconic projects can trigger surrounding (re)developments because of its public- attracting spillover, but it is certainly not a necessary precondition.
- IV. Most iconic projects that function as a catalyst for further (re)developments either have a **cultural- historical value** and/or **special architectural qualities**, these conditions however are not a must.
- V. As iconic projects mostly contain publicly accessible functions, they must **at least be accessible to pedestrians**.
- VI. If a brownfield is not yet sufficiently accessible, at least **clear plans and decisions** about the **infrastructure** must have been made at the right level (e.g. by the municipality or NS) in order to be able to deploy iconic interventions as a tool for catalysing further (re)developments.
- VII. A **list of preconditions** necessary for iconic projects to successfully catalyse brownfield redevelopments **can not be made**, as each brownfield has different interests as well as other concerns.



CONCLUSIONS

What conditions of iconic projects could incentivise project developers to (re)develop in Dutch brownfield areas?



Incentivising conditions of iconic projects on brownfield redevelopments

Most effective



Functional characteristics

- **commercial, infrastructural and innovative mixed-use functions:** projects with such functions proved to significantly contribute to incentivising developers, as these are *publicly accessible* and therefore have the ability to *ensure liveliness* as well as *footfall*
- **key programming:** in particular *social* and *commercial projects*, e.g. schools or one-of-a-kind eateries, could be appointed as functional characteristics that incentivise future residents to settle there, what makes the neighbourhood *economically more decisive* and again lays a better foundation for further developments



Sociocultural characteristics

- **historical characteristics that represent the culture of the brownfield:** such characteristics prove to be both *meaning creating* and *history calling catalysts* and they function, albeit indirect, as major incentives for project developers to (re)develop - they refer to habits, traditions or beliefs that are/were present in the area - this generally *appeals to the imagination* of many people and has a *narrative nature* to which developments could strategically respond
- **providing unicity and identity:** projects of close presence that provide a feeling of unicity and identity, attracting both visitors and future residents, appeared to be particularly important for the *financial ambitions* of (re)developments

Less effective



Location

- **location of the iconic project itself:** could provide for incentives when the *location on itself is iconic* already, e.g. the unique location of Hotel New York, at the tip of the Wilhelminapier overlooking the city and the Maas river
- **location of plots overlooking the icon:** could provide for incentives when it is *overlooking the iconic project*, e.g. a plot with a view on the iconic Erasmusbrug
- **location of plots nearby the icon:** the location of public attracting iconic projects provides incentives because the associated *flow of people* is beneficial for developments on plots adjacent to this inflow



Image

- **long-term committed development companies:** this type rather looks for yet an attractive image and existing qualities in the development area - a positive image could incentivise and is therefore considered a *prerequisite*
- **short- to medium-term committed development companies:** this type either makes use of present project(s) that provide identity, or they provide such projects themselves - a good reputation and positive image could incentivise, but is *not considered a prerequisite*
- **project vs urban level:** the image and marketing of the *brownfield as a whole* is more effective in inciting developers to (re)develop, rather than the image of individual iconic projects

Least effective

Scale

- **not the scale, but the spillover:** not the tangible and physical characteristics, but the common spillover of *bringing life into an area* incentivises project developers to (re)develop
- **large-scaled iconic projects:** can as an *incentive* as it accommodates a large number of people and therefore brings life into the area - on the other hand, it can be a *discouragement* as it can block views or be a distraction
- **small- to medium-scaled iconic projects:** can contribute to incentivising developers as this makes projects *intimate* and *particularly exclusive* within the area

Development process

- **general incentive:** the development process of ongoing potential iconic projects could be assessed on the *parties involved* and the *expected success rate* by project developers, to estimate whether the project will positively contribute to the image and branding of the area: if expected successful, it could incentivise developers as it could serve as a *good development example* and a *marketing tool*
- **specific incentive:** no specific (re)development processes of iconic projects on the brownfields in study can be mentioned that demonstrably incentivised project developers to (re)develop

