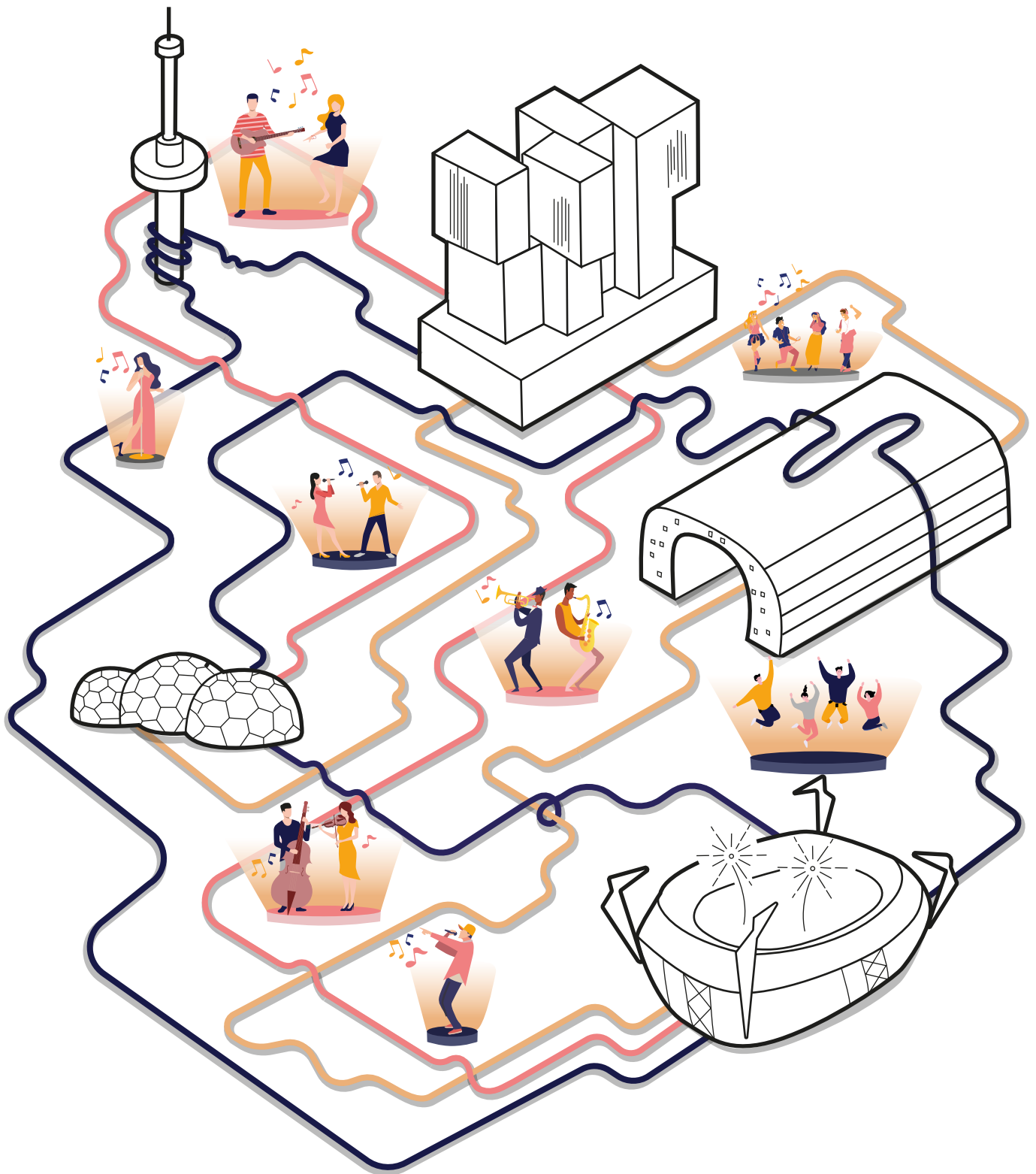


Eurovision Song Contest 2020 as a catalyst for urban renewal

A research about short-term cultural events to increase positive impacts for the city and local communities



**“It always seems
impossible
until it’s done”**

- Nelson Mandela

Colophon

Eurovision Song Contest 2020 as a catalyst for urban renewal

A research about the strategy design of short-term cultural events to increase positive impacts for the city and local communities

Student

Name: Fleur Huisman
Studentnumber: 4787277
E-mail adress: F.Huisman@student.tudelft.nl
Phone number:

Education

University: Delft University of Technology
Faculty: Architecture and the Built Environment
Adress: Julianalaan 134, 2628 SL, Delft

Master track: Management in the Built Environment
Graduation lab: Urban Development Management (UDM)

Document: P5 report
Date: 9 July 2020

Supervisory team

First mentor: Dr. A. (Aksel) Ersoy
Second mentor: Drs. P.W. (Philip) Koppels
Delegate of the board: Dr.ir. W.W.L.M. (Willemijn) Wilms Floet



Preface

This graduation research represents my final project for the master “Management in the Built Environment” at the faculty of Architecture and the Built Environment at Delft University of Technology of the faculty. This is the second time I had to write a thesis, since the first one was to conclude my bachelor in 2017. For this thesis I knew how important it is to choose a subject that has your interest and motivates you to work on it for almost a whole year. In September 2019 I was one hundred percent sure this topic would have something to do with urban area development. During the first year of my master it became obvious that urban area (re)development interests me because of the complexity, different involved stakeholders and functions. Therefore, my choice to graduate in the direction of Urban Development Management (UDM) was quickly made.

