

# MAKING POPS WORK

*The quality of POPS is shaped not by design and ownership alone, but by the governance and management practices that sustain them over time.*

SUSTAINABLE  
GOVERNANCE AND  
MANAGEMENT FOR  
VALUE CREATION IN  
DUTCH CITIES

# **MAKING POPS WORK**

SUSTAINABLE GOVERNANCE AND MANAGEMENT FOR VALUE CREATION IN  
DUTCH CITIES

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## Abstract

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Privately Owned Public Spaces (POPS) are becoming increasingly prominent within Dutch urban redevelopment processes as municipalities rely more heavily on private actors to deliver publicly accessible space in contexts of densification and land scarcity (Buitelaar & Bregman, 2016; Van Melik et al., 2009). While existing POPS research primarily focuses on ownership structures, design quality, and privatisation debates, limited attention has been paid to how governance and management shape the long-term functioning and experienced quality of these spaces, especially in the Dutch context. In particular, it remains unclear which agreements and arrangements allow municipalities to protect public values once responsibility for daily operation rests largely with private actors. This thesis addresses this gap by examining how public values are embedded within the governance and management of Dutch POPS and how these arrangements relate to experienced public space quality. The study adopts a qualitative multiple-case study approach, analysing five Dutch POPS in Amsterdam and Rotterdam through semi-structured interviews, document analysis, structured observations, and user surveys. The research combines the Public Space Governance Framework (Zamanifard et al., 2018), Carmona's (2019) place value framework, and Mehta's (2014) Public Space Index to examine the relationships between governance mechanisms, management practices, public values, and public space quality. Public space quality is assessed through inclusiveness, meaningful activities, comfort, safety, and pleasurability. The findings demonstrate that the quality and publicness of Dutch POPS are not determined by ownership or spatial design alone, but by the extent to which public values are institutionally embedded and continuously reproduced through governance and management practices over time. Cases characterised by clear governance responsibilities, active long-term stewardship, transparent access conditions, and consistent activation strategies achieved higher levels of actualised public space quality. In contrast, fragmented governance arrangements and commercially dominant management approaches were associated with lower inclusiveness and weaker safeguarding of public values. The research further shows that management practices function as the key operational mechanism through which governance ambitions are either sustained or gradually eroded in everyday use. By linking governance, management, public values, and experienced public space quality within a single analytical framework, the study contributes to the academic debate on hybrid public space governance and provides practical insights for municipalities, developers, and asset managers seeking to safeguard public values in increasingly privatised urban environments.

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Keywords: privately owned public spaces (POPS); public private development; governance mechanisms; management practices; public values; public space quality; hybrid public space; urban governance; Netherlands

## Preface

In 2020, I made an architecture trip with my father to New York City after finishing my BSA for my bachelor's degree in Architecture at TU Delft. During this trip, I encountered Privately Owned Public Spaces (POPS) for the first time, and I was immediately fascinated. I noticed how these places, often part of or next to private developments, still felt like real city spaces: open and very lively. People were sitting, meeting, playing chess, relaxing, or simply spending time in the city. It made me realise how much impact these spaces can have on the everyday experience of a city.

Since then, I have often wondered why we see relatively few examples of POPS in the Netherlands. As Dutch cities continue to densify, the importance of good public space only increases. I believe that well-designed and well-managed POPS can contribute to more vibrant, inclusive, and liveable cities. They can create places where people come together and experience the city in meaningful ways, while also adding value to increasingly dense urban developments.

This fascination became the foundation of this research. In this thesis, I explored how governance and management structures influence the long-term functioning and actualised quality of Dutch POPS. I became interested in how public values are safeguarded over time in urban environments where public and private interests increasingly overlap.

I would like to thank my graduation supervisors Erwin Heurkens, Hilde Remøy, and Mohammad Mohammadi at TU Delft for their guidance and support during this research process. Their input, questions and feedback helped improve the quality and direction of this thesis.

This thesis was conducted in collaboration with NEOO, a real estate developer in Amsterdam. Their focus on mixed-use urban development made the research highly relevant to practice. Working there during my research allowed me to connect academic theory directly to real urban development projects. During the process, I could always ask my colleagues practical and academic questions, and they helped connect me with relevant interviewees. At the same time, NEOO was a very enjoyable and inspiring place to work while writing this thesis. It gave me valuable professional experience and allowed me to see many of the governance and management dynamics discussed in this research directly in practice.

In particular, I would like to thank my internship supervisor, Pim Lambert, for his guidance, enthusiasm, critical reflections, and the many coffees throughout the process. His practical insights and willingness to discuss ideas greatly contributed to both the academic and professional development of this thesis.

Finally, I would like to thank my family and friends for their support throughout my studies and graduation process. A special thanks goes to my father, with whom this fascination for POPS originally started during our trip to New York. Looking back, it is remarkable that one experience in the city eventually led to the research presented in this thesis today.

I hope this research can contribute, even in a modest way, to the growing discussion on POPS in the Netherlands and encourage more attention towards the long-term governance, management, and safeguarding of meaningful public urban spaces.

## Reading guide

This thesis is structured into twelve chapters. Chapter 1 introduces the research context, problem statement, research objectives, research questions, conceptual framework, and scope of the study. Chapter 2 explains the research methodology, including the mixed-method multiple-case study approach, data collection methods, and analytical strategy. Chapter 3 presents the literature review and theoretical framework, defining the key concepts and operationalising the relationships between governance, management, public values, and public space quality. Chapter 4 introduces the case selection and provides an overview of the five selected Dutch POPS cases.

Chapters 5 to 8 form the empirical core of the thesis. Each chapter addresses one analytical theme: governance mechanisms, management practices, the embedding of public values, and the experienced public space quality. Within each chapter, all five cases are analysed using the same analytical framework per chapter to ensure systematic comparison. Each chapter concludes with a cross-case analysis identifying similarities, differences, and emerging patterns across the cases.

Chapter 9 synthesises the empirical findings and analyses the relationships between governance mechanisms, management practices, and the institutional safeguarding of public values with the experienced public space quality. Chapter 10 reflects on the methodology and discusses limitations and directions for future research. Finally, Chapter 11 presents the conclusions and practical recommendations for the governance and management of Dutch POPS.

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# 1.

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## INTRODUCTION

# 1. INTRODUCTION

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Public space forms the backbone of urban life, yet it is increasingly under pressure in Dutch cities due to processes of privatization and densification. A growing share of spaces that are experienced by users as public (such as squares, passages, parks, and atria) is legally privately owned and developed, managed, and financed by commercial actors (Buitelaar & Bregman, 2016). This shift reflects a broader transformation in how urban space is produced and operates in the Netherlands. The emergence of so-called Privately Owned Public Spaces (POPS) introduces a fundamental tension: on the one hand, they offer opportunities for high-quality, intensively used urban environments that municipalities are not always able to deliver themselves; on the other hand, they raise critical questions about accessibility, inclusivity, and democratic control within the public realm.

This transformation is closely linked to broader changes in urban development processes. New housing and mixed-use programmes are increasingly delivered through complex private developments on scarce inner-city land. In this context, municipalities more often take an enabling role, while private parties carry more initiative and risk (Buitelaar & Bregman, 2016). As a result, the provision of publicly accessible space is increasingly embedded within private development processes. While densification can improve land-use efficiency, it also increases demand for high-quality public space for everyday mobility, meeting, comfort, and climate adaptation. Van Melik et al. (2009) state that the development of publicly accessible space increasingly occurs through inner-city redevelopment projects. At the same time, publicly owned land and municipal capacity to deliver and steward new public space are limited, meaning that publicly accessible space is more often delivered through private development arrangements.

In this context, Privately Owned Public Spaces (POPS) are becoming more relevant. POPS are publicly accessible spaces that function as part of the public realm but are privately owned and often privately managed (e.g., plazas, courtyards, passages, and squares embedded in developments). In high-density contexts, POPS are used as an incentive-based or negotiated instrument, but they also raise recurring questions about inclusiveness, control, and safeguarding public values (Mohammadi & Heurkens, 2025).

In the Netherlands, private involvement in public space has historically been limited. Since the 1980s, however, it has increased alongside more entrepreneurial city-making and urban renewal strategies that use public space as a redevelopment asset (Van Melik et al., 2009; Van Melik & Lawton, 2011). Dutch POPS can therefore be seen as a Dutch phenomenon in transition: they are increasingly visible, but not yet fully institutionalised as a standard component of city-making.

The main research gap concerns how POPS function in practice after delivery, and how this is shaped by governance and management over time. Many studies assess POPS through design quality, perceived publicness, or normative critiques of privatisation (Németh & Schmidt, 2011; Varna & Tiesdell, 2010). However, these perspectives do not explain how governance mechanisms and management practices jointly shape the actual use and quality of these spaces. Ownership structures and design at completion are therefore insufficient to explain whether a POPS remains accessible, inclusive, and usable in practice. This matters because the actualised quality of POPS is not a static attribute delivered at

handover, but a dynamic outcome that depends on how public values are institutionally embedded during development and continuously reproduced through everyday management practices.

Studying long-term value creation helps avoid a common evaluation error: judging success at the moment of delivery rather than across the lifecycle of a space. If POPS are assessed only as one-off development outputs, policy and practice risk rewarding short-term compliance (a deliverable space) instead of durable outcomes (a space that continues to function as part of the public realm). A long-term perspective shifts attention to the mechanisms through which public values are safeguarded over time. This allows research to identify which governance and management arrangements contribute to the long-term institutional safeguarding of public values, and which configurations contribute to the gradual weakening of accessibility, inclusivity, and public use over time, particularly after the transition from development to long-term management, as discussed by Said and Tempels (2023).

Evidence from research on hybrid public spaces indicates that experienced publicness and long-term functioning are strongly shaped by governance and, in particular, by day-to-day management. Key practices include maintenance and cleaning regimes, safety routines, rule-setting and enforcement, surveillance, and programming (Dunlop et al., 2023). Dutch research on “soft privatization” similarly shows that shifts in operational control and rule-setting can significantly reshape who uses space and under what conditions, even without formal changes in ownership (Van Eck & Van Melik, 2023). These findings suggest that management practices are not merely operational, but constitute a critical mechanism through which public values are either enacted or restricted in practice.

What remains underexplored in the Dutch context is the full governance–management–outcomes chain in POPS, and specifically how public values are embedded within governance arrangements and subsequently translated into management practices and spatial outcomes. Existing studies provide limited empirical insight into which governance mechanisms are applied in Dutch POPS, and, more importantly, to what extent public values, such as social, health, economic and environmental values, are explicitly defined, formalised, and safeguarded within these arrangements.

Furthermore, existing insights are largely based on Anglo-American contexts, particularly New York and London, where privatisation is primarily framed as a threat to publicness (Kayden, 2000; Németh, 2009). These findings cannot be directly applied to the Dutch context, which is shaped by a strong planning tradition, leasehold systems, and a relatively robust public-law framework.

As a result, it remains unclear how governance configurations in Dutch POPS, such as the allocation of responsibilities, legal safeguards, and incentives, translate into concrete management practices on the ground, and how these practices affect public space quality. In particular, the role of long-term institutional safeguarding of public values as the mechanism linking governance, management, and outcomes has not been systematically analysed. This limits understanding of which configurations lead to sustained public value, and which result in a gradual erosion of publicness after delivery.

This thesis addresses this gap by examining how public values are embedded within governance mechanisms in Dutch POPS, how these values are translated into management practices, and how governance and management together contribute to the safeguarding of public values. In addition, the study examines how different governance and management configurations relate to variations in experienced public space quality. The aim is to develop a better understanding of how governance and management shape the functioning and actualised quality of Dutch POPS in practice.

## 1.1 Research questions

This study focuses on the Netherlands at a moment when POPS are becoming more common but are not yet fully normalised (Langstraat & Melik, 2013). The aim is to support practitioners with evidence-informed guidance and to strengthen institutional understanding of POPS performance over time. The main research question is:

**“How are public values embedded within the governance and management of Dutch POPS, and how is this associated with experienced public space quality?”**

This is operationalised through five sub-questions:

- I. Which governance mechanisms are applied in the development of Dutch POPS?
- II. Which management practices are implemented in the use phase of Dutch POPS?
- III. To what extent are public values embedded in governance mechanisms and translated into management practices?
- IV. How is public space quality in Dutch POPS experienced by users in terms of inclusiveness, meaningful activities, comfort, safety, and pleasurability?
- V. What patterns can be identified between governance mechanisms, management practices, and the embedding of public values with the experienced public space quality across cases?

## 1.2 Conceptual framework

Public values form the normative foundation of this study and guide how POPS are governed and managed over time. The framework (Figure 1: Conceptual framework (own work, 2026)) distinguishes three interrelated components: governance mechanisms, management practices, and public values. Governance mechanisms define how responsibilities and decision rights are embedded within the development processes. Management practices represent the operational translation of these arrangements in everyday use, including practices related to access, rules, maintenance, oversight, and activation.

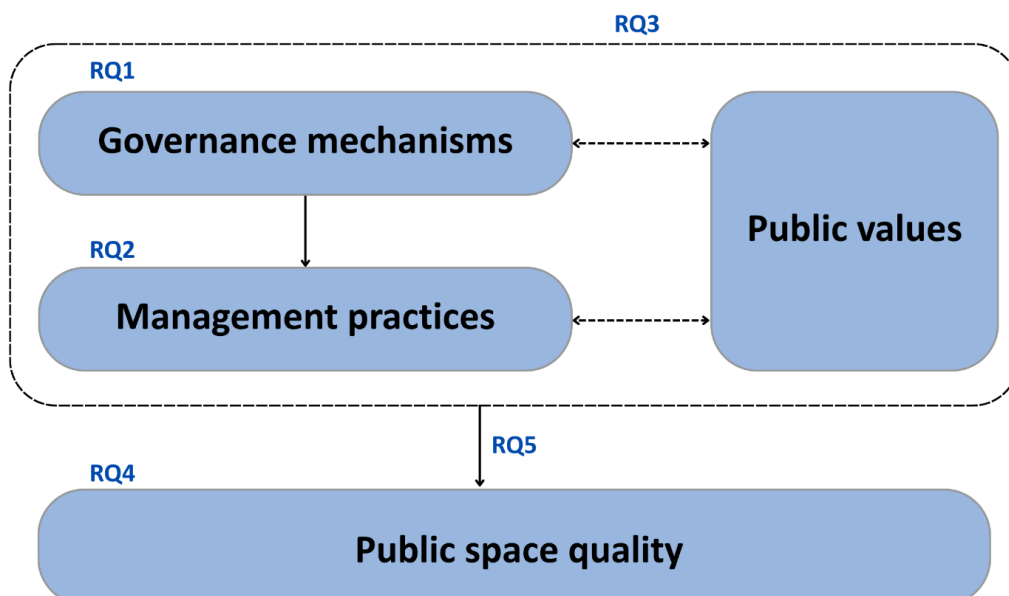


Figure 1: Conceptual framework (own work, 2026)

Central to the framework is the relationship between governance, management, and the long-term institutional safeguarding of public values. This captures the extent to which public values remain embedded within governance arrangements and are continuously enacted through management practices. Public space quality constitutes the main empirical outcome variable of the framework and reflects how these governance and management configurations are experienced by users in practice.

### 1.3 Research scope

This thesis is deliberately bounded to produce comparable and actionable findings. Empirically, it focuses on POPS in dense urban areas in the Netherlands, where development pressure and land scarcity are highest. The unit of analysis is the POPS as an operational public realm space embedded in, or directly adjacent to, a private real estate development. Cases must be publicly accessible in practice (even if access is regulated) and involve private ownership and private management in daily operation.

According to Kayden (2000), POPS can take a range of spatial forms, including plazas, yards, arcades, and indoor public interiors such as atriums or building lobbies. These typologies are also frequently observed in the Dutch context, where publicly accessible spaces are increasingly delivered through inner-city redevelopment and transit-oriented projects (Huang et al., 2018). Therefore, this study focuses on five typologies:

- Gardens (rooftop gardens or semi-enclosed courtyards)
- Parks (public urban parks that function as green areas)
- Passages (through-routes or connectors that structure pedestrian movement)
- Squares (open urban rooms that function as neighbourhood nodes)
- Plazas (indoor public areas integrated into building complexes)

Substantively, the thesis focuses on governance and management during the operational life of POPS (post-completion). It examines how arrangements perform after handover, how responsibilities are executed, and how public values are safeguarded over time. The thesis does not primarily evaluate architectural design quality, nor does it aim to quantify financial returns in a formal appraisal sense. Instead, it analyses how governance and management shape the experienced public space quality of POPS, understood in terms of inclusiveness, meaningful activities, comfort, safety, and pleurability. This study does not aim to establish causal relationships in a statistical sense, but instead identifies patterns and associations between governance mechanisms, management practices, and public space quality across cases.

### 1.4 Research output

This thesis analyses the governance mechanisms applied in the development of Dutch POPS and examines how these structure relationships between public and private actors in terms of responsibilities, decision rights, funding, access conditions, and accountability. It assesses how public values are embedded within these arrangements and to what extent provisions for their long-term institutional safeguarding are included.

The study further examines how these governance mechanisms are translated into day-to-day management practices, focusing on access, rules, oversight, maintenance, and activation. In addition, the research analyses how public values are safeguarded within management practices and to what

extent governance ambitions and public values are effectively translated from the development and governance phase into long-term operational management. Building on this, it analyses how variations in governance and management across cases are associated with differences in experienced public space quality.

In doing so, the research provides insight into how governance arrangements established during the development phase are operationalised in practice and how this relates to the performance of POPS over time. These insights are synthesised into a set of practical governance and management principles that support the long-term safeguarding of public values. Ultimately, the thesis offers empirical insights into how the safeguarding of public values is associated with higher public space quality in Dutch POPS.

On a personal level, the project contributes to the development of skills in mixed-method research design, qualitative interviewing, cross-case comparative analysis, and the translation of empirical findings into actionable recommendations for practice.

# 2.

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**RESEARCH METHODS**

# 2. RESEARCH METHODS

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This thesis adopts a qualitative multiple-case study design with methodological triangulation. A qualitative approach is appropriate given the context-dependent nature of governance and management, which requires in-depth insight into decision-making processes, the embedding of public values, and the distribution of responsibilities across actors.

A multiple-case design enables the systematic comparison of how governance mechanisms are configured across different POPS, how these are translated into management practices, and how they relate to experienced public space quality. The study focuses on identifying patterns and associations across cases rather than establishing causal relationships.

## 2.1 Data collection

Data collection is based on the triangulation of four complementary methods: document analysis, semi-structured interviews, user surveys, and structured observations. Each method captures a different component of the conceptual framework and allows for cross-validation of findings.

1. **Document analysis:** documents are analysed to reconstruct the governance arrangements of each POPS and to assess the extent to which public values are formally embedded and institutionally safeguarded. In line with the Public Space Governance Framework (Zamanifard et al., 2018), the analysis focuses on stakeholders, governance structures, instruments, and tasks. In addition, documents are used to identify formalised management practices. Sources include agreements and annexes (where accessible), management plans, house rules, maintenance and service contracts, design briefs, municipal policy documents, and publicly available project information.
2. **Semi-structured interviews:** semi-structured interviews are conducted with key stakeholders involved in both the development (governance) and operational (management) phases of each POPS. For each case, at least one representative of the developer and one operational manager (e.g. facility manager) are interviewed. The interviews provide insight into how governance mechanisms are implemented in practice, how management practices are shaped and adapted over time, and how public values are interpreted, prioritised, and safeguarded beyond formal documentation.
3. **User survey:** a structured user survey is conducted among visitors of each POPS to capture experienced public space quality. The survey is based on the Public Space Index (PSI) developed by Mehta (2014) and measures user perceptions across five dimensions: inclusiveness, meaningful activities, comfort, safety, and pleasurability. Across the five case studies, a total of 15 respondents were surveyed per location, resulting in a total sample of 75 respondents. Surveys were conducted on different weekdays and weekend days, and at different moments throughout the day, to capture varying user groups and patterns of use. This method operationalises the dependent variable of the study and enables systematic comparison across cases.
4. **Structured observations:** systematic field observations are conducted to assess the observable dimensions of public space quality and to complement the perceptual data from the user survey.

Following the PSI methodology (Mehta, 2014), observations focus on spatial use, activity patterns, accessibility, maintenance conditions, and the presence of control mechanisms (e.g. surveillance, signage, enforcement). In line with Mehta's recommended approach, each case study location was observed on both one weekday and one weekend day, with six observation moments distributed throughout each day to capture temporal variations in activities and user composition. The observations combine behavioural mapping with structured field notes and photographic documentation to systematically assess how the spaces function in practice.

This triangulation strengthens the credibility of the findings by systematically comparing formal governance arrangements, stakeholder perspectives, observed practices, and user experiences. It enhances construct validity by operationalising the key concepts: governance mechanisms, management practices, public values, and public space quality, through multiple data sources.

For RQ1 and RQ2, document analysis and semi-structured interviews are used to identify governance mechanisms and management practices in Dutch POPS. The analysis focuses on actors, decision-making structures, instruments, and responsibilities (governance), as well as on operational dimensions such as access, rules, oversight, maintenance, and activation (management). This provides a systematic mapping of how POPS are organised and managed in practice.

For RQ3, document analysis and interviews are used to assess the extent to which public values are embedded in governance mechanisms and translated into management practices. The analysis focuses on how values related to health, social inclusion, economic performance, and environmental sustainability are defined, formalised, and enacted in practice.

For RQ4, public space quality is measured using the Public Space Index (PSI), combining structured observations and user surveys. This allows for a systematic assessment of user experiences across the five dimensions of inclusiveness, meaningful activities, comfort, safety, and pleasantness.

For RQ5, the cross-case analysis of all previous sub-questions are analysed to examine patterns between governance mechanisms, management practices, and the embedding and enactment of public values with the experienced public space quality. By systematically comparing cases, the analysis identifies how different configurations of governance and management are associated with variations in public space quality, and how the presence or absence of public value embedding relates to these outcomes.

## 2.2 Ethical considerations

This research follows TU Delft ethical requirements and social research best practice. Participants will receive an information sheet outlining the purpose of the study, what participation entails, how data will be used, and the right to withdraw. Interviews will only be audio-recorded with explicit consent. Data will be anonymised as early as possible, and reporting will be designed to prevent attribution of sensitive statements to identifiable individuals. Because POPS cases may be recognisable to insiders, the study will actively manage deductive disclosure risks by using role-based descriptions, aggregating where needed, and excluding operationally sensitive details that are not essential for analysis.

## 2.3 Research process

The research is conducted in three sequential phases, moving from conceptualisation to empirical analysis and synthesis. In the first phase, a structured literature review is undertaken to define key

concepts and to operationalise the core variables of the study, including governance mechanisms, management practices, public values, and public space quality. These concepts are integrated into an analytical framework that guides the research design, data collection, and case comparison.

In the second phase, empirical data are collected through a comparative multiple-case study of Dutch POPS. Each case is analysed using a consistent analytical framework, combining document analysis, semi-structured interviews, structured observations, and user surveys. This enables a systematic reconstruction of the POPS governance arrangements, their day-to-day management practices, the public value safeguarding and the experienced public space quality.

In the third phase, these findings are synthesised to identify recurring patterns and differences in how governance and management configurations are associated with variations in public space quality, with particular attention to how public values are institutionally safeguarded over time. The outcomes of this process are translated into a set of empirically grounded governance and management principles aimed at supporting the long-term safeguarding of public values in POPS.

## 2.4 Data management plan

A formal Data Management Plan will guide the secure handling of all research data. Data will be stored on TU Delft-approved secure storage with access restricted to the researcher(s) and supervisors where applicable. Audio recordings will be stored securely, transcribed, and then handled as anonymised transcripts; any direct identifiers will be removed and stored separately (if retention is necessary at all). Survey data will be collected with minimal personal data and stored without direct identifiers unless strictly required for analysis. After completion, anonymised and aggregated datasets, codebooks, and methodological documentation may be archived in an appropriate repository (e.g., 4TU.ResearchData) under access conditions consistent with confidentiality commitments and ethical constraints.

3.

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**LITERATURE STUDY**

# 3. LITERATURE STUDY

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## 3.1 Definition of concepts

### 3.1.1 POPS

This thesis defines Privately Owned Public Spaces (POPS) as publicly accessible and usable spaces on privately owned land or within private developments, typically maintained and managed by private actors (Rexhepi et al., 2023). POPS are neither fully public nor fully private, but belong to a broader group of hybrid public spaces in which access rights, behavioural rules, and management responsibilities are negotiated between public and private actors and enacted through governance arrangements and day-to-day practices (Dunlop et al., 2023; Mohammadi & Stevens, 2025).

### 3.1.2 Governance mechanism

Governance mechanisms are the formal and informal institutional arrangements through which governing authorities steer decisions and deliver services (Fukuyama, 2013). In this study, governance mechanisms are treated as recurring combinations of structure: how authority, decision rights, and responsibilities are organised across public and private actors; and steering instruments: how expectations and obligations are specified, negotiated, and enforced (including both formal and informal instruments). These governance mechanisms shape the management regime after handover by determining who is mandated and resourced to carry out stewardship, under which rules, and with what oversight (Zamanifard et al., 2018; Carmona et al., 2023).

### 3.1.3 Management principles

Management refers to the day-to-day operation of public space, encompassing the practices through which governance arrangements are implemented and maintained in use. It includes activities such as maintenance, cleaning, repairs, safety and security, programming, rule enforcement, and responsiveness to users (Zamanifard et al., 2018). As such, management concerns how public space is practically organised and regulated over time, and how intended objectives are translated into everyday functioning.

### 3.1.4 Public value

Public value refers to the broader societal ambitions that governance and place-shaping processes seek to support through the built environment. Following Carmona (2019), public value can be understood as the societal benefits associated with place quality, particularly regarding health, social, economic, and environmental values. Within this study, public values are conceptualised as normative ambitions embedded within the development and management of POPS.

Importantly, public values are not treated as static outcomes secured at the moment of delivery. Instead, their long-term safeguarding depends on the extent to which they are institutionalised through governance arrangements and continuously enacted through management practices over time.

### 3.1.5 Public space quality

Public space quality refers to the observable and measurable performance of public space in everyday use. It encompasses the extent to which a space is experienced as accessible, inclusive, comfortable, safe, usable, and pleasurable by different users (Mehta, 2014). Within public space literature, public

space quality is understood as a multidimensional and empirically assessable concept that emerges through the interaction between spatial qualities, governance arrangements, management practices, and patterns of use (Carmona, 2019; Langstraat & Van Melik, 2013).

### 3.2 Governance mechanisms for POPS

Governance is central to POPS performance because it determines what is actually secured and sustained after delivery: the durability of access, the authority to set and enforce rules, the allocation and resourcing of stewardship tasks (maintenance, cleaning, security, programming), and the availability of oversight and remedies when public values are undermined. Empirical studies of POPS and hybrid public spaces show that these operational decisions, especially rule-setting and enforcement, security routines, and maintenance standards, shape experienced publicness over time (Dunlop et al., 2023; Van Melik et al., 2009). Governance therefore matters not as an abstract institutional label, but as the concrete configuration of decision rights and responsibilities that structures how a POPS is used and managed in practice.

Recent POPS literature increasingly argues that design and ownership alone is insufficient for understanding how public spaces function in practice, as POPS are shaped through complex governance and management arrangements involving multiple public and private actors (Langstraat & Van Melik, 2013; De Magalhães, 2010). Recent studies on the co-production of public spaces highlight how these spaces are increasingly produced and managed through collaborative arrangements involving municipalities, developers, private managers, and users across different stages of development and operation (Lee & Scholten, 2024). At the same time, several scholars note that existing POPS research remains strongly focused on physical design, ownership structures, or normative critiques of privatisation, while providing less insight into the procedural and institutional processes through which public values are operationalised in practice (Mohammadi & Stevens, 2025; Zamanifard et al., 2018). This creates the need for an analytical framework that moves beyond ownership or spatial form and instead captures how governance arrangements structure the everyday functioning of POPS.

To analyse these governance dynamics, this thesis draws on the Public Space Governance Framework (PSGF) (Zamanifard et al., 2018). The PSGF was selected because it offers a holistic and process-oriented approach that aligns closely with the central aim of this study: understanding how governance mechanisms are used in Dutch POPS, translated into management practices and how these configurations relate to public values and experienced public space quality. Unlike frameworks primarily focused on publicness, design quality, or ownership typologies, the PSGF explicitly analyses the procedural and institutional dimensions of place-shaping, including how responsibilities are allocated, how decisions are made, which actors exercise control, and which instruments are used to govern public space (Zamanifard et al., 2018). This makes the framework particularly suitable for Dutch POPS, where public accessibility and public value creation are often dependent on negotiated governance and management arrangements.

The PSGF distinguishes four interrelated components. First, actors and stakeholders span citizens, the public sector, and the private sector, with heterogeneous interests and shifting roles over time; for POPS this requires mapping ownership and management, rule-setting authority, compliance monitoring, funding responsibilities, representation of public interests, and channels for user voice (Zamanifard et al., 2018). Second, governance structure describes how authority is distributed and may combine multiple logics: traditional (public-led), managerial (agency- and contractor-led), market-based (strong

owner control), and networked (collaborative decision-making across stakeholders) (Zamanifard et al., 2018). This typology is especially relevant to POPS because POPS sit at the boundary between public access claims and private property rights.

Third, governing tools describe how governance is operationalised, distinguishing formal tools, ranging from incentives and guidance to control/regulation, and informal tools such as norms, values, and place meanings that shape legitimacy and behaviour (Zamanifard et al., 2018). For POPS, incentives can take the form of planning-development exchanges, guidance can include design and management specifications, and contracts can include enforceable conditions around access and behaviour (Zamanifard et al., 2018). Fourth, governing tasks capture what governance must do over time: steering and coordination, place-shaping across the lifecycle (from visioning to maintenance), and financing those functions (Zamanifard et al., 2018). Taken together, governance mechanisms are the observable arrangements produced by these components (agreements, mandates, enforcement and accountability routines, and funding models) that stabilise public and private roles and shape how public quality is sustained in use.

### 3.3 Management practices for POPS

Management is the use-phase translation of governance: it is where negotiated rights, responsibilities, and control instruments become visible in everyday practice (Said & Tempels, 2023). Management practices are the routines that keep a POPS accessible, safe, clean, and usable after completion, and they are decisive because publicness and performance are produced through operation rather than guaranteed at delivery (Németh, 2009; Said & Tempels, 2023). Across POPS research, management is frequently operationalised through recurring practice clusters (access, rules, and surveillance) because these determine who can enter, what can occur, and how behaviour is controlled (Németh, 2009). Complementary public space and management literature shows that maintenance (upkeep, repair, renewal) and activation (programming and everyday animation) are equally central in shaping longer-term performance and perceived publicness (Dunlop et al., 2023; Van Melik et al., 2009; Said & Tempels, 2023). This thesis therefore groups management into five domains: access, rules, oversight, maintenance, and activation.

Access practices structure practical openness through opening hours, thresholds and entrance configurations, permeability and through-movement, and the legibility of public status and conditions (Németh, 2009; Kanellopoulou et al., 2025). Access is also distributive: restrictions may be produced without explicit bans through selective tolerance, design cues, or coupling access to consumption (e.g., terraces, ticketed zones, paid seating) (Das et al., 2022; Carmona, 2010). Rules practices operationalise behavioural regulation via posted house rules, the scope of restricted behaviours, and the degree of discretion embedded in rule wording; broad clauses can enable situational exclusion and “soft” deterrence effects (Das et al., 2022). Oversight practices concern monitoring and enforcement through CCTV, security/steward presence, patrol routines, and coordination with public authorities; in the Dutch context, private-sector involvement has been associated with intensified control repertoires justified through safety and attractiveness narratives (Németh, 2009; van Melik et al., 2009; Kanellopoulou et al., 2025). Oversight also includes accountability infrastructure (contact points, complaint routes, reporting and remedy processes) because governance arrangements can restrict public voice even when public actors remain involved (Zamanifard et al., 2018; Said & Tempels, 2023).

Maintenance practices include cleaning regimes, repair responsiveness, upkeep of amenities, and long-term renewal planning. Dutch research highlights that day-to-day management is often dominated by asset maintenance, while long-term quality requires planned investment and systematic evaluation; structural splits between design and management can push practice toward short-term fixes (Said & Tempels, 2023). Finally, activation practices include programming profiles and the curation of everyday stay infrastructure. Activation can broaden use and sociability but can also intensify commercialisation and selective targeting of desired publics, producing trade-offs between vibrancy and inclusivity (Németh, 2009; Carmona, 2010; Van Melik et al., 2009).

### 3.4 Value of POPS

Importantly, public value is not understood as a directly measurable attribute of space itself. This thesis adopts Carmona's (2019) place value framework because it provides a broad and more policy-oriented understanding of value creation in public space. Rather than conceptualising value as an intrinsic characteristic of space, value as emerges through the interaction between spatial qualities, governance processes, management practices, and patterns of everyday use (Carmona, 2019). This relational understanding aligns closely with the central aim of this study, which examines how governance and management arrangements shape the functioning and experienced quality of Dutch POPS.

The framework is particularly suitable for POPS because these spaces involve multiple and often competing public and private interests, making value creation inherently multidimensional and negotiated (Leclercq et al., 2020; Van Melik & Van der Krabben, 2016). Interventions that enhance economic performance or perceived safety, for example, may simultaneously reduce inclusiveness or restrict certain forms of use. Governance mechanisms and management practices can therefore be understood as the institutional and operational conditions through which particular public values are prioritised, enabled, or constrained in practice.

Following Carmona (2019), value is understood as the extent to which places contribute to broader public policy objectives, particularly in relation to health, social well-being, economic performance, and environmental sustainability. Within this study, these dimensions are conceptualised as public values that guide governance and management arrangements or outcomes. Public values are therefore understood primarily as normative ambitions regarding the societal contribution of POPS, rather than as directly measurable spatial outcomes.

This study distinguishes conceptually between public value and public space quality. Public values concern the societal objectives that governance arrangements seek to achieve and safeguard over time, whereas public space quality refers to the experienced and observable performance of POPS in everyday use. Public space quality therefore functions as the primary empirical lens through which the value of POPS becomes observable. Rather than measuring value directly, this study assesses how variations in governance and management are reflected in differences in experienced public space quality.

### 3.5 Quality of POPS

Public space quality constitutes the central outcome variable of this research and represents the user-level manifestation of how governance mechanisms and management practices operate in practice. Rather than being defined solely by physical or design attributes, quality is understood as a socio-spatial construct that emerges from the interaction between spatial conditions, regulatory frameworks, management practices, and everyday use. This understanding aligns with broader public space literature,

which increasingly conceptualises public space quality not as a static design outcome, but as an experiential and relational condition shaped through ongoing social, managerial, and institutional processes (Carmona, 2019; Langstraat & Van Melik, 2013).

To operationalise this concept, the study adopts the Public Space Index (PSI) developed by Mehta (2014), which provides a multidimensional framework for evaluating public space based on both observed behaviour and user perceptions. The PSI was selected because it moves beyond purely physical or aesthetic evaluations of public space and instead focuses on how spaces are experienced, used, and socially appropriated in practice. This makes the framework particularly suitable for the study of POPS, where the functioning and perceived quality of space are strongly influenced by operational decisions rather than by design alone (Leclercq et al., 2020; Mehta, 2014). In addition, the PSI aligns closely with the central aim of this thesis because it captures the experiential outcomes through which the effects of governance and management become empirically observable at user level.

The PSI conceptualises quality along five interrelated dimensions: inclusiveness, meaningful activities, safety, comfort, and pleasurability. Together, these dimensions capture whether a space is not only accessible and functional, but also supports social interaction, enables diverse uses, and offers a positive user experience.

These dimensions reflect distinct but interdependent aspects of public space performance. Inclusiveness concerns who is able to access and use the space, while meaningful activities capture the extent to which the space supports social and functional use. Safety relates to the conditions that enable people to feel secure within the space, comfort relates to the conditions that enable people to remain, and pleasurability reflects its experiential and sensory qualities. As shown in the PSI framework (Mehta, 2014), these dimensions are assessed through a combination of observable indicators (e.g. diversity of users, presence of activities, physical conditions) and perceptual indicators (e.g. perceived safety, attractiveness, and openness).

Crucially, public space quality provides the analytical bridge between institutional arrangements and societal outcomes. Governance mechanisms and management practices shape access conditions, rules, maintenance standards, and programming, which in turn influence how users experience the space across the five PSI dimensions. Through this relationship, variations in governance and management can be systematically linked to differences in experienced quality, and, by extension, to the broader value generated by POPS.

### 3.6 Theoretical framework

The theoretical framework summarises the study's logic model and structures the relationships between governance, management, public values, and public space quality. It starts from the components of the Public Space Governance Framework (PSGF): actors and stakeholders, governance structure, governance tools, and governance tasks, which are used to identify governance mechanisms in Dutch POPS (RQ1) (Zamanifard et al., 2018).

Management practices are conceptualised as the operational translation of governance in the use phase and are analysed across five domains: access, rules, oversight, maintenance, and activation (RQ2) (Németh, 2009; Dunlop et al., 2023; Van Melik et al., 2009).

Public values, following Carmona (2019), refer to the broader societal ambitions associated with place quality, particularly regarding health, social well-being, economic performance, and environmental

sustainability. Within this framework, these values form the normative foundation that guides both governance and management in POPS. Central to the model is the long-term institutional safeguarding of public values, which captures the extent to which these ambitions are embedded within governance arrangements and continuously enacted through management practices over time (RQ3).

Public space quality constitutes the main empirical outcome variable of this study and is measured using the Public Space Index (PSI), covering inclusiveness, meaningful activities, comfort, safety, and pleasurability (RQ4) (Mehta, 2014). Through the comparative analysis (RQ5), the study examines how different governance and management configurations relate to variations in experienced public space quality across cases, and whether stronger institutional safeguarding of public values is associated with higher actualised public space quality. Governance mechanisms and management practices are expected to influence public space quality both directly and indirectly through their effect on the long-term safeguarding of public values.