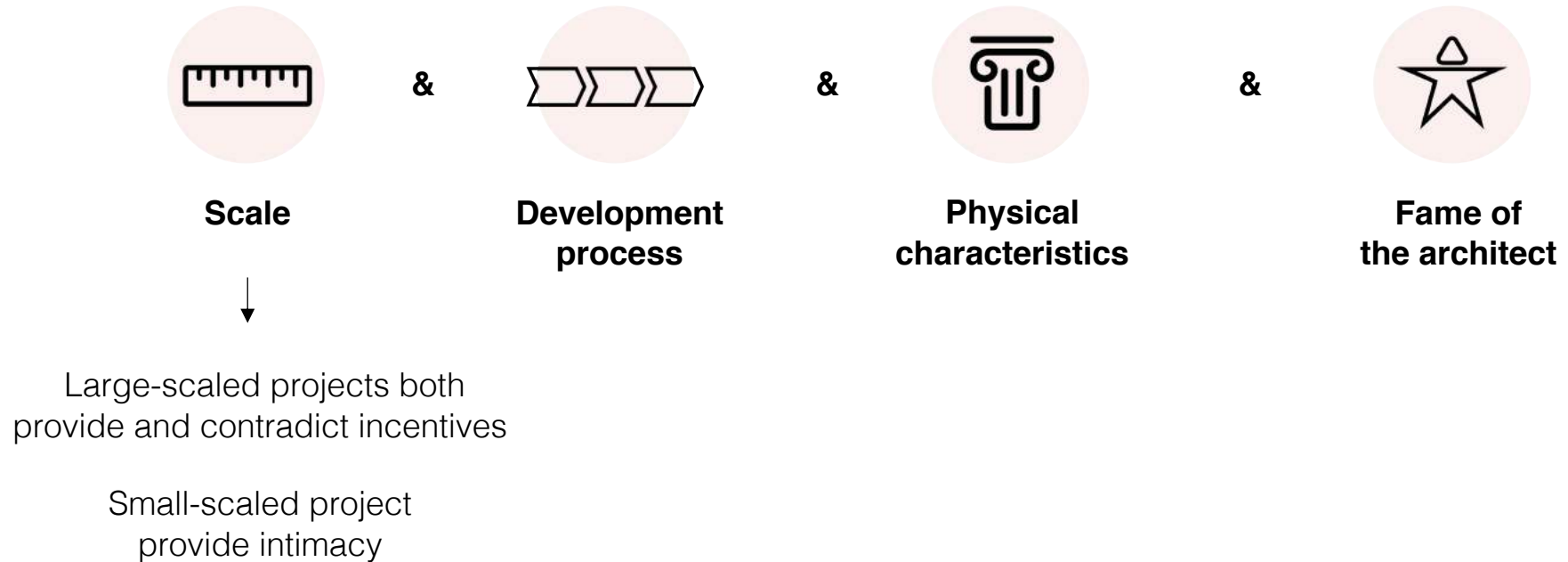
Physical characteristics

- **project vs urban level:** attractive physical characteristics of projects could incentivise developments, but the physical appearance of *brownfields as a whole*, often attractive due to old harbour and industrial buildings, has proved to be more incentivising
- **physical characteristics depicting the history:** in particular physical characteristics with *cultural-historical value* are much appreciated, as such features visualise the intangible historical features of the brownfield (the socio-cultural characteristics) which contributes to the attractiveness of developing in the area

Fame of the architect

- **project vs urban level:** the fact that iconic projects are designed by famous architects plays a role in incentivising developments, however on *urban level* and not so much on project level:
 - **client view:** the name of the architect plays a role for the client as it *determines the ambitions* for the brownfield area and consequently its *image*
 - **developer view:** developing projects with famous architects is of great value for some developers (and tenants), but the architect of *projects of others* does not demonstrably incentivise developers