After choosing the direction, I struggled for several weeks to find the right topic that made me enthusiastic. I think I must have had three potential subjects before I found the right one. All potential topics had something to do with the catalysation of urban renewal. During a brainstorm session with my first mentor, we suddenly mentioned the Eurovision Song Contest that would take place in Rotterdam later that year. It turned out that we both wanted to acquire tickets to watch the shows. Suddenly, I had found my topic; how this event could catalyse/influence urban renewal.

After studying events in literature, it became quickly clear that this type of event, are not much discussed in relation to urban renewal. Therefore, the focus of this research are short-term cultural events, like the Song Contest, and their relation to urban renewal. This research studies elements of these events which could positively influence urban renewal in a social, economic and physical way. The results of this research are based on a case study in which both the Eurovision Song Contest 2020 and the urban renewal project Hart van Zuid in Rotterdam-Zuid are studied.

Acknowledgements

In the beginning of this academic year I thought my second thesis would be easier, since I knew the research process and steps. However, looking back now, this turned out not to be true. A graduation thesis at an university proves to be quite different than a thesis at a university of applied sciences. Therefore, studying and researching this topic for a year has been a great process where I learned lots of new things about, obviously, my topic but also myself. Conducting this research would not have been possible without several people. I would like to take a moment to thank all of these people for their guidance and support. Firstly, I want to thank both of my mentors, Aksel Ersoy and Philip Koppels, for their guidance. Your enthusiasm, knowledge and criticism has been very helpful. Aksel, thank you for critical view on my subject, your very clear feedback and availability if I had any questions. Also, this must be mentioned, thank you for sharing my enthusiasm for the Eurovision Song Contest. Philip, thank you for your always positive view on my research, understanding my sometimes (too) extensive scheme's and being available as my second mentor this year.

Next, I want to thank the municipality of Rotterdam for providing an internship for me in the core team of the Eurovision Song Contest 2020, which allowed me to easily gain data and lay contact with important interviewees from both the team of the Song Contest and Hart van Zuid. More specifically, I want to thank my external mentor, Bart van Ulden, for his enthusiasm, guidance and his many stories and explanations about the organization of municipality of Rotterdam and all his projects. Next I want to thank all my interviewees for their input and time, even though we have only seen each other via our screens.

Lastly, I want to give a special thanks to my dear family and friends for supporting me during the whole process. A special thanks to Meltem, for undergoing the whole master and graduation experience with me, I do not think I could have found a more similar person who shared my perfectionism and stress level. On top of that I want to thank my parents for their love and support, even if this meant they were not allowed to talk to me for days. And last but not least, my greatest thanks goes to Michel, who was always there for me and helped in any way possible even though I was definitely not always the happiest person.

I have definitely enjoyed the process of my research and have learnt a lot. Therefore, I am very proud and happy to share my thesis with people who enjoy and have an interest in this topic. Please enjoy reading!

Yours sincerely,

Fleur Huisman

Delft, July 2020

Abstract

Cities cope with the problem of increasing demand for housing due to urbanisation, while trying to maintain and improve its attractiveness and city image. Improving attractiveness and the city image can be achieved by urban renewal. In Rotterdam, The National Programme Rotterdam-Zuid (NPRZ) was initiated to tackle the disadvantages and improve the quality of life in Rotterdam-Zuid (the worst neighbourhood of The Netherlands). An image and economic improvement was realised in Rotterdam-Zuid. However, too little residents of Rotterdam-Zuid did benefit from this economic improvement. More positive impacts in the area are necessary and urban renewal could improve these areas. However, urban renewal occurs at a too low pace. A positive impact for this process is necessary.

An event can succeed in catalysing urban renewal, by strategically planning the event beforehand. As a result, the event can deliver hard and soft impacts on the area. After the Netherlands won the Eurovision Song Contest (ESC) in May 2019 in Tel Aviv, the city of Rotterdam was chosen as the host city of the ESC 2020 in Ahoy Rotterdam. Ahoy Rotterdam is located in Rotterdam-Zuid. This event could be an opportunity for Rotterdam to positively impact the renewal of Rotterdam-Zuid and indirectly improve the city's attractiveness and image. The problem which this research tries to tackle is how to positively impact the urban renewal of Rotterdam-Zuid by strategically planning the Eurovision Song Contest 2020/2021.

This research aims to explore and understand the benefits of hosting cultural events, like the Eurovision Song Contest, in relation to their contribution to urban renewal. Based on the defined problem, the following main question is formed for this research: "Which elements when hosting a cultural great event could positively impact and catalyse urban renewal?"

To answer the main question a qualitative approach was chosen. This approach includes a literature review, explorative semi-structured interviews with experts and a case study of the urban renewal project Hart van Zuid (HvZ) in relation to the Eurovision Song Contest (ESC) in Rotterdam. For this case study, reports have been analysed and semi-structured interviews with stakeholders of both HvZ and the ESC have been held.

From the results of literature, explorative interviews, case description and case study interviews it can be concluded that social impacts occur the most and on a short-term basis. An important observation which has been made is the importance of a connection in the form of a relationship between the event and the urban renewal project. The impacts that have been found are divided in the categories of social impact, economic impacts and physical impact.

First, side-events are mentioned as an important means to create a social impact on an area. Important is that these side-events have a character that shows the identity of the location, otherwise local people do not feel attracted to these events.

Secondly, economic impacts are based on tourism generated by the event. For this impact, no necessary steps need to be taken by the municipality or other hosting organisation. Tourism leads to higher spending in the area and new facilities created by the urban renewal project captures this impact to create a positive long-term economic spin-off.

Lastly, the physical impact is, due to the short preparation time, not as present as a social and/or economic impact. Opportunities like creating a marker in the area, speeding up the existing planning of urban renewal and using city dressing for the delivery of the buildings are however mentioned.