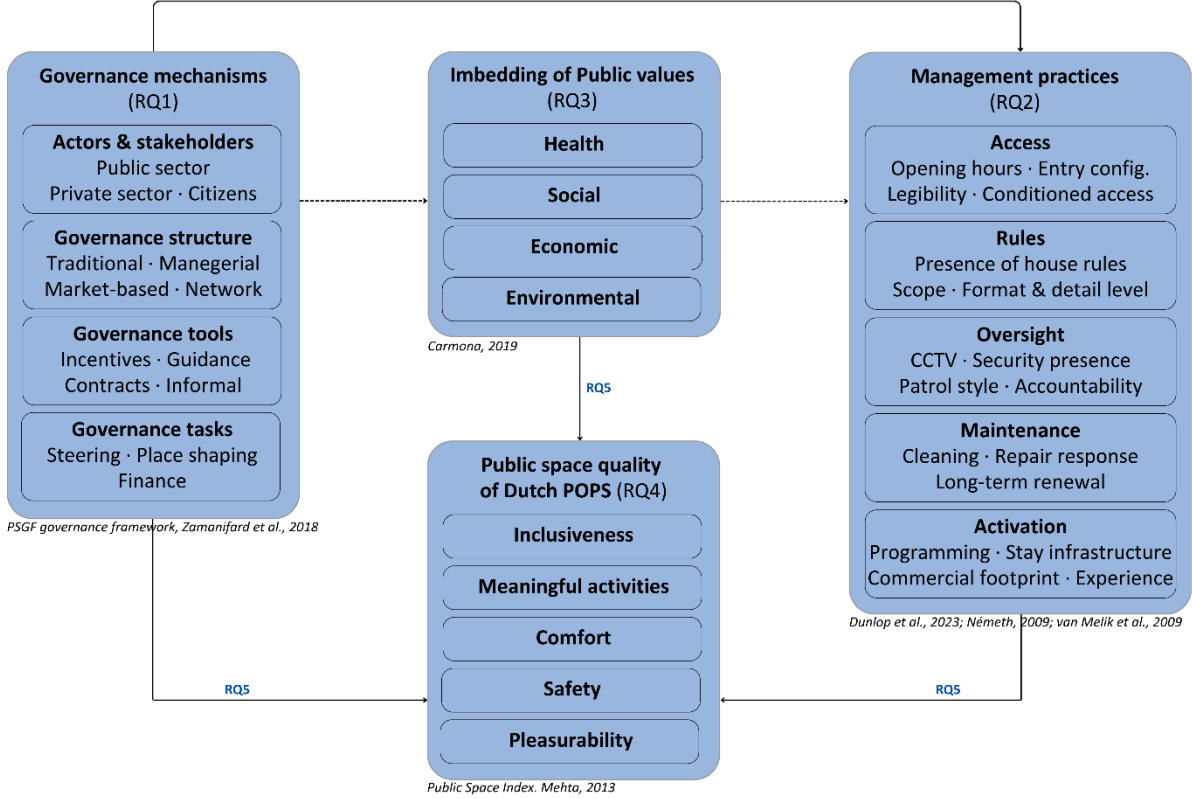


Figure 2: Theoretical framework (own work, 2026)

# 4.

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**CASE SELECTION**

# 4. CASE SELECTION

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This thesis uses a multiple-case design. The aim is to compare POPS that differ in spatial type and in governance and management configuration. This supports explanation, not representativeness. The logic is maximum variation sampling: cases are chosen to capture contrasts in decision rights, steering instruments, and stewardship tasks, because these are expected to shape management regimes and long-term outcomes (Zamanifard et al., 2018; Dunlop et al., 2023).

## 4.1 Sampling strategy

POPS are becoming more visible in Dutch redevelopment and intensification areas, where publicly accessible space is increasingly delivered through private or hybrid arrangements (Van Melik et al., 2009; Buitelaar & Bregman, 2016). Unlike the highly institutionalised POPS models found in cities such as New York, Dutch POPS are generally implemented through more project-specific governance arrangements with less formalised long-term public access obligations (Mohammadi & Stevens, 2025). Governance and management therefore differ across projects, owners, and districts. This makes the Netherlands a suitable context for comparing “how it is organised” and “what that produces” over time (Van Eck & Van Melik, 2023).

All cases are located in the Randstad, where development pressure and mixed-use intensification are highest. Additionally, all selected cases must meet four criteria:

- Public accessibility in practice (even if access is regulated by hours, rules, or event conditions).
- Private ownership and substantial private management responsibility in daily operation (cleaning, maintenance, security, rule-setting, programming).
- A clear link to a private real estate development or district redevelopment context.

## 4.2 POPS typology used for selection

The case selection is limited to five recurring POPS categories that are common in Dutch inner-city redevelopment and transit-oriented environments.

First, public (rooftop) gardens and semi-enclosed courtyards are included because access is often time-bound and management is maintenance-intensive. Second, public parks are selected because they support multiple uses and rely on long-term maintenance and programming to remain attractive and legitimate. Third, passages are included as movement-oriented spaces where pedestrian flows, rule-setting, and operational control are central. Fourth, squares are selected because they facilitate diverse forms of public use and social interaction, often requiring active management and programming to remain vibrant. Finally, atria and other indoor public spaces are included because access conditions and behavioural rules are often explicit and actively enforced through daily management practices.

The goal is not to claim these are the only POPS types, but to focus on types that are common, comparable, and likely to show governance and management differences that matter for outcomes.

### 4.3 Selected cases

The selected cases represent five recurring POPS types identified in the typology. Each type is represented by one case and reflects distinct configurations of access, use, and control. Together, they capture variation in governance mechanisms, management practices, and the institutional safeguarding of public values, enabling systematic comparison of their influence on public space quality.

The cases are distributed as follows:

- Public (rooftop) gardens: The Valley (Amsterdam)
- Public park: Maaskantpark (Groot Handelsgebouw) (Rotterdam)
- Passage: De Koopgoot (Beurstraverse) (Rotterdam)
- Public square: Little C (Rotterdam)
- Atria and indoor public spaces: WTC Amsterdam (Amsterdam)

### 4.3.1 The Valley (Amsterdam)

The Valley is a mixed-use development on the Zuidas, including publicly accessible rooftop gardens and a central courtyard. Access is partly conditional and closely tied to the residential and commercial programme, making it a relevant case for analysing how governance arrangements translate into managed publicness in a high-end urban environment.

Case 1: The Valley	
City	Amsterdam
Type POPS	Publicly accessible rooftop garden (the Valley) and atrium (Grotto)
Delivery	2023
Owner	RJB Group
Developer	Edge (formerly OVG)
Facility manager	VGE REM
Municipality	Municipality of Amsterdam

Table 1: Overview of key characteristics and stakeholders of The Valley



Figure 3: The Valley. Source: Zuidas (n.d.). Retrieved from <https://zuidas.nl/construction-project/valley/>

#### 4.3.2 Maaskantpark (Groot Handelsgebouw) (Rotterdam)

Maaskantpark is a privately owned public park associated with the office redevelopment of the Groot Handelsgebouw in Rotterdam. The space combines a clear public function with private stewardship, making long-term maintenance, openness, and institutional safeguarding central to its performance.

Case 2: Maaskantpark	
City	Rotterdam
Type POPS	Publicly accessible park within an office building (Groot Handelsgebouw)
Delivery	2023 (Groot Handelsgebouw 1953)
Owner	Jamestown
Developer	Blooming Buildings
Facility manager	Cushman & Wakefield
Municipality	Municipality of Rotterdam

Table 2: Overview of key characteristics and stakeholders of Maaskant Park

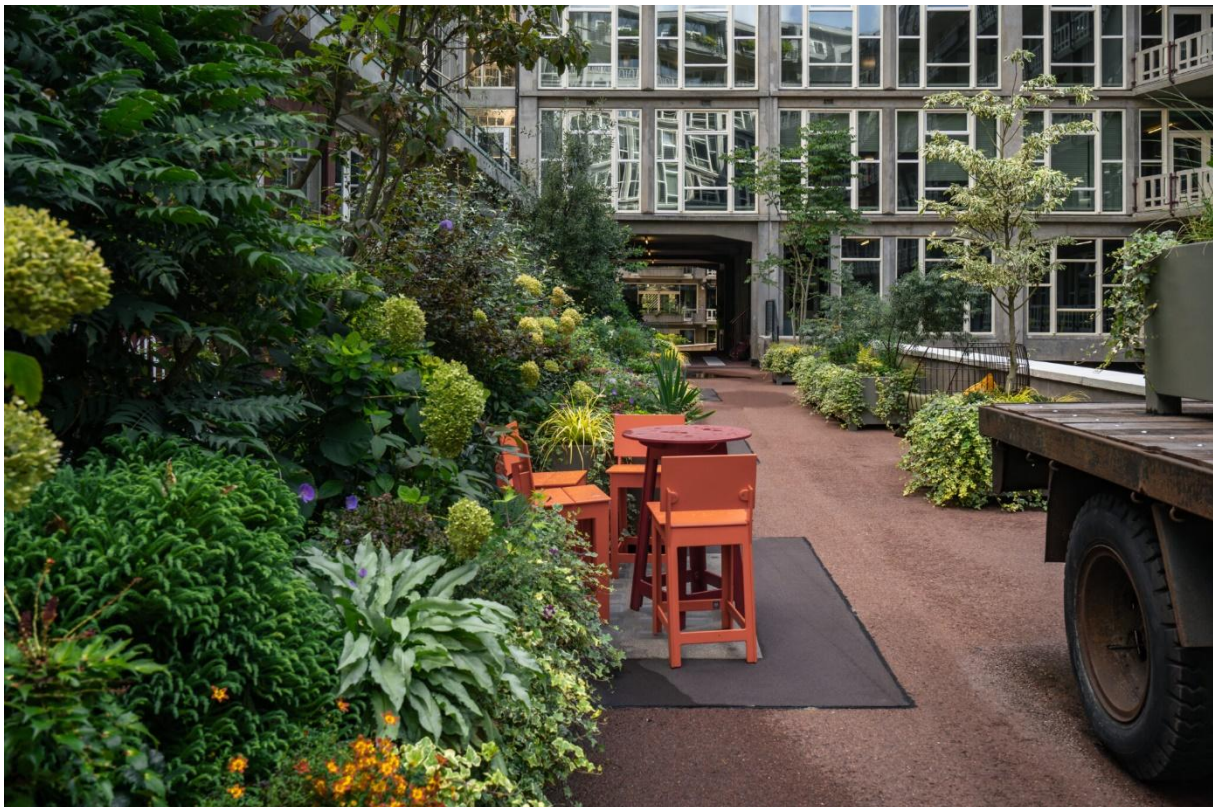


Figure 4: Maaskantpark. Source: Blooming Buildings (n.d.). retrieved from <https://www.bloomingbuildings.nl/en/portfolio/blooming-buildings-maaskantpark-city-park-in-groot-handelsgebouw/>

### 4.3.3 De Koopgoot (Beurstraverse) (Rotterdam)

The Koopgoot is a covered retail passage in Rotterdam's city centre, owned and managed by a private commercial party. The space is characterised by high user intensity, strong commercial programming, and explicit rules and surveillance, making it a critical case for analysing controlled forms of publicness.

Case 3: De Koopgoot	
City	Rotterdam
Type POPS	Underground publicly accessible passage with shops on both sides
Delivery	1996
Owner	CBRE IM
Developer	Multi Corporation
Facility manager	Cushman & Wakefield
Municipality	Municipality of Rotterdam

Table 3: Overview of key characteristics and stakeholders of De Koopgoot

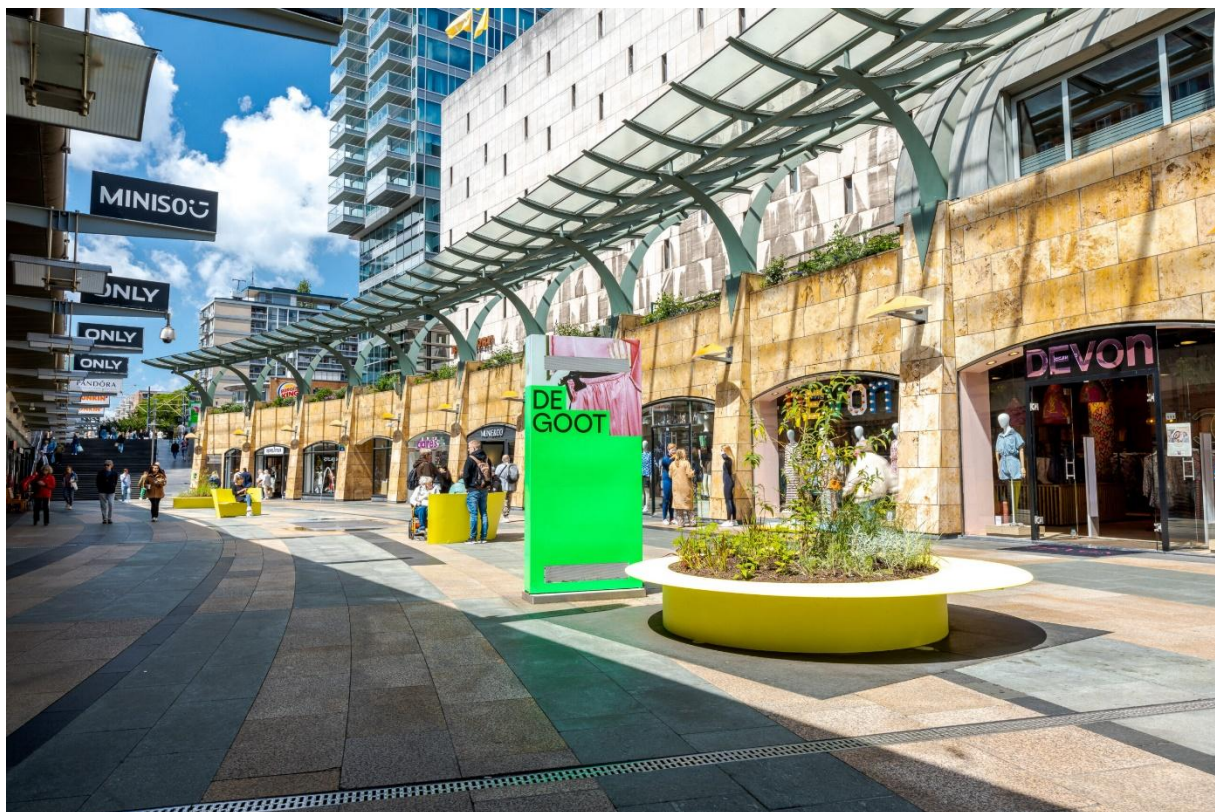


Figure 5: De Koopgoot (Beurstraverse). Source: Retail Booking (n.d.). Retrieved from <https://retailbooking.com/winkelcentrum/rotterdam-koopgoot/>

#### 4.3.4 Little C (Rotterdam)

Little C is a publicly accessible inner-city square within a mixed-use redevelopment area. The space functions as a square-like environment where programming, activation, and everyday use play a central role in shaping its performance over time.

Case 4: Little C	
City	Rotterdam
Type POPS	Publicly accessible square between residential and office building blocks
Delivery	2023
Owner	Provast
Developer	ERA Countour, JP van Eesteren, and Houwvast
Facility manager	Beheer Buitenruimte Little C (VVE)
Municipality	Municipality of Rotterdam

Table 4: Overview of key characteristics and stakeholders of Little C



Figure 6: Little C. Source: Little C Rotterdam (n.d.). Retrieved from <https://www.littlecrotterdam.nl/>

#### 4.3.5 WTC Amsterdam (Amsterdam)

The WTC Amsterdam includes semi-public indoor and outdoor spaces within a large office complex near a major transport hub (train station Amsterdam Zuid). Access and behaviour are regulated through corporate management structures, making it a relevant case for analysing governance and control in indoor POPS.

Case 5: WTC Amsterdam	
City	Amsterdam
Type POPS	Publicly accessible atrium on ground and first floor in office building
Delivery	1985 (redevelopment 2004)
Owner	CBRE IM
Developer	CBRE IM
Facility manager	CBRE Advisory
Municipality	Municipality of Amsterdam

Table 5: Overview of key characteristics and stakeholders of WTC Amsterdam

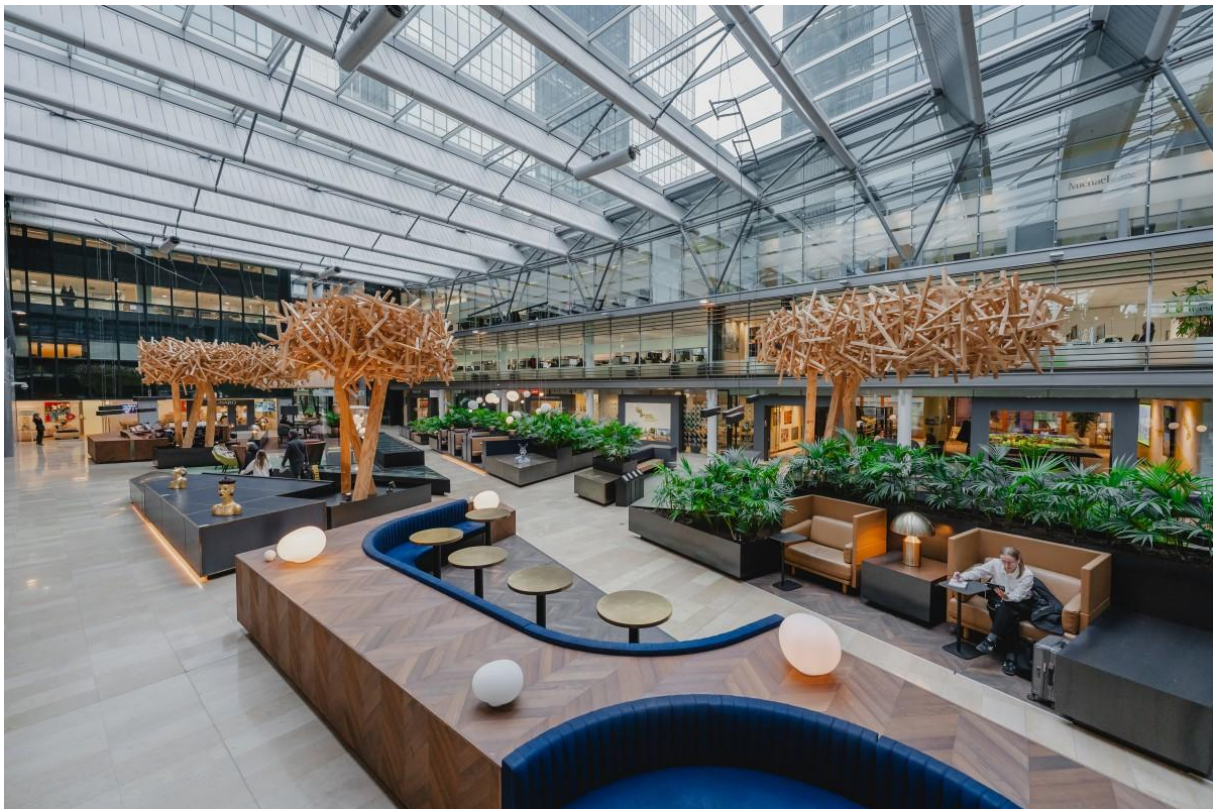


Figure 7: WTC Amsterdam. Source: WTC Amsterdam (n.d.). Retrieved from <https://www.wtcamsterdam.com/about-us/>

## 4.4 Case comparison

The case selection enables two levels of comparison. First, across spatial categories, the cases allow analysis of how governance mechanisms and management practices vary under different operational conditions, such as movement-oriented versus stay-oriented spaces and indoor versus outdoor environments. Second, the selection captures variation in ownership structures and governance configurations, enabling comparison of how public values are embedded and safeguarded over time.

In the analysis, each case is systematically mapped using a PSGF-based governance template (actors, structure, tools, and tasks), the five management domains (access, rules, oversight, maintenance, and activation), the public value embedding and PSI-based quality outcomes. This ensures comparability across cases and supports a structured explanation of how governance and management configurations relate to differences in public space quality.

5.

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**GOVERNANCE  
MECHANISMS**

# 5. GOVERNANCE MECHANISMS OF DUTCH POPS

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## 5.1 Introduction

This chapter addresses the first sub-question of this study (RQ1): “Which governance mechanisms are applied in the development of Dutch POPS?”. The analytical framework applied in this chapter is the Public Space Governance Framework (PSGF) developed by Zamanifard et al. (2018). This framework analyses governance through four interrelated components: actors and stakeholders, governance structure, governance tools, and governance tasks.

The analysis is based on two data sources. First, semi-structured interviews are used to capture how governance arrangements are interpreted and implemented in practice, drawing on interviews with representatives of the developers of the cases (interview protocol in appendix 5). Additionally, document analysis is conducted on the available formal planning and legal documents, including zoning plans, development agreements, ground lease contracts, permit conditions, and such shared by the respondents.

The chapter is structured around the five selected cases. Each case is analysed using the same analytical framework, followed by a cross-case comparison in Section 5.7.

### 5.1.1 Analytical framework

Table 6 provides an overview of the four components of the Public Space Governance Framework (PSGF), the corresponding sub-dimensions, and the indicators applied in this chapter. The table functions as a reading guide for the case analyses that follow, ensuring a consistent and systematic assessment across cases.

Component (PSGF)	Sub-dimensions	Indicators (from interview protocol)
<b>Actors &amp; stakeholders</b>	Public sector, private sector, users/citizens	Role of municipality, involvement of private actors, user participation
<b>Governance structure</b>	Traditional, managerial, market-based, network	Dominant governance type, formal vs informal arrangements, actual influence of the municipality and other stakeholders
<b>Governance tools</b>	Formal, informal, incentives, guidance, contracts	Legal instruments, informal agreements, financial incentives, guidelines
<b>Governance tasks</b>	Steering, place-shaping, finance	Policy direction, post-completion spatial organisation, funding and revenue model

Table 6: Analytical framework for RQ1; PSGF components, sub-dimensions, and indicators.

## 5.2 The Valley

The Valley is a mixed-use development completed in 2023 in Amsterdam's Zuidas district. Its rooftop garden ("the Valley") and atrium ("the Grotto") are publicly accessible and formally designated as public functions within municipal tender conditions. As such, it is a contemporary example of Privately Owned Public Space (POPS), where public objectives are embedded in the development framework. This section is based on two semi-structured interviews conducted with developers involved in the project: a partner at Edge and a former Edge employee who directly contributed to the development of The Valley.

### 5.2.1 Stakeholders

The Municipality of Amsterdam adopted a primarily regulatory role, organising the tender and defining planning frameworks through instruments such as the zoning plan, building envelope, and anterior agreement. Its substantive influence during the development was limited, with the respondent estimating that approximately 5% of the influence could be attributed to the municipality and 95% to private actors. The municipality mainly verified compliance rather than actively steering design.

Private actors dominated both development and realisation. Developer OVG (later Edge) led the project, with MVRDV responsible for the design, including public spaces. Boron acted as launching tenant, and ABNAMRO financed the project. Prior to completion, RJB Groep acquired full ownership, including public areas, inheriting all associated obligations. Public participation was minimal, as the tender process prioritised market selection over citizen involvement.

### 5.2.2 Governance Structure

The governance model in the Valley aligns with characteristics of market-based governance models (Zamanifard et al., 2018). The developer operated with substantial autonomy within municipal constraints. Following acquisition by RJB Groep, decision-making became further driven by financial considerations, particularly regarding programming and accessibility. The municipality retained a distant, supervisory role, intervening only in cases of non-compliance. No structural post-completion coordination or monitoring mechanisms are in place.

### 5.2.3 Governance Tools

Governance relies on formal instruments, including the zoning plan, building envelope, anterior agreement, and building permit, which embed requirements such as public accessibility, green integration, and spatial connectivity. These were partly derived from tender commitments to public values (e.g., accessibility, health, sustainability) and assessed during design, but are not structurally monitored post-completion. Consequently, access conditions remain partly at the owner's discretion.

Incentive mechanisms are limited. Reduced land prices from the municipality facilitated cultural functions, though these proved difficult to realise. Other incentives were absent, and broader policy visions played only an indirect role. Governance thus depends primarily on regulatory obligations rather than incentives.

Contractual arrangements transferred responsibilities from developer to RJB Groep, which now manages the entire complex, including public spaces, financed through service charges. No independent management structure exists. Informal mechanisms, such as trust-based relations, also play a role, particularly in maintaining tender commitments. However, weak legal enforcement and lack of monitoring render public accessibility provisions institutionally fragile.

#### 5.2.4 Governance Tasks

Strategic visioning was largely defined during development by the developer and MVRDV within tender conditions. Post-completion, control shifted to RJB Groep, while the municipality did not establish binding programming requirements beyond zoning regulations.

Place shaping is managed by the owner. Design interventions influence use, but limited steering in the use phase has constrained activation, particularly in the Grotto. Suboptimal timing of asset management involvement further reduced effectiveness. Overall, reliance on design and market logic has proven insufficient for sustained public use.

Financially, investments in public space were embedded in the development's business case. Post-acquisition, maintenance costs are recovered via service charges, with no dedicated funding mechanisms for public spaces.

#### 5.2.5 Summary

The governance configuration of The Valley is strongly market-oriented, with private actors dominating both decision-making and post-completion control. While the Municipality of Amsterdam embedded formal requirements through planning and contractual instruments, its role remained largely limited to assessing compliance during the design and permitting phase, without structural involvement in the use phase.

Governance mechanisms combine formal obligations with informal arrangements, but their long-term institutionalisation remains limited. Key aspects of accessibility, programming, and operational control were initially defined through tender conditions and contractual agreements, yet post-completion coordination and monitoring mechanisms are largely absent. As a result, substantial discretion over the day-to-day operation and interpretation of these arrangements rests with the owner and asset manager.

## 5.3 Maaskantpark

Maaskantpark is a privately initiated green space located on top of the former raised expedition deck of the Groot Handelsgebouw in Rotterdam. The park was developed as an amenity for office users, while also being accessible to a broader public. As such, it can be understood as a form of Privately Owned Public Space (POPS), albeit with a more implicit and weakly institutionalised public character compared to some of the other cases. This section is based on a semi-structured interview with the owner of Blooming Buildings, who was previously involved in its development through Blooming Buildings.

### 5.3.1 Stakeholders

The stakeholder constellation is strongly dominated by private actors, with limited involvement from public authorities and minimal participation of users or citizens. The Municipality of Rotterdam played a marginal role, with the exception of Monumentenzorg, due to the heritage status of the building. While initial concerns were raised, these were resolved during the design process. Beyond this, municipal engagement remained limited, which, according to the respondent, represents a missed opportunity to leverage the project's broader public potential.

Private actors led both development and long-term management. Jamestown acted as owner and primary decision-maker, supported by Cushman & Wakefield as advisor. Blooming Buildings played a central role in the design, realisation, and maintenance of the green space. As a result, responsibilities are concentrated within the private domain, and public values depend largely on private interpretation rather than public steering. The design process primarily reflected the needs of office users, while broader public groups were not actively engaged.

### 5.3.2 Governance Structure

The governance structure of Maaskantpark is predominantly market-based (Zamanifard et al., 2018), with decision-making authority concentrated among private actors. Jamestown defined the strategic direction, supported by Blooming Buildings and Cushman & Wakefield. Public-sector involvement was limited to regulatory oversight. The park functions primarily as an amenity to enhance the attractiveness and lettability of the Groot Handelsgebouw, rather than as a publicly steered urban space.

### 5.3.3 Governance Tools

Governance is characterised by limited formal instruments and a strong reliance on informal arrangements, resulting in weak institutional embedding of public functions. No municipal instruments, such as anterior agreements, leasehold conditions, or zoning requirements, were used to secure public access, use, or long-term management. The only formal arrangement is a management contract between Jamestown and Blooming Buildings, focused on maintenance rather than broader public use. The absence of formal safeguards leads to diffuse responsibilities and limited accountability.

Informal mechanisms are central. Arrangements concerning access, use, and behaviour are based on internal agreements rather than enforceable provisions. For instance, the intention to keep the park open until sunset is not formally secured or monitored. Similarly, programming and house rules are determined through internal coordination without codification. While plans were approved during development, they were not translated into binding obligations for implementation or monitoring.

No external incentives or public guidance instruments were applied. The project was entirely privately driven, primarily motivated by improving the building's attractiveness and occupancy. This proved

effective in reducing vacancy. Intrinsic motivations related to greening and spatial quality also played a role but were not formally embedded.

#### 5.3.4 Governance Tasks

Steering was defined by Jamestown in collaboration with Blooming Buildings, aiming to create an attractive outdoor meeting space that enhances the building's appeal. However, this vision was not formalised into binding programming or use guidelines. Post-completion, programming is managed internally, with a focus on events and marketing, resulting in informal and short-term steering.

Place shaping is largely the responsibility of the owner. While Blooming Buildings manages planting, programming and spatial elements such as furniture fall under Jamestown. The absence of an integrated coordination structure has led to inconsistencies in spatial quality. The respondent emphasised that such spaces require continuous attention and long-term commitment, which are not structurally embedded in the current governance model.

Financially, no dedicated long-term funding structure exists. Management budgets are negotiated annually, creating uncertainty and potential pressure on maintenance quality. Management considerations were insufficiently integrated into initial investment decisions, resulting in limited resources for ongoing upkeep. Although the project has improved occupancy and overall performance, funding for long-term management remains contested.

#### 5.3.5 Summary

The governance configuration of Maaskantpark is strongly market-based, with private actors dominating both decision-making and post-completion control. The Municipality of Rotterdam played only a minimal and largely reactive role, limited to heritage-related oversight. As a result, no active public steering or long-term monitoring mechanisms are in place.

Governance mechanisms are weakly institutionalised and rely primarily on informal arrangements. While certain aspects, such as green maintenance, are formalised through a management contract, this is structured on a yearly basis and does not provide strong long-term safeguarding. Other key elements, including access, use, and programming, are not contractually secured and depend on the intentions of the owner.

## 5.4 De Koopgoot

De Koopgoot (Beurstraverse) is a covered underground retail passage in the centre of Rotterdam, completed in 1996. The passage connects the Lijnbaan shopping district with Beursplein through a retail corridor beneath the Coolsingel and integrated with the metro station. It represents an early and prominent example of a Privately Owned Public Space (POPS) in the Dutch context: a privately owned space that functions as part of the public urban structure. This section is based on a semi-structured interview with a former project manager at Multi Corporation who was involved throughout the project's development and implementation phases.

### 5.4.1 Stakeholders

The development of De Koopgoot involved a complex stakeholder constellation due to its central urban location. Multi Corporation acted as initiator and developer, while ING RE participated as investor through a forward-funding structure. Major retailers such as C&A, De Bijenkorf, V&D, and HEMA were directly involved because of their adjacent properties. RET, utility companies, and the police also played important roles due to the integration with the metro station, underground infrastructure, and future management arrangements.

The Municipality of Rotterdam fulfilled an active role as both landowner of the surface-level public space and regulatory authority through planning requirements, permit procedures, and the municipal police ordinance. A dedicated municipal project manager was assigned exclusively to the project. Citizens and local residents were not formally involved in decision-making, although affected businesses were informed throughout the construction process.

### 5.4.2 Governance Structure

The governance structure of De Koopgoot can best be described as a network-based model (Zamanifard et al., 2018), characterised by intensive collaboration between public and private actors during the development phase. This distinguishes the case from the more market-oriented governance configurations identified in The Valley and Maaskantpark. Coordination was formalised through a cooperation agreement and operationalised through bi-weekly meetings between the municipality, RET, and utility companies.

The respondent emphasised the importance of individual political leadership within the governance process. In particular, the Rotterdam alderman played a decisive role by overruling the negative advice of the architectural review committee (welstand), enabling the proposed design to proceed. This demonstrates how informal political support could outweigh formal governance procedures.

Following completion, governance shifted towards a more market-based structure. Ownership and management responsibilities were transferred to ING RE (later CBRE IM), while the municipality retained responsibility for the surface-level public space. A structural consultation platform involving retailers, property owners, and the municipality was established to coordinate issues related to quality, cleaning, and enforcement.

### 5.4.3 Governance Tools

Governance relied on a combination of formal legal instruments and informal collaborative arrangements. Key formal instruments included the anterior agreement between the municipality and

Multi and a long-term leasehold arrangement. The zoning plan was amended through standard planning procedures.

In addition, the collaborative agreement functioned as an effective informal governance tool. According to the respondent, it created close cooperation between the municipality and developer, enabling stronger coordination and alignment on spatial quality and public accessibility ambitions.

A distinctive governance feature was the application of the municipal police ordinance within the privately owned passage, enabling public police enforcement underground. This arrangement was explicitly agreed upon during the development phase. ING CBR deliberately opted for fully private management to ensure higher quality standards, particularly regarding cleaning and maintenance.

No municipal subsidies or financial incentives were applied. The project was entirely market-driven and ultimately generated limited financial returns. According to the respondent, Multi's primary motivation was ambition and urban impact rather than financial profit.

#### 5.4.4 Governance Tasks

The strategic vision for De Koopgoot was developed by Multi and formalised in collaboration with the municipality. The primary objective was to connect two major shopping districts and overcome the barrier effect of the Coolsingel. High-quality material use formed an explicit priority, partly to reduce long-term maintenance costs. According to the respondent, a renowned American architect was selected despite higher costs and lower financial returns.

Place shaping was closely integrated into the design process. The deliberate absence of seating areas aimed to prevent unwanted nighttime lingering, while water features, lighting, and greenery were introduced to enhance spatial quality and liveliness. After completion, place-shaping responsibilities shifted to ING RE (later CBRE IM) as owner and manager.

Financially, maintenance and management costs are covered through service charges imposed on retailers, creating a direct incentive for maintaining high spatial quality.

#### 5.4.5 Summary

The governance configuration of De Koopgoot is characterised by intensive public-private collaboration during the development phase, formalised through successful cooperation agreements and coordinated governance structures. The Municipality of Rotterdam fulfilled an active role as both landowner and regulatory authority, distinguishing this case from the more market-dominated governance configurations identified in other cases.

Following completion, governance shifted towards a more market-based structure in which ownership and operational management responsibilities were transferred to the private owner, while the municipality retained responsibility for the surrounding public space.

De Koopgoot illustrates a governance configuration in which strong coordination and collaboration during the development phase enabled the delivery of a highly integrated urban passage. At the same time, long-term operational control and day-to-day management are predominantly concentrated within the private domain

## 5.5 Little C

Little C is a mixed-use urban redevelopment project in the Coolhaven district of Rotterdam, completed in 2023. The development consists of residential and office buildings organised around publicly accessible courtyards, alleys, and an adjacent urban park. While the shared outdoor spaces are privately owned and managed through a management association (VVE), the urban park has been transferred to the municipality as public space. Little C therefore represents a hybrid case combining privately managed and publicly owned outdoor environments. This section is based on a semi-structured interview with a project developer from ERA Contour who was closely involved in the conceptual development and quality safeguarding of the project.

### 5.5.1 Stakeholders

The stakeholder configuration is characterised by close collaboration between the development consortium, consisting of ERA Contour, JP van Eesteren, and Houwvast, and the Municipality of Rotterdam. Bouwinvest participated as institutional investor through the acquisition of 220 rental apartments.

The municipality fulfilled an active but cooperative role throughout the process, participating in project meetings and assessing proposals against quality ambitions. At the same time, regulatory control remained relatively limited. No detailed urban design framework was established, and the zoning plan was jointly developed by the municipality and the consortium. The land was sold rather than issued through leasehold arrangements.

Compared to the other cases, user participation played a more substantial role. Consultations were organised with surrounding institutions, including Erasmus MC and Rotterdam University of Applied Sciences, while participation evenings were held with residents and future users regarding the design of the public spaces and horeca functions.

### 5.5.2 Governance Structure

The governance structure of Little C can best be characterised as network-based (Zamanifard et al., 2018), relying on intensive collaboration and shared decision-making between the municipality and the private consortium. Although the consortium retained substantial influence, governance was organised through continuous coordination and mutual involvement.

A central governance instrument consisted of the internally developed “essence sheets”, which defined ambitions regarding architecture, greenery, accessibility, social interaction, and spatial quality. Although not legally binding, these functioned as an internally enforced quality framework, as deviations required approval from the quality team.

### 5.5.3 Governance Tools

Governance relied strongly on internally developed steering instruments. The essence sheets formed the main quality framework guiding architecture, greenery, social interaction, and spatial quality throughout the project.

Formal instruments included the jointly developed zoning plan, land purchase agreement, and subdivision deed regulating ownership structures for the shared outdoor spaces and parking garage. Public accessibility is primarily safeguarded through the spatial configuration itself, while explicit public-access obligations through anterior agreements or leasehold arrangements are absent.

The management structure consists of multiple organisational layers, including a management association for the shared outdoor spaces and several homeowners' associations for residential clusters. Operational management is outsourced and financed through owner contributions.

#### 5.5.4 Governance Tasks

Strategic steering was largely concentrated within the development consortium, with ERA Contour playing a leading role in safeguarding conceptual quality and spatial identity. The municipality primarily fulfilled a supervisory and advisory role.

Place shaping was strongly linked to the ambitions formulated in the essence sheets. Rooftop gardens, pedestrian routes, greenery, low-traffic design, and the concentration of horeca functions all originated from these principles. Ground-floor programming was partly regulated through the zoning plan, which excluded retail functions to avoid competition with nearby shopping areas.

Financially, the costs of the public spaces were integrated into the overall development budget, while long-term management is structurally embedded within the management association (VvE).

#### 5.5.5 Summary

The governance configuration of Little C is network-based and characterised by intensive collaboration between the private development consortium and a highly cooperative municipality. Governance was organised through continuous coordination and shared decision-making, while substantial flexibility remained within the private development process.

What distinguishes the case from the other analysed POPS is the systematic use of the essence sheets as an internally binding framework throughout the entire development process. These internally enforced principles structured decision-making regarding architecture, greenery, accessibility, spatial quality, and programming, contributing to a consistent translation of project ambitions into the realised spatial environment.

At the same time, long-term operational continuity remains largely dependent on the effectiveness and continuity of the management association, without structural public monitoring or formal enforcement mechanisms during the use phase.

## 5.6 WTC Amsterdam

WTC Amsterdam is a large-scale office complex in the Zuidas district that has gradually transformed into a more open and mixed-use environment. The redevelopment of the atrium and ground floor aimed to increase public accessibility and strengthen its function as an urban meeting space. As such, it can be understood as a form of Privately Owned Public Space (POPS) embedded within a commercially driven office environment. This section is based on a semi-structured interview with the Director Asset Development at WTC Amsterdam, responsible for the redevelopment of the atrium.