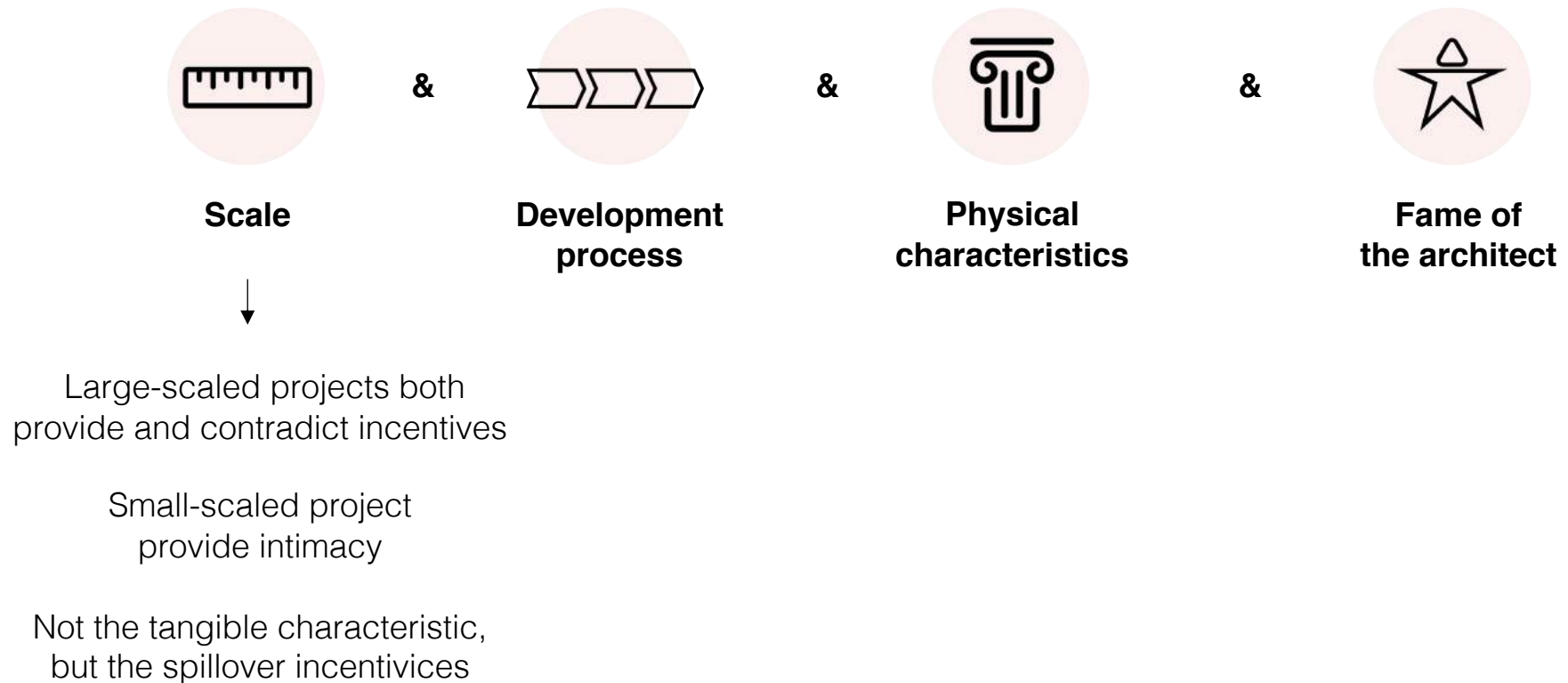
LEAST effective incentivising conditions of iconic projects





Photograph 2: https://www.schildersvakprijs.nl/wp-content/uploads/2017/09/Theater_Walhalla_na1-800x600.jpg, <https://www.google.com/>
Photograph 1: Jochem van Bochove