This research suggests important elements which can be used to increase the successfulness and realisation of these social, economic and physical impacts.

Keywords

events, urban renewal, impact, legacy, urban area development, Eurovision Song Contest, Rotterdam-Zuid

Executive summary

Problem statement

Cities cope with the problem of increasing demand for housing due to urbanisation, while trying to maintain and improve its attractiveness and city image. Improving attractiveness and the city image can be achieved by urban renewal. The National Programme Rotterdam-Zuid (NPRZ) was initiated to tackle the disadvantages and improve the quality of life in Rotterdam-Zuid (the worst neighbourhood of The Netherlands). An image and economic improvement was realised in Rotterdam-Zuid. However, too little residents of Rotterdam-Zuid benefit from this economic improvement. More positive impacts in the area are necessary and urban renewal could improve these areas, but urban renewal occurs at a too low pace. A positive impact for this process is necessary. The problem which this research tries to tackle is how to positively impact the urban renewal of Rotterdam-Zuid by strategically planning the Eurovision Song Contest 2020/2021.

Research questions

Based on the problem statement of this research the following main question will be answered by this research:

“Which elements when hosting a cultural great event could positively impact and catalyse urban renewal?”

The following sub questions will help to steer the research and answer the main question:

Case related

- What are the current hosting goals of the municipality of Rotterdam for hosting the Eurovision Song Contest 2020 and how did they achieve this?
- What is the relation between the Eurovision Song Contest 2020 and Hart van Zuid?
- What are the created opportunities in the area of Hart van Zuid, as a result of hosting the Eurovision Song Contest 2020?

Non-case related

- What are important measures and elements of an event in relation to urban renewal in general?
- What are the main components of urban renewal?

Research aim

The main aim of this research is to explore and understand the benefits of hosting cultural events, like the Eurovision Song Contest, in relation to their contribution to urban renewal.

More specifically, the objectives of this research are:

1. To understand the positive and negative impacts of events hosted in and by cities.
2. To determine the benefits and relationship

between an event and urban renewal.

3. To identify the important elements and aspects by looking at the current strategy of the municipality of Rotterdam, literature and talking to consultancy experts.
4. To define elements that improve chances on positive economic, social and physical impacts.

Methodology

The qualitative approach is chosen for this research because qualitative research generates new theories, which is what is needed since there is barely any literature on the relation between urban renewal and an event like the Eurovision Song Contest (ESC). The qualitative research consists of a literature review, explorative interviews and a case study. The research is approached in three phases;

1. Literature review.

The main aim of the literature review is to gain in-depth knowledge about urban renewal, events and their impact.

2. Qualitative research

In the second phase, qualitative research is conducted. This is done by conducting explorative semi-structured interview with consultancies related to urban renewal and/or events and analysing a case study.

3. Synthesis

In the last phase of the research, the synthesis, the found elements and measures are formulated in an advice for hosting organisations. In the end of phase three, conclusions, discussions, limitations and recommendations are discussed.

Results from the literature review

Urban renewal

Urban renewal is caused by and aimed at economic and social factors by implementing physical change. Urban renewal can be understood by looking at the economic, social and physical value creation within the process.

Economic

Economic renewal is a crucial part of urban renewal as it reverses economic decline. Economic renewal stimulates economic growth. It aims to attract investment and create job opportunities.

Social

Urban renewal is related to social cohesion in a neighbourhood and the local communities. Social elements for urban renewal can include community work with the existing population, public participation in urban planning, accessibility to health care and education, provide training and help in finding jobs.

Physical

The physical urban renewal involves both the physical appearance and environmental quality of cities. Some important components of physical renewal are; buildings, land and sites, urban spaces, open spaces and water, utilities and services, telecommunications, transport infrastructure and environmental quality.

Types of events

Literature distinguishes four types of events.

Large event (includes: mega-, giga- and major-event)

A large event can be described as an occasional event of international scale on different locations. Also, these events tend to have a dramatic character, mass popular attraction, international prestige and magnitude and are organized by both national government and international non-governmental organisations. An example of a large event is the Olympic Games.

Hallmark event

A hallmark event can be described as a periodic event of limited duration which is designed to increase awareness, interest income from the visitors/tourists. An example of a hallmark event is the Tour de France or a carnival of a specific Carnival.

Regional event

A regional event attracts mostly national visitors and its benefits are for the country but primarily for the region. An example of a regional event is the WOMAD festival in the United Kingdom, where national artists perform or provincial sport tournaments.

Local event

Local events relate more to benefits for local communities, city and/or town. An example of a local event is an annual harvest festival like the "Oogstfeest" in Zevenhuizen or carnival of a local school.

ESC as a type of event

None of the above described definitions of an event matches the ESC. Therefore a new definition for this event is created; a great event. This event type falls, scale wise, between a large event and hallmark event and has characteristics of both. A great event improves the host city's image, is periodic and has a different location every edition, has a dramatic character and has international participants and media coverage.

Types of impact

The literature describes three types of impact.

Short- and long term impacts

Long-term impact means for example that host city undergoes a change in location factors (more tourism after the event due to image improvement). Impact is related to short-term impulse during or right after the event (consumption by visitors). To identify long-term impacts a period of 15-20 years after the event is necessary to measure the true impact (Figure I).