### 5.6.1 Stakeholders

The stakeholder configuration includes both public and private actors, although private parties dominate decision-making and daily operations. The Municipality of Amsterdam fulfils a dual role as public authority and landowner through the leasehold (erfpacht) system, while its involvement remains primarily procedural.

CBRE Investment Management represents the Dutch Office Fund, consisting of approximately fifteen institutional investors, introducing an internal governance layer for major investment decisions. Daily management is carried out by CBRE, while tenants, particularly commercial functions in the plinth, play an important role in the functioning of the space.

User involvement is limited. Although tenant and visitor experiences are monitored through feedback mechanisms, these are not structurally embedded within governance processes.

### 5.6.2 Governance Structure

The governance structure is predominantly market-based (Zamanifard et al., 2018), with decision-making concentrated within the private domain. CBRE Investment Management retains control over programming and management, while alignment between institutional investors creates an additional internal governance layer.

The municipality primarily fulfils a regulatory role focused on compliance with planning frameworks and permit conditions. Municipal influence on day-to-day functioning remains limited.

### 5.6.3 Governance Tools

Governance is structured through formal contracts and internally developed strategic instruments. Lease agreements define use conditions and house rules, while the property management contract with CBRE structures operational responsibilities. Planning frameworks provide functional boundaries, but no anterior agreements or leasehold conditions explicitly safeguard public functions.

Internal strategic frameworks play a central role. Prior to redevelopment, a vision was developed to strengthen the public character and attractiveness of the complex, resulting in guiding principles such as the introduction of a “wellbeing zone” and increased integration of greenery and stay-oriented spaces.

Informal coordination between asset management, property management, and tenants further supports governance. Private incentives are also used strategically, such as reduced rents for impact-oriented organisations in exchange for programming and visibility.

### 5.6.4 Governance Tasks

Strategic steering is led by CBRE Investment Management through internal policy frameworks aimed at transforming WTC into a more open and mixed-use environment.

Place shaping focuses on programming, events, and the integration of retail and hospitality functions. Opening hours have gradually expanded, while activation remains primarily commercially driven, with public use positioned as a means to strengthen asset value.

Financially, public-space management is integrated into the broader asset business case. Costs are balanced against rental income, while maintenance is partly financed through service charges. Public-space quality is monitored through tenant surveys, visitor data, and user feedback.

#### 5.6.5 Summary

The governance configuration of WTC Amsterdam can be characterised as predominantly market-based, with a relatively strong degree of internal organisation and strategic coordination. Private actors dominate decision-making and post-completion management, while the Municipality of Amsterdam fulfils a mainly regulatory role with limited operational influence.

Governance mechanisms are strongly embedded within the private domain. Formal contracts structure relationships between the owner, property manager, and tenants, while internal strategic frameworks guide redevelopment, spatial quality, and operational management. Rather than relying on formal public-private governance agreements, coordination is primarily achieved through internal organisational structures and management strategies.

What distinguishes WTC Amsterdam is the combination of long-term asset-oriented management with a gradual transformation towards a more publicly accessible and mixed-use environment. Spatial interventions, redevelopment strategies, and operational practices are coordinated through an internally structured governance model aimed at maintaining quality, functionality, and attractiveness over time.

## 5.7 Cross case analysis on governance mechanisms

Table 7 presents a cross-case comparison of the governance mechanisms identified across the five examined POPS cases. The table synthesises the findings of the individual case analyses, which are derived from chapter 5 and summarised in Appendix 1, and translates them into systematically comparable coded categories. Following approaches commonly applied in qualitative comparative research (Miles, Huberman & Saldaña, 2014), the coding matrix functions as an analytical reduction tool that enables recurring governance patterns and institutional differences to be identified across cases.

Governance mechanisms – coded per case						
PSGF Component	Sub-dimension	The Valley	Maaskantpark	De Koopgoot	Little C	WTC Amsterdam
Stakeholders	Public sector	Passive	Absent	Active	Active	Absent
	Private sector	Dominant	Dominant	Dominant	Dominant	Dominant
	Users / citizens	Absent	Office users	Retailers	Structured	Office users
Governance structure	Structure type	Market	Market	Network	Network	Market
Governance tools	Incentives	Public	—	—	—	Private
	Guidance	Partly	—	Partly	Partly	Internal
	Contracts	Strong	Weak	Strong	Strong	Medium
	Informal instruments	Supplementary	Central	Supplementary	Supplementary	Supplementary
Governance tasks	Steering	Private	Private	Private	Shared	Private
	Place-shaping	Design-led	Fragmented	Design-led	Coherent	Coherent
	Finance	Svs charges	Svc charges	Svc charges	VVE	Svc charges

Table 7: Cross-case analysis matrix on governance mechanisms

The matrix is structured according to the four components of the PSGF (Zamanifard et al., 2018). A color-coding system is used to support the interpretation of the governance structures. Green indicates governance arrangements that are clearly present, relatively strong, active, or coherent governance mechanism. Yellow reflects mechanisms that are present to a moderate or partial degree, while red indicates weak, fragmented, absent, or institutionally vulnerable arrangements. The colours reflect the relative presence and degree of institutionalisation of each governance component rather than whether they are inherently positive or negative. This codes matrix forms the analytical basis for the cross-case analysis presented in this section and for the integrated analysis in Chapter 9.

The analysis demonstrates that Dutch privately owned public spaces (POPS) are characterized by a structural dominance of private actors in both development and operation. In all five cases, ownership, operational control, and decision-making authority remain concentrated in the private sector, confirming the broader POPS literature describing privately owned public spaces as fundamentally shaped by real estate and investment logic (Kayden, 2000; Németh & Schmidt, 2011). Public actors generally fulfill facilitating, procedural, or coordinating roles rather than exercising long-term operational influence. This reflects broader shifts towards entrepreneurial and project-based planning, in which responsibilities are increasingly transferred to private actors (Van Melik & Van der Krabben, 2016; Verheij et al., 2023).

At the same time, significant differences emerge between the governance structures. The Valley, Maaskantpark, and WTC Amsterdam largely reflect market-oriented governance structures characterized by centralized private control and limited public involvement. De Koopgoot and Little C exhibit relatively stronger network governance characteristics through collaborative planning processes, stronger public-private coordination, and more coherent institutional structures that extend beyond purely market-oriented control. Little C is the clearest example of continued network-oriented governance after completion, partly due to the Owners' Association structure and ongoing institutional coordination.

In all cases, formal contracts prove to be the most important governance instrument. Strong contractual frameworks are visible in The Valley, De Koopgoot, and Little C through zoning plans, development agreements, ownership arrangements, and land-related contracts. Maaskantpark, on the other hand, relies heavily on informal agreements. This aligns with the literature on governance, which emphasizes the growing importance of contractual and soft governance instruments within contemporary urban development (Carmona et al., 2023; Zamanifard et al., 2018).

The Dutch POPS context differs from classical international POPS models such as those found in New York City. These POPS are typically created through incentive-zoning mechanisms, in which developers receive additional development rights in exchange for providing publicly accessible space (Kayden, 2000). As a result, public accessibility and operational obligations are more explicitly negotiated and contractually embedded.

In the Dutch cases, such incentive structures were generally more limited. The Valley included specific ambitions regarding public accessibility and spatial quality through the Zuidas tender, while for De Koopgoot and Little C, public accessibility and spatial quality were negotiated between the municipality and developer. Nevertheless, compared to Anglo-American POPS models, the Dutch cases generally demonstrate less formalised agreements, as municipalities often possess fewer formal instruments to enforce long-term operational obligations once projects have been completed and transferred to private ownership and management.

Little C and De Koopgoot exhibit the most coherent governance configurations. Both combine relatively strong contractual frameworks with forms of public-private coordination and clearer long-term governance structures. The Valley and WTC Amsterdam occupy an intermediate position: both cases contain strong internally coordinated ambitions, but governance remains strongly owner-driven and only partially formalized regarding long-term protection. Maaskantpark represents the most institutionally fragile configuration due to its reliance on informal cooperation and management agreements renegotiated annually. This reliance on informal agreements reflects what De Magalhães (2010) describes as the risk of insufficiently institutionalised governance arrangement, with the absence of robust institutional mechanisms to safeguard public functions in the long term.

In summary, the findings suggest that stronger governance structures are not necessarily characterized by greater public ownership, but rather by clearer long-term agreements, stronger coordination structures, and greater continuity between development and operation. These differences form an important analytical basis for the comparative analysis of management practices, the anchoring of public value, and the perceived quality of public space in the following chapters.

# 6.

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## **MANAGEMENT PRACTICES**

# 6. MANAGEMENT PRACTICES OF DUTCH POPS

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## 6.1 Introduction

This chapter addresses the second sub-question of this study (RQ2): “*Which management practices are implemented in the use phase of Dutch POPS?*”. While the previous chapter analysed the structural and legal embedding of governance arrangements, this chapter focuses on their operational translation in practice. It examines how spaces are managed on a daily basis, by whom, through which practices, and with what implications for their public function.

Management practices constitute the critical link between governance arrangements and the experienced quality of space. As defined by Magalhães and Carmona (2009, p. 3), public space management refers to “the set of processes and practices that attempt to ensure that public space can fulfil all its legitimate roles, whilst managing the interactions between, and impacts of, those multiple functions in a way that is acceptable to its users.” In the context of POPS, management is particularly significant, as private owners (unlike municipalities) are not subject to formal public accountability. As a result, management decisions may be shaped not only by public objectives, but also by commercial considerations, potentially creating tensions between public values and private interests (Németh, 2009).

The analytical framework applied in this chapter builds on five management domains identified in the literature (Dunlop et al., 2023; Németh, 2009; Van Melik et al., 2009): access, rules, oversight, maintenance, and activation. Each domain is operationalised through a set of indicators that together provide insight into the extent to which management practices support or constrain the public function of POPS.

The analysis draws on two primary data sources. First, semi-structured interviews were conducted with property/facility managers (interview protocol in appendix 6), providing insight into the organisation and rationale of management practices. Second, systematic field observations were carried out capturing the observable dimensions of the management practices, such as use, control, and spatial conditions. The chapter is structured around the five selected cases.

### 6.1.1 Analytical framework

Table 8 provides an overview of the five management dimensions, their corresponding framework indicators, and the specific measurement points applied in this chapter. The management dimensions are based on the management principles identified in Chapter 3.3. The indicators are directly derived from the interviews and field observations. Together, they enable a systematic and comparable assessment of management practices across cases.

<b>Component (management)</b>	<b>Sub-dimensions</b>	<b>Indicators (from interview protocol and filed observations)</b>
<b>Access</b>	Opening hours, entry configuration, legibility, conditioned access	Actual opening and closing times; number and type of entrances; presence and clarity of signage indicating public access; presence of thresholds (e.g. gates, elevators, reception); degree to which access is linked to consumption or tenancy
<b>Rules</b>	Presence of house rules, scope of restricted behaviours, rule format and level of detail	Visibility and placement of rules on-site; number and type of prohibited activities (e.g. sitting, loitering, photography); specificity versus ambiguity of rule wording; consistency between formal rules and observed enforcement
<b>Oversight</b>	CCTV presence and visibility, security presence, patrol and intervention style, accountability	Number and visibility of cameras; presence and frequency of security staff; type of intervention (preventive vs reactive); facility management interaction style with users; existence of contact points or complaint mechanisms
<b>Maintenance</b>	Cleaning regime, repair and defect response, long-term renewal	Frequency of cleaning cycles; observable cleanliness (litter, damage); response time to defects; signs of physical deterioration or decline; evidence of planned upgrades or deferred maintenance
<b>Activation</b>	Programming profile, stay infrastructure, commercial footprint, experience-making	Frequency and type of events or programming; availability of seating and amenities; proportion of space occupied by commercial uses; presence of temporary installations or placemaking elements

*Table 8: Analytical framework for RQ2; Management practices, sub-dimensions, and indicators, based on management components and sub-dimensions identified in chapter 3.3.*

This analytical framework allows for a structured comparison of how management practices are organised and enacted across cases, and how they contribute to or constrain the public function of POPS.

## 6.2 The Valley

The Valley is a recently completed (2023) mixed-use development located in the Zuidas district of Amsterdam. As a result, its management practices are still relatively recent, and the governance arrangements established during the development phase remain closely connected to current operations. This makes the case particularly relevant for analysing the extent to which intended public values have already been translated into day-to-day management practices.

Operational management of the complex is carried out by VGMREM, whose responsibilities include the maintenance, security, and coordination of the publicly accessible spaces. One of the responsible partners within this organisation was interviewed as part of this study, providing direct insight into the organisation and rationale of the management regime.

### 6.2.1 Access

Access to The Valley is formally open but operationally mediated through spatial configuration, control mechanisms, and limited legibility. The atrium is accessible during daytime without restrictions, while evening access is regulated through closed doors and intercom systems. The rooftop garden, however, remains continuously accessible. No explicit opening hours are communicated, resulting in a flexible but weakly codified access regime.

Access is differentiated across user groups. Residents use secured private entrances, while visitors enter through monitored access points with a staffed reception. Vertical circulation is controlled through QR-code authorisation systems. Although these measures primarily organise flows rather than exclude users, they contribute to a managed entry environment.

The public character of the atrium is weakly legible. Architecturally, the building presents itself as a closed, high-end residential complex, limiting spontaneous public use. Access is not conditioned on consumption, but the presence of reception staff and security introduces implicit social control. In contrast, the rooftop garden is more clearly communicated as publicly accessible through signage and wayfinding elements.

### 6.2.2 Rules

Rules at The Valley are clearly defined but moderately enforced, reflecting a management approach that aims to maintain order without strongly restricting visitors. Different sets of house rules exist for different user groups, while rules for public areas are displayed on-site but not actively communicated.

The rules address noise, smoking, alcohol use, and operational behaviour. Additional rules were introduced post-completion in response to observed behaviour, indicating an adaptive approach. Regulation is primarily aimed at maintaining order and safety rather than excluding specific groups. Enforcement is carried out reactively by reception and security staff, focusing on de-escalation rather than formal sanctioning.

### 6.2.3 Oversight

Oversight at The Valley is characterised by continuous monitoring and a strong on-site presence. CCTV operates throughout the building as part of the standard security infrastructure and is complemented by a 24/7 staffed reception and permanent security personnel.

Despite the intensive oversight infrastructure, intervention remains largely service-oriented. Staff intervene reactively and focus on maintaining a welcoming environment rather than proactively enforcing rules. Serious incidents are escalated informally to the police.

Accountability mechanisms are relatively informal. No structured public reporting or performance monitoring systems were identified; management practices are mainly adjusted through observation and user feedback. Accountability is directed primarily towards the owner rather than public authorities or users.

#### 6.2.4 Maintenance

Maintenance at The Valley is highly professionalised and aligned with the building's high-end positioning. Cleaning follows a structured programme with periodic quality assessments and specialised equipment, resulting in consistently high standards.

The continuous on-site presence of the management team enables rapid identification and resolution of issues, reflecting a responsive approach. However, evidence of a formalised long-term maintenance strategy remains limited. Larger interventions are handled on a project basis and financed through service charges in consultation with the owner.

#### 6.2.5 Activation

Activation, such as community events or neighbourhood drinks, is present but limited in scope and primarily oriented towards residents. Programming mainly consists of small-scale community-building events, while mixed-use functions and rooftop elements generate baseline activity and attract incidental visitors. Overall public use remains relatively modest, partly due to the limited legibility of the space as publicly accessible.

Commercial activation is present through horeca and retail, but it is not the dominant function within the development. Use is driven partly by aesthetic appeal and social media exposure rather than structured programming. Although design and art interventions aim to enhance user experience, no systematic monitoring exists, and management relies mainly on informal feedback. Activation therefore remains ad hoc rather than strategically embedded.

#### 6.2.6 Summary

The management regime of The Valley can be characterised as professionally organised, quality-driven, and moderately controlled. Practices across the five management dimensions are strongly aligned with maintaining a high-end, safe, and well-functioning environment.

Access is formally open but moderated through controlled entry conditions and limited legibility. Rules are clearly defined and primarily aimed at maintaining order, while oversight is intensive but largely service-oriented. Maintenance is highly structured and contributes positively to comfort and spatial quality. Activation remains relatively limited and mainly focused on residents rather than the broader public. Overall, The Valley represents a moderately restrictive management regime in which openness is formally maintained but subtly shaped through spatial, social, and managerial cues.

## 6.3 Maaskantpark

Maaskantpark is located in the Groot Handelsgebouw in Rotterdam and was opened in 2023 as a green public space within a historic office complex. Management of the vegetation has been outsourced to Blooming Buildings, while Jamestown, as owner, remains responsible for the majority of the remaining management tasks. For this study, a semi-structured interview was conducted with a representative of Blooming Buildings responsible for the park's green maintenance. In addition, systematic field observations were carried out.

### 6.3.1 Access

Access to Maaskantpark is formally public but operationally filtered through the entrance of the Groot Handelsgebouw. The park is in principle accessible during regular office hours, between 08:00 and 20:00 on weekdays, although visitors must pass through the building reception to enter. During weekends the park is closed, reinforcing its function as an amenity primarily oriented towards office users rather than the broader public. According to the respondent, the reception does not actively restrict access, yet its presence functions as an implicit threshold.

Jamestown is deliberately cautious in communicating the public accessibility of the park due to concerns regarding unwanted use. This has resulted in restrictive measures, including the closure of a rear gate adjacent to the Rotterdam Central station square (which made the park more publicly open) following incidents related to nighttime occupation. The public character of the park is therefore only weakly legible to external users. The park is hardly visible from street level and is not actively promoted as a publicly accessible space. In practice, the user group consists predominantly of office employees working within the building, while incidental external visitors remain exceptional.

### 6.3.2 Rules

Behavioural rules are displayed on an information sign at the entrance of the park. The rules are limited in scope and focus on relatively self-evident norms, such as prohibiting smoking and preventing damage to vegetation. The respondent noted that the smoking ban is difficult to enforce in practice due to the scale of the building and the limited presence of supervisors. As a result, rules function more as a normative framework than as an actively enforced management instrument.

No evidence was found of systematic evaluation or adaptation of the rules based on observed patterns of use. The management approach towards rules can therefore be characterised as relatively informal and pragmatic.

### 6.3.3 Oversight

Oversight of the park is organised entirely by Jamestown as owner and does not form part of the responsibilities of Blooming Buildings. CCTV is present primarily within the building, while the respondent indicated limited knowledge regarding the exact scope of camera surveillance within the park itself. Security personnel are also present and coordinated by Jamestown, although their role is primarily focused on building security rather than the public function of the park.

No structured incident registration system or external accountability mechanism appears to exist. Communication regarding oversight is organised pragmatically: issues identified within the park are informally reported to Jamestown, which subsequently determines and implements any required interventions.

#### 6.3.4 Maintenance

Maintenance of the vegetation constitutes the most professionalised and intensive component of the management regime. Blooming Buildings carries out weekly green maintenance, with staff present multiple days per week for watering, pruning, managing the plant composition, and maintaining the separate planting containers. According to the respondent, the high diversity of the vegetation requires continuous intervention, as dominant plant species would otherwise overgrow weaker species. This distinguishes Maaskantpark from conventional urban green maintenance regimes, which generally involve only periodic interventions.

A structural challenge is the absence of automated irrigation systems for most planting elements, making maintenance labour-intensive and relatively costly. Management contracts with Blooming Buildings are renewed annually. Jamestown remains responsible for repairs to the building and furniture, while communication between both parties is informal but functional. No formal multi-year maintenance strategy or long-term renewal plan for the park is currently in place.

#### 6.3.5 Activation

Activation of the park is organised by Jamestown, which is responsible for programming and events. Regular activities are organised primarily for office tenants, including food events, Christmas markets, and small-scale social gatherings. Communication regarding these activities takes place through posters and an app for building users.

According to the respondent, programming is explicitly aimed at community building and improving the attractiveness of the building as a workplace environment. Activation therefore primarily serves internal and commercially motivated objectives linked to the building's rental logic. No explicit strategy exists to attract broader external publics. Although the respondent considered greater public awareness desirable from the perspective of public value creation and green accessibility, the owner remains cautious in actively promoting the park as a public destination.

Supporting stay infrastructure, such as seating and tables, is present but primarily oriented towards office users.

#### 6.3.6 Summary

The management regime of Maaskantpark can be characterised as highly professional in terms of green maintenance, but fragmented across the other management domains. Responsibilities are divided between Blooming Buildings, which provides intensive and high-quality vegetation management, and Jamestown, which have outsourced the management in terms of access, oversight, programming, and repairs. No integrated management regime exists.

Access is formally public but deliberately communicated in a restrained manner and limited to weekdays, reducing broader public accessibility and reinforcing the office-oriented character of the park. Rules and oversight are present but remain primarily oriented towards the building rather than the park's public function. Considerable attention is devoted to the maintenance and upkeep of the greenery within the park. Activation is present but internally focused and commercially motivated.

## 6.4 De Koopgoot

The Koopgoot is a covered and sunken retail passage located in the centre of Rotterdam, opened in 1996. Commercial and operational management is carried out by Cushman & Wakefield on behalf of the owner, CBRE Investment Management. For this study, a semi-structured interview was conducted with a retail team manager at Cushman & Wakefield responsible for the account management of the Koopgoot. In addition, systematic field observations were conducted within the passage.

### 6.4.1 Access

Access to the Koopgoot is almost continuous. The passage is only closed between 02:00 and 07:00, when the metro underpass is secured with roller shutters due to concerns regarding drug use and unwanted nighttime occupation. Other sections remain accessible, while retail opening hours are regulated through internal house rules.

For most visitors, the distinction between private ownership and public space is barely visible. According to the respondent, visitors generally perceive the passage as part of the municipal public realm. Ownership status is considered largely irrelevant as long as visitor numbers remain high. No consumption obligation applies, and visitors are explicitly allowed to stay without making purchases. Access can therefore be characterised as open and largely unrestricted, although CCTV surveillance is visibly communicated through signage at the entrances.

### 6.4.2 Rules

House rules are displayed at the entrances, with a reference to the complete version online. The rules prohibit smoking, skating, drug use, demonstrations, and political expressions. According to the respondent, some rules, such as the smoking ban, are enforced pragmatically to avoid negatively affecting visitor experience or causing escalation.

The rules are broadly formulated and not explicitly aimed at excluding specific user groups. However, their broad wording leaves room for situational interpretation and discretionary enforcement by security personnel. Rules are periodically adjusted based on recurring behavioural issues within the passage.

### 6.4.3 Oversight

The oversight regime of the Koopgoot is intensive and multilayered. Nineteen CCTV cameras are continuously monitored from a dedicated security room beneath the passage, with surveillance clearly communicated through signage.

Two security services operate within the passage. Trigion provides a hospitality-oriented presence during retail hours, focusing on preventive and approachable supervision. In cases of escalation, intervention is transferred to AR Beveiliging, which applies a more enforcement-oriented approach as part of a wider city-centre security collaboration.

Both services provide daily written reports to Cushman & Wakefield, while incidents posing reputational risks for the Koopgoot or CBREIM are escalated to the owner. Security capacity is increased during busy periods and major events. According to the respondent, perceived safety within the Koopgoot is significantly higher than in the surrounding municipal public space.

#### 6.4.4 Maintenance

Maintenance of the Koopgoot is highly professionalised and quality oriented. A cleaning company operates daily between 07:00 and 16:00 according to a detailed cleaning schedule covering floors, stairs, elevators, and waste management. The respondent explicitly described the cleaning standard as “A-level”, contrasting it with the lower municipal standard of the surrounding public space.

Defects and technical failures can be reported through multiple channels, including directly to Cushman & Wakefield, via security personnel, or through the service desk. Technical issues are forwarded to the technical manager. A ten-year multi-year maintenance plan (MJOP), prepared by an external consultancy, forms the basis for maintenance budgeting and investment requests. According to the respondent, several technical elements, such as escalators, have exceeded their intended lifespan and require substantial investments from CBRE IM. Maintenance and renovations are fully financed by the owner.

#### 6.4.5 Activation

Activation of the Koopgoot is coordinated by Cushman & Wakefield in collaboration with the retailers’ association and the owner. Programming focuses on both commercial performance and visitor experience. Examples include collaborations with the Rotterdam Caribbean Carnival, Christmas choirs, and events linked to new retail openings such as the Lego Store.

Additional stay infrastructure has been introduced, including seating elements, a seasonal water feature, a marble track featuring Rotterdam landmarks, and customised background music. According to the respondent, the ambition is to position the Koopgoot as a social meeting place for the city.

Although commercial interests remain central, activation is consciously combined with non-commercial experiences and social interaction. Programming therefore contributes not only to retail performance, but also to broader place-making ambitions.

#### 6.4.6 Summary

The management regime of the Koopgoot can be characterised as commercially professional, quality-oriented, and strongly focused on visitor experience and safety. All five management domains are systematically organised and guided by a clear management philosophy in which private ownership is explicitly used to achieve a higher level of spatial quality than the surrounding municipal public space.

Access is almost entirely open and not conditioned by consumption. Rules are clearly communicated but pragmatically enforced, with visitor experience taking priority over strict regulation. Oversight is intensive but largely hospitality oriented. Maintenance is highly professionalised and strategically planned, while activation is diverse and explicitly aimed at strengthening the Koopgoot’s role as an urban meeting place.

## 6.5 Little C

Little C is a mixed-use urban redevelopment project located in the Coolhaven district of Rotterdam, completed in 2023. The publicly accessible outdoor spaces, consisting of a hospitality square, two residential courtyards, and connecting pedestrian routes, are collectively managed through a homeowners' association (VvE) structure responsible for the operation and maintenance of the public outdoor areas. For this study, a semi-structured interview was conducted with a technical manager from MVGM Vastgoedbeheer, the property manager responsible for the management of the Bouwinvest-owned buildings within Little C, including the Hammond, the Clark, and the Burton. On behalf of Bouwinvest, MVGM participates in the VvE structure. While Bouwinvest holds a substantial ownership share within the development, it does not possess an absolute majority within the VvE. In addition, systematic field observations were conducted within the public squares and pedestrian routes of Little C.

### 6.5.1 Access

The public outdoor spaces of Little C are continuously accessible. No gates, barriers, or formal opening hours are present, and the site remains freely accessible during the day and night. According to the respondent, no plans exist to restrict access. Accessibility is therefore less the result of explicit policy and more a consequence of the spatial configuration, as closure would disrupt the pedestrian routes running through the development.

The public character of the spaces is communicated informally through open entrances, hospitality functions, greenery, and stay-oriented amenities. No formal signage indicating public accessibility was observed, and access is not conditioned on consumption, membership, or registration. A municipal bicycle path runs through the development and remains under ownership of the Municipality of Rotterdam, reinforcing the permeability and public through-movement of the area.

### 6.5.2 Rules

House rules for the outdoor spaces are drafted by the VvE manager and approved by the VvE members. According to the respondent, these mainly consist of standard VvE provisions, including restrictions on noise after 23:00, littering, nuisance, and smoking.

Field observations showed that the rules are only minimally visible in the public spaces. No prominent signage was identified; instead, rules are communicated through QR codes placed in discreet locations at the entrances. Enforcement is passive rather than actively organised. No security personnel or caretakers are present, and incidents are generally handled by the police. As a result, the rules primarily function as a normative framework rather than as an actively enforced control system.

### 6.5.3 Oversight

No CCTV surveillance is present within the public outdoor spaces of Little C. According to the respondent, this is mainly due to Dutch privacy legislation, as the municipal bicycle path prevents cameras from covering the area. Cameras installed on the Bouwinvest buildings are directed solely at the entrances and do not monitor the outdoor spaces.

No professional security service operates on the site. Oversight therefore relies almost entirely on informal social control generated by residents, visitors, and passers-by. Incidents are typically reported to the police by residents or property managers. No formal complaint registration or internal reporting

system exists for the outdoor spaces; communication about issues mainly occurs informally through the VvE structure.

#### 6.5.4 Maintenance

Maintenance of the outdoor spaces is coordinated by the VvE through external contractors. The VvE annually establishes a budget covering green maintenance and daily upkeep, to which all owners contribute proportionally.

According to the respondent, the development contains extensive greenery, including climbing plants and façade vegetation, making green maintenance a recurring point of attention. As a VvE participant, MVGM reviews maintenance contracts critically and expects cost-efficient alternatives to be considered. The respondent emphasised that the quality of the outdoor spaces directly affects tenant satisfaction and rental performance.

Long-term maintenance is embedded through a multi-year maintenance plan (MJOP) prepared by the VvE manager. While MVGM reviews the proposed interventions on behalf of Bouwinvest, procurement and operational execution remain the responsibility of the VvE.

#### 6.5.5 Activation

Activation of the public outdoor spaces at Little C is not centrally organised. No formal programming strategy exists from either the VvE or Bouwinvest. The liveliness of the spaces primarily results from the mixed-use ground-floor programme, including hospitality, office, and service functions, combined with the everyday presence of residents. The hospitality venues surrounding the main square function as social anchors that attract visitors throughout the day and evening.

A notable characteristic is the informal appropriation of the spaces by residents. Plants, chairs, and decorative objects contribute to the personalised and liveable character of the residential courtyards. According to the respondent, this was originally envisioned by the developers but is not actively coordinated through current management practices.

#### 6.5.6 Summary

The management profile of Little C is informal, decentralised, and strongly dependent on the VvE structure coordinating the outdoor spaces. Day-to-day oversight largely emerges from the presence and behaviour of residents, visitors, and surrounding businesses. Access is unrestricted, rules are weakly enforced, and oversight relies almost entirely on this informal social control without cameras or professional security.

Maintenance is structurally embedded through annual VvE contributions and a multi-year maintenance plan, although operational management is delegated to an external VvE manager. Activation is organic rather than centrally coordinated, with vitality primarily emerging from the mixed-use programme and the informal appropriation of the spaces by residents and visitors.

This results in a management profile that supports spontaneous use and social interaction, while also remaining vulnerable to fluctuations in quality when VvE coordination weakens or the functional mix changes over time.

## 6.6 WTC Amsterdam

WTC Amsterdam is a large-scale office complex near Amsterdam Zuid train station, whose atrium and ground floor became publicly accessible following redevelopment. Management is carried out by CBRE Advisory on behalf of owner CBRE Investment Management, with commercial management, facility management, technical management, marketing, and events organised as separate disciplines. For this study, a semi-structured interview was conducted with the senior commercial manager of CBRE Advisory, responsible for the quality and commercial coordination of the public areas. In addition, systematic field observations were conducted within the atrium and adjacent entrance spaces.

### 6.6.1 Access

WTC Amsterdam applies an exceptionally open access regime for an office complex of this scale during weekdays. The publicly accessible areas, including the atrium, entrance hall, and passage towards Beethovenstraat, can be entered freely during regular office hours without access cards or identification. According to the respondent, visitors can in practice even access the office towers, provided they do not enter leased office units. However, the publicly accessible parts of the complex are closed during weekends, limiting continuous public use and reinforcing the office-oriented character of the space.

At the same time, the public accessibility of the complex is not actively communicated externally. Management seeks to balance openness with concerns regarding unwanted use, such as large groups of students occupying the space. The management approach therefore implicitly steers towards a preferred public without formal access restrictions. In practice, the primary user group consists of office workers and tenants of the building rather than a broader urban public.

### 6.6.2 Rules

Behavioural rules formally exist but are only weakly visible within the space. Basic prohibitions, such as restrictions on smoking or drinking, are presumed to apply, but rules function primarily as a background framework for enforcement rather than as explicit communication towards visitors.

Enforcement is intentionally informal and behaviour-oriented. According to the respondent, visitors are assessed primarily on behaviour rather than appearance or background. Homeless individuals, for example, are tolerated unless complaints or nuisance arise. Enforcement therefore takes place mainly in response to actual disturbances or tenant concerns.

### 6.6.3 Oversight

The oversight regime of WTC Amsterdam is intensive and continuously organised. Professional security personnel are present 24/7 and operate from a central security room monitoring approximately forty to fifty CCTV cameras. Security staff actively circulate through the building. Visitors displaying unwanted behaviour may be approached by security personnel and asked to leave.

In addition to formal security personnel, hosts and hostesses contribute to informal oversight through their presence in the public areas. Management staff also actively monitor the quality and functioning of the space during daily operations. An escalation protocol is in place for incidents, while police involvement is reserved for serious situations and preferably avoided due to reputational considerations. Annual tenant satisfaction surveys function as a formal accountability mechanism towards the owner.

#### 6.6.4 Maintenance

Maintenance of the public areas is organised as a continuous and integrated process within the broader building operation. Cleaning teams service all floors and sanitary facilities throughout the day. According to the respondent, the high visitor intensity resulting from public accessibility accelerates deterioration on technical elements such as escalators and elevators. These additional costs are consciously accepted due to the contribution of openness to the attractiveness of the building.

No separate maintenance plan exists specifically for the public areas. Maintenance quality is monitored through daily observations by management staff and annual tenant satisfaction surveys. Defects are directly communicated to the technical manager and integrated into broader renovation and maintenance strategies. Maintenance and renovations are financed through tenant service charges and owner investments, creating an ongoing tension between public quality ambitions and competitive rental levels.

#### 6.6.5 Activation

Activation of the atrium and public areas is strategic and strongly focused on community building. A dedicated events and marketing team organises activities such as wine tastings, anniversary events, and social gatherings in collaboration with horeca and retail tenants.

The overarching ambition is to create a space for encounter, where users feel connected to the building and to one another. Planned redevelopment measures include additional seating and a central “Connect Bar” intended to prolong visitor stay and stimulate informal interaction.

Although activation remains primarily tenant-oriented, WTC Amsterdam increasingly positions itself as an open and accessible urban hub rather than an exclusive office complex. Commercial functions remain present but are consciously balanced with spatial quality and social experience.

#### 6.6.6 Summary

The management regime of WTC Amsterdam can be characterised as strategically driven, professionally organised, and strongly coordinated internally. All five management domains are actively organised, although responsibilities remain distributed across several operational disciplines.

Access is highly open during weekdays, including partial accessibility of the office towers themselves, but the complex remains closed during weekends. As a result, the public function of the space remains strongly connected to the rhythms and users of the office environment. Rules are present but weakly communicated, while enforcement is primarily behaviour-oriented rather than appearance-based. Oversight is intensive and multilayered, combining formal security with informal social monitoring. Maintenance is continuous and quality-oriented, although public accessibility results in higher operational costs. Activation is strategic and community-focused, with a clear ambition to position WTC Amsterdam as an urban meeting place for tenants and visitors.

## 6.7 Cross case analysis on management practices

Table 9 presents a cross-case comparison of the management practices identified across the five examined POPS cases. The table synthesises the findings of the individual case analyses in chapter 6, which are summarised in Appendix 2, and translates them into systematically comparable coded categories. Following the same analytical approach as applied in Chapter 5.7, the matrix enables recurring management patterns and institutional differences to be identified across cases.

Management practices – coded per case						
Component	Sub-dimension	The Valley	Maaskantpark	De Koopgoot	Little C	WTC Amsterdam
<b>Access</b>	Opening hours	24/7 (partly)	Weekdays only	24/7 (partly)	24/7	Weekdays only
	Entry configuration	Implicit filter	Lobby filter	Unmediated	Unmediated	Implicit filter
	Legibility	Partial	Suppressed	Legible	Legible	Suppressed
	Conditioned access	Implicit	Implicit	Unconditional	Unconditional	Implicit
<b>Rules</b>	Presence of house rules	Visible	Visible	Visible	Latent	Latent
	Scope of restricted behaviours	Broad	Narrow	Broad	Narrow	Broad
	Format & detail level	Explicit	Informal	Explicit	Implicit	Implicit
<b>Oversight</b>	CCTV presence	Continuous	Asset-focused	Continuous	Absent	Continuous
	Security presence	24/7 security	Asset-focused	Layered	Social control	24/7 security
	Patrol and intervention style	Reactive	Reactive	Proactive	Informal	Reactive
	Accountability	Owner only	Absent	Formal	Absent	Formal
<b>Maintenance</b>	Cleaning regime	Structured	Structured	Structured	VvE-managed	Structured
	Repair & defect response	On-site direct	Informal	Multi-channel	VvE-mediated	On-site direct
	Long-term renewal	No mjop	No mjop	Mjop	Mjop	Mjop partial
<b>Activation</b>	Programming profile	Internal	Internal	Public-facing	Organic	Internal
	Stay infrastructure	Sufficient	Limited	Limited	Sufficient	Sufficient
	Commercial footprint	Balanced	Indirect	Dominant	Balanced	Balanced
	Experience-making	Design-driven	Nature-driven	User-driven	Community-driven	User-driven

Table 9: Cross-case analysis matrix on management practices

The colour-coding system follows the same convention applied throughout this study. Green indicates management practices that are relatively non-restrictive, or strongly embedded within the management structure; yellow reflects practices that are moderate, partly restrictive, or only partially developed; and red indicates practices that are limited, absent, or relatively restrictive. Together, these coded patterns form the basis for the comparative analysis presented in this part and the integrated discussion in Chapter 9.

Little C represents a contrasting management model. Instead of relying on an extensive security infrastructure or formal behavioral control, management is organized through spatial openness, community-oriented use, and informal social control. The case combines unconditional 24/7 accessibility, strong public visibility, and organic activation patterns with relatively limited professional supervision. This aligns with research emphasizing the importance of informal social interaction, accessibility, and everyday appropriation within successful public spaces (Whyte, 1980; Mehta, 2014). Recent research into public spaces also shows that publicness is largely determined by the daily management of access and use (Dunlop et al., 2023; Kanellopoulou et al., 2025).

The Valley and WTC Amsterdam occupy an intermediate position between highly open public environments and more controlled private management models. Both cases maintain professionally managed environments characterized by high maintenance standards, structured surveillance systems, and coherent spatial quality strategies. However, accessibility is more strongly influenced by implicit filtering, reception areas, security, and tenant-oriented programming. WTC Amsterdam demonstrates the strongest hospitality-oriented management approach, while The Valley relies more on architectural quality and behavioral regulation to structure daily use. These findings are consistent with literature showing that contemporary management of public spaces increasingly combines hospitality, surveillance, branding, and behavioral coordination (Carmona et al., 2008; Németh & Schmidt, 2011).

Maaskantpark represents the weakest and institutionally most fragile management configuration. Although the case study demonstrates intensive green maintenance and strong ambitions regarding environmental management, management remains weakly institutionalized due to limited opening hours, a deficient oversight infrastructure, informal regulatory structures, and the lack of long-term maintenance planning. Operational continuity relies heavily on informal cooperation and agreements renegotiated annually, reflecting broader findings regarding fragmented practices in public space management (Said & Tempels, 2023).