LEAST effective incentivising conditions of iconic projects

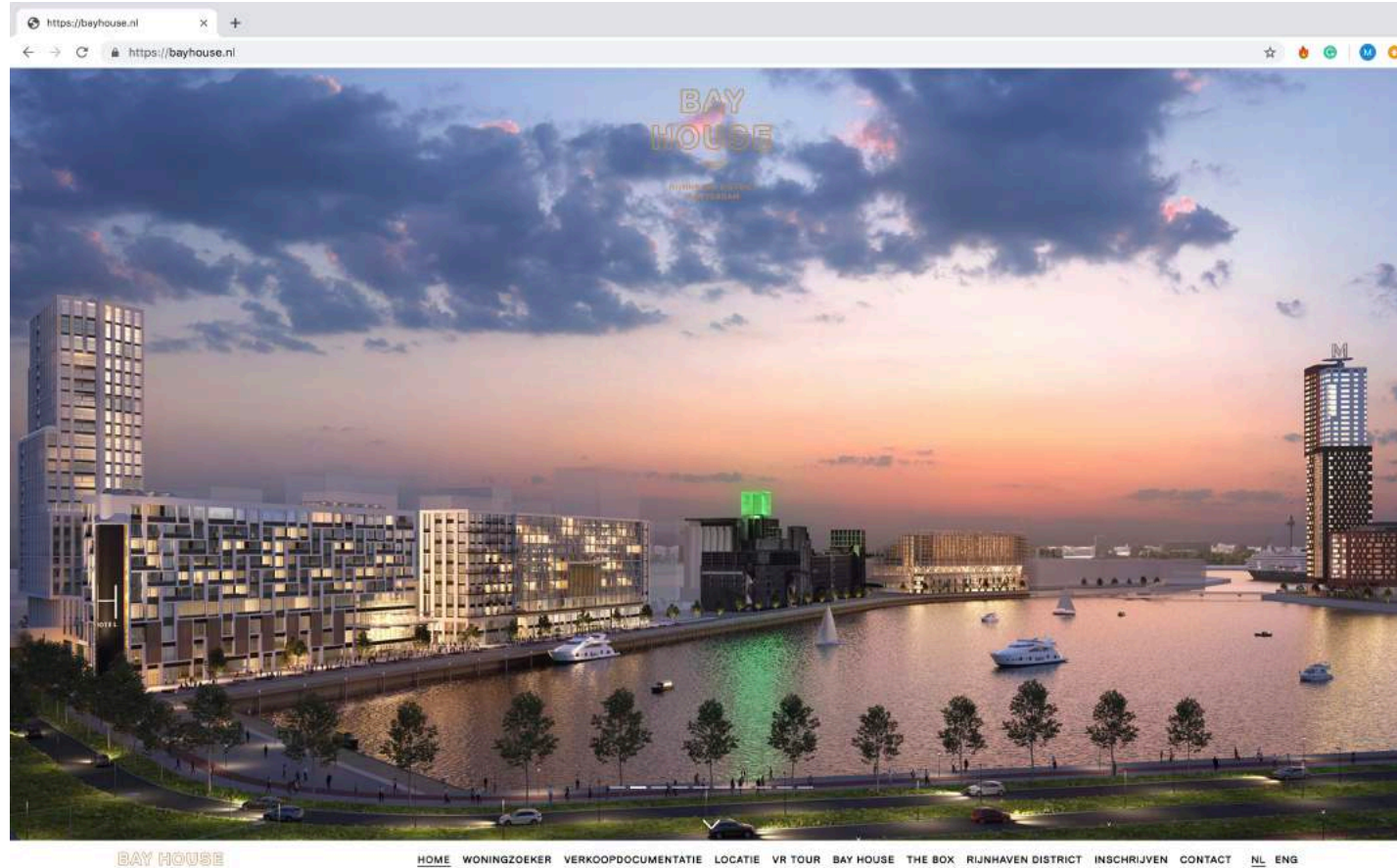


LEAST effective incentivising conditions of iconic projects



Estimate whether the iconic project contributes to the image and branding of the brownfield

Power of marketing
Virtual visit of project/area



Screenshot 2: <https://bayhouse.nl/>
Screenshot 1: <https://bayhouse.nl/>

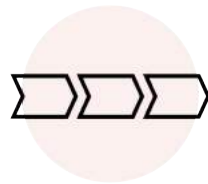
WHY? | HOW? | **WHAT?** | WHO?