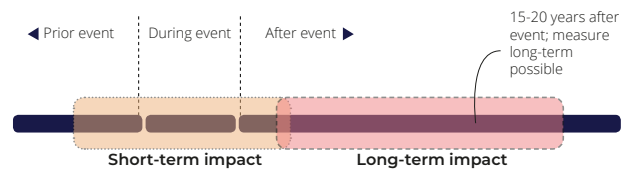


Figure I. Timeline of short-term and long-term impact (own illustration)

Tangible and intangible impacts

Impact can be distinguished into two categories: tangible (hard) impact and intangible (soft) impact. Tangible impact can be described as direct measurable outcomes of an event (e.g. increase of number of tourists) and intangible impact cannot be directly measured (e.g. improved image as an attractive tourist destination). Tangible impacts mostly relate to long-term economic impacts but can also appear as short-term impacts. Intangible impacts relate to social impacts and are mostly seen as short-term (figure II).

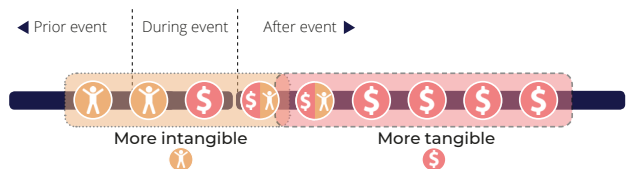


Figure II. Timeline of intangible and tangible impacts (own illustration)

Direct, indirect and induced impacts

The direct (primary) impact can be seen as the expenditure or change in economic activity in the first round of spending. This spending must be in addition to the existing economy.

The indirect (secondary) impact is the expenditure or economic activity on other businesses as a consequence of the event in the second round of spending. This means additional businesses and jobs are created beyond the core programme of the event or the supply chain is affected.

The induced impacts are the expenditures of businesses or employees who earned additional money of the events. The money they spend in the economy results in additional revenue for businesses. The additional economic activity by spending the extra earnings is the induced impact.

Type of impact per type of event

Comparing the different impacts per event type, it became obvious that the impacts per type of event differ.

The presence of physical impacts decreases as the size of the events becomes smaller. In comparison to a hallmark event, a local event has barely any physical impact on the area. The cause of this could be the higher investments of bigger events. The social impacts are strong in each event, however, proportionally the social impacts of smaller events are more present than bigger events. This could of course be explained by the objectives of the smaller scale events, which is focused on the local communities instead of a international range. A stable presence in each event is the economic impacts. These impacts are often the result of a improved image of the city/country.

Results from the interviews

Explorative interviews

Four experts in the area of urban renewal and/or events have been interviewed in order to gain knowledge on the subject. From these interviews, ten topics were mentioned which are important for either or both urban renewal and/or events:

- Social objectives
- Role of the municipality
- Local stakeholders; neighbourhood and residents
- Connection between the new and existing neighbourhood
- Storytelling
- Side-events
- Catalysing effect
- Economic aspects
- Physical aspects
- Interaction between social, economic and physical impacts and values

The five main take a ways of the explorative interviews are:

- Events might contribute to the social value objective in developments.
- The municipality is a key player in aligning the connections and objectives of the event and the urban renewal process.
- For urban renewal a connection between the new and existing residents can be created in public space. However, for local residents to feel connected to this new area, they need to feel connected to it. A way to establish this is by organising events and activities.
- If urban renewal realises or improves existing facilities in the area that could attract and generate tourists, an economic boost could be created. An event could be the kick-off of economic boost by attract tourist and other visitors to the area.
- The planning of the urban renewal project could be sped up by executing small maintenance and small adjustments to the public space to improve the quality of the area.

Case study interviews

After the explorative interviews, interviews were held with stakeholders of the Hart van Zuid team and the Songfestival team and people who are involved in both projects. In total ten stakeholders have been interviewed. The following takeaways were found:

- The main take away from the case study interviews is that in order to create impacts with an event on an area development, the connection between the event and the development needs to be managed well firstly. The main reason for this is to create awareness, updates and insight in the other project, this applies for both sides. This connection can be achieved by involving the urban renewal team in the core team of the event, by aligning project

structures and/or appointing a right mediator (someone who knows both projects, as link between the two projects).

- HvZ can benefit from the attention of the municipal council on ESC and HvZ, by asking for more budgets to realise aspects that improve the quality of the area to benefit the ESC.
- The short preparation time of the event, leads to a quicker decision-making process resulting in getting things done faster.
- An important social impact is the involvement with the local neighbourhood and area. This can be strengthened by hosting side-events. The ESC does not want to lose focus on their scope and would therefore appoint an intermediary who could steer on these placemaking events. These side-events need to be made interesting for the local area, by identifying its characteristics and identity. HvZ has the right connections to speak and share its network to speed-up the process of organising a quality side-event.
- (Inter)national tourism is mentioned as the positive impact of the ESC on HvZ. The difficulty lies in capturing this economic impact. It can be captured by a change of the image of an area by the ESC and/or the right and enough facilities in the area to attract visitors.
- The physical impacts revolve around small quality updates in the direct area. These updates contain sped-up quality updates of the spatial area which were already planned as part of the urban renewal. An addition to the area could be a marker as reminder of the ESC. Both ESC and HvZ can invest in this marker.

Conclusion

The results from the literature, case description and interviews lead, together with the answers on the sub questions, to the answer on the main question:

“Which elements when hosting a cultural great event could positively impact and catalyse urban renewal?”

General elements

An important observation which has been made during analysing the case study is the connection in form of a relationship between the event and the urban renewal project.

To create this relationship several things can be done:

- The urban renewal team can be given a place in the core team of the event in order to be involved as early as possible
- The project structure of the involved project teams can be aligned. If both projects have a team with participants with same

responsibilities, communication about certain subjects becomes easier

- A mediator can be appointed who is familiar with both projects and will be the vital link between them.