Three broader patterns emerge from the comparison. First, the quality of maintenance is consistently strong across all cases. All cases invest heavily in cleaning, repair, and spatial maintenance, reflecting the importance of image and asset quality within privately managed environments (Carmona et al., 2008). However, only De Koopgoot and Little C generate forms of public use and urban activity that extend beyond their primary tenants, residents, or office communities.

Second, stronger administrative coordination generally corresponds to more coherent operational management. De Koopgoot and Little C, the cases with the strongest governance configurations, also demonstrate the most balanced management arrangements regarding access, supervision, maintenance, and activation. This observation aligns with the governance literature emphasizing that clearer institutional coordination, stakeholder alignment, and continuity between development and operation contribute to more cohesive public space management practices (Carmona et al., 2008; De Magalhães, 2010).

Thirdly, the analysis reveals two dominant management logics within Dutch public spaces. De Koopgoot, WTC Amsterdam, and The Valley reflect highly professionalized and safety-oriented management regimes characterized by formal supervision and behavioral regulation. Little C represents a more informal and community-oriented model based on spatial openness and daily social use, while Maaskantpark represents also a more informal model, however it occupies a more fragile position, primarily focused on maintenance rather than broader activation of the public space.

# 7.

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## EMBEDDING OF PUBLIC VALUES

# 7. EMBEDDING OF PUBLIC VALUES IN DUTCH POPS

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## 7.1 Introduction

This chapter addresses the third sub-question of this study (RQ3): “*To what extent are public values embedded in governance mechanisms and translated into management practices?*”. The chapter builds directly on the governance analysis presented in Chapter 5 and the management analysis presented in Chapter 6 by examining how values articulated during the development phase are operationalised and maintained during the use phase.

The analysis focuses on how public values are safeguarded within both governance arrangements and management practices, and to what extent values embedded during the governance phase continue into the operational management of the POPS.

### 7.1.1 Analytical framework

The analysis is structured around the four public value dimensions identified by Carmona (2019): health values, social values, economic values, and environmental values. For each case, the chapter distinguishes between two analytical components:

- the institutional embedding of public values within governance arrangements;
- the translation of these values into operational management practices.

The analysis is based primarily on semi-structured interviews with both developers and facility managers, complemented by field observations and document analysis. This makes it possible to compare formal ambitions and governance arrangements identified in Chapter 5 with the operational management practices analysed in Chapter 6.

The chapter is structured around the five selected cases. Each case is analysed using the same analytical framework, followed by a comparative analysis in Section 7.7.

## 7.2 The Valley

The Valley demonstrates a governance configuration in which public values were strongly embedded during the tender and design phase, particularly through ambitions related to spatial quality, greenery, and mixed-use public functions. However, the extent to which these values remain institutionally safeguarded after project completion varies considerably across the different value dimensions.

### 7.2.1 Health values

Health values were primarily embedded through spatial design interventions established during the tender and development phase. Green walking routes, seating areas, staircases, and publicly accessible outdoor spaces were intended to stimulate movement, well-being, and everyday use. These ambitions were mainly incorporated through design quality objectives and landscape concepts rather than through explicit long-term governance obligations or monitoring mechanisms.

Within the management phase, health values are reflected mainly through the maintenance of high spatial quality. Greenery is professionally maintained, cleaning standards are intensive, and attention is paid to atmosphere and sensory experience. At the same time, no explicit health-oriented management strategy or operational health objectives are in place.

### 7.2.2 Social value

Social values were embedded through ambitions related to public accessibility, interaction, and mixed-use programming. Publicly accessible green space and active ground-floor functions were incorporated into planning agreements and zoning regulations. Nevertheless, long-term guarantees regarding inclusiveness, openness, and public use remained limited, leaving substantial discretion to the private owner following project completion.

In management practice, social values are primarily translated through safety management, hospitality, and behavioural coordination. Security personnel mainly focus on maintaining a comfortable and orderly environment by addressing nuisance and unwanted behaviour, while access systems help distinguish between residents, office users, and visitors. Although certain controls and behavioural rules are present, the space remains publicly accessible and generally welcoming to a broad range of users. At the same time, most activation and daily use remain primarily oriented towards residents and office users.

### 7.2.3 Economic value

Economic values formed the dominant governance logic throughout the development process. Public spaces were integrated into the broader real estate business case and contribute to the attractiveness, branding, and long-term value of the development. Governance arrangements therefore strongly align with private investment objectives and long-term asset value creation.

This economic logic also strongly shapes operational management practices. Maintenance and operational costs are financed through service charges, while investment decisions remain dependent on owner approval. High maintenance standards are maintained to support the commercial attractiveness and long-term market position of the complex.

### 7.2.4 Environmental value

Environmental values were embedded mainly through the conceptual design vision and sustainability ambitions formulated during the tender phase. Greenery, landscape integration, and sustainability

measures formed important components of the project identity. However, these ambitions were only partially institutionalised within long-term governance arrangements.

Within management practices, environmental values are reflected mainly through professional green maintenance and limited sustainability measures in cleaning operations. Broader objectives related to biodiversity, climate adaptation, and environmental performance remain largely absent from day-to-day management practices.

### 7.2.5 Summary

Public values within The Valley are strongly embedded within the tender process and spatial design, but only weakly safeguarded within legal agreements and the operational phase. One of the respondents noted that an earlier involvement of the future management party during the development process could have further strengthened the alignment between the original public ambitions and the long-term operational management of the space.

Management quality is high, yet primarily driven by commercial logic and ownership ambitions rather than by formal public obligations. Health and economic values are most clearly embedded through the emphasis on spatial quality and long-term attractiveness of the complex. Social values are present conceptually, but in practice mainly translated into safety and behavioural management rather than active inclusiveness. Environmental values remain relatively underdeveloped in both governance and management arrangements.

## 7.3 Maaskantpark

Maaskantpark represents a governance configuration in which public values are embedded primarily through privately initiated ambitions related to urban greening, biodiversity, and spatial quality. The project was developed largely outside formal public planning frameworks, with private actors playing a central role in both development and management. As a result, the case provides insight into how public values can emerge and be maintained within predominantly privately coordinated governance arrangements.

### 7.3.1 Health values

Health values were embedded primarily through the park's landscape and planting strategy. The integration of extensive greenery, biodiversity, and year-round planting aimed to contribute to well-being, spatial experience, and everyday comfort for users. These ambitions originated mainly from the vision of Blooming Buildings rather than from formal municipal requirements or governance obligations.

Within management practices, health values are strongly operationalised through intensive green maintenance and the preservation of spatial quality. Blooming Buildings maintains the park multiple days per week to ensure the quality and appearance of the vegetation throughout the year. Although visitors reportedly respond positively to the atmosphere and perceived well-being of the space, health remains an implicit rather than formally monitored management objective.

### 7.3.2 Social values

Social values were embedded partly through ambitions related to meeting, interaction, and community building within the Groot Handelsgebouw. However, no formal governance mechanisms exist to guarantee broader public accessibility or inclusiveness. Public access during office hours depends entirely on the willingness of the owner, while communication regarding the public accessibility of the park remains deliberately limited.

In management practice, social values are translated mainly through informal interaction and small-scale programming aimed at office users. Events, drinks, and food-related activities primarily support internal community formation within the building complex. At the same time, the cautious communication strategy and controlled accessibility continue to limit broader public use and user diversity. This became increasingly visible over time through the closure of the gate on the station side, which reduced the openness and permeability of the park for the wider public.

### 7.3.3 Economic values

Economic values formed the dominant governance rationale underlying the development of Maaskantpark. The activation of the elevated roadway was intended to improve the attractiveness, identity, and rental position of the Groot Handelsgebouw. Governance arrangements therefore strongly align with the commercial interests of the owner, while long-term management quality remains dependent on annual budget negotiations.

This economic logic continues to shape operational management practices. High-quality green maintenance requires continuous justification against cost-saving pressures from the owner. The absence of a long-term financial strategy creates structural vulnerability regarding the continuity of maintenance standards and long-term quality safeguarding.

#### 7.3.4 Environmental values

Environmental values are strongly embedded within the conceptual vision and planting strategy of the park. Approximately six hundred plant species were introduced to support biodiversity, ecological diversity, and climate-adaptive urban greening. However, these ambitions are not formally safeguarded through long-term governance instruments and remain dependent on annually renegotiated management agreements.

Within management practices, environmental values are the most strongly operationalised dimension. Biodiversity, ecological maintenance, and species diversity form central components of the daily management regime. At the same time, technical limitations, particularly the absence of automated irrigation systems due to monument restrictions, make the management system labour-intensive, costly, and operationally vulnerable.

#### 7.3.5 Summary

The safeguarding of public values within Maaskantpark depends almost entirely on the mission-driven ambitions of Blooming Buildings and the economic rationale of Jamestown. Health and environmental values are deeply embedded within both the design and management of the park, but remain institutionally vulnerable due to the annual contract structure and absence of formal public safeguards.

Social values remain structurally limited by the owner's cautious approach towards public communication and accessibility. Economic values enabled the creation of the park but simultaneously exert continuous pressure on management quality through budget negotiations. The absence of formal governance instruments makes the long-term continuation of the park's public qualities highly dependent on the intentions and ongoing commitment of the involved private actors.

## 7.4 De Koopgoot

The Koopgoot demonstrates a governance configuration in which public values are embedded primarily through pragmatic and operational considerations related to safety, quality, and manageability. At the same time, the project was developed through close cooperation between the municipality and developer, with strong attention to public accessibility, pedestrian connectivity, and the integration of the passage within Rotterdam's urban structure.

### 7.4.1 Health values

Health values were only limitedly embedded within the governance arrangements of the Koopgoot. Accessibility and usability were considered during the design process, while greenery and water features were initially included as spatial quality elements. However, these interventions were later removed due to maintenance and operational concerns. Broader ambitions related to well-being, health, or climate adaptation were largely absent from the governance framework.

Within management practices, health values remain comparatively weak as explicit objectives. No dedicated health or well-being strategy is in place, and greenery as a contributor to user well-being has largely disappeared from the space. Nevertheless, high cleaning standards, maintenance quality, and the strong emphasis on comfort and safety indirectly contribute to the perceived spatial experience and everyday usability of the passage.

### 7.4.2 Social values

Social values were embedded primarily through concerns regarding safety, accessibility, and behavioural control. Governance arrangements focused strongly on creating a manageable and secure public environment, illustrated by the original decision to exclude seating areas in order to prevent nuisance and prolonged stay. At the same time, the Municipality of Rotterdam remained involved through coordination agreements regarding maintenance, cleaning, and operational responsibilities in the surrounding public realm. Following completion, a consultation platform between retailers, owners, and the municipality created a limited form of ongoing coordination regarding spatial quality and management.

Within management practices, social values have become more strongly operationalised over time. The Koopgoot is increasingly positioned as a meeting place within Rotterdam through the introduction of seating areas, children's water features, events, and music. Security personnel apply a hospitality-oriented and de-escalating management approach intended to lower thresholds for use. Nevertheless, accessibility remains partly regulated through opening hours and nighttime closure of the metro underpass.

### 7.4.3 Economic values

Economic values formed the dominant governance logic throughout the development process. Governance decisions regarding materials, design, and operational arrangements were strongly linked to long-term maintenance efficiency, retail performance, and asset value creation. ING Real Estate became involved at an early stage through a forward-funding arrangement focused on long-term commercial performance and retail income generation.

This economic logic continues to dominate operational management practices. Management focuses primarily on occupancy rates, tenant satisfaction, visitor numbers, and the optimisation of service costs. Investments in the public space are evaluated mainly in relation to footfall, dwell time, and commercial

attractiveness. Although public and commercial interests are generally perceived as mutually reinforcing, no explicit KPIs exist regarding public value or inclusiveness.

#### 7.4.4 Environmental values

Environmental and sustainability values were only weakly embedded within the original governance arrangements. Durable materials and efficient lighting systems were selected primarily for operational and maintenance reasons rather than from explicit environmental ambitions. Broader sustainability objectives played only a limited role during development.

Within management practices, environmental values are present mainly through the wider sustainability ambitions of CBRE Investment Management. These include Paris Proof targets and investigations into BREEAM certification and solar energy integration. However, sustainability objectives remain only partially translated into the management and spatial functioning of the public passage itself.

#### 7.4.5 Summary

The safeguarding of public values within the Koopgoot is pragmatic and functional rather than normatively embedded. Public values are primarily translated into quality standards, safety measures, and operational management arrangements rather than formal public obligations.

Within management practices, social values have become more prominent over time, particularly through activation strategies and the introduction of stay infrastructure. Economic values continue to dominate the overall management logic, while health and sustainability values remain comparatively weakly institutionalised in both governance and management arrangements.

## 7.5 Little C

Little C represents a governance configuration in which public values were embedded primarily through spatial-quality ambitions established during the development phase. Particular emphasis was placed on greenery, liveability, accessibility, and social interaction within the publicly accessible outdoor spaces. The project therefore provides insight into how public values can be embedded through internally coordinated development processes and subsequently translated into operational management practices.

### 7.5.1 Health values

Health values were strongly embedded within the spatial design of Little C. Green courtyards, shaded alleys, outdoor stay environments, rooftop gardens, and opportunities for movement and social interaction formed central components of the development vision. The stepped building configuration was specifically designed to maximise daylight access and improve the spatial quality of the outdoor areas. These ambitions were embedded primarily through the internally developed “essence sheets” (essentiebladen), which functioned as an internal quality framework throughout the development process.

Within management practices, health values are reflected mainly through the maintenance of greenery and the overall appearance of the outdoor spaces. Spatial quality is indirectly safeguarded through the commercial importance of tenant satisfaction and residential attractiveness. However, no explicit health-oriented management objectives or monitoring mechanisms are in place.

### 7.5.2 Social values

Social values formed a central component of the governance ambitions during development. Stimulating encounters, community formation, and informal use of the public spaces were explicit objectives embedded within the spatial concept and the essence sheets. Compared to the other cases, Little C also involved relatively extensive participation processes during development, including consultation with future residents and surrounding institutions.

In management practice, social values continue to be supported mainly through the spatial and functional qualities of the development rather than through active governance or programming. Residents informally appropriate the courtyards through plants, furniture, and decorative elements, contributing to the social character and liveability of the spaces. At the same time, the absence of an active tenants’ or residents’ association limits opportunities for organised feedback, participation, and long-term community building.

### 7.5.3 Economic values

Economic values primarily functioned as boundary conditions within the governance of Little C rather than as the dominant project ambition. The respondent acknowledged that the project generated lower financial returns than would normally be expected from a commercially driven development, but that this was accepted in order to achieve higher spatial quality ambitions. The involvement of institutional investor Bouwinvest provided long-term financial stability through the integration of rental housing.

During the operational phase, economic values form the dominant steering logic within management practices. Through the VvE participants, maintenance contracts and VvE expenditures are critically evaluated in terms of efficiency and cost-effectiveness. At the same time, continued investment in

spatial quality is commercially legitimised through its direct relationship with tenant appreciation and rental performance.

#### 7.5.4 Environmental values

Environmental values were embedded mainly through climate-adaptive and green design interventions. The elevated deck functions as a retention roof capable of storing rainwater and supporting irrigation, while greenery and spatial liveability formed important components of the sustainability ambitions of the project. Environmental objectives were therefore embedded primarily through design and spatial configuration rather than through formal certification systems or long-term governance obligations.

Within management practices, environmental values remain only partially operationalised. Although the retention system continues to function as intended, the relationship between the original sustainability ambitions and operational management remains limited. Potential sustainability-oriented interventions, such as rain barrels and more sustainable green-maintenance practices, have been discussed but have not yet been implemented structurally.

#### 7.5.5 Summary

The safeguarding of public values at Little C depended strongly on the internally driven quality framework established during development through the essence sheets (essentiebladen). Health and social values were deeply embedded in the spatial design, but are not actively safeguarded during the operational phase through formal obligations or monitoring mechanisms. Instead, the continuity of public quality largely depends on the commercial incentive to maintain the attractiveness of the development, the informal social dynamics generated by residents and visitors, and the resilience of the spatial design itself.

Economic considerations form the dominant steering logic during the management phase, while environmental ambitions remain operationally underdeveloped. The absence of formal public-law guarantees regarding accessibility and programming, combined with the fragmented VvE structure coordinating the outdoor spaces, makes the long-term safeguarding of public values potentially vulnerable should the commercial context or ownership structure change over time.

## 7.6 WTC Amsterdam

WTC Amsterdam represents a governance configuration in which public values were embedded primarily through an internally driven redevelopment and repositioning strategy. The transformation of the complex focused on improving accessibility, hospitality, spatial quality, and the public character of the ground floor. Governance and management were coordinated largely through internal strategic vision documents, operational alignment between management actors, and hospitality-oriented development ambitions rather than through formal public-law obligations.

### 7.6.1 Health values

Health and well-being values were embedded through redevelopment interventions aimed at improving spatial comfort and the quality of the indoor environment. Measures such as additional greenery, improved daylight access, climate-control improvements, and stay-oriented spaces formed part of the broader redevelopment strategy. These ambitions were embedded mainly through internal strategic visions and redevelopment objectives rather than through formal governance obligations.

Within management practices, health values are reflected primarily through the maintenance of clean, climate-controlled, and visually attractive public spaces. Greenery and comfortable stay infrastructure contribute to the perceived quality of the environment. At the same time, explicit health-oriented facilities and objectives remain only partially operationalised, as several wellbeing ambitions continue to exist mainly at the conceptual level.

### 7.6.2 Social values

Social values were embedded through ambitions to transform the complex from an exclusive office environment into a more open and publicly accessible urban space. Governance arrangements focused on hospitality, accessibility, and the stimulation of encounter through public functions and stay-oriented environments. However, accessibility remains strategically managed, as the management deliberately avoids actively promoting the space externally to limit undesirable forms of use.

Within management practices, social values occupy a central role. Community building and interaction are actively stimulated through events, hospitality functions, and stay infrastructure designed to encourage encounter. Inclusiveness is approached pragmatically, with behavioural standards rather than social background or appearance determining intervention by management and security personnel.

### 7.6.3 Economic values

Economic values formed the dominant governance rationale underlying the redevelopment of WTC Amsterdam. Investments in accessibility, hospitality, greenery, and public quality were primarily justified through their expected contribution to tenant satisfaction, rental value, and the long-term attractiveness of the office complex. Additional private incentive structures, such as reduced rents for impact-oriented organisations, further support the commercial positioning of the development.

Economic values continue to dominate operational management practices. Tenant retention, tenant satisfaction, and commercial attractiveness function as the primary management KPIs. Decisions regarding programming, cleaning standards, accessibility, and hospitality are continuously evaluated in relation to their contribution to the market position and competitiveness of the complex.

#### 7.6.4 Environmental values

Environmental values were embedded mainly through broader redevelopment ambitions related to sustainability, energy efficiency, and spatial quality improvement. Measures such as improved insulation, sustainable material choices, and additional greenery formed part of the redevelopment strategy. Sustainability was approached primarily as part of an integrated quality and efficiency strategy rather than through explicitly safeguarded environmental objectives.

Within management practices, environmental values are translated mainly through operational efficiency measures and sustainable material choices. Sustainability therefore functions primarily as an efficiency-oriented management consideration rather than as an independently articulated operational objective.

#### 7.6.5 Summary

The institutional embedding of public values within WTC Amsterdam combines a highly ambitious internal vision on public quality with a near absence of formal public-law safeguarding. The transformation from an exclusive office complex into a more open urban environment was entirely market-driven and internally institutionalised through strategic management and redevelopment ambitions.

Social and health values are strongly articulated within governance and management ambitions, but remain dependent on the continuation of the commercial rationale supporting them. Economic values form the dominant underlying logic and ultimately legitimise investments in public accessibility and spatial quality. Sustainability values are present mainly as efficiency considerations rather than independently safeguarded public objectives.

## 7.7 Cross case analysis on value embedment

Figure 3 presents a cross-case comparison of the extent to which public values are embedded across the five examined POPS cases, structured according to the four value dimensions identified by Carmona (2019): health, social, economic, and environmental values. The comparison distinguishes between the development and operational phase, in line with the analytical framework introduced in Section 7.1. The individual case analyses underlying the coded matrix are summarised in Appendix 3.

Embedding of Public Values – Coded Comparison per Case						
Public value dimension	Phase	The Valley	Maaskantpark	De Koopgoot	Little C	WTC Amsterdam
Health	Development phase	Explicit	Explicit	Absent	Explicit	Explicit
	Operational phase	Implicit	Explicit	Absent	Implicit	Implicit
Social	Development phase	Explicit	Implicit	Implicit	Explicit	Explicit
	Operational phase	Explicit	Absent	Explicit	Implicit	Explicit
Economic	Development phase	Explicit	Explicit	Explicit	Explicit	Explicit
	Operational phase	Explicit	Explicit	Explicit	Explicit	Explicit
Environmental	Development phase	Explicit	Explicit	Absent	Explicit	Implicit
	Operational phase	Implicit	Explicit	Absent	Implicit	Implicit

Table 10: Cross-case analysis matrix embedding of public values

The colour-coding follows the same convention applied in Chapters 5.7 and 6.7. Green (explicit) indicates that a value dimension is formally articulated and structurally embedded within governance or management practices. Yellow (implicit) reflects values that are present in broader ambitions or spatial outcomes but are not formally institutionalised or actively monitored. Red (absent) indicates that a value dimension is (largely) missing from governance and management arrangements.

The comparison reveals a clear asymmetry between economic and non-economic public values. Economic values are explicitly embedded across all cases and in both phases, making them the dominant value dimension within the examined POPS. In all cases, interviewees highlighted that publicly accessible space was perceived to contribute to rental attractiveness, asset value, tenant satisfaction, occupancy rates, and/or long-term investment performance. Public accessibility therefore functions not only as a civic or spatial ambition, but also as a commercially embedded strategy within broader real-estate logics (Kayden, 2000; Mohammadi & Stevens, 2025). This aligns with broader public-value literature arguing that public values in urban development are often co-created and operationalised through market-oriented governance arrangements in which public and private interests become intertwined (Candel & Paulsson, 2023).

For the overall value, the strongest and most balanced embedding of public values during the development phase is visible in Little C and The Valley. Both cases explicitly embedded health and social values through greenery, encounter-oriented spatial design, mixed-use programming, and high-quality public-space ambitions. Little C additionally incorporated participation processes and internally coordinated quality frameworks, resulting in the most coherent development-phase embedding across the examined value dimensions. These findings correspond with literature emphasising that

collaborative and coordinated development processes are more capable of embedding diverse public values within urban projects (Candel & Paulsson, 2023; Mendez et al., 2024).

In both cases, however, several values become less explicit during operation, particularly regarding health and environmental ambitions, supporting earlier findings on post-delivery erosion in POPS governance (Said & Tempels, 2023). The interviewed facility manager indicated that operational management would likely have benefited from earlier involvement during the development phase. According to the respondent, the absence of the future manager during development decisions created a significant gap between development ambitions and operational implementation.

Maaskantpark demonstrates a distinctly different configuration. Rather than embedding a broad range of public values, the case focuses strongly on health and environmental values through biodiversity-oriented design, ecological maintenance, and intensive green-management practices. These values remain explicitly embedded throughout both phases, making Maaskantpark the strongest environmental and health-oriented case within the comparison. At the same time, social values remain weakly embedded due to restricted accessibility, selective communication strategies, and the dominance of office-related users. This reflects broader literature showing that public values in urban space are relational and frequently involve tensions or trade-offs between competing spatial ambitions such as openness, control, ecology, and accessibility (Herzog et al., 2022).

De Koopgoot represents the most economically oriented case. Public values during development were embedded primarily through operational and commercial considerations related to safety, retail performance, and manageability. However, social values became more explicitly operationalised during the management phase through seating, events, hospitality-oriented management, and public-facing activation strategies. WTC Amsterdam occupies an intermediate position in which social and economic values are consistently embedded through hospitality, encounter-oriented programming, and workplace-oriented activation, while health and environmental values remain more implicit and primarily connected to broader redevelopment ambitions.

Taken together, the findings indicate that public values in Dutch POPS are generally embedded more strongly during development than during operation. While broader societal ambitions are frequently articulated through design visions, redevelopment strategies, and collaborative planning processes, their long-term continuation depends largely on whether they remain aligned with the commercial priorities of private owners and managers. This corresponds with public-value literature arguing that public values require continuous assessment, coordination, and institutional reinforcement in order to remain operationally embedded over time (Huijbregts et al., 2021; Acar et al., 2025).

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**PERCEIVED  
SPACE QUALITY**

# 8. PERCEIVED PUBLIC SPACE QUALITY IN DUTCH POPS

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## 8.1 Introduction

This chapter addresses the third sub-question of this study (RQ3): *“How is public space quality in Dutch POPS experienced by users in terms of inclusiveness, meaningful activities, comfort, safety, and pleasurability?”*

This chapter presents the findings of the user survey and the structured observations conducted across the five examined POPS. The analysis uses the Public Space Index (PSI) (Mehta, 2014), which measures perceived spatial quality across five interrelated dimensions: inclusiveness, meaningful activities, comfort, safety, and pleasurability. Each dimension generates a score ranging from 0 to 30, with 30 representing the highest possible actualised public spatial quality. The combined PSI score provides an integrated assessment of the user experience at each location and enables a systematic comparison between cases with different governance and management configurations.

For each location, the five PSI dimensions are discussed consecutively, followed by a synthesis of the overall score and actualised spatial quality in chapter 8.7. This structure aligns with the case-oriented research design applied throughout the empirical chapters and allows the spatial quality of each POPS to be assessed in relation to its specific governance and management context.

### 8.1.1 Analytical framework

The PSI analysis combines quantitative survey outcomes with qualitative insights derived from field observations (Mehta, 2014). Photographs taken during the structured observation visits for all five case studies can be found in Appendix 8. While the survey captures the subjective perceptions of users, the structured observations provide additional insight into patterns of use, spatial behaviour, accessibility, and the practical functioning of the spaces throughout the day. Combining both methods allows for a more comprehensive understanding of how public values and management practices are experienced spatially by users.

Within this study, the PSI is applied as an exploratory and comparative assessment tool rather than as a statistically generalisable measurement instrument. The aim is to systematically compare how public space quality is experienced across different Dutch POPS cases, and how these experiences relate to variations in governance arrangements, management practices, and the institutional safeguarding of public values. The full PSI results per dimension and per case, including the survey questions, observational indicators, and structured observation outcomes, are provided in Appendix 4.

Dimension	The Valley	Maaskant Park	De Koopgoot	Little C	WTC Amsterdam
Inclusivness	19,4	12,8	22,4	26,0	15,2
Meaningfull activities	15,2	12,3	13,8	19,8	16,9
Comfort	25,1	23,0	20,2	21,3	25,2
Safety	24,8	21,7	20,4	21,0	25,6
Pleasurability	24,4	21,6	15,5	24,1	19,3
Total score (max 150)	108,9	91,4	92,3	112,2	102,2
<b>PSI score (max 100)</b>	<b>72,6</b>	<b>60,9</b>	<b>61,5</b>	<b>74,8</b>	<b>68,1</b>

Table 11: Comparative overview of Public Space Index (PSI) scores across the five cases

Table 11 provides an overview of the PSI scores per dimension and per case study. The maximum score per dimension is 30, resulting in a maximum total score of 150 and a maximum PSI score of 100.

## 8.2 The Valley

### 8.2.1 Inclusiveness

The Valley achieves a moderate score on inclusiveness. Observations and survey responses indicate that the rooftop garden and grotto attract a relatively diverse user group, including office workers, residents, tourists, students, and elderly visitors. This diversity is notable given the high-end character of the Zuidas environment.

At the same time, public accessibility remains only weakly communicated. Although signage is present at the entrance, several respondents indicated that it is not immediately clear that the rooftop garden is publicly accessible. The highly designed and commercial atmosphere of the complex may reinforce the perception that the space is intended primarily for affluent users or tenants. CCTV and house rules are present but were generally not experienced as intimidating or exclusionary.

Overall, the score reflects a space that functions more inclusively in practice than its image initially suggests, while limited public legibility constrains its broader accessibility potential.

### 8.2.2 Meaningful Activities

The Valley scores relatively modestly on meaningful activities. Restaurants, cafés, and retail functions provide a basic range of activities related to eating, drinking, and short-term stay, both at ground level and within the building itself. However, respondents perceived the overall programme as relatively limited in diversity.

The grotto strengthens the experiential quality of the space through seating areas, art, and generous daylight access, making it suitable for informal gathering and longer stay. Many respondents visited specifically for the architectural experience and panoramic views. Nevertheless, the space functions more as an architectural destination and leisure environment than as a highly active or multifunctional urban public space.

### 8.2.3 Comfort

The Valley performs very strongly on comfort. High-quality materials, abundant greenery, water features, and carefully designed transitions between sun and shade create a highly attractive stay environment. Seating is widely available throughout both the rooftop garden and the grotto, allowing visitors to use the space under varying climatic conditions.

Respondents consistently described the environment as exceptionally clean, well-maintained, and comfortable. Greenery and water contribute positively to the microclimate and sensory experience. The high comfort score reflects the strong emphasis placed by the developer and manager on spatial quality as part of the project's broader real-estate strategy.

### 8.2.4 Safety

The Valley also scores highly on safety. The space is well-lit, visually open, and intensively managed. CCTV is present throughout the complex, yet respondents generally did not experience surveillance as intrusive. The continuous presence of visitors and staff contributes to a strong sense of informal social control.

House rules are visible at the entrance but were not perceived as restrictive. The combination of professional management, spatial clarity, and continuous use results in a strong perception of safety without significantly diminishing the stay quality of the space.

### 8.2.5 Pleasurability

The Valley achieves the highest pleasurability score among the five examined cases. Respondents consistently highlighted the architectural quality of the project, including the layered façades, natural stone detailing, greenery, water elements, and panoramic views over Amsterdam’s Zuidas district.

The grotto further enhances the sensory experience through the combination of artwork, daylight, materiality, and enclosure. The space is frequently perceived as unique and memorable, with several respondents indicating that they specifically visited The Valley because of its architectural reputation. The high score therefore reflects not only functional quality, but also strong aesthetic and experiential value.

### 8.2.6 Summary

The Valley achieves a total PSI score of 72,1, making it the second highest-scoring location in this research. The space performs particularly strongly on comfort, safety, and pleasurability, reflecting the substantial investments made in architectural quality and intensive management.

Lower scores on inclusiveness and meaningful activities illustrate the inherent tensions of publicly accessible space within a high-end mixed-use development. While the space is formally open, limited public legibility and a relatively narrow activity programme constrain the breadth of actual use.

For the broader research question, The Valley demonstrates that high perceived spatial quality can be achieved primarily through commercially motivated investment strategies and professional management rather than through formal public obligations. At the same time, this raises questions regarding the long-term safeguarding of these qualities should commercial priorities shift in the future.

## THE VALLEY

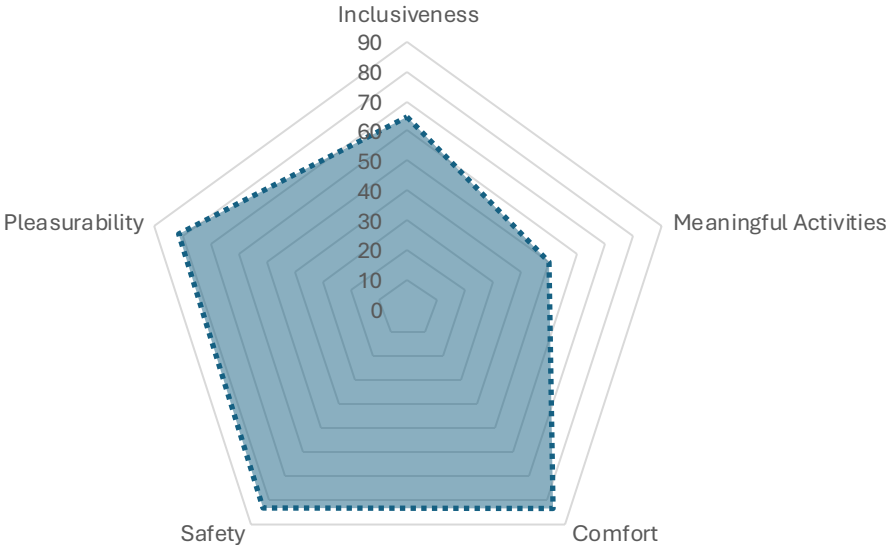


Figure 8: Radar chart visualising the PSI dimension scores of The Valley

## 8.3 Maaskantpark

### 8.3.1 Inclusiveness

Maaskantpark achieves the lowest inclusiveness score of all examined locations. This is strongly related to a deliberate intervention in the access structure. Previously, the park had a direct entrance from the station side, allowing it to function as a natural extension of the surrounding pedestrian network. This entrance has recently been closed by the owner.

As a result, the only remaining access route runs through the office lobby and reception area of the Groot Handelsgebouw, creating both a physical and psychological threshold for external visitors. Respondents indicated that the park is formally public, but that the entrance configuration does not communicate openness or accessibility.

The user composition reflects this restricted accessibility. The park is used predominantly by office workers from the Groot Handelsgebouw, while diversity in backgrounds, age groups, and activities remains limited compared to the other cases. According to the respondent, this exclusivity is not considered problematic but rather part of the intended positioning of the park as a high-quality amenity for tenants. While understandable from a real-estate perspective, this approach conflicts with the broader public function typically associated with POPS.

### 8.3.2 Meaningful Activities

Maaskantpark also scores lowest on meaningful activities. The park functions primarily as a calm green retreat rather than as an active urban public space with diverse programmes or social interaction. Retail and hospitality functions located elsewhere in the Groot Handelsgebouw are spatially disconnected from the park and are not experienced by users as part of the same environment.

At the same time, the park has demonstrated considerable symbolic and economic value for the building itself. According to the respondent of Blooming Buildings, vacancy rates within the Groot Handelsgebouw declined significantly after completion of the park, while prospective tenants increasingly requested office spaces overlooking the greenery. Although these economic effects are not directly reflected in the PSI activity score, they illustrate the strong value-generating role of the park within the broader office complex.

### 8.3.3 Comfort

Maaskantpark performs strongly on comfort. The lush and diverse greenery functions as the primary quality carrier of the space. Respondents frequently described the park as a peaceful oasis within the city, characterised by a rich and almost jungle-like atmosphere. The wide variety of plant species and the carefully maintained vegetation contribute significantly to the sensory quality and comfort of the environment.

The score is slightly reduced by the absence of additional comfort infrastructure for adverse weather conditions and by the indirect access route through the reception lobby, which makes the experience feel less relaxed than a direct outdoor entrance would. CCTV is barely visible and therefore does not negatively influence the comfort perception. Maintenance staff were generally perceived as friendly and approachable.

### 8.3.4 Safety

Maaskantpark scores relatively well on safety. The space is generally experienced as calm and secure, partly due to the visible presence of friendly management staff. CCTV is present but visually unobtrusive, contributing to a sense of safety without creating an atmosphere of heavy surveillance.

Following closure of the station-side entrance, the space effectively has only one access point and limited visual connections with the surrounding city. While this contributes to a calm atmosphere during the day, it may reduce the perceived sense of openness and social security during quieter periods.

### 8.3.5 Pleasurability

Maaskantpark achieves a moderate-to-high score on pleasurability. The greenery again forms the dominant experiential quality of the space. Respondents described the environment as visually attractive, relaxing, and distinct from the surrounding urban context.

At the same time, the sensory richness of the space is somewhat limited by the absence of additional experiential elements such as water features, public art, or broader architectural variation. Compared to some of the other cases, the park relies almost entirely on vegetation quality for its experiential appeal.

### 8.3.6 Summary

Maaskantpark achieves a total PSI score of 60,9, the lowest among the five examined locations. The results reflect a fundamental tension within the project: while the spatial and management quality of the park is high, deliberate restrictions on accessibility substantially weaken its public character.

The park demonstrates how a privately managed green environment can generate significant real-estate value through improved attractiveness and tenant satisfaction, while simultaneously limiting broader inclusiveness and public accessibility. Maaskantpark therefore illustrates the potential conflict between private value creation and the public ambitions commonly associated with POPS when governance arrangements do not formally safeguard public values.

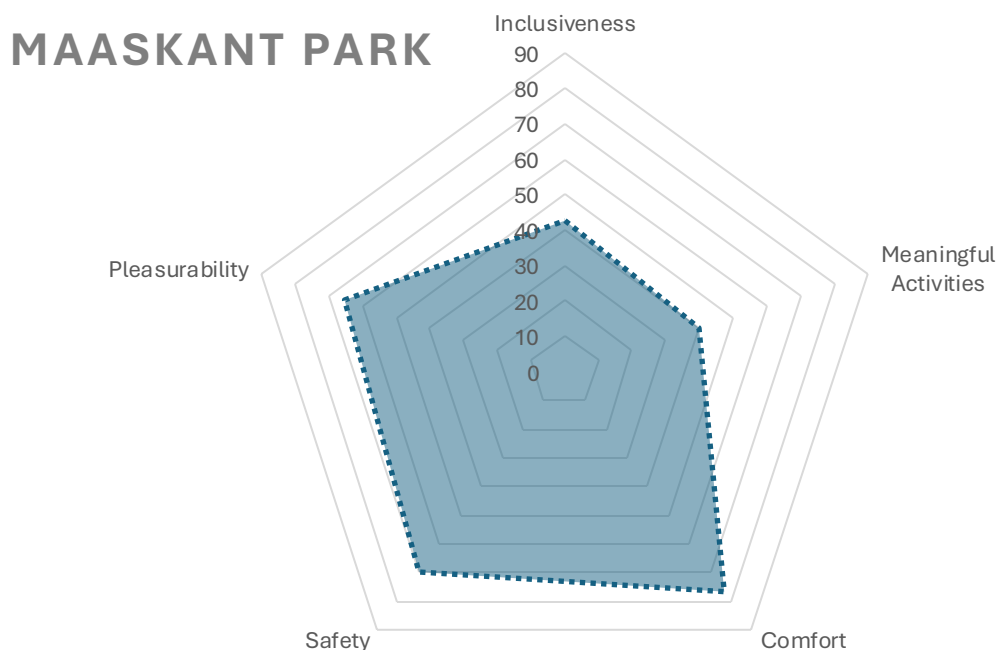


Figure 9: Radar chart visualising the PSI dimension scores of the Maaskant Park

## 8.4 De Koopgoot

### 8.4.1 Inclusiveness

The Koopgoot achieves the second-highest inclusiveness score among the examined cases. Its central location and direct connection to the Rotterdam metro network make the passage an integrated part of the city's pedestrian infrastructure. Many users pass through the space as part of their daily route rather than as intentional shoppers, generating a broad and diverse user group throughout the day.