LEAST effective incentivising conditions of iconic projects



Scale

&



**Development
process**

&



**Physical
characteristics**

&



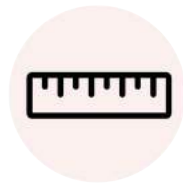
**Fame of
the architect**



Important determinants for the
iconic value, but do not
automatically catalyse

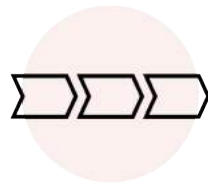
Brownfield vs. Project,
Ensure visibility and recognisability

LEAST effective incentivising conditions of iconic projects



Scale

&



**Development
process**

&



**Physical
characteristics**

&



**Fame of
the architect**



Brownfield vs. project

Client vs. developer

LESS effective incentivising conditions of iconic projects



&



Location

Image



Location of the iconic project

Location of the surrounding plots

Accessibility



Photograph 2: Jochem van Bochove

Photograph 1: <https://westcordhotels.nl/hotel/hotel-new-york-rotterdam/>

WHY? | HOW? | **WHAT?** | WHO?

“Waarom precies op **Katendrecht?**
Heel plat gezegd, omdat we daar positie konden krijgen.”

LESS effective incentivising conditions of iconic projects



&



Location

Image



Location of the iconic project

Location of the surrounding plots

Accessibility

LESS effective incentivising conditions of iconic projects



Location

&



Image



Iconic project vs. brownfield

Long-term committed & higher
segments vs. short-term
committed real estate developers

MOST effective incentivising conditions of iconic projects



**Functional
characteristics**

&



**Sociocultural
characteristics**



Publicly accessible

Key-programming

Infrastructural projects



Photograph 2: <https://www.qwa.nl/projecten/infrastructuur/rijnhaven.html>

Photograph 1: http://www.wolkenkrabbers.nl/download/wonen_in_de_skyline.pdf

*“**Het kantelpunt** van de gebiedsontwikkeling was toen namelijk nog niet bereikt. Want toen was de Rijnhavenbrug er nog niet. **Er is echt een vóór de Rijnhavenbrug en een ná de Rijnhavenbrug** (...) Wij merkten eigenlijk na de Rijnhavenbrug dat iedereen dacht van: nu kan het niet meer verkeerd gaan... ‘**Ja, nu is mijn investering hier zeker.**’ Dat gevoel, dat merkte je echt.”*

*“De Rijnhavenbrug heeft uiteindelijk echt het verschil gemaakt,
dat was het omslagpunt.”*

MOST effective incentivising conditions of iconic projects



**Functional
characteristics**

&



**Sociocultural
characteristics**



Symbolic & historical qualities



Photograph 2: <https://www.flickr.com/photos/janvanhelleman/45302840744/in/dateposted/>

Photograph 1: <https://www.anderetijden.nl/artikel/6738/De-kunst-van-het-reizen-Glitter-glamour-en-gedoe-aan-boord-van-de-Holland-Amerika-Lijn>

“Durf jij de Kaap aan?”