Elements related to social impacts

A social impact is understood as the connection and relation with the local residents/neighbourhoods, which is often missing or hard to achieve in an urban renewal project. Therefore, an event provides a good opportunity to create such a connection. However, an annual event like the ESC has a solid main event. Side-events are therefore mentioned as an important means to create a social impact on an area. Important is that these side-events have a character that shows the identity of the location of the side-event, otherwise local people do not feel attracted to these events.

To create the right programme for the side-event the following can be done:

- Appoint an intermediary who steers on placemaking and side events. This intermediary is appointed to prevent that the core team of the event loses focus on the main event. This intermediary serves outside of the event team.
- Find the right characteristics for an event by looking at the existing neighborhood analysis of the municipality
- Find the right characteristics for an event by using the existing network that the urban renewal team has built up with the local neighbourhood.

Elements related to economic impacts

Economic impacts are based on the tourism generated by the event. For this impact no necessary steps need to be taken by the municipality or other hosting organisation. The event generate tourism who will spend money at existing facilities. Since urban renewal already takes place in the area, new facilities and attractions will capture tourism and the economic impact/higher expenditures. As a result, the image of the area will improve due to more visitors, which leads to investors willing to invest in the area, resulting in even more quality updates for the area.

Elements related to physical impacts

Lastly, as mentioned before the physical impacts is, due to the short preparation time, not as present as a social and/or economic impact. However, three opportunities are mentioned:

- Create a marker in the area which gives a quality boost to the area. A discussion and relation

between the two teams is important to fix the investment.

- A sped-up planning can be created if this benefits both the event and the urban renewal project. Communication between the two teams is hereby important. This sped up planning leads to a quicker quality update of the area
- The delivery of different buildings within the urban renewal project can benefit from the city dressing of the event. Communication between the two teams is again important to realise the right city dressing that will fit with the delivery of the buildings after the event has occurred

Recommendations

Recommendations for practice

The aim of this research was to advice a hosting party of a great event on important elements to create positive social, economic and physical impacts on urban renewal. The following recommendations can be given to such a hosting party:

Create a relationship between the urban renewal team and event team

This relationship creates awareness and opportunities that might otherwise be missed. The relationship can be created by giving the urban renewal team a place in the core team of the event in order to be involved as early as possible. A second option would be to align the project structures of both teams. If both projects have a team with participants with same responsibilities, communication about certain subjects becomes easier. Lastly, a mediator can be appointed who is familiar with both projects and will be the vital link between them.

Organise side events

The main event of a great event is the same every year and consists of a solid concept. However, the side programme is something that a host city can strongly influence. For urban renewal it is sometimes difficult to realise a good and natural connection and relationship between the old and new situation. Public spaces seem to be the best areas where such a relationship and interaction might take place. By hosting side-events these public places get activated and the local neighbourhood can in this way experience the new developments of the urban renewal in a low threshold way. To ensure the low threshold character of the side-events, the events need to have the right programme. This programme can be achieved by looking at existing neighbourhood analysis or by making use of the existing network of the urban renewal team which has been built up in the years prior to the event.

Ensure communication between the urban renewal team and event team

By communicating opportunities for the area might arise that were not possible without the event. By discussing the planning and budgets, both city dressing and the budget for a physical elements can be used for a permanent quality update in the area. Both teams might be able to invest in a physical marker. Another, example of how communication might benefit the area is by a sped-up planning whereby quality updates are earlier executed, leading to a more attractive area where tourist might spend their money. This could be the start of an economic boost for the area.

Recommendations for further research

The following recommendations are given for this future research:

- Involve visitors of the event in the research.
- Research the connections and interrelations between the different kinds of impact could be analysed.
- Find out how the elements can be implemented in the strategy (project plan and bidbook) of an event organization to ensure these positive impacts.
- Conduct a research in a quantitative way, where the event is analysed afterwards. This might lead to new and unexpected results and important elements.
- Look at other great events and their relation to urban renewal.

Discussion

Some limitations to the research were found.

First, only one case study is used in this research. This means that there might be aspects included in the research that are context specific. Therefore, the findings cannot directly be copied and used for another case. If this is possible, the findings must first be adapted to another context. The explorative interviews did help to mitigate the harm of external validity by comparing the case results with general input from practice. However, the size of the interviewees is too small to completely remove context related solutions.

A second limitation of the research is a change in the case study during the research. On 18 March 2020, the 2020 edition of the ESC was cancelled due to the Corona Virus. For the research, this meant that some questions of the case study could not be answered. Also, the surveys could not be conducted, since the event did not take place and it was not possible due to the restrictions.

Next, due to the Corona virus and working from home, online interviews had to be arranged Skype or Teams. However, after the first few interviewees it was

sometimes hard to interact with some people and read their answers based on their movements for example. Also, the connection was not always perfect or the recording of a voice from a laptop was not audible. Therefore, some responses and follow-up questions from the researcher were less sharp as they could have been and some answers were incomplete.

Fourth, the research focuses on three categories; social impacts, economic impacts and physical impacts. As discussed before, the categories are, in this research, seen as stand-alone impacts. However, these categories interact with each other and are linked. In this research this connection between the different categories fell outside the scope of this research, but definitely have an influence when looking at important elements to create positive impacts on urban renewal.

Lastly, during the internship at the municipality of Rotterdam, interns have to activate their own online account. However, due to a busy period this process took six weeks. This meant that no full access to the data of the municipality was possible. This caused a small delay in making explorative interview protocols. When full access to the data was achieved, the interview protocols of the remaining explorative interviews were adjusted. However, the first two explorative interviews had a couple of missing questions in the original interview.