Respondents generally experienced the space as open and accessible. Welcome signage at the entrances reinforces the perception of the Koopgoot as a public place. House rules are visible but remain visually unobtrusive and were not experienced as restrictive or exclusionary. The score is slightly reduced by the limited visibility and legibility of wheelchair-accessible routes and elevators within the passage.

### 8.4.2 Meaningful Activities

The Koopgoot scores relatively low on meaningful activities despite its strong commercial programme. Shopping forms the dominant activity, and the spatial configuration is almost entirely oriented towards retail consumption. Opportunities for non-commercial activities, informal social interaction, or prolonged stay remain comparatively limited.

Benches and fountains provide some stay quality and encourage short-term use, but respondents generally experienced the passage as functional rather than socially dynamic. The monofunctional character of the retail environment therefore limits the diversity of activities associated with higher PSI scores on this dimension.

### 8.4.3 Comfort

The Koopgoot performs moderately well on comfort. Respondents consistently highlighted the exceptional cleanliness of the passage, often comparing it favourably to surrounding public spaces in Rotterdam. This reflects the intensive private management regime and high cleaning standards maintained by the owner and management team.

At the same time, comfort is somewhat constrained by the spatial characteristics of the passage itself. The sunken configuration, hard material palette, busy pedestrian flows, and relatively limited diversity of seating opportunities reduce the potential for longer and more relaxed stay experiences compared to cases such as The Valley or WTC Amsterdam.

### 8.4.4 Safety

The Koopgoot receives the lowest safety score among the five cases, although respondents generally still experienced the space as safe in practice. Several respondents explicitly referred to the constant presence of other visitors and strong informal social control as contributing positively to safety perceptions. CCTV is highly visible throughout the passage but was not experienced as intimidating.

The somewhat lower score is partly related to the enclosed and sunken character of the passage. Visual connections with the surrounding urban environment are limited, which can influence perceptions of safety during quieter periods or outside regular opening hours. During daytime use, however, safety perceptions remain generally positive.

### 8.4.5 Pleasurability

The Koopgoot achieves the lowest pleasurability score among the examined locations. Although the sunken urban design and the presence of fountains contribute to a recognisable identity, the overall sensory experience is dominated by repetitive retail façades and commercial expressions.

Compared to more architecturally differentiated or mixed-use environments, the passage offers relatively limited spatial variation, sensory richness, or architectural complexity. Respondents generally experienced the space as practical and efficient rather than memorable or aesthetically distinctive.

### 8.4.6 Summary

The Koopgoot achieves a total PSI score of 61,5. The passage performs strongest on inclusiveness due to its central urban location and integration within Rotterdam’s mobility network, while meaningful activities and pleasurability remain comparatively weak because of the predominantly retail-oriented programme.

The case demonstrates how intensive private management and a clear operational financing structure can generate measurable quality advantages, particularly regarding cleanliness, maintenance, and accessibility. At the same time, the case illustrates the limitations of highly commercial and monofunctional POPS environments in generating the broader experiential richness and diversity of use associated with higher PSI scores.

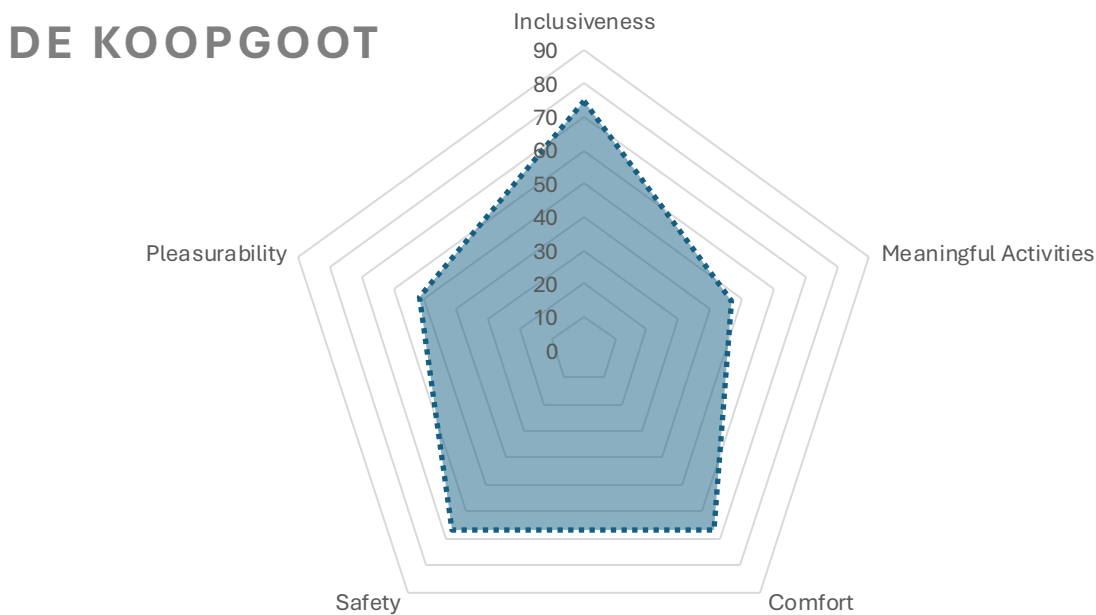


Figure 10: Radar chart visualising the PSI dimension scores of De Koopgoot

## 8.5 Little C

### 8.5.1 Inclusiveness

Little C achieves the highest inclusiveness score among all examined locations. The mixed-use programme attracts a broad range of users throughout the day, including residents, office workers, visitors to restaurants and cafés, customers of local services, and pedestrians passing through the area as part of wider urban routes. This functional mix creates an organic diversity that is difficult to achieve through design alone.

Respondents consistently described the atmosphere as informal, accessible, and relaxed. In contrast to most other cases, CCTV is absent, while house rules are communicated only discreetly through QR-code signage. As a result, regulation is present without imposing a dominant sense of control or restriction.

An important characteristic is the informal appropriation of space by residents. Parts of the publicly accessible courtyards have been personalised with plants, furniture, and decorative elements. Although this technically blurs the distinction between public and private territory, respondents generally experienced this not as exclusionary but as lively and welcoming. The visible presence of residents contributes both to inclusiveness and to informal social control.

### 8.5.2 Meaningful Activities

Little C achieves the highest score on meaningful activities. The diversity of functions generates activity throughout the day, while hospitality venues, local services, and waterfront cafés create multiple reasons for people to use the space beyond simple circulation.

Respondents identified the liveliness of the area as one of its main qualities. In particular, the waterfront hospitality venue functions as a strong social anchor attracting visitors from both inside and outside the neighbourhood. The presence of these “third places” contributes significantly to social interaction and neighbourhood identity (Mehta, 2014).

Although Little C performs strongest on this dimension, respondents still identified opportunities for further diversification through additional programming and community-oriented facilities.

### 8.5.3 Comfort

Little C performs well on comfort. The presence of greenery, informal seating opportunities, and nearby hospitality functions creates an inviting and relaxed environment. Respondents generally experienced the courtyards as pleasant spaces for stay and informal use.

Compared to cases such as The Valley and WTC Amsterdam, comfort is less dependent on formal design infrastructure and more on informal use and community appropriation. Resident-added furniture, planting, and decoration contribute significantly to the warmth and liveability of the environment. Comfort at Little C is therefore partly co-produced by users themselves.

### 8.5.4 Safety

Little C scores relatively well on safety despite the absence of CCTV infrastructure. Respondents frequently referred to the constant presence of residents and mixed-use activity as the primary source of perceived safety. The case strongly reflects the principle of “eyes on the street”, where safety emerges from continuous social presence rather than formal surveillance.

At the same time, respondents noted that perceptions of safety decline somewhat during evening hours when public activity decreases. This illustrates the vulnerability of safety models that rely predominantly on informal social control without additional supervision.

### 8.5.5 Pleasurability

Little C achieves a very high score on pleasurability, closely approaching the score of The Valley. Respondents consistently highlighted the strong architectural identity of the development, characterised by varied façades, small-scale urban blocks, greenery, and waterfront spaces. Several respondents compared the atmosphere to neighbourhoods in Brooklyn, emphasising its distinctive identity within the Rotterdam context.

The courtyards offer multiple subspaces with different atmospheres and patterns of use, contributing to a rich and memorable spatial experience. The combination of architectural quality, social liveliness, greenery, and water creates a highly pleasant and sensory urban environment.

### 8.5.6 Summary

Little C achieves the highest total PSI score of all examined locations (74,8). The project performs consistently well across all five dimensions and distinguishes itself particularly through its strong inclusiveness, high pleasurability, and diverse activity programme.

Importantly, these high spatial-quality scores are achieved despite the relative absence of formal governance instruments safeguarding public values. There are few visible rules, no extensive surveillance systems, and limited public-law obligations regarding openness or inclusiveness. Instead, spatial quality is produced primarily through mixed programming, active residential presence, and informal sociability. At the same time, this also creates vulnerability: the long-term quality of the space remains highly dependent on the continuity of its functional mix and community composition.

## LITTLE C

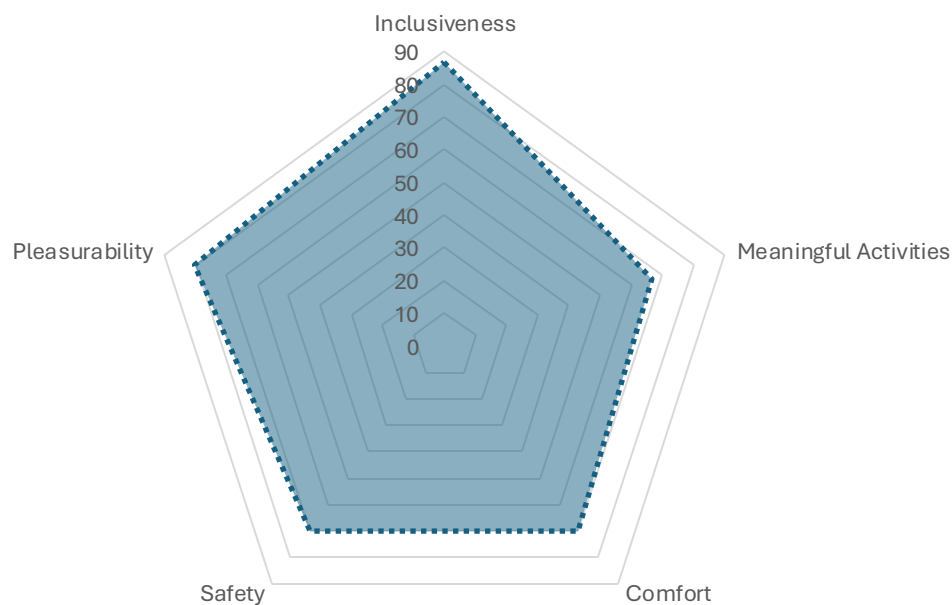


Figure 11: Radar chart visualising the PSI dimension scores of Little C

## 8.6 WTC Amsterdam

### 8.6.1 Inclusiveness

WTC Amsterdam achieves a moderate score on inclusiveness. During weekdays, the atrium feels open and accessible: entrances remain open, no gates or barriers are present, and respondents generally experienced the space as welcoming. In practice, however, the user group consists predominantly of office workers and business visitors connected to the WTC complex.

This is partly related to the business-oriented character of the Zuidas district, but also reflects a deliberate management strategy in which the space is not actively promoted externally in order to avoid unwanted use patterns. Respondents appreciated the combination of comfortable workspaces, reliable Wi-Fi, and hospitality functions, indicating a relatively specific but consistent user profile.

The weekend closure forms a significant limitation to inclusiveness. During weekends, the atrium is inaccessible to the general public and only available to office users with access passes, while hospitality functions are also closed. This substantially limits the public functioning of the space for two days each week.

### 8.6.2 Meaningful Activities

WTC Amsterdam scores moderately well on meaningful activities. The atrium offers a relatively rich mix of hospitality functions, retail, and informal workplaces aimed primarily at office users and business visitors. Respondents frequently mentioned the combination of comfort, amenities, and work functionality as a reason for repeated use.

At the same time, observations showed that the space is occasionally appropriated for more informal activities beyond the office environment itself, including studying, tutoring, and informal meetings. However, the closure of the atrium during weekends significantly limits the continuity of these activities and reduces the broader public role of the space.

### 8.6.3 Comfort

WTC Amsterdam performs exceptionally well on comfort, equal to The Valley. The indoor and climate-controlled atrium provides a consistently comfortable environment regardless of weather conditions. Respondents highlighted the high level of cleanliness, the abundance of seating, and the calm atmosphere despite relatively high visitor numbers.

The strong comfort score reflects the intensive management strategy aimed at maintaining a high-quality office environment. Although commercially motivated, these investments result in a clearly perceptible improvement in user experience for both regular and incidental visitors.

### 8.6.4 Safety

WTC Amsterdam achieves the highest safety score among all examined locations. The atrium is well-lit, visually open, and intensively managed. CCTV is present and clearly communicated to visitors, but respondents generally did not perceive surveillance as intrusive.

The combination of professional management, hospitality staff, retail activity, and constant use creates a strong layer of both formal and informal social control. Notably, house rules are not prominently displayed, which helps maintain an open and welcoming atmosphere despite the extensive management infrastructure.

### 8.6.5 Pleasurability

WTC Amsterdam achieves a moderate score on pleasurability. The atrium is architecturally well-maintained and provides an attractive stay environment, but lacks the strong identity or sensory richness found in cases such as The Valley or Little C.

Respondents valued the space primarily for its functionality, comfort, and facilities rather than for its architectural uniqueness or experiential qualities. The atrium therefore performs strongly as a practical and professionally managed stay environment, but less as a memorable urban destination.

### 8.6.6 Summary

WTC Amsterdam achieves a total PSI score of 68,1 positioning it between the higher-scoring cases of Little C and The Valley and the lower-scoring cases of the Koopgoot and Maaskantpark. The profile of the space is characteristic of an intensively managed POPS within a business-oriented urban environment: exceptionally strong on comfort and safety, moderate on meaningful activities, and more limited on inclusiveness and pleasurability.

The case demonstrates how a commercially motivated opening towards the public can create a highly comfortable and professionally managed stay environment without formal public-law obligations regarding accessibility or inclusiveness. At the same time, the weekend closure, limited external promotion, and office-oriented identity constrain the broader public character of the space, positioning WTC Amsterdam more as a semi-public environment than as a fully public urban place.

## WTC AMSTERDAM

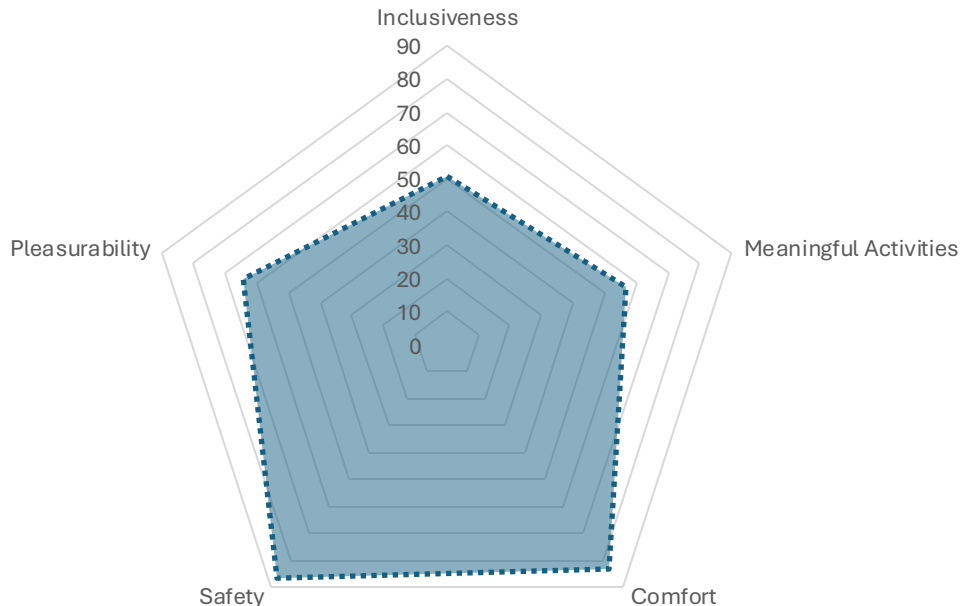


Figure 12: Radar chart visualising the PSI dimension scores of WTC Amsterdam

## 8.7 Cross case analysis on public space quality

The five cases show a pattern consistent with previous research on public spaces: these spaces generally score better on comfort, maintenance, and perceived safety than on inclusiveness and meaningful public use (Mehta, 2014; Harrang, 2022). This pattern is clearly visible in Figure 13, where most cases achieve relatively high scores on comfort- and safety-related dimensions, while scores regarding inclusivity, diversity of use, and meaningful activities vary significantly between locations. Similar findings have been found in international POPS research, which shows that privately managed public spaces often prioritize spatial planning, cleanliness, and comfort over broader social openness and diversity of use (Kayden, 2000; Németh & Schmidt, 2011; Manifesty et al., 2022). Abbasi et al. (2016) also demonstrate that high physical quality and accessibility do not automatically lead to strong social interaction or meaningful public use, as the quality of the experience depends equally on the diversity of activities, visibility, attractiveness, and opportunities for optional forms of use.

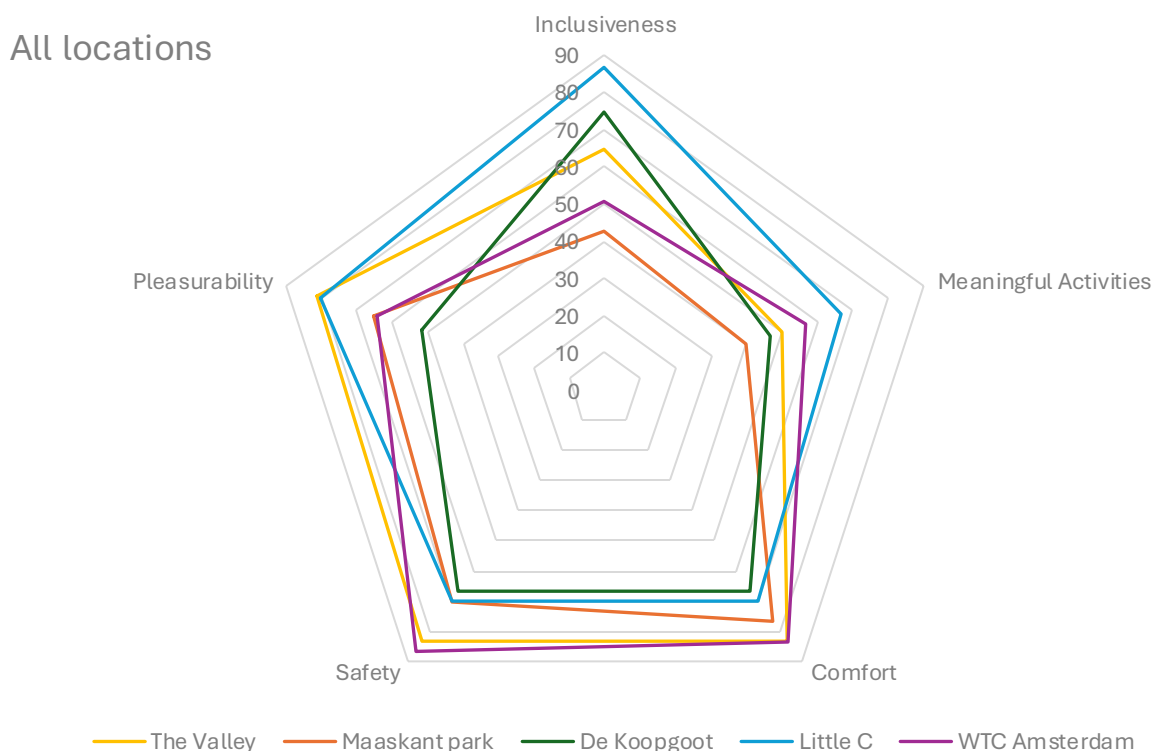


Figure 13: Comparative radar chart of PSI scores across the five POPS case studies

Little C and The Valley achieve the highest overall PSI scores (74.8 and 72.6, respectively), although they have distinctly different experience profiles. The Valley scores particularly well on comfort, safety, and pleasure, reflecting the high-quality architecture, extensive green areas, and refined spatial atmosphere. These findings align with the literature suggesting that high-quality design, greenery, and environmental coherence have a positive influence on perceived well-being and the attractiveness of a place (Carmona, 2019). At the same time, The Valley scores relatively lower on inclusivity, supporting the arguments that highly controlled and aesthetically refined environments can unintentionally create social barriers, despite formal public accessibility (Németh & Schmidt, 2011).

Little C exhibits the most balanced PSI profile across all five dimensions. Particularly high scores on inclusivity, meaningful activities, and pleasure suggest that the combination of multifunctional spaces, a human-scale spatial configuration, and informal social interaction contribute to a more socially

embedded public space experience. These findings are consistent with Whyte's (1980) argument that successful public spaces depend not only on physical quality but also on opportunities to linger, meet, and engage in daily social contact. Similar conclusions are drawn by Harrang (2022), who emphasizes the importance of active use, social diversity, and informal appropriation within successful public spaces. The relatively open and clear character of Little C further supports the findings that accessibility and public awareness have a strong influence on how public spaces are perceived and used (Manifesty et al., 2022).

WTC Amsterdam also scores high on comfort and safety, reflecting the high spatial quality and hospitality-oriented atmosphere of the public interior space. However, lower scores on inclusivity and meaningful activities suggest that the space is perceived as more selective and office-oriented than the cases with higher scores. This is consistent with the literature on public spaces, which demonstrates that perceived publicness is shaped not only by physical accessibility but also by user composition, spatial identity, and social atmosphere (Varna & Tiesdell, 2010; Lee et al., 2022). Maaskantpark and De Koopgoot achieve the lowest overall PSI scores (60.9 and 61.5, respectively), although for different reasons. Maaskantpark scores relatively high on comfort and perceived safety thanks to the greenery and quiet atmosphere. However, it scores significantly lower on inclusivity and meaningful activities due to limited visibility, limited accessibility, and a narrow user profile. These findings are consistent with studies showing that accessibility, visibility, and diversity of use are essential conditions for a successful public space (Manifesty et al., 2022).

De Koopgoot exhibits a different imbalance. Although the space scores relatively well on safety and comfort thanks to high activity and a lively urban environment, lower scores on pleasure and meaningful activities suggest that the space functions primarily as a circulation and consumption environment rather than as a socially attractive public place. This reflects broader criticism of commercially oriented public environments, where movement and retail efficiency may prevail over opportunities to linger, interact informally, and feel connected to the place (Kayden, 2000; Harrang, 2022). Abbasi et al. (2016) also note that spaces dominated by functional movement patterns often facilitate necessary activities more strongly than optional or socially meaningful forms of use.

The comparative radar (Figure 13: Comparative radar chart of PSI scores across the five POPS case studies Table 8: Analytical framework for RQ2; Management practices, sub-dimensions, and indicators, based on management components and sub-dimensions identified in chapter 3.3.) chart further illustrates these differences in experiential profiles. Little C demonstrates the most even distribution across all PSI dimensions, while The Valley and WTC Amsterdam show more polarised profiles characterised by exceptionally high comfort and safety scores combined with comparatively lower inclusiveness. Maaskantpark and De Koopgoot display the clearest imbalance between controlled and comfortable environments and lower levels of diversity of use and experiential richness.

In all cases, the findings underscore the multidimensional nature of public space quality. Good performance in terms of comfort, maintenance, and safety does not automatically lead to a high degree of inclusivity or meaningful public use. This supports Carmona's (2019) argument that the quality of a place should be understood as a multidimensional relationship between spatial, social, economic, and experiential qualities, rather than as a single measurable characteristic. This suggests that different governance and management structures yield distinctly different forms of public space experience within Dutch public spaces, which will be further investigated in Chapter 9.

9.

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**COMPARATIVE  
ANALYSIS**

# 9. COMPARATIVE ANALYSIS OF PUBLIC VALUE IN POPS

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## 9.1 Introduction

This chapter synthesizes the findings from chapters 5 to 8 through a comparative analysis between different case studies, and answers the fifth sub-question of this research: *What patterns can be identified between governance mechanisms, management practices, and the embedding of public values with the experienced public space quality across cases?*

The quality of public space, operationalized by the Public Space Index (PSI), serves as the central outcome variable. The PSI conceptualizes a high-quality public space as safe, comfortable, meaningful, inclusive, and pleasant (Mehta, 2014). The comparative PSI scores are: Little C (74.8), The Valley (72.6), WTC Amsterdam (68.1), De Koopgoot (61.5), and Maaskantpark (60.9). The analysis demonstrates that the quality of public space is not primarily determined by the ownership structure or spatial design, but by the interaction between administrative coordination, operational management, and the institutional safeguarding of public values.

## 9.2 Governance mechanisms and Public Space Quality

The cases demonstrate that Dutch POPS are predominantly governed via hybrid arrangements, in which private actors dominate both development and long-term management, while public actors primarily fulfil facilitating or supervisory roles. This reflects broader shifts towards entrepreneurial urban governance and market-oriented spatial development (Buitelaar & Bregman, 2016).

However, the findings indicate that ownership structure alone does not explain the differences in public space quality. Instead, the degree of institutional coordination between public and private actors proves to be decisive. Little C and De Koopgoot, the cases with the clearest contractual frameworks and the strongest public involvement during development, show the most balanced profiles of public space quality. This supports De Magalhães' (2010) argument that public access increasingly stems from hybrid forms of governance, in which responsibilities and accountability are distributed among various actors rather than being guaranteed exclusively by public ownership.

The Valley and WTC Amsterdam demonstrate governance configurations in which development processes were strongly market-driven and primarily led by private actors, while public ambitions regarding spatial quality and accessibility were incorporated into the governance structure. However, this did not necessarily result in highly inclusive forms of publicness. Although both cases scored highly on comfort and safety, inclusiveness and meaningful activities remained relatively weak due to limited accessibility, selective spatial coding, and owner-driven governance structures.

The Maaskantpark is the clearest example of institutional vulnerability. The absence of robust, long-term governance arrangements and formal public oversight resulted in the weakest PSI profile, particularly regarding inclusivity and diversity of activities. This reflects issues in public space governance

(Magalhães, 2010), where public functions remain vulnerable when long-term safeguard mechanisms are weak or absent. Overall, the findings support the conclusion of Németh and Schmidt (2011) that governance arrangements are more decisive for public access than ownership status alone. Stronger governance structures led to more balanced and stable forms of public space quality, particularly where development ambitions remained institutionally linked to long-term management practices.

### 9.3 Management practices and Public Space Quality

The findings indicate that management regimes directly influence the distribution of quality across the PSI dimensions. Intensive professional management consistently improved comfort, cleanliness, and perceived safety, but did not automatically lead to greater inclusivity or social diversity.

The Valley, WTC Amsterdam, and De Koopgoot utilized highly professionalized management systems characterized by CCTV infrastructure, hospitality-oriented security, and intensive maintenance regimes. These practices correlated with high scores on safety and comfort, which aligns with broader scholarly discourse on privately owned public spaces (Mohammadi & Stevens, 2025).

At the same time, these cases also showed stronger forms of behavioural control and symbolic exclusivity. Surveillance systems, controlled access configurations, and limited communication regarding public accessibility created implicit social barriers that restricted spontaneous and socially diverse use, leading to lower scores in inclusiveness. This reflects discussions by Németh and Schmidt (2011) regarding control measures and publicness modelling in privately managed public spaces.

Little C demonstrated an alternative management logic. Despite minimal formal surveillance and limited security infrastructure, the case achieved the highest overall score in terms of inclusivity, meaningful activities, and pleasurability. Publicness in Little C was primarily created through mixed functions, permanent residency, and informal social interaction, rather than through formal management measures.

This finding aligns with Jacobs' "eyes on the street" principle (Aksoy, 2021) and with research by Ujang et al. (2018), which shows that socially meaningful public environments emerge through repeated daily interaction, opportunities to linger, and informal social encounters. The findings therefore suggest that social intensity and functional diversity can yield broader forms of publicness than merely more intensive operational control.

Maaskantpark further demonstrates that investments in management alone are insufficient to create a high-quality, inclusive public space. Although maintenance standards were relatively high, intentional accessibility restrictions limited inclusivity and the diversity of activities. Publicness therefore appears to depend less on management intensity itself and more on how management practices regulate accessibility, use, and social openness.

### 9.4 Institutional embedding of public values and Public Space Quality

The comparative analysis indicates that the actual quality of Dutch public spaces (POPS) depends on how public values are institutionally embedded and continuously reproduced through governance and management practices after completion. In the five cases, clear patterns emerge between the type and continuity of embedded public values and the results of the Public Space Index (PSI).

The three cases with the highest scores regarding overall PSI performance: Little C (74.8), The Valley (72.6), and WTC Amsterdam (68.1), all contained relatively explicit mechanisms by which public values were safeguarded, even after the development phase. Although these mechanisms differed institutionally, all three cases demonstrated a relatively strong instrument for protecting public values.

Little C is the clearest example of socially embedded protection of public values. Public values regarding social interaction, mixed use, neighborhood identity, and informal appropriation remained operationally embedded through coordination at the consortium level and internally developed "essence sheets." At The Valley, ambitions regarding green spaces, architectural quality, and public accessibility were anchored through tender obligations linked to the Zuidas redevelopment framework. WTC Amsterdam relied on internally coordinated redevelopment visions and long-term management frameworks aimed at gradually transforming the office complex into a more publicly accessible, mixed-use environment.

Notably, The Valley and Little C, the only two cases in which all four public values (social, health, economic, and environment) were explicitly embedded in the governance structure and also implicitly reflected in long-term management practices, achieved the two highest PSI scores of all the cases examined (72.6 and 74.8, respectively). This suggests that a more balanced and multidimensional embedding of public values contributes to broader and more balanced forms of public space quality in practice.

At the same time, Maaskantpark and De Koopgoot demonstrate how an unbalanced embedding of public values can lead to more unbalanced forms of public space quality. In both cases, one or more public values were insufficiently taken into account during the development phase, or were not sufficiently translated into management practices. As a result, certain dimensions of public space quality remained underdeveloped in practice. Maaskantpark gave strong priority to environmental and health values but placed less emphasis on social values, which is reflected in the low scores for inclusivity and meaningful activities. De Koopgoot, on the other hand, strongly anchored social and economic values regarding retail performance, accessibility, and safety. This corresponded with relatively stable scores for comfort and safety, but with relatively weak scores for pleasurability and meaningful activities in the PSI.

Taken together, the findings indicate that the relationship between governance and public space quality is mediated through the long-term safeguarding of specific public values. Cases embedding public values generated broader quality scores, while cases primarily safeguarding economical values produced more comfortable, safe, and professionally managed, but also more selective, public environments.

## 9.5 Synthesis

Three overarching patterns emerge from the comparative analysis. First, the quality of governance influences the balance of results regarding public space quality. More cohesive governance structures led to broader and more stable profiles of public space quality, whereas weaker or predominantly market-oriented arrangements generated asymmetrical results, characterized by a high level of comfort and safety, but a lower degree of inclusivity and social diversity.

Second, management regimes functioned as constitutive mechanisms of publicness rather than merely operational systems. Cases with intensive professional management generally achieved high scores on comfort and safety, but often resulted in lower inclusiveness due to stronger behavioral control, surveillance, and implicit barriers to access. In contrast, more socially embedded management

environments, such as Little C, generated broader forms of inclusivity and meaningful activities through mixed functions, permanent residency, and informal social interaction, rather than through intensive operational control. The findings therefore suggest that publicness depends less on the intensity of management itself and more on how management practices shape accessibility, social openness, and opportunities for informal use.

Thirdly, the comparative analysis indicates that the quality of Dutch public spaces depends strongly on the way public values are safeguarded through governance and management after completion. Projects with clearer mechanisms for safeguarding public values in the long term generally achieved higher and more balanced PSI scores. In particular, Little C and The Valley, the only two projects in which all four public values were explicitly embedded in the governance structures and implicitly reflected in the management practices, achieved the highest PSI scores. Conversely, projects in which certain public values remained underrepresented showed more asymmetrical profiles of public space quality, with weaker results regarding inclusivity, meaningful activities, or pleasurability.

# 10.

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**DISCUSSION**

# 10. DISCUSSION

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## 10.3 Methodological reflection and limitations

Several methodological limitations must be acknowledged. First, although the chosen analytical frameworks proved suitable for the analysis of governance, management, and the quality of public space, they also have limitations. The Public Space Governance Framework (PSGF) focuses primarily on governance structures, instruments, and stakeholder relations, but pays less attention to the broader political-economic dynamics and power relations underlying privatization processes. Similarly, although the Public Space Index (PSI) proved effective for assessing experiential qualities such as inclusiveness, comfort, and safety, it is less suitable for capturing deeper socio-spatial inequalities or less visible forms of exclusion. Future research could therefore benefit from critical perspectives on privatization and urban governance to better understand the broader power dynamics shaping the development and management of public spaces.

Second, the PSI methodology is partly dependent on the researcher's interpretation. Although many indicators are based on observable conditions such as accessibility, maintenance quality, activity patterns, and user diversity, a certain degree of subjectivity remains inevitable. User surveys are also influenced by personal perceptions and temporal circumstances, meaning that experiences regarding comfort, inclusivity, or safety may differ among respondents.

Moreover, the PSI study was based on fifteen survey respondents per case, resulting in a total sample of seventy-five respondents across the five cases. While this provided a useful indication of how the spaces were experienced by users, the sample size limits the extent to which the findings can be generalised. The results should therefore be interpreted as indicative patterns rather than statistically representative conclusions. Future research could strengthen these insights through larger-scale quantitative studies or by applying complementary methods, such as longitudinal observations and an in-depth expert panel, to gain a richer understanding of how POPS are experienced and used over time.

Furthermore, the study focuses on five Dutch cases in Amsterdam and Rotterdam. While this allowed for an in-depth comparison within contexts of densely populated urban redevelopment, the findings cannot be fully generalized to all Dutch POPS contexts. Additionally, the study captures POPS performance at a specific point in time. Governance structures and management practices are dynamic and can evolve as a result of ownership changes, economic pressures, or changing policy priorities. Governance arrangements may also be influenced by differences in governance culture and planning practice between Amsterdam and Rotterdam, which can shape how public values are interpreted, negotiated, and safeguarded in POPS. Future research could therefore provide additional insight into how local institutional contexts influence the long-term safeguarding of public values in POPS.

Some limitations also relate to data collection. Semi-structured interviews were conducted with developers, owners, and facility managers directly involved in the projects, creating the possibility of respondent bias. Interviewees may have presented governance structures and management practices more positively due to professional or reputational interests. To reduce the influence of respondent bias, interview findings were triangulated with documentary evidence, structured observations, and user

survey results. However, access to private governance documentation, such as contracts or management agreements, remained limited, meaning that some governance mechanisms could only be reconstructed indirectly through interviews and publicly available information.

Additionally, the research focused primarily on governance and management rather than on the architectural design quality itself. While this helped to fill the identified gap in the research, spatial design undoubtedly remains an important factor influencing the quality of public space and user behaviour (Mehta, 2014). Public space quality is shaped by a complex interplay of factors, including spatial design, location, surrounding land uses, user composition, the period in which a development was realised and the age of the project, and broader socio-economic conditions. Consequently, governance and management should be understood as important explanatory factors rather than the sole determinants of public space quality.

## 10.1 Interpretation of the main findings

This thesis investigated how public values are embedded in the governance and management of Dutch POPS, and how this relates to the perceived quality of the public space. The findings demonstrate that the quality of POPS largely stems from the interaction between governance structures, operational management, and the long-term safeguarding of public values.

In the five cases studied, POPS with clearer governance structures, stronger continuity between development and management, and a more explicit safeguarding of public values generally achieved a higher quality of public space. In particular, Little C, The Valley, and WTC Amsterdam showed relatively strong results in terms of comfort, safety, and pleurability. These cases demonstrated that governance ambitions regarding accessibility, activation, and spatial quality were actively reproduced in daily management practices.

The findings confirm the central assumption of the conceptual framework that the quality of public space is not a static result achieved upon completion, but a continuously managed condition. This supports the existing literature stating that governance and operational management are decisive for the way public spaces function over time (Carmona, 2019; Zamanifard et al., 2018; Said & Tempels, 2023).

An important finding concerns the importance of the institutional safeguarding of public values. Governance mechanisms alone do not guarantee publicness or inclusiveness; rather, public values only remain visible in practice when they are embedded within long-term operational responsibilities, management structures, and accountability arrangements (Magalhães, 2010; Németh, 2009). This extends existing POPS literature, which often focuses primarily on ownership structures or normative critiques of privatisation (Németh, 2009; Mitchell, 1995). The Dutch cases demonstrate that the long-term functioning of POPS depends more strongly on how public values are operationalised and continuously enacted through management practices.

At the same time, the findings also reveal tensions between commercial objectives and transparency regarding who the space is intended for and under which conditions it can be used. In various cases, accessibility formally existed, while carefully designed environments, behavioural regulation, and commercial programming determined the perception of for whom the space was intended. This aligns with the literature on soft privatization and managed publicness (Van Eck & Van Melik, 2023). Publicness therefore proved not to be a binary state, but a continuum formed by operational practices, spatial atmosphere, and behavioural expectations.

## 10.2 Relation to literature and theory

The findings contribute to the growing academic discussion on hybrid public spaces by providing empirical insight into the Dutch context, where POPS have been relatively little studied. The existing literature on POPS is still heavily dominated by Anglo-American examples, particularly New York and London, where privatization is often viewed as a threat to democratic public space (Langstraat & Melik, 2013). Although similar tensions were observed in the Dutch cases, the findings suggest that Dutch POPS function within more hybrid governance structures, in which municipalities continue to influence development through planning frameworks, negotiated agreements, and policy ambitions.

However, the findings also demonstrate that public engagement alone does not automatically guarantee strong public outcomes. In several cases, public ambitions regarding inclusivity and accessibility remained relatively abstract and were insufficiently translated into concrete operational commitments or long-term monitoring structures. This shows that institutional engagement is only effective when public values are operationalized through enforceable governance and management arrangements.