MOST effective incentivising conditions of iconic projects



**Functional
characteristics**

&



**Sociocultural
characteristics**



Symbolic & historical qualities:
depict habits, traditions &
beliefs

Narrativity

Identification with the area

MOST effective incentivising conditions of iconic projects



**Functional
characteristics**

&



**Sociocultural
characteristics**



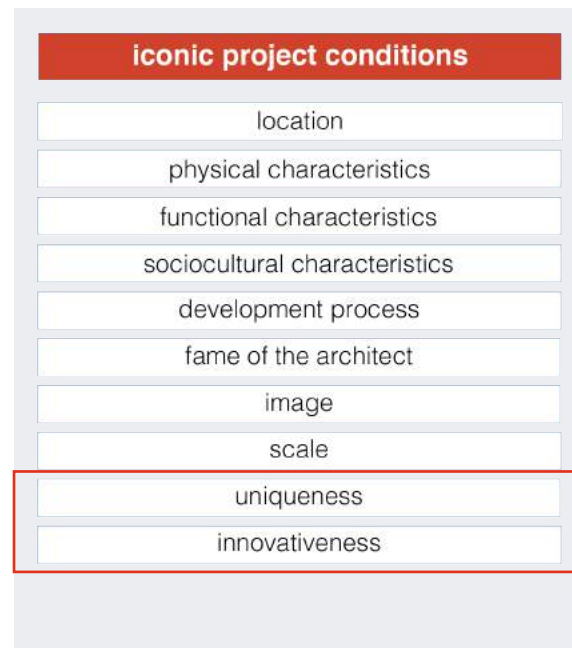
Sincere interest

Decreasing uncertainty in demand &
challenges in obtaining financial support

Less risky & more interesting

CONCLUSION

What conditions of iconic projects could incentivise project developers to (re)develop in Dutch brownfield areas?



Not explicitly included



Innovativeness

&



Uniqueness



By definition a temporary
characteristic

Unless it creates a major 'first-time'