Table of contents

Colophon	IV
Preface	V
Abstract	VI
Executive summary	VII
Table of contents	XII
Graphic index	XIV
I Introduction	1
01 Introduction	2
01.01 Problem field	2
01.02 Problem statement	2
01.03 Societal and scientific relevance (gap in literature)	4
01.04 Case introduction	4
II Literature review	7
02 Literature review	8
02.01 Literature review	8
02.02 Urban renewal	9
02.03 Events and impacts	14
III Methodology	26
03 Methodology	27
03.01 Research questions	27
03.02 Research methods	29
03.03 Research output	33
03.04 Research plan	34
IV Empirical Research	36
04 Case description	37
04.01 Eurovision Song Contest 2020/2021 Rotterdam	37
04.02 Hart van Zuid	42
V Results	47
05 Explorative interviews	48
05.01 Introduction	48
05.02 Output	48
05.03 Conclusion	54
06 Case study interviews	56
06.01 Introduction	56
06.02 Hart van Zuid en Eurovision Song Contest 2020	56
06.03 Relation between HvZ and ESC 2020	56
06.04 Opportunity and risks	58
06.05 Possible social impacts	58

06.06	Possible economic impacts	58
06.07	Possible physical impacts	58
06.08	Conclusion	59
07	Synthesis	60
07.01	Case study: Eurovision Song Contest & Hart van Zuid	60
07.02	Connection	61
07.03	Social impacts	62
07.04	Economic impacts	63
07.05	Physical impacts	64
07.06	Opportunities	65
07.07	Advice for the municipality of Rotterdam	65
VI	Conclusion	66
08	Conclusion	67
08.01	Answering the sub questions	67
08.02	Answering the main question	69
09	Recommendation & discussion	71
09.01	Recommendation	71
09.02	Discussion	72
10	Reflection	74
10.01	Positions of the research	74
10.02	Scientific relevance and utilisation	74
10.03	Data collection	75
10.04	Ethical issues and dilemmas	75
	References	76
	Appendices	80

Graphical index

List of figures

Figure I.	Timeline of short-term and long-term impact (own illustration)	VII
Figure II.	Timeline of intangible and tangible impacts (own illustration)	VII
Figure 01.	Problem statement and research focus (own illustration)	3
Figure 02.	Influence ESC and HvZ on Rotterdam-Zuid (own illustration)	6
Figure 03.	Relation between ESC and HvZ (own illustration)	6
Figure 04.	Positive relation between ESC and HvZ results in better Rotterdam-Zuid (own illustration)	6
Figure 05.	Research concepts (own illustration)	8
Figure 06.	Urban renewal process (own illustration, based on Robert & Sykes, 2000)	10
Figure 07.	Involved elements and characteristics of quality places (own illustration, based on Wyckoff, 2014)	11
Figure 08.	Types of placemaking (own illustration, based on Wyckoff, 2014)	11
Figure 09.	Timeline of short-term and long-term impact (own illustration)	21
Figure 10.	Timeline of intangible and tangible impacts (own illustration)	22
Figure 11.	Direct, indirect and induced impacts (own illustration)	22
Figure 12.	Impact of mega-event (own illustration, based on De Blok, 2015)	23
Figure 13.	Impact of great-event (own illustration, based on De Blok, 2015)	24
Figure 14.	Impact of hallmark event (own illustration, based on De Blok, 2015)	24
Figure 15.	Impact of local/regional event (own illustration, based on De Blok, 2015)	25
Figure 16.	Type of impacts of per type of events (own illustration)	25
Figure 17.	5W & 1H analysis of main question (own illustration)	27
Figure 18.	Relations between the what, how and why (own illustration)	28
Figure 19.	Three topics leading to main advice (own illustration)	28
Figure 20.	Sub-questions divided per what how and why (own illustration)	28
Figure 21.	Position of this research (based on Edmonson & McManus, 2007)	29
Figure 22.	Conceptual model research (own illustration)	30
Figure 23.	Flowchart of tasks & deliverables throughout the research (own illustration)	34
Figure 24.	Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)	38
Figure 25.	Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)	39
Figure 26.	Map of Rotterdam with locations of all the festivities (own illustration)	40
Figure 27.	Timeline ESC 2020 (own illustration)	41
Figure 28.	Formal organisation structure ESC 2020 (own illustration)	41
Figure 29.	Internal organisation structure ESC 2020 (own illustration)	42
Figure 30.	Pillars Hart van Zuid (own illustration)	43
Figure 31.	Hart van Zuid development with projects (own illustration)	44
Figure 32.	Timeline Hart van Zuid (own illustration)	46
Figure 33.	Explorative interviews with topics scheme (own illustration)	48
Figure 34.	Social impact of event on urban renewal (own illustration)	55
Figure 35.	Economic impact of event on urban renewal (own illustration)	55
Figure 36.	Physical impact of event on urban renewal (own illustration)	55
Figure 37.	Case study interviews related to projects (own illustration)	56
Figure 38.	Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)	60
Figure 39.	Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)	60
Figure 40.	Social impact of event on urban renewal (own illustration)	63
Figure 41.	Economic impact of event on urban renewal (own illustration)	63
Figure 42.	Physical impact of event on urban renewal (own illustration)	64
Figure 43.	Physical impact of event on urban renewal (own illustration)	64
Figure 44.	Physical impact of event on urban renewal (own illustration)	64
Figure 45.	Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)	67
Figure 46.	Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)	67

List of tables

Table 01.	Research concepts (own table)	9
Table 02.	Focus, measures and results of types of placemaking (own table, based on Wyckoff, 2014)	12
Table 03.	Difference between short-term and long-term events (own table)	14
Table 04.	Categorisation of large events (own table, based on Müller, 2014)	15
Table 05.	Defintion of different type of events and relation to ESC (own table)	17
Table 06.	Definition great event (own table)	18
Table 07.	Legacies and measures taken in the cases (own table)	20
Table 08.	Data collection by sub-question (own table)	32
Table 09.	Main tasks, deliverables and milestones (own table)	34
Table 10.	Planning of the research (own table)	35
Table 11.	Important elements while hosting a great event to achieve positive impacts on an urban renewal project (own table)	70

- This page has been left blank intentionally -



INTRODUCTION

In the first part of this report, the introduction, the motivation of this research is explained by providing the problem statement. To grasp the bigger context of the problem, background information is given as well. Finally, the relevance of this research, is discussed by looking at the social and scientific relevance. The latter, is identical to the gap in literature.