The findings further confirm the relevance of the Framework for Governance of Public Spaces (Zamanifard et al., 2018). Governance mechanisms influenced the quality of public space both directly and indirectly through their effect on management practices. The governance structure determined who was responsible after completion, how resources were allocated, and how public ambitions were operationally safeguarded over time.

## 10.4 Broader implications and future research

This thesis demonstrates that the quality and public character of Dutch public spaces are determined not only by ownership structures but also by the extent to which public values are institutionally embedded and continuously reproduced through governance and management practices. Public spaces should therefore not be viewed merely as physical development outcomes, but as long-term socio-spatial governance structures, the quality of which depends on continuous management and operational control.

The findings suggest that the central challenge is not so much whether public spaces should exist, but rather under which governance and management conditions they can continue to function as accessible, inclusive, and publicly valuable components of the urban environment. As Dutch cities become more densely built and increasingly dependent on private urban development for the realization of public space, the importance of governance and operational management is likely to continue to increase in the long term.

At the same time, the research also emphasizes the need for a clearer Dutch conceptualization of public spaces. Because public spaces in the Netherlands are not yet fully institutionalized, the boundaries between privately managed public space, commercially accessible space, and voluntarily opened private space remain relatively unclear (Mohammadi & Heurkens, 2025). Developing a more systematic Dutch POPS typology could therefore help clarify how different governance structures, ownership constructions, and forms of public participation influence the functioning and public character of hybrid urban spaces in the Dutch context.

The findings also point to the need for a stronger understanding of how public space quality relates to real estate performance. While respondents across multiple cases highlighted the value of high-quality POPS for the attractiveness, occupancy, and long-term asset value, these relationships remain difficult

to measure systematically in current development and asset management practice. Future research could therefore explore how public space quality can be translated into measurable indicators and incorporated into real estate evaluation and asset management frameworks.

Finally, the inclusion of various POPS typologies in the case selection entailed both strengths and limitations. The variation between the cases revealed significant differences in governance structures, management practices, and operational control, but also introduced additional variables that made a direct comparison difficult. Future research could therefore focus on comparing multiple cases within the same POPS typology, thereby enabling a more controlled analysis of the relationship between governance, management, and public space quality.

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**CONCLUSION**

# 11. CONCLUSION

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This thesis investigated how public values are embedded in the governance and management of private public spaces in the Netherlands, and how this relates to the perceived quality of these spaces. Through a comparative case study of five Dutch POPS, the research analysed how governance mechanisms, management practices, and the institutional safeguarding of public values influence the quality of these spaces in the long term. The findings demonstrate that the quality of POPS is largely determined by the extent to which public values are structurally embedded in governance structures and continuously reproduced through operational management.

## 11.1 Governance, management, and public values

The central research question of this thesis asked: *How are public values embedded within the governance and management of Dutch POPS, and how is this associated with experienced public space quality?*

The findings indicate that public values in Dutch POPS are embedded to varying degrees through governance structures, contractual agreements, operational responsibilities, and management practices. However, safeguarding these values in the long term depends heavily on the continuity and institutionalization of governance and management following project completion. Projects with clearer governance responsibilities, stronger management structures, and more active management regimes generally exhibit a higher degree of inclusiveness, comfort, safety, meaningful activities, and pleasurability.

The comparative analysis demonstrates that governance mechanisms influence the quality of public space both directly and indirectly. Governance structures influence how responsibilities are assigned, how access and behaviour are regulated, and how operational quality is ensured after completion. Additionally, management practices serve as the operational translation of governance ambitions into the daily spatial experience. Practices regarding access, maintenance, supervision, regulation, and activation have a strong influence on how public spaces are experienced and used in practice.

The findings further demonstrate that the institutional safeguarding of public values forms the central link between governance, management, and the quality of the public space. Cases in which social, health, environmental, and economic values were more explicitly embedded in governance structures and translated into long-term management practices generally performed better on all PSI dimensions. Conversely, cases in which public values were less formally safeguarded showed greater tensions between commercial objectives and inclusive public use.

This thesis also challenges simplified distinctions between public and private space. The findings suggest that high-quality public spaces are not necessarily characterized by limited private involvement, but rather by governance structures in which private actors actively support and maintain public objectives. At the same time, the analysis shows that tensions between commercial value creation and public accessibility remain structurally present within Dutch public spaces. Forms of selective access, behavioural regulation, and commercially oriented activation can subtly influence inclusiveness and perceived openness, even in spaces that remain publicly accessible in practice.

## 11.2 Theoretical contribution

This research contributes to the academic debate on POPS and hybrid public spaces in three ways. First, it shifts the focus from ownership structures and physical design to long-term governance and management processes. The findings demonstrate that the functioning and public character of POPs are strongly influenced by operational governance agreements after completion, rather than by design and ownership alone.

Second, the thesis contributes empirical insight into the Dutch POPS context, which remains relatively underexplored within existing literature (Langstraat & Melik, 2013). Unlike the highly institutionalised POPS models often studied in Anglo-American contexts, Dutch POPS are characterised by more project-specific and negotiated governance arrangements (Said & Tempels, 2023). This research therefore contributes to a better understanding of how public-private governance configurations operate within the Dutch planning context.

Third, the study contributes conceptually by positioning the long-term safeguarding of public values as the mechanism that connects governance, management, and the quality of public space. Public values are not considered as static results achieved during development, but as ambitions that require continuous institutional reproduction through management practices over time. This provides a more integrated perspective on POPS by linking development-phase governance decisions to long-term operational outcomes.

## 11.3 Practical implications

The findings demonstrate that the governance of POPS must go beyond mere project execution and include explicit agreements regarding long-term management. Therefore, municipalities, developers, and investors should not only negotiate the physical realization of public spaces but also establish clear operational responsibilities, accountability structures, and long-term management obligations.

In this regard, the framework developed in this study can be applied throughout the lifecycle of POPS to assess whether governance ambitions are effectively translated into management practices and ultimately reflected in public space quality. For municipalities, it can be used to evaluate whether public values are sufficiently embedded and safeguarded within governance arrangements. For developers, it can support the assessment of how governance ambitions are translated into long-term management structures. For investors and asset managers, it provides a structured approach to evaluating whether management practices align with intended public values and contribute to the long-term functioning of publicly accessible spaces.

Furthermore, the findings suggest that management should be viewed as a strategic component of creating public value, rather than as a purely operational task. The quality of maintenance, programming, safety management, and activation has a strong influence on how public spaces function in practice and how users experience them over time.

## 11.4 Recommendations for public parties

The findings lead to the recommendation that municipalities should place greater emphasis on the long-term safeguarding of public values within public spaces. Public objectives regarding public spaces, such as accessibility, inclusivity, and activation, should therefore be more explicitly defined in contractual (e.g. anterior) agreements, development conditions, and long-term governance arrangements. The research

demonstrates that public values are more likely to lead to sustainable public space quality when they are institutionally anchored and operationally enforceable over time (Addas, 2020).

Additionally, municipalities could apply requirements regarding public values more strategically in development negotiations for public spaces. This involves linking stronger long-term public obligations to additional development rights, planning flexibility, or other spatial incentives. International examples, particularly in cities such as New York and London, show how POPS have already been integrated more systematically into planning negotiations and value exchange mechanisms (Dunlop et al., 2023; Németh, 2009). Compared to these more institutionalised models, the Dutch context still appears relatively project-specific and less formalised (Langstraat & Melik, 2013).

## 11.5 Recommendations for private parties

For developers, owners, and operational managers, the findings indicate that the integration of public values contributes not only to societal objectives but also to the long-term quality of the real estate. Cases in which social, health, environmental, and economic values were embedded more extensively (e.g., in essence sheets, internal vision documents) generally showed a higher actualised quality of public space and more intensive daily use. This suggests that public values should be viewed less as a planning obligation and more as a strategic component of long-term real estate value creation.

Additionally, public values should not be limited to ambitions formulated during development but should also be clearly anchored in operational management after completion. Without this continuity, the public character may gradually diminish over time (Dunlop et al., 2023). In several cases, ambitions established during development were not fully reflected in the operational phase. A more practical integration between these phases, for example by involving operational and facility managers earlier in the development process, could ensure that management, maintenance, and activation better support the project's intended public ambitions in the long term.

Furthermore, while interviewees across multiple cases highlighted the contribution of high-quality public spaces to tenant satisfaction, occupancy, and asset value, these relationships remain difficult to quantify in current development and asset management practices. Developing more robust indicators and valuation approaches that capture the contribution of public space quality to real estate performance could help developers, investors, and asset managers better recognise and incorporate these benefits into decision-making.

## 11.6 Final reflection

As urban development in the Netherlands increasingly gives the private sector more room to participate in the design and development of public space (Said & Tempels, 2023), POPS are likely to play a more prominent role in urban public space. This development creates opportunities for realizing high-quality and intensively used urban spaces, but also raises important questions regarding inclusivity, accessibility, and safeguarding public values in the long term.

This thesis demonstrates that the future quality of POPS depends less on formal ownership structures and more on how public values are institutionally embedded and continuously reproduced through governance and management. Publicness should therefore not be viewed as a fixed legal condition, but as an ongoing achievement in the field of governance and management. Ultimately, the challenge for future Dutch POPS is not only how to create publicly accessible spaces, but also how to maintain truly public and high quality urban environments throughout their entire operational lifecycle.

# MAKING POPS WORK

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Sustainable Governance  
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# Appendices

## Appendix 1: Governance analysis summaries per case

<b>Casus 1: The Valley - Governance analysis</b>		
<b>Dimension</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Stakeholders</b>	Public sector	The Municipality of Amsterdam acted in a framework-setting and supervisory role through the Zuidas project office, with limited substantive influence (approx. 5%). Its role was primarily regulatory rather than proactive or co-creative.
	Private sector	Private actors dominated the process (approx. 95%), including developer Edge (formerly OVG), architect MVRDV, financier ABN AMRO, and owner/manager RJB Groep, who controls both development outcomes and ongoing management.
	Users / citizens	No involvement of local residents, users, or civil society organisations was identified. The process was structured as a market consultation rather than a participatory planning trajectory.
<b>Governance structure</b>	Market-based governance	Governance is primarily organised through a market-based structure in which private actors dominate development, ownership, and long-term management, while the municipality mainly fulfilled a regulatory role through planning frameworks and agreements.
<b>Governance tools</b>	Formal instruments	Governance is primarily structured through legal instruments, including the zoning plan, building envelope, anterior agreement, building permit, and purchase agreement, which define accessibility, spatial integration, and green requirements.
	Incentives	Limited use of incentives; a reduced land price for cultural functions was applied but proved ineffective in practice.
	Guidance	Minimal use of guidance instruments; governance relied on fixed conditions rather than flexible policy guidance or design frameworks.
	Contracts	Key contractual arrangements include the anterior agreement (municipality-developer) and purchase agreement (developer-RJB Groep). Legal agreements were the zoning plan, building envelope, anterior agreement, building permit, and purchase agreement, which define accessibility, spatial integration, and green requirements.
	Informal instruments	Informal arrangements, such as trust-based expectations and intentions (e.g. regarding public accessibility), complement formal governance but are not legally enforceable.
<b>Governance tasks</b>	Steering	Strategic direction was initially set by the developer and MVRDV within municipal frameworks; post-completion steering lies with RJB Groep. No detailed programming vision is contractually bound.
	Place-shaping	Responsibility for spatial organisation and activation lies with the owner and asset manager; limited steering on programming has resulted in suboptimal activation of certain spaces (e.g. the Grotto).
	Finance	Development costs were integrated into the overall business case; ongoing management and maintenance are funded through service charges. No dedicated financing structure for public space exists.

Table 12: Summary of governance mechanisms in the development of The Valley

<b>Casus 2: Maaskant Park - Governance analysis</b>		
<b>Dimension</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Stakeholders</b>	Public sector	The Municipality of Rotterdam played a minimal and largely passive role. The only public actor with some influence was the municipal heritage department (Monumentenzorg), due to the monument status of the Groot Handelsgebouw. Beyond this, the municipality did not actively steer or support the development, which was considered a missed opportunity.
	Private sector	Private actors fully dominated the process, including owner Jamestown, advisor Cushman & Wakefield, and the developer Blooming Buildings. The owner retained full decision-making authority over development, implementation, and ongoing management.
	Users / citizens	The space was primarily designed with office users in mind, who responded positively, but broader public user groups were not actively represented in the development process.
<b>Governance structure</b>	Market-based governance	The governance structure is strongly market-based, with decision-making concentrated within the private domain. The development was driven by economic objectives, particularly improving the lettability and attractiveness of the building.
<b>Governance tools</b>	Incentives	No incentives or financial support mechanisms were identified. The development was entirely privately initiated and funded.
	Guidance	No formal guidance frameworks or policy instruments were applied. The development relied on internal ambitions rather than externally defined guidelines.
	Contracts	The only relevant contractual arrangement is the management contract between Jamestown and Blooming Buildings for the maintenance of the green space. Other aspects, such as access, use, and programming, are not contractually secured.
	Informal instruments	Informal arrangements and intentions play a central role, including agreements on opening hours, use, and programming. These are not legally enforceable and depend on internal alignment between private actors.
<b>Governance tasks</b>	Steering	Strategic direction and vision were defined by the owner in collaboration with the green designer. Programming is organised internally and primarily focused on events and marketing, without a formally defined or publicly anchored vision.
	Place-shaping	Responsibility for spatial configuration, maintenance, and activation lies with the owner and contracted parties. The green designer manages planting, while other elements fall under the owner, leading to fragmented responsibilities and variations in quality.
	Finance	No structurally secured long-term funding model is in place. Management budgets are negotiated annually, creating uncertainty and limiting long-term investment in quality, despite the overall financial success of the project.

Table 13: Summary of governance mechanisms in the development of the Maaskant Park

<b>Casus 3: De Koopgoot – Governance analysis</b>		
<b>Dimension</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Stakeholders</b>	Public sector	The Municipality of Rotterdam played an active role as landowner and regulatory authority. The municipality was closely involved through planning procedures, permit processes, infrastructure coordination, and the municipal police ordinance. A dedicated municipal project manager was assigned to the project.
	Private sector	Private actors dominated development and operation, including Multi Corporation, ING (now CBRE IM), major retailers, RET, and utility companies. After completion, ownership and management responsibilities shifted fully to the private sector.
	Users / citizens	Citizens and local residents were not formally involved in decision-making. Retailers and affected businesses were informed throughout the phased construction process.
<b>Governance structure</b>	Network-based governance	The governance structure is primarily network-based, characterised by intensive collaboration between public and private actors during development. Coordination took place through formal agreements and recurring meetings between the municipality, developer, RET, and utility companies. After completion, governance became more market-oriented.
<b>Governance tools</b>	Incentives	No financial incentives or subsidies were applied. The project was entirely market-driven despite relatively limited financial returns.
	Guidance	Urban planning ambitions regarding connectivity and spatial quality provided indirect guidance. No specific POPS policy framework existed at the time.
	Contracts	Key contractual arrangements included agreements between the municipality, Multi Corporation, and other stakeholders regarding coordination, infrastructure, ownership, and management responsibilities.
	Informal instruments	Informal collaboration and political support played an important role, particularly in overcoming resistance from the architectural review committee during the design process.
<b>Governance tasks</b>	Steering	Strategic direction was primarily defined by Multi Corporation in collaboration with the municipality, focused on connecting major retail areas and improving pedestrian connectivity.
	Place-shaping	Place shaping was closely integrated into the design process and later transferred to the private owner. Design choices regarding lighting, greenery, water features, and seating were intended to influence user behaviour and spatial quality.
	Finance	Development and management were fully integrated into a private business case. Long-term maintenance is financed through service charges imposed on retailers.

Table 14: Summary of governance mechanisms in the development of De Koopgoot

<b>Casus 4: Little C – Governance analysis</b>		
<b>Dimension</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Stakeholders</b>	Public sector	The Municipality of Rotterdam played an active partner role throughout the development process. Municipal representatives participated in the project team, attended management meetings, and assessed plans against shared quality ambitions.
	Private sector	Private actors played a leading role in development and long-term management, including ERA Contour, JP van Eesteren, Houvast, and institutional investor Bouwinvest. ERA Contour was primarily responsible for conceptual development and quality safeguarding.
	Users / citizens	Compared to the other cases, user participation played a relatively active role. Consultations were organised with neighbouring institutions and participation evenings allowed residents and interested users to contribute to discussions regarding public space and horeca functions.
<b>Governance structure</b>	Network-based governance	The governance structure is characterised by intensive collaboration between the municipality and the development consortium. Decision-making was organised through shared coordination and project-specific distribution of responsibilities, supported by strong internal quality governance mechanisms.
<b>Governance tools</b>	Incentives	No direct subsidies or financial incentives were applied. The development was fully market-driven and financed through private investment.
	Guidance	Governance relied strongly on internally developed “essence sheets”, which defined ambitions regarding architecture, greenery, social interaction, and spatial quality throughout the project.
	Contracts	Key contractual arrangements included the jointly developed zoning plan, the land purchase agreement, management association structures, homeowners’ associations, and agreements regarding shared ownership and management responsibilities.
	Informal instruments	Informal collaboration and internal quality procedures played an important role. The essence sheets functioned as an internally binding framework, while close cooperation between municipality and developer supported flexibility during the development process.
<b>Governance tasks</b>	Steering	Strategic direction was primarily defined by the development consortium, with ERA Contour leading conceptual development and quality safeguarding. The municipality fulfilled a supervisory and advisory role.
	Place-shaping	Place shaping was closely connected to the conceptual ambitions of the project. Design choices regarding greenery, rooftop gardens, pedestrian routes, low traffic intensity, and horeca functions were intended to strengthen social interaction and spatial quality.
	Finance	Development and management costs were fully integrated into the private business case. Long-term management of the shared outdoor spaces is structurally organised through a management association financed by owners and the institutional investor.

Table 15: Summary of governance mechanisms in the development of Little C

<b>Casus 5: WTC Amsterdam - Governance analysis</b>		
<b>Dimension</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Stakeholders</b>	Public sector	The Municipality of Amsterdam plays a dual role as regulator (permits and compliance with the omgevingsplan) and as landowner through the leasehold system. Its involvement is regular but primarily supervisory, with limited substantive steering on the use-phase of the publicly accessible spaces.
	Private sector	Private actors dominate governance, led by Seabury Investment Management as asset manager of the Dutch Office Fund. Approximately fifteen institutional investors are involved in major decision-making. CBRE is responsible for day-to-day management, while tenants (retail and hospitality) are key stakeholders in shaping use and atmosphere.
	Users / citizens	No formal involvement of residents or broader user groups is embedded in governance. Tenant feedback and user experiences are monitored through surveys and visitor data, but this input is not structurally integrated into decision-making processes.
<b>Governance structure</b>	Traditional governance	The governance structure is predominantly market-based, with decision-making concentrated within the private domain. Compared to other cases, it shows a higher degree of internal institutionalisation through coordinated asset management and investor alignment. The municipality plays a regulatory but non-directive role.
<b>Governance tools</b>	Incentives	No public incentives were identified. Private incentives are actively applied, such as reduced rents for impact-oriented organisations in exchange for programming and activation, supporting public value creation within a commercial framework.
	Guidance	Internal strategic documents, developed with an external concept agency, provide guidance for the integration of public values. These are direction-setting but not legally binding.
	Contracts	Contractual relations are clearly defined between owner, property manager, and tenants. Tenants are responsible for their units, while CBRE manages common areas. Public values are not contractually secured. Formal governance is structured through lease agreements, the property management contract with CBRE, and the zoning framework.
	Informal instruments	Informal instruments play a supporting role, including the influence of the Zuidas supervisor (“city at eye level”) and internal coordination between actors. Their role is limited compared to formal and strategic instruments.
<b>Governance tasks</b>	Steering	Strategic direction is defined by the owner through internal vision documents, aiming to transform the WTC into an open, mixed-use urban environment. Steering is flexible and can be adapted based on commercial considerations.
	Place-shaping	Responsibility for spatial configuration and activation lies with the owner and operational partners. Programming, retail curation, and gradual opening strategies are used to increase public use, guided by internal frameworks and commercial objectives.
	Finance	Financing is integrated into the overall asset business case. Costs are balanced against rental income, with maintenance partly covered through service charges. Public space investments are justified through their contribution to asset value rather than separate funding streams.

Table 16: Summary of governance mechanisms in the development of WTC Amsterdam

## Appendix 2: Management analysis summaries per case

<b>Casus 1: The Valley - Management analysis</b>		
<b>Component</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Access</b>	Opening hours	Roof garden open 24/7, atrium accessible 24/7 for residents and office users; evening access controlled via intercom. No formally communicated opening hours; access conditions adjusted pragmatically.
	Entry configuration	Differentiated access system with separate resident entrance and controlled visitor entry via reception. Layered physical and digital thresholds structure user flows.
	Legibility	Limited legibility of public access; building presents as closed and high-end. Public function not immediately recognisable, contributing to underuse.
	Conditioned access	No formal consumption requirement; however, presence of reception and security introduces implicit social thresholds.
<b>Rules</b>	Presence of house rules	Multiple rule sets (residents, tenants, public areas); rules for atrium physically present but not actively communicated or digitally accessible.
	Scope of restricted behaviours	Broad set of behavioural rules focused on nuisance prevention and safety; no explicit exclusion of specific user groups.
	Rule format & detail	Rules formulated as clear prohibitions and guidelines; adapted over time based on practice. Enforcement informal and situational.
<b>Oversight</b>	CCTV presence and visibility	Extensive CCTV system integrated into building; continuous monitoring, but not strongly emphasised in user experience.
	Security presence	24/7 staffed reception and continuous security presence; relatively intensive staffing structure.
	Patrol and intervention style	Predominantly host-oriented and reactive; intervention focused on de-escalation rather than strict enforcement.
	Accountability	No formalised KPI or reporting system identified; adjustments based on observations and signals. Accountability primarily towards owner.
<b>Maintenance</b>	Cleaning regime	Structured cleaning programme with external quality control and use of specialised equipment; high cleanliness level aligned with high-end positioning.
	Repair and defect response	Fast and responsive due to on-site management presence; no structural issues reported.
	Long-term renewal	No explicit long-term maintenance plan identified; decisions made case-by-case with owner. Still early lifecycle stage.
<b>Activation</b>	Programming profile	Limited and primarily resident-oriented programming; no formal strategy or public-facing programming logic.
	Stay infrastructure	Mixed-use functions and design features support use; no hostile architecture, but overall activity remains limited.
	Commercial footprint	Moderate commercial presence (horeca); activation more experience- and community-driven than profit-driven.
	Experience-making	Use of art and design to enhance experience; no structured monitoring of user experience.

Table 17: Summary of management practices in The Valley

<b>Casus 2: Maaskant Park - Management analysis</b>		
<b>Component</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Access</b>	Opening hours	Formally accessible between 08:00 and 20:00 on weekdays; access takes place through the reception of the Groot Handelsgebouw. The park is closed during weekends and public accessibility is not actively communicated.
	Entry configuration	Passage through the building reception functions as an implicit threshold. The rear gate was closed following issues related to nighttime occupation.
	Legibility	The park is hardly visible or recognisable as a publicly accessible space. Users consist predominantly of office employees working in the building. The weekday-only accessibility reinforces its office-oriented character.
	Conditioned access	No consumption obligation is present, although the reception passage and office-building environment create an implicit social threshold.
<b>Rules</b>	Presence of house rules	House rules are displayed at the entrance and focus on relatively self-evident behavioural norms.
	Scope of restricted behaviours	Main rules concern smoking and preventing damage to vegetation; the smoking ban is difficult to enforce in practice.
	Rule format & detail	Rules are limited, informal, and broadly formulated; no active evaluation or adaptation based on observed use takes place.
<b>Oversight</b>	CCTV presence and visibility	CCTV is present within the building, with limited surveillance in the park itself; the respondent had limited knowledge of its exact scope.
	Security presence	Security personnel are present and coordinated by Jamestown, primarily focused on building security rather than the public function of the park.
	Patrol and intervention style	Oversight is organised pragmatically and informally; no structured reporting or park-specific incident registration system is in place.
	Accountability	No external accountability mechanisms exist; issues are informally communicated to Jamestown on an ad hoc basis.
<b>Maintenance</b>	Cleaning regime	No separate cleaning regime for the park exists; green maintenance is carried out intensively and weekly by Blooming Buildings.
	Repair and defect response	Repairs to the building and furniture are managed by Jamestown; communication with Blooming Buildings is informal but functional.
	Long-term renewal	No formal multi-year maintenance strategy exists; yearly contract renewals with Blooming Buildings create uncertainty regarding long-term quality safeguarding.
<b>Activation</b>	Programming profile	Regular events such as food events, Christmas markets, and social gatherings are organised primarily for office users and communicated through posters and a building app.
	Stay infrastructure	Limited seating and table facilities are present, primarily oriented towards office employees.
	Commercial footprint	No direct commercial exploitation of the park itself takes place; activation primarily serves the building's rental and attractiveness strategy.
	Experience-making	The quality and diversity of the greenery form the park's primary experiential value, while community building functions as an explicit management objective.

Table 18: Summary of management practices in the Maaskant Park

<b>Casus 3: De Koopgoot - Management analysis</b>		
<b>Component</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Access</b>	Opening hours	The passage is almost continuously open; the metro underpass is closed between 02:00 and 07:00. Retail opening hours are regulated through internal house rules.
	Entry configuration	Open access through multiple entrances and stairways; no physical entry barriers are present. CCTV signage is displayed at entrances in accordance with privacy regulations.
	Legibility	The private ownership status is hardly visible; visitors generally perceive the Koopgoot as municipal public space.
	Conditioned access	No consumption obligation is imposed; staying without making purchases is explicitly permitted.
<b>Rules</b>	Presence of house rules	House rules are displayed at the entrances, with reference to the complete version available online.
	Scope of restricted behaviours	Rules prohibit smoking, skating, drug use, demonstrations, and political expressions; rules are broadly formulated and allow discretionary enforcement.
	Rule format & detail	Rules are clearly communicated and periodically adjusted based on observed behaviour. Enforcement is pragmatic, with some rules informally tolerated to maintain visitor experience
<b>Oversight</b>	CCTV presence and visibility	Nineteen CCTV cameras are continuously monitored from a dedicated security room beneath the passage. Surveillance is visibly communicated through signage.
	Security presence	Two security services operate within the passage: Trigion provides hospitality-oriented oversight, while AR Beveiliging handles escalation and enforcement.
	Patrol and intervention style	Oversight is primarily proactive and hospitality-oriented, with escalation towards stricter enforcement where necessary.
	Accountability	Daily written reporting takes place towards the technical manager; incidents involving reputational risks are escalated to the owner.
<b>Maintenance</b>	Cleaning regime	Daily cleaning takes place between 07:00 and 16:00 following a cleaning schedule; maintenance quality is positioned at a higher level than surrounding public space.
	Repair and defect response	Technical issues can be reported through multiple channels and are coordinated through the Cushman & Wakefield service desk and technical management structure.
	Long-term renewal	A ten-year multi-year maintenance plan is in place; large-scale investment decisions remain dependent on the owner.
<b>Activation</b>	Programming profile	Programming includes events such as the Caribbean Carnival, Christmas choirs, and retail activations, focused on experience and prolonging visitor stay.
	Stay infrastructure	Recent additions include seating elements, water features, a marble track, and customised background music aimed at encouraging longer stays.
	Commercial footprint	Commercial objectives remain important but are consciously balanced with broader visitor experience and social interaction.
	Experience-making	Atmosphere is actively shaped through music, activations, and social media strategies, aiming positioning the Koopgoot as a vibrant place for Rotterdam.

Table 19: Summary of management practices in De Koopgoot

<b>Casus 4: Little C - Management analysis</b>		
<b>Component</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Access</b>	Opening hours	The outdoor spaces are continuously and freely accessible, with no formal opening hours. The spatial configuration makes closure practically impossible without disrupting the pedestrian connections running through the development.
	Entry configuration	No physical barriers, gates, or access systems are present. A municipal bicycle path runs through the site, reinforcing public permeability and through-movement.
	Legibility	No formal signage or indications are present, but the spatial design communicates openness and accessibility. The public character of the spaces is informally but effectively legible.
	Conditioned access	No consumption requirements or other conditions apply to the use of the outdoor spaces.
<b>Rules</b>	Presence of house rules	House rules are drafted by the VvE manager and approved by the VvE members. They consist of standard provisions addressing nuisance, noise restrictions, and littering, and are communicated through discreet QR codes.
	Scope of restricted behaviours	Limited to standard VvE regulations; no explicit exclusionary provisions targeting specific user groups were identified.
	Rule format & detail	Rules are broadly formulated and neither actively communicated nor actively enforced. Enforcement occurs reactively through the police in the event of incidents.
<b>Oversight</b>	CCTV presence and visibility	No CCTV surveillance is present in the outdoor spaces due to privacy legislation; the municipal bicycle path prevents camera use. Building cameras are directed solely at private entrances.
	Security presence	No security personnel or surveillance service is active on site; oversight relies entirely on informal social control by residents and visitors.
	Patrol and intervention style	Entirely reactive and informal; incidents are reported to the police.
	Accountability	No structured reporting point or complaint registration system exists; communication occurs informally through the VvE or directly between owners.
<b>Maintenance</b>	Cleaning regime	Maintenance is outsourced through the VvE; green maintenance and daily upkeep are financed through annual VvE contributions from all owners.
	Repair and defect response	Defects are reported through the VvE manager; MVGM has no direct operational control over the outdoor spaces.
	Long-term renewal	A multi-year maintenance plan (MJOP) is prepared by the VvE manager; MVGM reviews planned interventions on behalf of Bouwinvest. Sustainability improvements, such as rain barrels, are introduced through the VvE structure.
<b>Activation</b>	Programming profile	No central programming strategy exists; vitality emerges organically from the mixed-use ground-floor functions and the presence of residents.
	Stay infrastructure	Hospitality venues and the waterfront location function as social anchors; informal appropriation by residents through plants and furniture contributes to the liveability of the spaces.
	Commercial footprint	Ground-floor hospitality functions contribute to activity without commercially dominating the spaces.
	Experience-making	Vitality and social interaction are generated through everyday use rather than organised programming. No active residents' or tenants' committee is present.

Table 20: Summary of management practices in Little C

<b>Casus 5: WTC Amsterdam - Management analysis</b>		
<b>Component</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Access</b>	Opening hours	Public areas are freely accessible during regular office hours; WTC users effectively have 24/7 access. Office towers can largely be entered without access cards.
	Entry configuration	Multiple entrances without physical barriers or mandatory identification; hosts and hostesses are present within the entrance areas.
	Legibility	Public accessibility is deliberately not actively communicated externally; management seeks to attract a preferred public without explicit exclusion.
	Conditioned access	No formal consumption obligation exists; behavioural expectations are informally communicated through security personnel and staff presence.
<b>Rules</b>	Presence of house rules	Rules formally exist but are weakly visible within the public areas.
	Scope of restricted behaviours	Rules are broadly formulated and behaviour-oriented; homeless individuals are tolerated unless nuisance or complaints arise.
	Rule format & detail	Rules function primarily as a background framework for enforcement rather than as explicit communication towards visitors.
<b>Oversight</b>	CCTV presence and visibility	Approximately 40–50 CCTV cameras are continuously monitored from a central security room.
	Security presence	Professional security personnel are present 24/7, supplemented by hosts and hostesses with signalling and service-oriented functions.
	Patrol and intervention style	Oversight is primarily service-oriented, with escalation towards facility management and police only in serious situations.
	Accountability	Annual tenant satisfaction surveys function as formal accountability instruments, complemented by daily staff observations.
<b>Maintenance</b>	Cleaning regime	Continuous cleaning and maintenance take place throughout the building due to the high visitor intensity associated with public accessibility.
	Repair and defect response	Defects are directly communicated to technical management and addressed through integrated operational structures.
	Long-term renewal	Multi-year renovation plans exist within the broader redevelopment strategy; financing occurs through service charges and owner investments.
<b>Activation</b>	Programming profile	Activities such as wine tastings, anniversary events, and social gatherings are organised primarily for tenant community building.
	Stay infrastructure	Planned additions include a central “Connect Bar” and expanded seating areas intended to prolong stay and stimulate interaction.
	Commercial footprint	Horeca and retail functions are present but consciously balanced with public accessibility and spatial quality ambitions.
	Experience-making	Activation focuses strongly on social interaction and community building, supporting the ambition to position WTC Amsterdam as an open urban meeting place.

Table 21: Summary of management practices in WTC Amsterdam

## Appendix 3: Public value embedment analysis summaries per case

<b>Casus 1: The Valley – public value embedment analysis</b>		
<b>Phase</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Development phase</b>	Health	Present within the design vision and tender ambitions through staircases, green routes, seating areas, and water features aimed at stimulating well-being and movement. Not contractually safeguarded.
	Social	Present as a tender ambition through mixed-use programming and the ambition to reduce the monofunctional character of the Zuidas. Public routes and meeting spaces were integrated into the design. Inclusiveness and diversity of user groups were not formally safeguarded.
	Economic	Economic feasibility formed a dominant underlying condition. Public space costs were integrated into the development budget and later financed through service charges. No separate financial structure for public functions exists.
	Environmental	Sustainability formed part of the tender assessment at building level. Greenery was primarily motivated by the conceptual vision of a “green rock” rather than explicit biodiversity or climate-adaptation objectives. No formal safeguarding for the public space was established.
<b>Operational phase</b>	Health	Implicitly present through high maintenance standards, green upkeep, cleaning, and atmosphere management. No explicit health objectives or monitoring mechanisms are in place.
	Social	Management focuses primarily on safety and behavioural control. Activation is mainly oriented towards residents and office users. No explicit strategy for social inclusiveness exists. Public use as a social media and photography destination emerged organically rather than through active management.
	Economic	Management is financed through service charges, while investment decisions remain dependent on the owner. High-quality management is maintained primarily because it contributes to the commercial attractiveness and value of the complex.
	Environmental	Environmental values are only limitedly present through professional green maintenance and some optimisation of cleaning processes. No explicit sustainability strategy for the public space exists within management practices.

Table 22: Summary of the embedding of public values in The Valley

<b>Casus 2: Maaskant Park – public value embedment analysis</b>		
<b>Phase</b>	<b>Sub-dimension</b>	<b>Findings</b>
<b>Development phase</b>	Health	Strongly present through the mission of Blooming Buildings, which positioned high-quality urban greenery as a tool for mental health, well-being, and stress reduction. Health ambitions were embedded in the design approach but not contractually safeguarded, remaining dependent on annually renewed management contracts.
	Social	Present as an underlying ambition focused on social cohesion and creating a meeting place. In practice, these ambitions were constrained by the owner’s cautious communication strategy and the absence of formal inclusiveness obligations.
	Economic	Economically driven from the outset, with the park developed to reduce vacancy and improve the attractiveness of the Groot Handelsgebouw. The park’s commercial success became clearly visible after completion. No separate financing structure for public functions exists.
	Environmental	Strongly embedded within the design philosophy through ambitions related to biodiversity, climate adaptation, and nature-inclusive design. These ambitions were not contractually safeguarded and remained dependent on the intentions of the involved private actors. Heritage restrictions limited technical interventions such as automated irrigation systems.
<b>Operational phase</b>	Health	Strongly reflected in daily green management practices through intensive, species-rich, year-round maintenance contributing directly to spatial quality and well-being. No formal health objectives or monitoring mechanisms are in place.
	Social	Management supports informal social interaction through the presence of green managers and tenant-oriented programming. No explicit strategy exists for broader public accessibility or active social inclusiveness.
	Economic	Management budgets are renegotiated annually, creating ongoing pressure on quality safeguarding. Economic logic legitimises continued investment in the park while simultaneously creating vulnerability regarding long-term maintenance quality.
	Environmental	Environmental values are strongly operationalised through biodiversity-focused maintenance, extensive planting diversity, and active ecological management. Maintenance remains labour-intensive and vulnerable due to the absence of automated irrigation and formal sustainability monitoring systems.

Table 23: Summary of the embedding of public values in the Maaskant Park

<b>Casus 3: De Koopgoot – public value embedment analysis</b>		
<b>Phase</b>	<b>Sub-dimension</b>	<b>Findings</b>
Development phase	Health	Limitedly present through attention to accessibility, staircase usability, and emergency access routes. Greenery and water features were initially included but broader health or sustainability ambitions were not formally embedded.
	Social	Safety and manageability formed the dominant social values within governance. Seating was deliberately excluded at completion to prevent unwanted stay. Application of the municipal police ordinance to private space functioned as a safeguard for public accessibility. A structural consultation platform between retailers, owners, and the municipality was established after completion.
	Economic	Economically driven from the outset, with the business case forming the primary rationale. Material choices were influenced by long-term maintenance and service-cost considerations. Forward funding enabled early integration of management perspectives. No separate economic structure existed for the public space itself.
	Environmental	Environmental and sustainability values were largely absent as explicit governance objectives. Durable materials were selected primarily for operational efficiency and long-term maintenance considerations rather than environmental ambitions.
Operational phase	Health	Limitedly present; no explicit health or well-being policy exists. High cleaning standards contribute indirectly to comfort and perceived safety. Original greenery disappeared due to maintenance challenges, while sustainability interventions remain technically constrained.
	Social	Social values have strengthened over time through the addition of seating, water features, interactive elements, music, and events. Security applies a hospitality-oriented approach. The ambition to position the Koopgoot as a meeting place for Rotterdam is explicit, although nighttime closure of the metro underpass limits accessibility.
	Economic	Economic values remain dominant, with management focused on occupancy, tenant retention, footfall, and commercial attractiveness. Stay infrastructure is justified primarily through its contribution to visitor duration and retail performance. No specific KPIs exist regarding public-space quality.
	Environmental	Sustainability ambitions are present mainly through the broader Paris Proof objectives of CBRE IM, including BREEAM investigations and analyses regarding solar panels. Operational implementation within the public space itself remains limited.