Value will be surpassed

Not explicitly included



Innovativeness

&



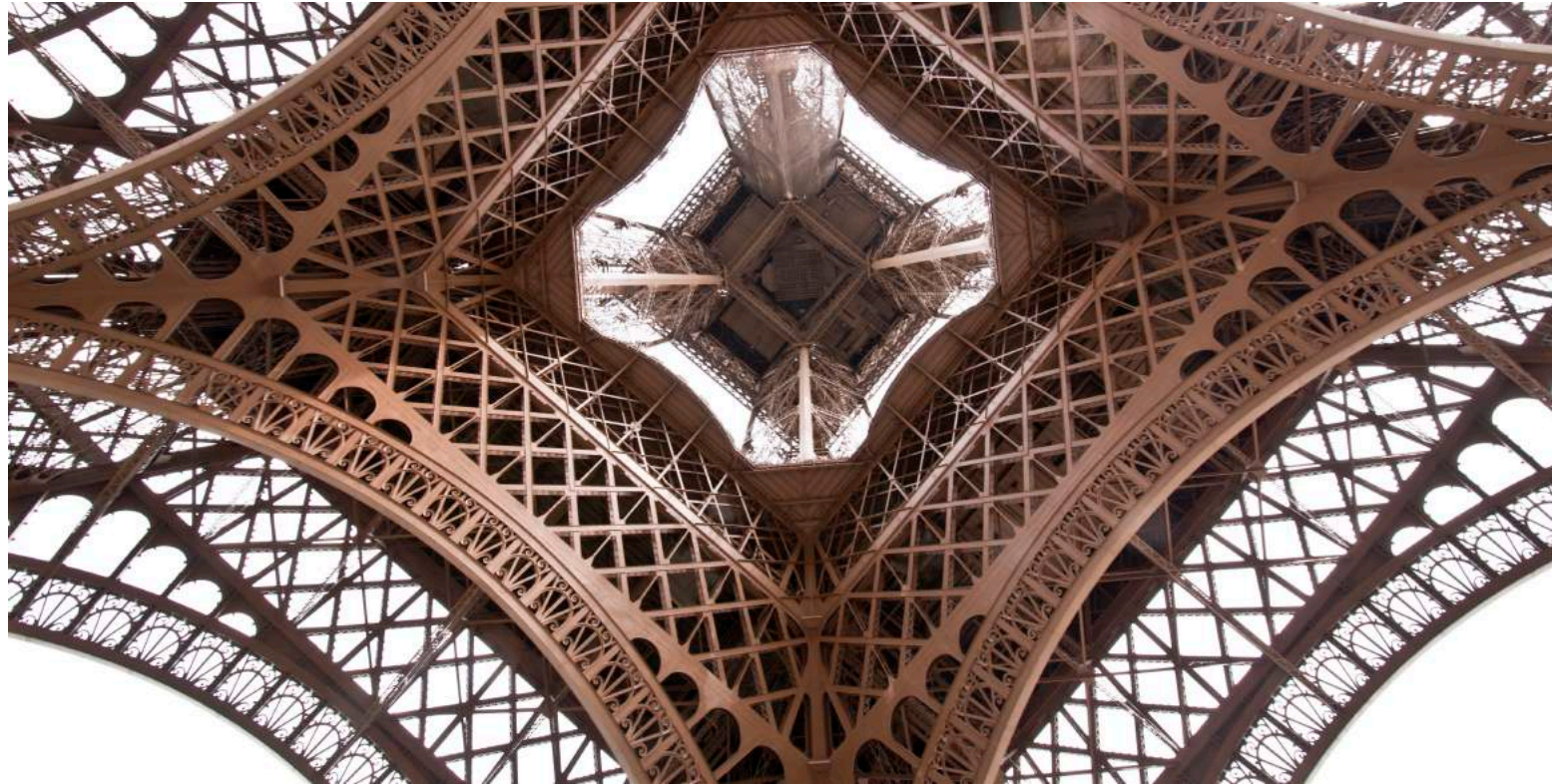
Uniqueness



Architecture has always been
subject to change

Only major iconic projects stand
the test of time

Value will be superseded



Photograph: <https://bit.ly/320npqv>

WHY? | HOW? | **WHAT?** | WHO?