01

Introduction

01. Introduction

01.01 Problem field

It is expected that by 2050 68% of the world population will live in cities. In comparison, 55% of the world population lived in cities in 2018 (United Nations, 2018). On top of this, metropolitan areas have to deal with an ageing population and immigration due to international students and an urban living preference of Millennials. This worldwide trend called urbanisation leads to a base for future economic expansion, but also a higher demand for real estate in urban areas. This higher demand results in a shortage of affordable housing and restricted living space due to higher prices. New sharing concepts and smaller floor plans leads again to higher density and therefore a higher chance of reduced livability in the cities (Bouwinvest, 2017). It is the job of governments and municipalities to make sure a healthy livability and residential balance is reached for all inhabitants of the city. This balance is especially crucial in for example suburbs, with a lack of a healthy mix of social groups (Bouwinvest, 2017).

The four biggest cities of the Netherlands (G4), Amsterdam, Rotterdam, Utrecht and The Hague, and the middle big cities deal with the problem of urbanisation as well. It is expected that the inhabitants of the G4 will grow with 15-20% by 2035 (CBS, 2019). Due to the population growth, one million new homes are needed by 2030. In the most ideal situation, 500,000 dwellings can be built in existing urban areas (Brink, 2017).

Another consequence of global urbanisation is the increasing global competition between cities when it comes to qualities that characterise them as attractive. Since cities are the future, they must be able to inform, innovate and compete in order to attract people (employees, residents and tourist) and investments (companies). These people and investments are key to a city's future (Mercer, 2019). Elements like quality of housing, infrastructure, education and jobs, become increasingly more important. In other words, cities strive to be attractive to achieve long-term economic success (Brink, 2019). According to Mercer's quality of living city ranking, ten factors like housing, socio-cultural environment and school and education are important to retain the quality of living of a city. On top of this, an attractive city strives to attract new businesses and provides the best living standards for its inhabitants and tourists (Brink, 2019). In the context of the global competition, the major goal of cities is to increase their competitiveness, in which the image and attractiveness of the city is critical (Anttiroiko, 2014).

To deal with the increasing number of residents due to urbanisation, new residential developments can easily be designed to contribute to the attractiveness of the city. However, it is also important to take the existing neighbourhoods into account. Renewal of existing neighbourhoods does not increase the number of dwellings but gives an area a qualitative impulse, by stimulating economic activities, improving accessibility, attractiveness and livability (Nabielek, Boschman, Harbers, Piek & Vlonk, 2012).

All this contributes to a stronger local economy and highly wanted urbanised living environments, which could indirectly lead to more investors willing to invest in new residential areas. The densification, transformation and renewal of urban areas have led to Dutch cities being more attractive, liveable and safer than decades ago (Nabielek et al., 2012).

In short, cities face two major tasks in the coming years: creating new dwellings for new residents due to urbanisation, while improving its own attractiveness and city image. This means more people, more dwellings, but the quality has to remain high to retain and improve the attractiveness and image of the city.

01.02 Problem statement

Out of the four biggest cities in The Netherlands, Rotterdam and Amsterdam inhabits most poor households of the Netherlands (Cramer, 2019). To reduce poverty, a neighbourhood-based community development which focuses on helping make neighbourhoods great places to live, work, play, and learn, is an important step. Lives of inhabitants of less fortunate neighbourhoods improve when their neighbourhood offers affordable housing, adequate services, and has good accessibility to public transportation and public spaces (Carlton & Born, 2016). As mentioned earlier, urban renewal could lead to these effects in a neighbourhood.

In 2011, the National Programme Rotterdam-Zuid (NPRZ) was initiated, which served as a plan to tackle the disadvantages in the area, while improving the quality of life (NPRZ, n.d.). The plan realised an image and economic improvement in Rotterdam-Zuid. However, too little residents of Rotterdam-Zuid benefit from this economic improvement (Nationaal Programma Rotterdam Zuid, 2019). Therefore, more positive impacts in the area are necessary. A step could be the improvement of the housing stock. Rotterdam Zuid has a disbalance in its housing stock. Most neighbourhoods of the NPRZ consist of at least 70% social dwellings. Urban renewal could improve these areas, but urban renewal occurs at a too low pace (De Groene Amsterdammer, 2019). A catalyst/positive impact for this process is necessary. As Rotterdam-Zuid improves, the attractiveness and image of the city will indirectly improve as well.

An effective way to catalyse the process of urban renewal is by hosting major events. These events make a merge of tourism strategies and urban planning possible while boosting the confidence of local communities (García, 2004). A lot of cities that host international events use these events in a strategic way to benefit run-down areas (Smith & Fox, 2006). More specifically, host cities look to combine an event with physical, social and economic renewal (Clark & Kearns, 2016). This is done by capturing the legacy of the event and delivering hard and soft impacts to an area (Smith & Fox, 2006). Rotterdam-Zuid can be seen as a run-down city area since it is characterised by a high unemployment, low education level, no or little social cohesion, cheap and poorly maintained social housing and lots of dropouts amongst young people (VPRO Tegenlicht, 2008).