Table 24: Summary of the embedding of public values in De Koopgoot

<b>Casus 4: Little C – public value embedment analysis</b>		
<b>Phase</b>	<b>Sub-dimension</b>	<b>Findings</b>
Development phase	Health	Strongly embedded through spatial design measures, including greenery, shaded alleys, daylight-oriented building configuration, and shared rooftop gardens per residential cluster. Not contractually safeguarded through external instruments, but embedded internally through the <i>essentiebladen</i> quality framework.
	Social	Central to the development vision, with explicit ambitions regarding encounters, community formation, and resident appropriation of the public spaces. Participation processes involving surrounding institutions and future residents were conducted. No formal municipal participation requirements were imposed.
	Economic	Present primarily as a boundary condition; lower return expectations were consciously accepted in favour of spatial quality ambitions. The participation of institutional investor Bouwinvest provided financial stability for the rental housing programme.
	Environmental	Embedded through the retention deck, green roofs, and connection to district heating. Sustainability measures were primarily functionally motivated; no formal sustainability certification for the outdoor spaces was pursued.
Operational phase	Health	Indirectly reflected through green maintenance and the overall appearance of the outdoor spaces. No explicit health-monitoring or well-being strategy is embedded in management. Sustainability improvements through rain barrels have been proposed but not yet implemented.
	Social	Not actively managed; community formation and vitality emerge organically through the functional mix and resident presence. No tenants' committee exists, limiting opportunities to gather user feedback and community signals.
	Economic	Dominant within the operational logic; Bouwinvest, through MVGM, focuses on efficiency and cost-effectiveness of VvE expenditures. Investments in outdoor-space quality are commercially justified through their impact on rental performance and tenant satisfaction.
	Environmental	Limited operational translation: the retention deck functions as designed, but the connection between sustainable design and everyday management remains weak. Improvements through rain barrels and more sustainable green maintenance are discussed through the VvE structure.

Table 25: Summary of the embedding of public values in Little C

<b>Casus 5: WTC Amsterdam – public value embedment analysis</b>		
<b>Phase</b>	<b>Sub-dimension</b>	<b>Findings</b>
Development phase	Health	Present within the redevelopment strategy through ambitions related to improved daylight access, thermal comfort, greenery, and the introduction of a wellbeing zone. These ambitions were guided primarily through internal strategic vision documents and concept development rather than formal public obligations.
	Social	Central to the redevelopment strategy through the transformation from an exclusive office complex into a more open urban environment. Inclusiveness was internally formalised under the vision “open, purposeful, creative,”. Governance relied mainly on internally developed visions,
	Economic	Primary driver of the redevelopment, justified through projected increases in rental value and tenant attractiveness. Innovative arrangements allow impact-oriented tenants to receive reduced rent in exchange for events and social-media visibility.
	Environmental	Present within the renovation strategy through improved insulation, sustainable materials, and additional greenery. Sustainability functioned mainly as an efficiency argument rather than a publicly safeguarded objective.
Operational phase	Health	Present mainly as a quality standard through climate-controlled spaces, greenery, and comfortable stay infrastructure. Planned wellbeing facilities and coaching ambitions remain unrealised. Gym facilities are accessible only to tenants.
	Social	Social values are central within management through community-building strategies, events, hospitality functions, and extended opening hours. Inclusiveness is approached pragmatically: everyone is welcome unless nuisance occurs. The tension between openness and maintaining a preferred public is actively managed.
	Economic	Economic values dominate management practices through a strong focus on tenant satisfaction, tenant retention, and attractiveness of the office product. Additional management costs related to public accessibility are accepted as investments in the competitiveness of the complex.
	Environmental	Sustainability values are reflected mainly through energy-efficiency measures and sustainable renovation materials. No external sustainability certification or climate-adaptation obligations were identified as explicit management objectives.

Table 26: Summary of the embedding of public values in WTC Amsterdam

## Appendix 4: Public space index results

This appendix contains the complete measurement instrument used to evaluate five public spaces: The Valley, Maaskant park, De Koopgoot, Little C and WTC Amsterdam. The instrument is based on the Public Space Index (PSI) developed by Mehta (2014) and comprises five dimensions: inclusiveness, meaningful activities, comfort, safety and pleasurability. Data were collected through a user survey (15 respondents per location) and structured observations (12 observation moments per location: six on a weekday and six on a weekend day). All variables are scored on a scale of 0 to 3. Scores are weighted and summed per dimension (maximum 30 per dimension, maximum total 150), then converted to a PSI score on a scale of 0 to 100.

### Contents:

- a. Observation protocol (variables and scoring criteria from Mehta, 2014)
- b. Survey questionnaire (questions and scoring criteria from Mehta, 2014)
- c. Raw survey results per location
- d. Raw observation results per location
- e. Summary of scores and PSI totals

## a. Observation protocol

The table below lists all observation variables as defined by Mehta (2014). W = weighting of the variable within the dimension. All observations were conducted six times on a weekday and six times on a weekend day.

Nr.	Aspect	Variable (Mehta, 2014)	W	Scoring criteria	Measuring criteria
<b>Inclusiveness</b>					
1	Inclusiveness	Presence of people of diverse ages	0.4	0 = very limited   1 = low   2 = medium   3 = high	Determined by observations using counts
2	Inclusiveness	Presence of people of different genders	0.4	0 = very limited   1 = low   2 = medium   3 = high	Determined by observations using counts
3	Inclusiveness	Presence of people of diverse classes	0.4	0 = very limited   1 = low   2 = medium   3 = high	Determined by observations using counts
4	Inclusiveness	Presence of people of diverse races	0.4	0 = very limited   1 = low   2 = medium   3 = high	Determined by observations using counts
5	Inclusiveness	Presence of people with diverse physical abilities	0.4	0 = very limited   1 = low   2 = medium   3 = high	Determined by observations using counts
6	Inclusiveness	Control of entrance to public space: presence of lockable gates, fences, etc.	1.0	3 = none   2 = low   1 = medium   0 = high	Determined by observations
7	Inclusiveness	Range of activities and behaviours	1.0	0 = very limited   1 = low   2 = medium   3 = high	Determined by observations using count of activities, behaviours, postures
8	Inclusiveness	Opening hours of public space	1.0	0 = very limited <10 hrs   1 = open at least 10 hrs   2 = open most hours   3 = no restrictions	Determined by signs indicating such and/or security guards asking people to leave
9	Inclusiveness	Presence of posted signs to exclude certain people or behaviours	1.0	3 = none   2 = somewhat   1 = moderately   0 = very much	Determined by number of signs, their location, size and the verbiage
<b>Meaningful Activities</b>					
13	Meaningful Activities	Presence of community-gathering third places	2.0	0 = none   1 = one   2 = two   3 = few	Determined by observations of businesses or other specific places that act as community gathering places
14	Meaningful Activities	Range of activities and behaviours	1.0	0 = very limited   1 = low   2 = medium   3 = high	Determined by observations using count of activities, behaviours, postures
15	Meaningful Activities	Space flexibility to suit user needs	1.0	0 = none   1 = somewhat flexible   2 = moderately flexible   3 = very flexible	Determined by observing any modifications made by users over time
16	Meaningful Activities	Availability of food within or at the edges of the space	2.0	0 = none   1 = one   2 = two   3 = several	Determined by observations using counts
17	Meaningful Activities	Variety of businesses and other uses at the edges of the space	1.0	0 = none   1 = very little   2 = moderate   3 = high	Determined by observations using counts
<b>Comfort</b>					
20	Comfort	Places to sit without paying for goods and services	2.0	0 = none   1 = few   2 = several in some parts of space   3 = several in many parts of space	Determined by observations using counts
21	Comfort	Seating provided by businesses	1.0	0 = none   1 = few   2 = several in some parts of space   3 = several in many parts of space	Determined by observations using counts

22	Comfort	Other furniture and artifacts in the space	1.0	0 = none   1 = few   2 = several in some parts of space   3 = several in many parts of space	Determined by observations using counts
23	Comfort	Climatic comfort of the space — shade and shelter	2.0	0 = not comfortable   1 = somewhat comfortable in some parts of space   2 = comfortable in some parts of space   3 = comfortable in most of the space	Determined by observations
24	Comfort	Design elements discouraging use of space	1.0	3 = none   2 = one or two   1 = few   0 = several	Determined by observations
<b>Safety</b>					
27	Safety	Visual and physical connection and openness to adjacent street/s or spaces	1.0	0 = almost none or very poor   1 = somewhat tentative   2 = moderately well connected   3 = very well connected	Determined by observations
28	Safety	Physical condition and maintenance appropriate for the space	1.0	0 = not at all   1 = somewhat   2 = mostly   3 = very much	Determined by observations
29	Safety	Lighting quality in space after dark	1.0	0 = very poor   1 = many parts not well lit   2 = mostly well lit   3 = very well lit	Determined by observations
<b>Pleasurability</b>					
34	Pleasurability	Presence of memorable architectural or landscape features (imageability)	0.7	0 = none   1 = very few   2 = moderate   3 = several	Determined by observations
35	Pleasurability	Sense of enclosure	0.7	0 = very poor sense of enclosure   1 = moderately well enclosed   2 = good sense of enclosure   3 = very good sense of enclosure	Determined by observations
36	Pleasurability	Variety of sub-spaces	0.7	0 = none   1 = very few   2 = moderate   3 = several	Determined by observations using counts
37	Pleasurability	Density of elements in space providing sensory complexity	0.7	0 = none or very few   1 = few   2 = moderate   3 = high	Determined by observations using counts
38	Pleasurability	Variety of elements in space providing sensory complexity	0.7	0 = none   1 = very little   2 = moderate   3 = high	Determined by observations using counts
39	Pleasurability	Design elements providing focal points	0.7	0 = none   1 = one   2 = two   3 = several	Determined by observations using counts
40	Pleasurability	Visual and physical connection and openness to adjacent street/s or spaces	0.7	0 = almost none or very poor   1 = somewhat tentative   2 = moderately well connected   3 = very well connected	Determined by observations
41	Pleasurability	Permeability of building facades on the streetfront	0.7	0 = not at all   1 = some parts somewhat permeable   2 = moderate permeability   3 = very permeable all along	Determined by observations
42	Pleasurability	Personalization of the buildings on the streetfront	0.7	0 = not at all   1 = some parts somewhat personalized   2 = moderate personalization   3 = very personalized all along	Determined by observations
43	Pleasurability	Articulation and variety in architectural features of building facades on the streetfront	0.7	0 = poor articulation and variety   1 = somewhat articulated   2 = moderate articulation   3 = very well articulated	Determined by observations

## b. Survey questionnaire

The survey questions below were presented to users on-site at each location. Respondents rated each item on a scale of 0 to 3 based on their personal experience. Variable names and scoring criteria follow Mehta (2014); the Dutch formulations were used during data collection. W = weighting of the variable within the dimension.

Nr.	Aspect	Question (questions are asked in Dutch)	W	Scoring criteria
<b>Inclusiveness</b>				
10	Inclusiveness	In welke mate ervaart u het aanwezige toezicht (camera's, beveiliging) als intimiderend of belemmerend voor uw vrijheid?	1.0	3 = not at all   2 = somewhat   1 = moderately   0 = very much
11	Inclusiveness	In welke mate ervaart u deze ruimte als open en toegankelijk?	2.0	0 = not at all   1 = some parts/at some time   2 = mostly   3 = completely
12	Inclusiveness	In welke mate ervaart u dat u hier kunt deelnemen aan activiteiten of gebeurtenissen?	1.0	0 = cannot in most   1 = only in some/at some time   2 = in many   3 = in almost all/all
<b>Meaningful Activities</b>				
18	Meaningful Activities	In welke mate vindt u dat deze ruimte geschikt is voor activiteiten of verblijf?	2.0	0 = not suitable at all   1 = somewhat suitable   2 = moderately suitable   3 = very suitable
19	Meaningful Activities	In welke mate vindt u de functies (horeca, winkels) rondom deze ruimte nuttig voor uw gebruik van deze plek?	1.0	0 = not at all   1 = somewhat   2 = moderately   3 = very much
<b>Comfort</b>				
25	Comfort	In welke mate vindt u dat de fysieke staat en het onderhoud van deze plek passen zijn?	2.0	0 = not at all   1 = somewhat   2 = mostly   3 = very much
26	Comfort	In welke mate ervaart u hinder van geluid in deze ruimte?	1.0	3 = none   2 = very little   1 = moderate   0 = high
<b>Safety</b>				
30	Safety	In welke mate draagt het aanwezige toezicht bij aan uw gevoel van veiligheid?	1.0	3 = very much provide a sense of safety   2 = provide some sense of safety   1 = not at all   0 = make me feel unsafe
31	Safety	In welke mate voelt u zich hier overdag veilig?	2.0	0 = not safe at all   1 = somewhat unsafe   2 = mostly safe   3 = very safe
32	Safety	In welke mate voelt u zich hier veilig na zonsondergang?	2.0	0 = not safe at all   1 = somewhat unsafe   2 = mostly safe   3 = very safe
33	Safety	In welke mate voelt u zich hier veilig ten opzichte van verkeer?	2.0	0 = not safe at all   1 = somewhat unsafe   2 = mostly safe   3 = very safe
<b>Pleasurability</b>				
44	Pleasurability	In welke mate vindt u deze plek aantrekkelijk?	2.0	0 = not at all   1 = somewhat   2 = moderate   3 = very much
45	Pleasurability	In welke mate vindt u deze ruimte interessant om te verblijven?	1.0	0 = not at all   1 = somewhat   2 = moderate   3 = very much

### c. Survey results per case

The tables below show individual scores given by all 15 respondents per location on each survey variable, together with the mean score (Mean). R = respondent.

#### c.1 The Valley

Nr.	Variable	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	Mean
<b>Inclusiveness</b>																	
10	Surveillance cameras, security guards, etc. experienced as intimidating	1	2	1	1	1	1	2	1	2	1	1	0	2	1	1	<b>1.2</b>
11	Perceived openness and accessibility of the space	2	2	2	1	2	2	1	2	1	2	2	3	2	2	2	<b>1.9</b>
12	Perceived opportunity to attend activities and events	1	0	1	2	1	1	2	1	1	1	2	1	1	0	1	<b>1.1</b>
<b>Meaningful Activities</b>																	
18	Perceived suitability of the spatial layout and design for activities	2	2	1	2	3	2	3	1	3	2	2	1	2	2	2	<b>2.0</b>
19	Perceived usability of the available functions and businesses	2	1	2	2	2	1	2	3	2	3	2	3	2	1	2	<b>2.0</b>
<b>Comfort</b>																	
25	Perceived physical condition and maintenance of the space	3	1	3	3	2	3	2	3	3	3	2	3	3	3	3	<b>2.7</b>
26	Perceived disturbance from traffic noise or other noise nuisance	2	2	2	3	1	2	2	3	2	3	2	3	3	2	2	<b>2.3</b>
<b>Safety</b>																	
30	Perceived safety due to the presence of surveillance and security	2	2	3	1	2	3	2	1	2	3	2	3	3	2	2	<b>2.2</b>
31	Perceived safety during daytime	3	2	3	3	3	3	3	2	3	3	3	3	3	3	2	<b>2.8</b>
32	Perceived safety after dark	3	2	3	2	2	2	3	1	2	2	2	3	2	1	2	<b>2.1</b>
33	Perceived safety in relation to traffic	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	<b>2.9</b>
<b>Pleasurability</b>																	
44	Perceived attractiveness of the space	2	3	1	3	3	3	3	3	3	3	2	3	3	3	2	<b>2.7</b>
45	Perceived interestingness of the space	3	3	2	3	1	3	2	3	3	3	2	1	2	3	3	<b>2.5</b>

c.2 Maaskant park

Nr.	Variable	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	Mean
<b>Inclusiveness</b>																	
10	Surveillance cameras, security guards, etc. experienced as intimidating	3	2	2	2	2	2	2	2	2	1	2	2	3	2	3	2.1
11	Perceived openness and accessibility of the space	1	1	1	1	1	1	0	1	2	1	0	1	1	1	0	0.9
12	Perceived opportunity to attend activities and events	2	1	1	1	2	1	1	0	1	1	0	1	1	2	1	1.1
<b>Meaningful Activities</b>																	
18	Perceived suitability of the spatial layout and design for activities	2	2	2	1	2	1	2	1	3	2	2	2	0	2	3	1.8
19	Perceived usability of the available functions and businesses	1	2	1	1	1	1	1	0	1	2	0	1	2	1	0	1.0
<b>Comfort</b>																	
25	Perceived physical condition and maintenance of the space	2	3	2	3	1	2	2	3	2	3	1	2	2	2	3	2.2
26	Perceived disturbance from traffic noise or other noise nuisance	2	2	3	1	2	3	2	2	2	1	2	2	3	3	2	2.1
<b>Safety</b>																	
30	Perceived safety due to the presence of surveillance and security	3	2	3	3	3	1	3	2	2	2	3	2	1	2	2	2.3
31	Perceived safety during daytime	2	2	3	2	2	2	3	3	1	2	2	1	2	2	2	2.1
32	Perceived safety after dark	3	2	2	1	2	2	2	2	2	2	2	2	1	2	2	1.9
33	Perceived safety in relation to traffic	2	3	2	2	2	2	2	2	2	2	3	2	2	2	2	2.1
<b>Pleasurability</b>																	
44	Perceived attractiveness of the space	3	3	3	2	3	3	3	2	3	3	2	3	3	3	3	2.8
45	Perceived interestingness of the space	3	3	1	3	3	3	3	3	3	2	3	1	3	3	3	2.7

c.3 De Koopgoot

Nr.	Variable	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	Mean
<b>Inclusiveness</b>																	
10	Surveillance cameras, security guards, etc. experienced as intimidating	2	3	3	2	2	2	1	2	2	3	1	3	1	3	2	2.1
11	Perceived openness and accessibility of the space	3	3	3	3	2	3	2	3	3	3	3	3	3	3	2	2.8
12	Perceived opportunity to attend activities and events	1	1	2	0	1	1	2	1	1	2	0	1	2	2	1	1.2
<b>Meaningful Activities</b>																	
18	Perceived suitability of the spatial layout and design for activities	1	1	2	1	0	0	2	1	1	3	1	1	2	1	1	1.2
19	Perceived usability of the available functions and businesses	2	1	2	1	2	2	3	2	1	2	1	2	2	3	1	1.8
<b>Comfort</b>																	
25	Perceived physical condition and maintenance of the space	3	3	3	3	1	3	3	3	3	3	2	3	3	3	2	2.7
26	Perceived disturbance from traffic noise or other noise nuisance	2	3	2	2	3	2	2	1	2	2	2	2	3	2	3	2.2
<b>Safety</b>																	
30	Perceived safety due to the presence of surveillance and security	2	1	0	2	1	1	1	1	1	1	2	1	1	1	1	1.1
31	Perceived safety during daytime	2	2	2	2	2	3	3	2	2	2	2	2	2	2	2	2.1
32	Perceived safety after dark	1	1	2	1	1	1	1	2	1	1	1	2	1	1	1	1.2
33	Perceived safety in relation to traffic	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	2.9
<b>Pleasurability</b>																	
44	Perceived attractiveness of the space	2	2	2	1	1	2	3	1	2	2	1	2	1	2	3	1.8
45	Perceived interestingness of the space	1	0	1	1	0	1	1	3	2	1	2	1	2	1	1	1.2

c.4 Little C

Nr.	Variable	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	Mean
<b>Inclusiveness</b>																	
10	Surveillance cameras, security guards, etc. experienced as intimidating	3	3	3	2	3	3	3	3	3	2	3	3	3	3	3	<b>2.9</b>
11	Perceived openness and accessibility of the space	2	3	3	3	3	3	3	3	2	3	3	3	1	3	3	<b>2.7</b>
12	Perceived opportunity to attend activities and events	2	2	1	1	2	2	1	2	3	2	2	1	1	1	3	<b>1.7</b>
<b>Meaningful Activities</b>																	
18	Perceived suitability of the spatial layout and design for activities	2	2	1	2	2	2	1	2	2	2	3	2	1	2	1	<b>1.8</b>
19	Perceived usability of the available functions and businesses	1	2	1	2	1	1	2	2	3	2	1	1	2	3	2	<b>1.7</b>
<b>Comfort</b>																	
25	Perceived physical condition and maintenance of the space	2	3	1	2	2	3	2	2	1	2	1	2	2	1	2	<b>1.9</b>
26	Perceived disturbance from traffic noise or other noise nuisance	1	2	2	3	2	2	3	3	3	2	2	2	3	2	2	<b>2.3</b>
<b>Safety</b>																	
30	Perceived safety due to the presence of surveillance and security	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	<b>0.2</b>
31	Perceived safety during daytime	2	3	2	3	2	3	3	3	3	3	3	3	3	3	3	<b>2.8</b>
32	Perceived safety after dark	2	2	1	2	2	2	3	2	1	2	1	2	1	1	3	<b>1.8</b>
33	Perceived safety in relation to traffic	2	2	3	2	2	3	2	2	2	1	2	2	2	3	2	<b>2.1</b>
<b>Pleasurability</b>																	
44	Perceived attractiveness of the space	3	3	3	2	3	3	3	3	2	3	3	2	3	3	2	<b>2.7</b>
45	Perceived interestingness of the space	2	2	1	2	3	3	2	2	2	2	2	2	3	2	2	<b>2.1</b>

c.5 WTC Amsterdam

Nr.	Variable	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	Mean
<b>Inclusiveness</b>																	
10	Surveillance cameras, security guards, etc. experienced as intimidating	2	1	1	3	2	3	1	2	2	2	2	2	1	2	2	1.9
11	Perceived openness and accessibility of the space	2	2	3	2	2	2	1	2	2	1	2	1	3	2	2	1.9
12	Perceived opportunity to attend activities and events	2	1	0	1	1	1	1	2	1	0	2	1	3	1	1	1.2
<b>Meaningful Activities</b>																	
18	Perceived suitability of the spatial layout and design for activities	1	2	2	1	2	1	2	3	1	2	1	2	3	2	1	1.7
19	Perceived usability of the available functions and businesses	1	2	2	1	3	2	3	2	2	1	2	2	2	3	2	2.0
<b>Comfort</b>																	
25	Perceived physical condition and maintenance of the space	3	3	2	3	3	3	3	3	1	3	3	3	2	3	3	2.7
26	Perceived disturbance from traffic noise or other noise nuisance	2	2	3	3	1	2	3	2	3	3	2	3	2	3	3	2.4
<b>Safety</b>																	
30	Perceived safety due to the presence of surveillance and security	1	2	2	2	3	2	1	2	1	2	2	3	1	2	2	1.9
31	Perceived safety during daytime	3	3	3	2	3	3	3	2	3	3	3	2	3	3	3	2.8
32	Perceived safety after dark	3	3	1	3	3	2	3	3	1	3	3	2	3	3	3	2.6
33	Perceived safety in relation to traffic	3	3	2	3	3	3	3	3	3	3	3	2	3	3	2	2.8
<b>Pleasurability</b>																	
44	Perceived attractiveness of the space	2	1	2	2	0	2	3	0	2	2	1	2	2	1	2	1.6
45	Perceived interestingness of the space	2	2	2	1	2	2	2	1	2	0	2	2	1	1	2	1.6

#### d. Observation Results per case

The tables below show scores for all 12 observation moments per location on each observation variable, together with the mean score (Mean). O = observation moment.

##### d.1 The Valley

Nr.	Variable	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	Mean
<b>Inclusiveness</b>														
1	Presence of people of diverse ages	3	2	2	2	3	2	2	2	2	2	3	3	2.3
2	Presence of people of different genders	3	3	3	3	3	2	2	3	3	3	3	3	2.8
3	Presence of people of diverse classes	1	2	2	2	2	2	1	2	2	2	2	2	1.8
4	Presence of people of diverse races	3	3	3	3	3	2	3	3	3	3	3	3	2.9
5	Presence of people with diverse physical abilities	1	1	2	1	0	1	1	2	1	1	1	2	1.2
6	Control of entrance to public space: presence of lockable gates, fences, etc.	3	3	3	3	3	2	3	3	3	3	2	3	2.8
7	Range of activities and behaviours	1	2	1	1	1	1	1	1	1	1	1	1	1.1
8	Opening hours of public space	3	3	3	3	3	3	3	3	3	3	3	3	3.0
9	Presence of posted signs to exclude certain people or behaviours	2	2	2	2	2	2	2	2	2	2	2	2	2.0
<b>Meaningful Activities</b>														
13	Presence of community-gathering third places	0	0	0	0	0	0	0	1	0	0	0	0	0.1
14	Range of activities and behaviours	0	1	1	0	1	0	0	0	1	1	0	1	0.5
15	Space flexibility to suit user needs	2	2	2	2	2	2	2	2	3	2	3	3	2.3
16	Availability of food within or at the edges of the space	2	2	2	2	2	2	2	2	2	2	2	2	2.0
17	Variety of businesses and other uses at the edges of the space	2	2	2	2	2	3	2	2	2	2	3	2	2.2
<b>Comfort</b>														
20	Places to sit without paying for goods and services	3	3	3	3	3	3	3	3	3	3	3	3	3.0
21	Seating provided by businesses	2	2	3	3	2	3	2	3	3	2	3	3	2.6
22	Other furniture and artifacts in the space	2	2	2	2	2	2	2	2	2	2	2	2	2.0
23	Climatic comfort of the space — shade and shelter	3	3	3	3	3	3	3	3	3	3	3	3	3.0
24	Design elements discouraging use of space	1	1	1	1	0	1	1	0	1	1	1	1	0.8
<b>Safety</b>														
27	Visual and physical connection and openness to adjacent street/s or spaces	1	1	1	1	1	1	1	2	1	1	1	1	1.1
28	Physical condition and maintenance appropriate for the space	3	3	3	3	2	3	3	3	3	3	3	3	2.9
29	Lighting quality in space after dark	3	3	3	3	3	3	3	3	3	3	3	3	3.0
<b>Pleasurability</b>														
34	Presence of memorable architectural or landscape features (imageability)	3	3	3	3	3	3	3	3	3	3	3	3	3.0
35	Sense of enclosure	2	2	2	2	2	2	2	2	3	2	2	2	2.1
36	Variety of sub-spaces	1	1	1	1	1	1	2	1	2	1	1	1	1.2
37	Density of elements in space providing sensory complexity	3	3	3	3	3	3	3	3	3	3	3	3	3.0
38	Variety of elements in space providing sensory complexity	2	2	2	2	2	2	2	2	2	2	2	3	2.1
39	Design elements providing focal points	2	2	3	2	2	2	2	3	2	2	2	2	2.2
40	Visual and physical connection and openness to adjacent street/s or spaces	2	2	2	2	3	2	2	2	2	3	2	2	2.2
41	Permeability of building facades on the streetfront	3	3	3	2	3	3	3	3	3	3	3	2	2.8
42	Personalization of the buildings on the streetfront	3	2	2	2	3	2	2	3	3	2	2	3	2.4
43	Articulation and variety in architectural features of building facades on the streetfront	2	2	3	2	3	3	3	3	2	3	3	2	2.6

## d.2 Maaskant park

Nr.	Variable	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	Mean
<b>Inclusiveness</b>														
1	Presence of people of diverse ages	1	2	2	1	2	2	2	1	2	1	2	1	1.6
2	Presence of people of different genders	3	3	3	3	3	3	3	2	2	3	3	3	2.8
3	Presence of people of diverse classes	1	1	1	2	0	1	1	2	1	0	1	0	0.9
4	Presence of people of diverse races	0	1	2	1	1	1	1	1	1	0	1	1	0.9
5	Presence of people with diverse physical abilities	0	1	1	1	1	0	1	1	1	2	0	1	0.8
6	Control of entrance to public space: presence of lockable gates, fences, etc.	0	1	0	0	1	0	0	0	0	0	0	0	0.2
7	Range of activities and behaviours	2	2	2	2	3	2	1	2	1	2	1	2	1.8
8	Opening hours of public space	1	1	1	1	1	1	1	1	1	1	1	1	1.0
9	Presence of posted signs to exclude certain people or behaviours	2	2	2	2	2	2	2	2	2	2	2	2	2.0
<b>Meaningful Activities</b>														
13	Presence of community-gathering third places	1	1	2	1	2	1	2	2	1	0	1	1	1.3
14	Range of activities and behaviours	1	0	1	1	1	1	2	1	1	0	1	1	0.9
15	Space flexibility to suit user needs	1	1	1	0	1	1	1	1	1	1	1	1	0.9
16	Availability of food within or at the edges of the space	1	1	1	1	1	1	1	1	1	1	1	1	1.0
17	Variety of businesses and other uses at the edges of the space	1	1	1	2	1	2	1	2	2	1	1	1	1.3
<b>Comfort</b>														
20	Places to sit without paying for goods and services	3	3	3	3	3	3	3	3	3	3	3	3	3.0
21	Seating provided by businesses	1	2	2	2	2	2	2	2	2	2	1	2	1.8
22	Other furniture and artifacts in the space	2	2	2	2	2	2	2	2	2	2	2	2	2.0
23	Climatic comfort of the space — shade and shelter	3	2	3	3	3	3	2	3	3	3	3	3	2.8
24	Design elements discouraging use of space	1	1	1	2	1	1	1	1	1	1	1	1	1.1
<b>Safety</b>														
27	Visual and physical connection and openness to adjacent street/s or spaces	2	2	2	1	1	2	2	2	2	2	2	2	1.8
28	Physical condition and maintenance appropriate for the space	3	3	3	3	3	3	2	3	2	3	3	3	2.8
29	Lighting quality in space after dark	3	3	2	2	3	2	2	3	3	2	3	3	2.6
<b>Pleasurability</b>														
34	Presence of memorable architectural or landscape features (imageability)	3	3	2	3	3	3	3	3	2	2	3	2	2.7
35	Sense of enclosure	2	2	1	2	2	2	2	2	2	2	2	2	1.9
36	Variety of sub-spaces	1	1	1	1	1	1	1	1	2	1	1	1	1.1
37	Density of elements in space providing sensory complexity	2	1	2	2	2	2	2	2	2	2	2	2	1.9
38	Variety of elements in space providing sensory complexity	1	2	2	2	2	1	2	2	2	2	2	2	1.8
39	Design elements providing focal points	3	3	3	3	3	3	2	3	3	2	3	3	2.8
40	Visual and physical connection and openness to adjacent street/s or spaces	1	2	1	1	2	2	1	1	1	2	2	2	1.5
41	Permeability of building facades on the streetfront	1	1	1	1	1	2	1	1	1	1	1	2	1.2
42	Personalization of the buildings on the streetfront	2	2	2	3	2	2	3	2	3	2	2	2	2.3
43	Articulation and variety in architectural features of building facades on the streetfront	2	2	2	2	2	2	1	2	2	2	1	2	1.8

### d.3 De Koopgoot

Nr.	Variable	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	Mean
<b>Inclusiveness</b>														
1	Presence of people of diverse ages	3	3	3	3	3	3	3	2	3	2	3	3	2.8
2	Presence of people of different genders	3	3	3	3	3	3	3	3	3	3	3	3	3.0
3	Presence of people of diverse classes	2	2	1	2	2	2	3	2	2	3	2	2	2.1
4	Presence of people of diverse races	3	3	3	3	2	3	3	2	3	3	3	3	2.8
5	Presence of people with diverse physical abilities	1	1	1	1	1	0	1	1	1	1	0	1	0.8
6	Control of entrance to public space: presence of lockable gates, fences, etc.	3	2	3	3	3	3	2	3	3	3	3	3	2.8
7	Range of activities and behaviours	2	2	1	2	2	3	2	2	3	2	1	3	2.1
8	Opening hours of public space	2	2	2	2	2	2	2	2	2	2	2	2	2.0
9	Presence of posted signs to exclude certain people or behaviours	2	2	2	2	2	2	2	2	2	2	2	2	2.0
<b>Meaningful Activities</b>														
13	Presence of community-gathering third places	0	0	0	1	0	0	0	0	0	0	0	0	0.1
14	Range of activities and behaviours	0	0	0	0	0	0	0	0	0	0	0	1	0.1
15	Space flexibility to suit user needs	1	1	1	1	1	1	1	1	1	2	1	1	1.1
16	Availability of food within or at the edges of the space	3	3	3	3	3	3	3	3	3	3	3	3	3.0
17	Variety of businesses and other uses at the edges of the space	3	2	2	2	2	2	2	2	2	2	2	3	2.2
<b>Comfort</b>														
20	Places to sit without paying for goods and services	2	2	2	2	2	2	2	2	2	2	2	2	2.0
21	Seating provided by businesses	0	0	0	0	0	0	0	0	1	1	0	0	0.2
22	Other furniture and artifacts in the space	2	2	2	2	2	2	2	2	2	2	2	2	2.0
23	Climatic comfort of the space — shade and shelter	2	3	2	2	2	2	2	2	2	2	2	2	2.1
24	Design elements discouraging use of space	2	2	2	3	2	2	2	2	2	2	2	3	2.2
<b>Safety</b>														
27	Visual and physical connection and openness to adjacent street/s or spaces	3	2	2	2	2	3	2	3	2	3	2	3	2.4
28	Physical condition and maintenance appropriate for the space	3	3	2	3	3	3	3	3	3	2	2	2	2.7
29	Lighting quality in space after dark	1	2	2	1	2	2	2	2	2	2	2	2	1.8
<b>Pleasurability</b>														
34	Presence of memorable architectural or landscape features (imageability)	2	1	1	2	2	2	1	2	2	1	1	2	1.6
35	Sense of enclosure	2	3	3	3	3	3	3	3	3	3	3	3	2.9
36	Variety of sub-spaces	1	1	2	2	2	2	2	2	2	2	2	2	1.8
37	Density of elements in space providing sensory complexity	1	1	1	1	1	1	1	1	1	1	1	2	1.1
38	Variety of elements in space providing sensory complexity	1	1	1	1	1	1	2	1	1	1	1	1	1.1
39	Design elements providing focal points	1	1	1	2	2	1	1	1	1	1	1	1	1.2
40	Visual and physical connection and openness to adjacent street/s or spaces	1	1	1	1	1	1	2	1	1	1	2	1	1.2
41	Permeability of building facades on the streetfront	2	2	2	3	2	2	2	2	2	2	2	2	2.1
42	Personalization of the buildings on the streetfront	2	1	1	1	1	1	1	1	1	1	1	1	1.1
43	Articulation and variety in architectural features of building facades on the streetfront	1	1	1	1	2	1	1	2	1	1	1	1	1.2

d.4 Little C

Nr.	Variable	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	Mean
<b>Inclusiveness</b>														
1	Presence of people of diverse ages	3	3	3	2	3	3	3	3	2	3	3	2	2.8
2	Presence of people of different genders	3	3	3	2	3	3	3	3	3	3	3	3	2.9
3	Presence of people of diverse classes	2	2	2	2	3	2	2	3	3	2	2	3	2.3
4	Presence of people of diverse races	2	2	3	3	2	2	3	2	2	2	3	2	2.3
5	Presence of people with diverse physical abilities	2	2	2	2	1	2	2	3	2	2	3	2	2.1
6	Control of entrance to public space: presence of lockable gates, fences, etc.	3	3	3	2	2	3	3	3	3	3	3	3	2.8
7	Range of activities and behaviours	2	1	2	2	3	2	1	2	3	3	3	2	2.2
8	Opening hours of public space	3	3	3	3	3	3	3	3	3	3	3	3	3.0
9	Presence of posted signs to exclude certain people or behaviours	3	3	3	3	3	3	3	3	3	3	3	3	3.0
<b>Meaningful Activities</b>														
13	Presence of community-gathering third places	2	2	3	2	2	3	2	2	2	2	2	2	2.1
14	Range of activities and behaviours	2	2	2	2	2	2	2	2	2	2	2	3	1.8
15	Space flexibility to suit user needs	2	2	1	2	2	2	2	2	1	2	2	2	2.0
16	Availability of food within or at the edges of the space	2	2	2	2	2	2	2	2	2	2	2	2	2.2
17	Variety of businesses and other uses at the edges of the space	2	2	2	2	3	2	2	2	2	3	2	2	2.0
<b>Comfort</b>														
20	Places to sit without paying for goods and services	2	2	2	2	2	2	2	2	2	2	2	2	2.0
21	Seating provided by businesses	2	2	2	2	3	2	2	2	2	2	2	2	3.0
22	Other furniture and artifacts in the space	2	2	2	2	2	2	2	2	2	2	2	2	1.1
23	Climatic comfort of the space — shade and shelter	3	3	3	3	3	3	3	3	3	3	3	3	2.5
24	Design elements discouraging use of space	1	1	1	1	2	1	1	1	1	1	1	1	3.0
<b>Safety</b>														
27	Visual and physical connection and openness to adjacent street/s or spaces	2	3	2	2	2	2	2	3	3	3	3	3	3.0
28	Physical condition and maintenance appropriate for the space	3	3	3	3	3	3	3	3	3	3	3	3	3.0
29	Lighting quality in space after dark	2	2	2	2	2	1	2	2	2	2	2	2	2.0
<b>Pleasurability</b>														
34	Presence of memorable architectural or landscape features (imageability)	3	3	3	3	3	3	3	3	3	3	3	3	1.8
35	Sense of enclosure	3	3	3	3	3	3	3	3	3	3	3	3	1.8
36	Variety of sub-spaces	2	2	2	2	2	2	2	2	2	2	2	2	2.3
37	Density of elements in space providing sensory complexity	2	2	2	2	2	2	2	1	2	2	2	2	2.8
38	Variety of elements in space providing sensory complexity	2	2	2	1	2	2	2	2	1	2	2	2	3.0
39	Design elements providing focal points	2	2	2	2	2	2	1	2	1	2	2	2	2.1
40	Visual and physical connection and openness to adjacent street/s or spaces	2	2	2	2	2	2	3	2	2	3	3	2	2.8
41	Permeability of building facades on the streetfront	3	3	3	2	3	3	3	3	2	3	3	3	2.9
42	Personalization of the buildings on the streetfront	3	3	3	3	3	3	3	3	3	3	3	3	2.3
43	Articulation and variety in architectural features of building facades on the streetfront	2	2	2	2	2	2	2	2	3	2	2	2	2.3

d.5 WTC Amsterdam

Nr.	Variable	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	Mean
<b>Inclusiveness</b>														
1	Presence of people of diverse ages	1	0	1	1	0	1	1	0	2	1	1	1	0.8
2	Presence of people of different genders	3	3	3	2	3	2	3	3	3	3	2	3	2.8
3	Presence of people of diverse classes	1	1	1	2	1	1	2	1	1	2	1	1	1.3
4	Presence of people of diverse races	2	2	2	2	1	1	2	2	2	2	2	1	1.8
5	Presence of people with diverse physical abilities	2	1	1	2	1	1	1	1	1	1	2	1	1.3
6	Control of entrance to public space: presence of lockable gates, fences, etc.	1	1	1	1	1	1	1	1	0	1	1	1	0.9
7	Range of activities and behaviours	1	1	2	1	1	1	2	1	1	1	1	1	1.2
8	Opening hours of public space	1	1	1	1	1	1	1	1	1	1	1	1	1.0
9	Presence of posted signs to exclude certain people or behaviours	2	2	2	2	2	2	2	2	2	2	2	2	2.0
<b>Meaningful Activities</b>														
13	Presence of community-gathering third places	1	0	0	1	1	1	0	0	0	1	0	0	0.8
14	Range of activities and behaviours	1	1	0	1	1	1	1	1	1	0	1	1	2.1
15	Space flexibility to suit user needs	2	2	2	2	2	2	2	3	2	2	2	2	3.0
16	Availability of food within or at the edges of the space	3	3	3	3	3	3	3	3	3	3	3	3	1.8
17	Variety of businesses and other uses at the edges of the space	2	1	2	2	2	2	2	2	2	1	2	2	3.0
<b>Comfort</b>														
20	Places to sit without paying for goods and services	3	3	3	3	3	3	3	3	3	3	3	3	2.1
21	Seating provided by businesses	2	3	2	2	3	3	2	2	3	3	2	2	3.0
22	Other furniture and artifacts in the space	2	2	2	2	2	2	3	2	2	2	2	2	0.8
23	Climatic comfort of the space — shade and shelter	3	3	3	3	3	3	3	3	3	3	3	3	1.7
24	Design elements discouraging use of space	0	1	1	1	1	0	1	1	1	1	1	1	2.9
<b>Safety</b>														
27	Visual and physical connection and openness to adjacent street/s or spaces	2	1	2	2	2	1	1	2	2	2	2	1	2.3
28	Physical condition and maintenance appropriate for the space	3	3	3	3	3	3	3	3	3	3	3	2	2.1
29	Lighting quality in space after dark	3	3	2	3	3	2	3	3	3	3	2	2	1.9
<b>Pleasurability</b>														
34	Presence of memorable architectural or landscape features (imageability)	2	2	2	2	2	3	3	2	3	2	2	2	2.9
35	Sense of enclosure	2	2	2	2	3	2	2	2	2	2	2	2	2.1
36	Variety of sub-spaces	2	1	2	2	2	2	2	2	2	2	2	2	0.9
37	Density of elements in space providing sensory complexity	2	1	2	2	2	2	1	2	2	2	2	2	1.8
38	Variety of elements in space providing sensory complexity	3	3	3	3	3	3	3	2	3	3	3	3	2.1
39	Design elements providing focal points	2	2	2	2	2	2	2	3	2	2	2	2	0.9
40	Visual and physical connection and openness to adjacent street/s or spaces	1	1	0	1	1	1	1	1	1	1	1	1	0.8
41	Permeability of building facades on the streetfront	2	2	1	2	2	2	2	2	2	2	1	2	2.8
42	Personalization of the buildings on the streetfront	2	2	2	2	2	2	2	2	2	3	2	2	1.3
43	Articulation and variety in architectural features of building facades on the streetfront	1	1	1	1	1	1	1	1	0	1	1	1	1.8

### e. Summary of PSI scores per case

The table below presents mean scores per variable for all five locations, weighted subtotals per dimension (maximum 30), the total raw score (maximum 150) and the final PSI score (scale 0–100). S = survey variable, O = observation variable, W = weighting.