Not explicitly included



Innovativeness

&



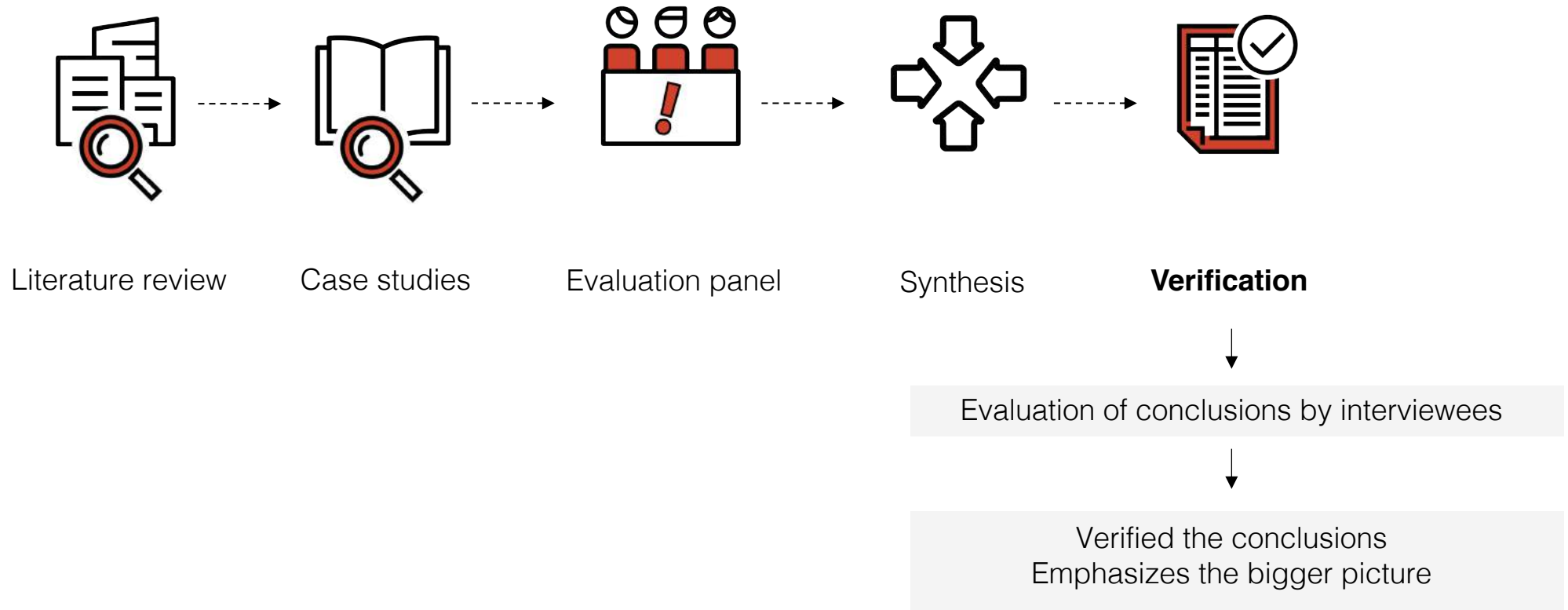
Uniqueness



Architecture has always been
subject to change

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the test of time

Value will be superseded



Why? -----> How? -----> What? -----> **Who?**

**Thesis contribution
in practice**

for clients and
develppers



Recommendations
for other researchers

THESIS CONTRIBUTION IN PRACTICE



Research field

of Urban Development Management

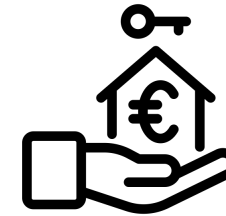
- Supports effective solutions that can produce and promote sustainable urban environments
- Aspires to beneficially make use of the catalysing nature



Clients

of brownfield redevelopments

- Mainly municipalities
- More valid arguments
- Contributes to the success of deploying iconic projects with the intention of incentivising
- Reduces uncertainties



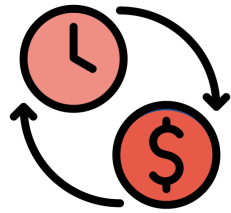
Contractors

of brownfield redevelopments

- Mainly developers
- Justification often lacks
- Contributes to more valid arguments during debates

Supports redevelopment strategies, investment decisions and discussions

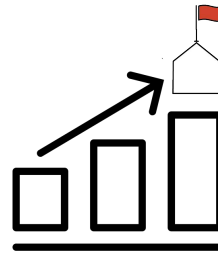
RECOMMENDATIONS FOR FURTHER RESEARCH



Iconic developments:
cost intensive and
time consuming



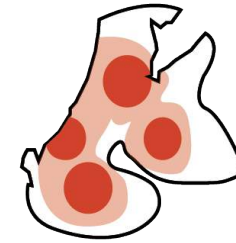
Temporary place-making projects



Other requirements for
successful developments
of iconic projects



Active land policy
with a risk-aware approach
(e.g. acquiring land / Wet
Voorkeursrecht Gemeenten)



Case studies in
Amsterdam, The Hague
and Utrecht



No typical historical centre:
Less important sociocultural
characteristics?



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Graduation

Course: AR3R010 MBE Graduation Laboratory
Graduation lab: Urban Development Management (UDM)
Graduation topic: Sustainable Area Transformations
Title: Iconic projects as catalysts for brownfield redevelopments
Presentation: P5
Date: 28.06.2019

Supervisors

1st mentor:	Dr. W. J. (Wouter Jan) Verheul	I MBE, Urban Development Management
2nd mentor:	Dr. H. T. (Hilde) Remøy	I MBE, Real Estate Management
3rd mentor:	Dr. R. J. (Reinout) Kleinhans	I OTB, Urban Renewal and Housing
External examiner:	Ir. S. (Steven) Steenbruggen	I Architecture, Complex Projects

Sources

1. United Nations. (2018). World Urbanization Prospects: The 2018 Revision [key facts]. Retrieved on December 9, 2018 by: <https://population.un.org/wup/Publications/Files/WUP2018-KeyFacts.pdf>
2. ABF Research. (2016). Vooruitzichten bevolking, huishoudens en woningmarkt. Delft.
3. CBS & PBL [Centraal Bureau voor de Statistiek & Planbureau voor de Leefomgeving]. (2016). PBL/CBS prognose: Groei steden zet door. Retrieved on December 9, 2018 from: <https://www.cbs.nl/nl-nl/nieuws/2016/37/pbl-cbs-prognose-groei-steden-zet-door>