Nr.	Variable [type, w]	The Valley	Maaskant park	De Koopgoot	Little C	WTC Amsterdam
<b>Inclusiveness</b>						
1	Presence of people of diverse ages [O, w=0.4]	2,3	1,6	2,8	2,8	0,8
2	Presence of people of different genders [O, w=0.4]	2,8	2,8	3	2,9	2,8
3	Presence of people of diverse classes [O, w=0.4]	1,8	0,9	2,1	2,3	1,3
4	Presence of people of diverse races [O, w=0.4]	2,9	0,9	2,8	2,3	1,8
5	Presence of people with diverse physical abilities [O, w=0.4]	1,2	0,8	0,8	2,1	1,3
6	Control of entrance to public space: presence of lockable gates, fences, etc. [O, w=1]	2,8	0,2	2,8	2,8	0,9
7	Range of activities and behaviours [O, w=1]	1,1	1,8	2,1	2,2	1,2
8	Opening hours of public space [O, w=1]	3	1	2	3	1
9	Presence of posted signs to exclude certain people or behaviours [O, w=1]	2	2	2	3	2
10	Surveillance cameras, security guards, etc. experienced as intimidating [S, w=1]	1,2	2,1	2,1	2,9	1,9
11	Perceived openness and accessibility of the space [S, w=2]	1,9	0,9	2,8	2,7	1,9
12	Perceived opportunity to attend activities and events [S, w=1]	1,1	1,1	1,2	1,7	1,2
<b>Subtotal Inclusiveness (max. 30)</b>		<b>19.4</b>	<b>12.8</b>	<b>22.4</b>	<b>26.0</b>	<b>15.2</b>
<b>Meaningful Activities</b>						
13	Presence of community-gathering third places [O, w=2]	0,1	1,3	0,1	2,2	0,4
14	Range of activities and behaviours [O, w=1]	0,5	0,9	0,1	2,1	0,8
15	Space flexibility to suit user needs [O, w=1]	2,3	0,9	1,1	1,8	2,1
16	Availability of food within or at the edges of the space [O, w=2]	2	1	3	2	3
17	Variety of businesses and other uses at the edges of the space [O, w=1]	2,2	1,3	2,2	2,2	1,8
18	Perceived suitability of the spatial layout and design for activities [S, w=2]	2	1,8	1,2	1,8	1,7
19	Perceived usability of the available functions and businesses [S, w=1]	2	1	1,8	1,7	2
<b>Subtotal Meaningful Activities (max. 30)</b>		<b>15.2</b>	<b>12.3</b>	<b>13.8</b>	<b>19.8</b>	<b>16.9</b>
<b>Comfort</b>						
20	Places to sit without paying for goods and services [O, w=2]	3	3	2	2	3
21	Seating provided by businesses [O, w=1]	2,6	1,8	0,2	2,1	2,4
22	Other furniture and artifacts in the space [O, w=1]	2	2	2	2	2,1
23	Climatic comfort of the space — shade and shelter [O, w=2]	3	2,8	2,1	3	3
24	Design elements discouraging use of space [O, w=1]	0,8	1,1	2,2	1,1	0,8
25	Perceived physical condition and maintenance of the space [S, w=2]	2,7	2,2	2,7	1,9	2,7
26	Perceived disturbance from traffic noise or other noise nuisance [S, w=1]	2,3	2,1	2,2	2,3	2,5
<b>Subtotal Comfort (max. 30)</b>		<b>25.1</b>	<b>23.0</b>	<b>20.2</b>	<b>21.3</b>	<b>25.2</b>
<b>Safety</b>						
27	Visual and physical connection and openness to adjacent street/s or spaces [O, w=1]	1,1	1,8	2,4	2,5	1,7
28	Physical condition and maintenance appropriate for the space [O, w=1]	2,9	2,8	2,7	3	2,9

29	Lighting quality in space after dark [O, w=1]	3	2,6	1,8	1,9	2,7
30	Perceived safety due to the presence of surveillance and security [S, w=1]	2,2	2,3	1,1	0,2	1,9
31	Perceived safety during daytime [S, w=2]	2,8	2,1	2,1	2,8	2,8
32	Perceived safety after dark [S, w=2]	2,1	1,9	1,2	1,8	2,6
33	Perceived safety in relation to traffic [S, w=2]	2,9	2,1	2,9	2,1	2,8
<b>Subtotal Safety (max. 30)</b>		<b>24.8</b>	<b>21.7</b>	<b>20.4</b>	<b>21.0</b>	<b>25.6</b>
<b>Pleasurability</b>						
34	Presence of memorable architectural or landscape features (imageability) [O, w=0.7]	3	2,7	1,6	3	2,3
35	Sense of enclosure [O, w=0.7]	2,1	1,9	2,9	3	2,1
36	Variety of sub-spaces [O, w=0.7]	1,2	1,1	1,8	2	1,9
37	Density of elements in space providing sensory complexity [O, w=0.7]	3	1,9	1,1	1,9	1,8
38	Variety of elements in space providing sensory complexity [O, w=0.7]	2,1	1,8	1,1	1,8	2,9
39	Design elements providing focal points [O, w=0.7]	2,2	2,8	1,2	1,8	2,1
40	Visual and physical connection and openness to adjacent street/s or spaces [O, w=0.7]	2,2	1,5	1,2	2,3	0,9
41	Permeability of building facades on the streetfront [O, w=0.7]	2,8	1,2	2,1	2,8	1,8
42	Personalization of the buildings on the streetfront [O, w=0.7]	2,4	2,3	1,1	3	2,1
43	Articulation and variety in architectural features of building facades on the streetfront [O, w=0.7]	2,6	1,8	1,2	2,1	2,8
44	Perceived attractiveness of the space [S, w=2]	2,7	2,8	1,8	2,7	1,6
45	Perceived interestingness of the space [S, w=1]	2,5	2,7	1,2	2,1	1,6
<b>Subtotal Pleasurability (max. 30)</b>		<b>24.4</b>	<b>21.6</b>	<b>15.5</b>	<b>24.1</b>	<b>19.3</b>
Total score (max. 150)		108.9	91.4	92.3	112.2	102.2
<b>PSI score (max. 100)</b>		<b>72.6</b>	<b>60.9</b>	<b>61.5</b>	<b>74.8</b>	<b>68.1</b>

## Appendix 5: Interview protocol developer

### Interviewgegevens

Respondent: \_\_\_\_\_

Organisatie: \_\_\_\_\_

Functie: \_\_\_\_\_

Datum: \_\_\_\_\_

Locatie: \_\_\_\_\_

### Opening

Ik begin het gesprek door mijzelf voor te stellen en kort te vertellen wat ik onderzoek. Ik leg uit dat mijn scriptie gaat over Nederlandse POPS, en de relatie tussen de afspraken die tijdens de ontwikkelfase zijn gemaakt, de manier waarop die ruimte dagelijks wordt beheerd, en de kwaliteit die gebruikers vervolgens ervaren. Ik vertel dat ik meerdere locaties in Nederland vergelijk middels een case studie en dat dit gesprek gaat over de publieke ruimte van [naam locatie].

Vervolgens vraag ik toestemming om het gesprek op te nemen. Ik leg uit dat de opname alleen voor transcriptiedoelinden wordt gebruikt en niet wordt gedeeld. Ik benoem dat de data anoniem zal worden opgeslagen en zonder naam en uitsluitend met bedrijf en functie in de scriptie zal worden opgenomen.

Tot slot wijs ik erop dat er geen goede of foute antwoorden zijn, dat ik geïnteresseerd ben in hoe dingen in de praktijk zijn gegaan, en dat het een semi-structured interview is dus dat ik regelmatig zal doorvragen.

### Stakeholders

1. Kunt u kort uw rol beschrijven in de ontwikkeling van de publieke ruimte, en in welke fase u betrokken was?

2. Welke publieke en private partijen waren betrokken bij de ontwikkeling van de publieke ruimte?

*Welke rol had de gemeente?*

*Welke rol had de ontwikkelaar?*

*Wie werd uiteindelijk eigenaar van de ruimte?*

### Governance Structure

3. Hoe was de samenwerking tussen publieke en private partijen tijdens de ontwikkeling georganiseerd?

*Wie had de meeste invloed?*

*Hoe verliep de samenwerking in de praktijk?*

*Was er een formele structuur of overlegvorm?*

4. Hoe werden belangrijke beslissingen over de inrichting en het functioneren van de publieke ruimte genomen?

*Wie had uiteindelijk de beslissingsbevoegdheid?*

5. Wie maakte tijdens de ontwikkeling de belangrijkste keuzes over hoe de publieke ruimte zou functioneren — ten aanzien van toegang, huisregels, programmering, toezicht en onderhoud?

### **Governance Tools**

6. Zijn er tijdens de ontwikkeling expliciete afspraken gemaakt over hoe de publieke ruimte zou worden beheerd — ten aanzien van toegang, huisregels, programmering, toezicht en onderhoud?

7. Op welke manier zijn deze afspraken vastgelegd?

*Anterieure overeenkomst*

*Erfpachtvoorwaarden*

*Bestemmingsplan*

*Contracten of koopovereenkomst*

*Informele afspraken*

8. Zijn er beleidskaders of richtlijnen gebruikt voor hoe deze ruimte als publieke plek zou moeten functioneren — ten aanzien van inclusiviteit, toegankelijkheid of levendigheid?

9. Zijn er tijdens de ontwikkeling prikkels of incentives gebruikt om bepaalde publieke doelen te stimuleren?

*Extra bouwrecht, extra bouwlagen, korting op erfpacht of subsidies?*

### **Governance Tasks**

10. Hoe is afgesproken dat het functioneren van de publieke ruimte na oplevering bewaakt zou worden?

*Wie monitort dit?*

*Wie kan ingrijpen als het niet goed functioneert?*

11. Hoe is geregeld dat de publieke ruimte in de toekomst aangepast kan worden aan veranderend gebruik of nieuwe behoeften?

12. Hoe is geregeld dat er op lange termijn voldoende middelen zijn voor beheer en onderhoud van de publieke ruimte?

*Servicekosten, exploitatie of verplichtingen in contracten?*

## **Governance en ruimtekwaliteit**

13. In welke mate denkt u dat de governance-structuur (wie de beslissingen neemt, met welke instrumenten en op welke basis) bepalend is voor de kwaliteit die gebruikers uiteindelijk ervaren?

14. Zou de ruimte er anders uitzien of anders functioneren als zij volledig in publiek eigendom en beheer was? Wat zou er concreet veranderen?

## **Borging van publieke waarden**

15. In welke mate spelen gezondheid en welzijn van gebruikers een expliciete rol in de ontwikkeling van deze ruimte? Denk aan groen, luchtkwaliteit, beweegvriendelijkheid of mentaal welbevinden.

*Zijn er concrete afspraken of ontwerpkeuzes die gezondheidsdoelstellingen bevorderen?*

16. Hoe zijn sociale waarden — inclusiviteit, toegankelijkheid voor diverse groepen, ontmoeting — verankerd in de ontwikkeling van de ruimte?

*Heeft u bewuste keuzes gemaakt om de ruimte voor iedereen toegankelijk te houden, ook voor mensen die niets consumeren?*

17. In hoeverre zijn economische waarden — vastgoedwaarde, economische activiteit, commercieel rendement — expliciet onderdeel van de afspraken tijdens de ontwikkeling?

*Heeft u ooit een afweging moeten maken waarbij een commercieel belang botste met de publieke functie van de ruimte? Hoe is dat gegaan?*

18. Welke rol spelen duurzaamheid en milieu in de ontwikkeling van de ruimte — denk aan energieverbruik, klimaatadaptatie, biodiversiteit of circulariteit?

*Zijn die ambities contractueel of beleidsmatig geborgd, of zijn het meer intenties?*

## **Afsluiting**

19. Is er iets over de ontwikkeling of het functioneren van deze ruimte dat in ons gesprek nog niet aan bod is gekomen en dat u relevant vindt?

20. Zijn er andere personen of documenten die u aanbeveelt te raadplegen voor dit onderzoek?

Ik sluit het gesprek af door de respondent te bedanken voor zijn of haar tijd en bijdrage. Ik bevestig of en wanneer ik een samenvatting van het gesprek toestuur ter verificatie, dat alles anoniem wordt opgeslagen, en geef aan hoe de respondent vermeld zal worden in de scriptie. Ik noteer direct na het interview korte notities over de context en sfeer van het gesprek, en transcribeer zo snel mogelijk het interview.

## Appendix 6: Interview protocol facility manager

### Interviewgegevens

Respondent: \_\_\_\_\_

Organisatie: \_\_\_\_\_

Functie: \_\_\_\_\_

Datum: \_\_\_\_\_

Locatie: \_\_\_\_\_

### Opening

Ik begin het gesprek door mijzelf voor te stellen en kort te vertellen wat ik onderzoek. Ik leg uit dat mijn scriptie gaat over Nederlandse POPS, en de relatie tussen de afspraken die tijdens de ontwikkelfase zijn gemaakt, de manier waarop die ruimte dagelijks wordt beheerd, en de kwaliteit die gebruikers vervolgens ervaren. Ik vertel dat ik meerdere locaties in Nederland vergelijk middels een case studie en dat dit gesprek gaat over de publieke ruimte van [naam locatie].

Vervolgens vraag ik toestemming om het gesprek op te nemen. Ik leg uit dat de opname alleen voor transcriptiedoeleinden wordt gebruikt en niet wordt gedeeld. Ik benoem dat de data anoniem zal worden opgeslagen en zonder naam en uitsluitend met bedrijf en functie in de scriptie zal worden opgenomen.

Tot slot wijs ik erop dat er geen goede of foute antwoorden zijn, dat ik geïnteresseerd ben in hoe dingen in de praktijk zijn gegaan, en dat het een semi-structured interview is dus dat ik regelmatig zal doorvragen.

### Rol

1. Kunt u kort uw rol beschrijven in het dagelijkse beheer van deze publieke ruimte?

*Sinds wanneer bent u betrokken?*

*Wie zijn nog meer betrokken bij het beheer?*

### Governance

2. Binnen welke formele afspraken of kaders wordt deze ruimte beheerd?

*Contracten met de gemeente*

*Erfpachtvoorwaarden*

*Interne richtlijnen*

*Andere afspraken*

3. In hoeverre heeft u beslissingsruimte over het beheer van deze ruimte, en waar moet u zich houden aan bestaande regels?

*Toegang*

*Huisregels*

*Programming*

*Toezicht*

*Onderhoud*

4. Heeft de gemeente nog een rol in het beheer van deze ruimte, bijvoorbeeld via toezicht, evaluatie of overleg?

5. Heeft u als beheerder richtlijnen of instructies gekregen over welke publieke waarden de ruimte moet uitstralen of beschermen?

*Komen die richtlijnen van de eigenaar, de gemeente, of zijn ze intern ontwikkeld?*

*Hoe concreet en bruikbaar zijn die richtlijnen in de dagelijkse praktijk?*

6. Ervaart u spanning tussen de commerciële doelstellingen van de eigenaar en de publieke functie van de ruimte?

*Kunt u een situatie beschrijven waarbij die spanning zichtbaar werd, en hoe u daarmee bent omgegaan?*

### **Management practices**

7. Hoe wordt in het beheer omgegaan met toegang en verblijf in deze ruimte?

*Openingstijden*

*Manier waarop mensen binnenkomen*

*Hoe duidelijk het is dat het een publieke ruimte is*

*Kunnen bezoekers verblijven zonder verplichte consumptie?*

8. Welke rol spelen regels in het dagelijkse beheer van deze ruimte?

*Welke huisregels gelden hier?*

*Welk gedrag wordt beperkt?*

*Hoe duidelijk zijn deze regels gecommuniceerd?*

9. Hoe worden toezicht en veiligheid in het beheer georganiseerd?

*Is er cameratoezicht?*

*Is er beveiliging?*

*Hoe wordt ingegrepen bij calamiteiten?*

*Waar kunnen bezoekers terecht bij problemen?*

10. Hoe wordt de kwaliteit van de ruimte op peil gehouden?

*Hoe is schoonmaak georganiseerd?*

*Hoe frequent vinden onderhoud en reparaties plaats?*

*Is er een onderhoudsplan op langere termijn?*

11. Wordt er actief gestuurd op gebruik of levendigheid van de ruimte?

*Worden er evenementen georganiseerd?*

*Zijn er voorzieningen voor verblijf?*

*Wat is de rol van horeca of andere functies?*

### **Publieke waarden**

12. In welke mate hebben de beheerpraktijken invloed op hoe de ruimte als publieke plek functioneert?

13. Welke publieke waarden (economisch, sociaal, duurzaamheid en gezondheid) staan voor u het meest centraal in het beheer van deze ruimte?

*Welke waarden wegen voor u het zwaarst wanneer u keuzes maakt?*

14. Ervaart u spanningen tussen bepaalde beheerpraktijken en publieke waarden?

### **Inbedding van publieke waarden**

15. Heeft u als beheerder richtlijnen of doelstellingen met betrekking tot de gezondheid en het welzijn van gebruikers — denk aan groenonderhoud, luchtkwaliteit of beweegvriendelijkheid?

*Komen die richtlijnen van de eigenaar, de gemeente, of zijn ze intern ontwikkeld?*

16. Hoe belangrijk zijn sociale waarden zoals inclusiviteit bij het beheer van de publieke ruimte?

*Heeft de gemeente ooit ingegrepen in de beheerspraktijk vanwege de publieke of sociale functie van de ruimte?*

17. In hoeverre worden economische prestatie-eisen (omzetdoelen, bezettingsgraad, footfall) vertaald naar concrete beheersinstructies voor de publieke ruimte?

*Heeft dat invloed op hoe u omgaat met niet-commercieel gebruik of verblijf?*

18. Zijn er concrete beheerstaken gericht op duurzaamheid of milieu (energiebeheer, waterbeheer, groenonderhoud, afvalreductie)?

*Zijn die taken contractueel verplicht of worden ze op eigen initiatief uitgevoerd?*

### **Lange termijn borging**

19. Is het beheer van deze ruimte sinds de oplevering veranderd?

*Toegang*

*Huisregels*

*Programmering*

*Toezicht*

*Onderhoud*

20. Hoe wordt besloten om het beheer aan te passen als het gebruik van de ruimte verandert?

### **Afsluiting**

21. Is er iets over het beheer of de kwaliteit van deze ruimte dat in ons gesprek nog niet aan bod is gekomen en dat u relevant vindt?

22. Zijn er andere personen of documenten die u aanbeveelt te raadplegen voor dit onderzoek?

Ik sluit het gesprek af door de respondent te bedanken voor zijn of haar tijd en bijdrage. Ik bevestig of en wanneer ik een samenvatting van het gesprek toestuur ter verificatie, dat alles anoniem wordt opgeslagen, en geef aan hoe de respondent vermeld zal worden in de scriptie. Ik noteer direct na het interview korte notities over de context en sfeer van het gesprek, en transcribeer zo snel mogelijk het interview.

## Appendix 7: Data management plan

### PLAN OVERVIEW

A Data Management Plan created using DMPonline

Title: MAKING POPS WORK: SUSTAINABLE GOVERNANCE AND MANAGEMENT FOR VALUE CREATION IN DUTCH CITIES

Creator: Casper van Kalken

Affiliation: Delft University of Technology

Template: TU Delft Data Management Plan template (2025)

ID: 202859

Start date: 01-02-2026

End date: 12-06-2026

Last modified: 23-04-2026

MAKING POPS WORK: SUSTAINABLE GOVERNANCE AND MANAGEMENT FOR VALUE CREATION IN DUTCH CITIES

## 0. ADMINISTRATIVE QUESTIONS

1. Provide the name of the data management support staff consulted during the preparation of this plan and the date of consultation. Please also mention if you consulted any other support staff.

Dr.ir. E.W.T.M. (Erwin) Heurkens Data, associate professor of Urban Development Management (UDM), at the department of Management in the Built Environment (MBE) at Delft University of Technology has reviewed this DMP on 23-04-2026

2. Is TU Delft the lead institution for this project?

- Yes, the only institution involved

## I. DATA/CODE DESCRIPTION AND COLLECTION OR RE-USE

3. Provide a general description of the types of data/code you will be working with, including any re-used data/code.

Type of data/code	File format(s)	How will data/code be collected/generated? <i>For re-used data/code: what are the sources and terms of use?</i>	Purpose of processing	Storage location	Who will have access to the data/code?
Interview audio recordings	.mp3	Recorded during semi-structured interviews with consent of participants	Transcription and qualitative analysis	TU Delft secure storage (TU Delft OneDrive)	Researcher only
Interview transcripts (anonymised)	.txt	Transcribed from audio recordings and anonymised by removing identifiable information	Qualitative coding and analysis	TU Delft secure storage	Researcher (and supervisors if needed)

Survey data (anonymous)	.xlsx		Collected through on-site or online survey tool (e.g. Qualtrics), without personal identifiers	Quantitative analysis of user experiences	TU Delft	secure storage	Researcher (and supervisors if needed)
Observation notes	.xlsx		Recorded by researcher during structured field observations in public spaces	Analysis of spatial use, behaviour, and management practices	TU Delft	secure storage	Researcher only
Document analysis materials (policy docs, contracts, public sources)	.pdf / .docx / .png	/	Collected from publicly available sources and, where applicable, shared by interviewees	Analysis of governance structures and management arrangements	TU Delft	secure storage	Researcher
Research analysis files	.xlsx		Created by researcher during data coding and cross-case analysis	Structuring and analysing qualitative and quantitative data	TU Delft	secure storage	Researcher
Informed consent forms	PDF		Informed consent forms signed digitally.	To obtain and document informed consent.	Project Data Storage		Researcher

## II. STORAGE AND BACKUP DURING THE RESEARCH PROCESS

4. How much data/code storage will you require during the project lifetime?

- < 250 GB

5. Where will the data/code be stored and backed-up during the project lifetime? (Select all that apply.)

- TU Delft OneDrive

## III. DATA/CODE DOCUMENTATION

6. What documentation will accompany data/code? (Select all that apply.)

Not applicable.

#### **IV. LEGAL AND ETHICAL REQUIREMENTS, CODE OF CONDUCTS**

7. Does your research involve human subjects or third-party datasets collected from human participants?

If you are working with a human subject(s), you will need to obtain the HREC approval for your research project.

- No

9. Will you work with any other types of confidential or classified data or code as listed below? (Select all that apply and provide additional details below.)

If you are not sure which option to select, ask your Faculty Data Steward for advice.

- No, I will not work with any other types of confidential or classified data/code

10. How will ownership of the data and intellectual property rights to the data be managed?

For projects involving commercially-sensitive research or research involving third parties, seek advice of your Faculty Contract Manager when answering this question.

The data collected in this research will be owned by the researcher as part of a master's thesis conducted at Delft University of Technology (TU Delft). TU Delft retains the right to store and archive the data in accordance with its research data management policies.

The research is conducted in collaboration with NEOO as a graduation organisation. However, no formal data sharing agreements are in place, and no ownership rights over the research data are transferred to third parties. External organisations do not have access to the raw data.

Any data collected from participants (such as interview recordings, transcripts, and survey data) will be used solely for academic research purposes. Personal data and confidential information will be handled in accordance with TU Delft guidelines and applicable data protection regulations (GDPR).

Anonymised data may be used for academic publication and may be archived in a TU Delft-approved repository under restricted access conditions. Raw data containing identifiable information will not be shared publicly.

#### **V. DATA SHARING AND LONG TERM PRESERVATION**

26. What data/code will be publicly shared?

Please provide a list of data/code you are going to share under 'Additional Information'.

- No data/code can be publicly shared – please explain below why data/code cannot be publicly shared

## VI. DATA MANAGEMENT RESPONSIBILITIES AND RESOURCES

33. If you leave TU Delft (or are unavailable), who is going to be responsible for the data/code resulting from this project?

My supervisor Erwin Heurkens,

34. What resources (for example financial and time) will be dedicated to data management and ensuring that data will be FAIR (Findable, Accessible, Interoperable, Re-usable)?

Data management will be carried out by the researcher as part of the master's thesis project. Time will be allocated throughout the research process for organising, documenting, anonymising, and securely storing the data.

All data will be stored on TU Delft-approved secure storage systems (e.g. OneDrive). The volume of data is expected to be limited (interview recordings, transcripts, survey data, and documents) and will remain well within the storage capacity provided by TU Delft.

No additional financial resources are required for data management. Anonymised data may be archived using a TU Delft-approved repository (e.g. 4TU.ResearchData) under restricted access conditions, in line with FAIR principles. Metadata and documentation (such as a README file and codebook) will be provided to ensure that the data is findable and reusable where appropriate.

Sensitive or identifiable data will not be shared publicly, ensuring that accessibility and reuse are balanced with confidentiality and ethical requirements.

35. Which faculty do you belong to?

- Faculty of Architecture and the Built Environment (ABE)

Appendix 8: Pictures of examined POPS

**CASE 1: THE VALLEY**



*Entrance signage with access hours*



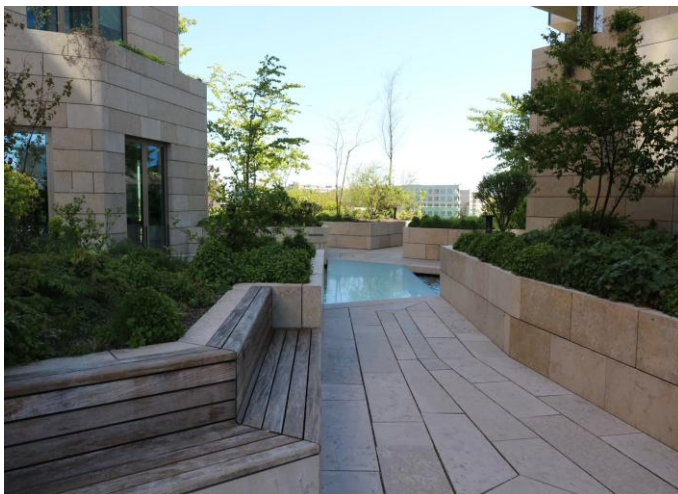
*CCTV camera on facade*



*The Grotto atrium with art sculpture*



*Public seating with no-smoking sign*



*Rooftop garden with seating and water feature*



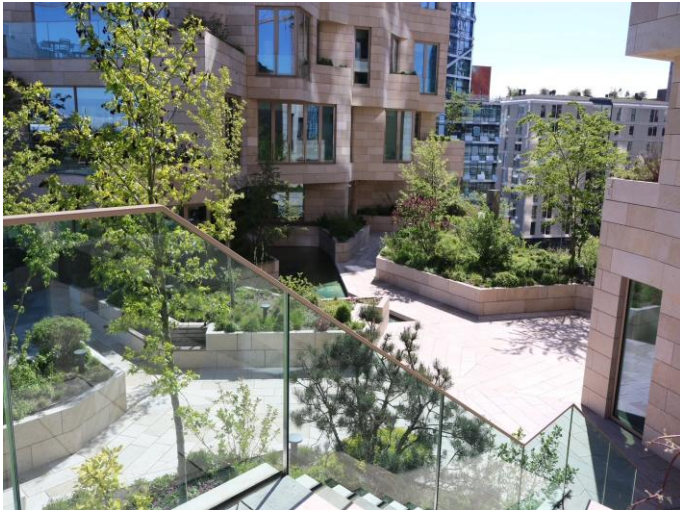
*Valley courtyard with terraced levels and stairs*



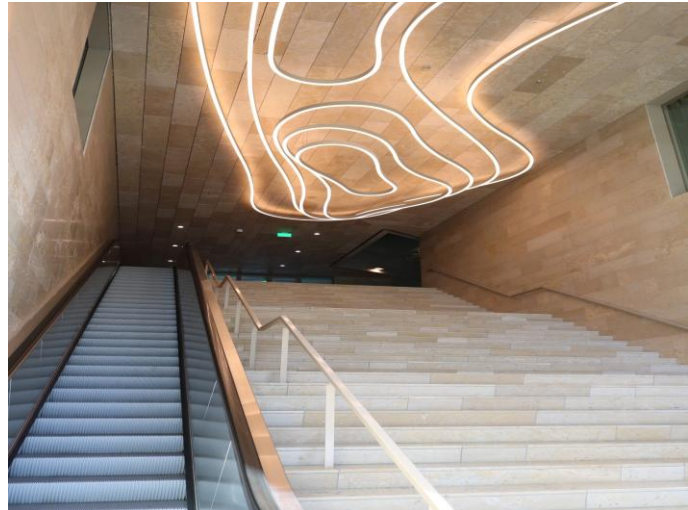
Wayfinding sign to rooftop garden



Entry hall to atrium with revolving door



View across landscaped terrace levels



Escalator and staircase with ceiling lighting



House rules notice with surveillance warning



Visitors on outdoor public staircase

## CASE 2: MAASKANTPARK



Street facade of Groot Handelsgebouw



Street frontage with retail and pedestrians



Main building entrance (GHG, no. 45)



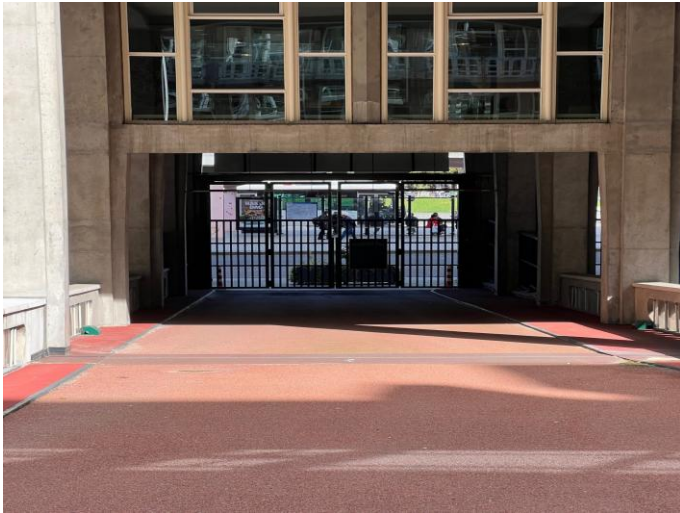
Sliding entrance door



Intercom and key card reader at secondary entrance



Park house rules board with opening hours



*Closed rear gate to Stationsplein (previously opened to public)*



*Seating area with wire chairs and planted borders*



*Maaskantpark courtyard with seating and planting*

# CASE 3: DE KOOPGOOT



Overview of Koopgoot passage



Arched steel canopy spanning the underground passage



Canopy detail



Busy passage during retail hours



Entrance staircase to sunken passage level



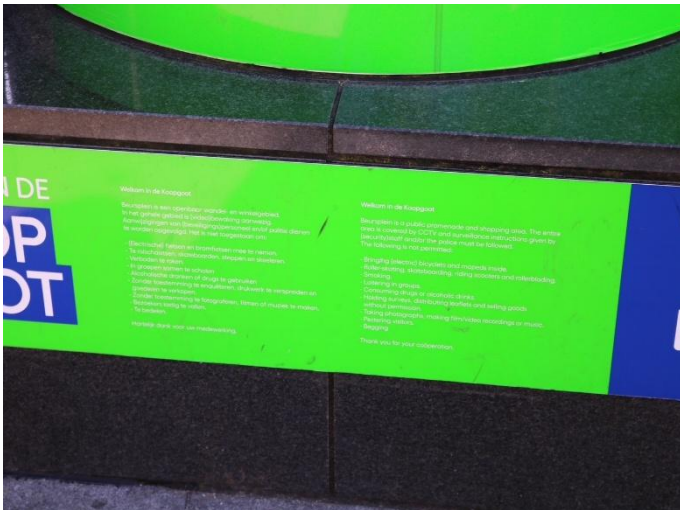
Passage with retail frontages and CCTV camera



CCTV camera above retail unit



Information column with camera surveillance notice



House rules panel in Dutch and English



Slippery surface warning on entrance ramp



Visitor using yellow seating element



Temporary event installation in the passage

## CASE 4: LITTLE C



*Hospitality square with outdoor terrace seating*



*Private front gardens of residents*



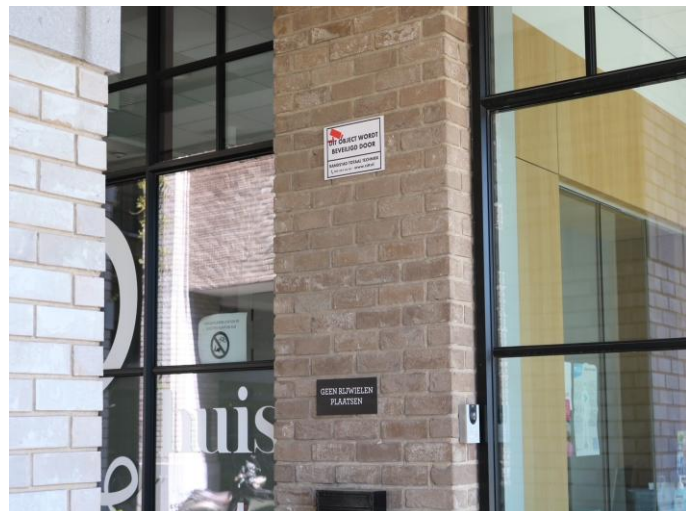
*Plinth frontage with resident planting*



*Dokter in pint, one of the many present shops*



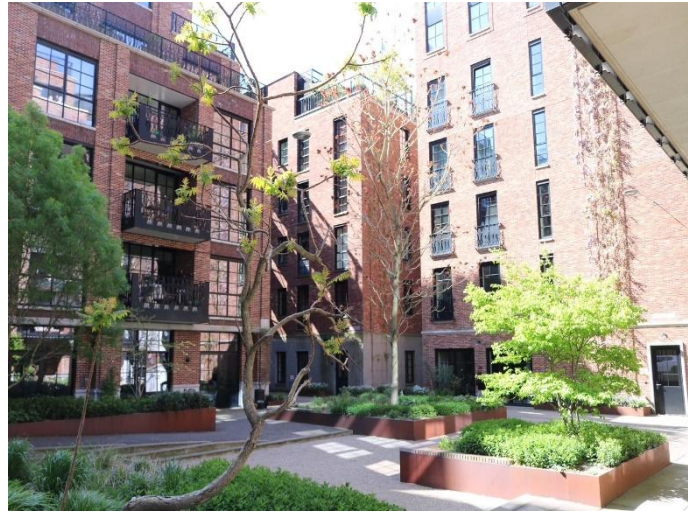
*Little C development from street level*



*Security notice and no-cycling sign at entrance*



*Residential courtyard with corten planters*



*Publicly accessible square with seating options*



*"Eigen Terrein" sign with house rules QR code*



*Terrace with visitors at second hospitality venue*



*Overview of little C development*



*Resident-appropriated ground floor with potted plants*

## CASE 5: WTC AMSTERDAM



*Public seating configuration*



*Main entrance lobby with reception desk*



*Entry configuration at main entrance*



*Central feature with tiered seating in WTC South*



*CCTV camera in atrium roof structure*



*WTC Reception desk in the atrium*



atrium with retail and food functions



Information panel with present shops indicated



Atrium cafe terrace in WTC



Atrium overview from mezzanine level, with art sculpture



Communal seating area with reading rack



Building directory with ten towers and tenants