International events are mostly focussed on sports (Olympics, World Cup) and/or technology (Expos, World Fairs) (García, 2004). However, events can also be understood as simply part of the process to change hosting cities into places of utilisation through “organisation of spectacle and theatricality” (Harvey, 1989, p. 92). This means not only an event which occurs every four years with a long preparation time (e.g. Olympics) but also an annual event can positively impact urban renewal as long as it involves spectacle and is strategically planned.

Going back to the case of Rotterdam-Zuid, its status of “the worst neighbourhood of The Netherlands” and the slow process of urban renewal, a positive impact in the form of an event might be the solution.

After the Netherlands won the Eurovision Song Contest (ESC) in May 2019 in Tel Aviv, it became known on the 30th of August 2019 that the city of Rotterdam was chosen as the host city of the ESC 2020 in Ahoy Rotterdam (Algemeen Dagblad, 2019). Due to the Coronavirus and the measures taken by the Dutch government, the ESC 2020 was postponed to 2021. Ahoy Rotterdam is located in Rotterdam-Zuid. This event could be an opportunity for Rotterdam to positively impact the renewal of Rotterdam-Zuid and indirectly improve the city's attractiveness and image.

However, a lot of complaints regarding the ESC have been going around, whereby most complaints involve argumentation about the event not having sufficient benefit for the city (Cramer, 2019). For example, the tourists that the ESC generates for the city will just replace the already existing tourism which would be there if there was no ESC. Most countries and competing cities want to host the ESC to improve tourism and improve the image of a country/city. In the end, it is said that the economic benefits of hosting the Song Contest are barely visible (NU.nl, 2019).

As stated before, an event can succeed in catalysing urban renewal, by strategically planning the event beforehand. As a result, the event can deliver hard and soft impacts on the area of Rotterdam-Zuid. In other words, the municipality of Rotterdam should use the ESC as an opportunity to positively impact the urban renewal of Rotterdam-Zuid and thereby improve its city image.

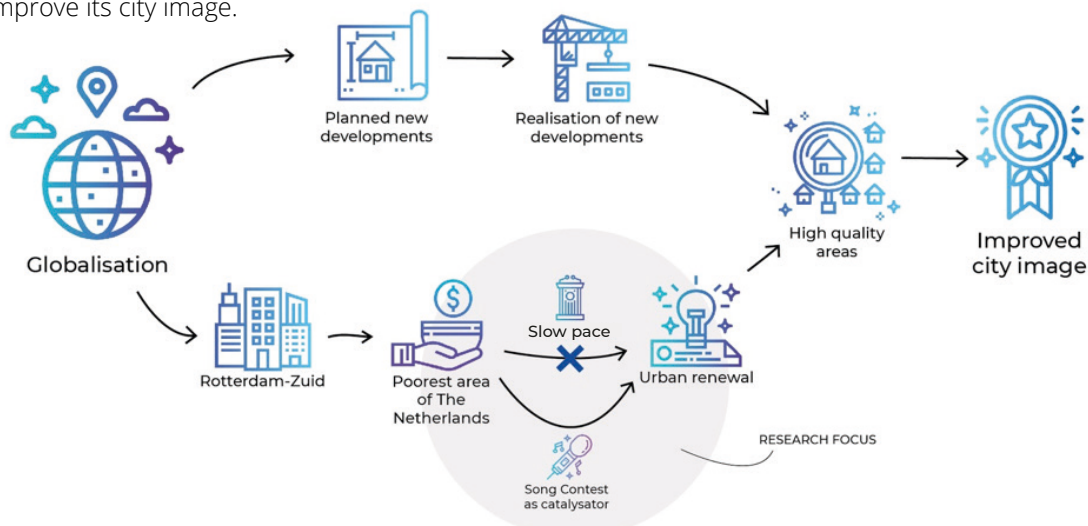


Figure 01. Problem statement and research focus (own illustration)

In short, the problem statement of this research is (figure 01):

Cities coop with the problem of increasing demand for housing due to urbanisation, while trying to maintain and improve its attractiveness and city image. Improving attractiveness and the city image can be achieved by urban renewal. The National Programme Rotterdam-Zuid (NPRZ) was initiated to tackle the disadvantages and improve the quality of live in Rotterdam-Zuid (the worst neighbourhood of The Netherlands). An image and economic improvement was realised in Rotterdam-Zuid. However, too little residents of Rotterdam-Zuid benefit from this economic improvement. More positive impacts in the area are necessary and urban renewal could improve these areas, but urban renewal occurs at a too low pace. A positive impact for this process is necessary. The problem which this research tries to tackle is how to positively impact the urban renewal of Rotterdam-Zuid by strategically planning the Eurovision Song Contest 2020/2021.

01.03 Societal and scientific relevance (gap in literature)

It is important for this research to have both societal and scientific relevance. In this part, the added value of this research from a societal and scientific relevance will be discussed.

Societal relevance

The societal relevance of this research is related to the optimisation of organising and preparing the ESC 2020. This optimisation increases the chance of a positive legacy for local cultures and societies.

A well-designed strategy of the municipality might result in changes for run-down areas, for example urban renewal. These changes in run-down areas caused by positive legacies, will indirectly improve the attractiveness and living quality of a city and city image. This quality is important for the entire city and its economic growth. The changes for local x in run-down areas might involve adequate services, good accessibility to public transportation and public spaces to improve social cohesion (Carlton & Born, 2016). These changes give an area a qualitative impulse. By stimulating economic activities poverty can be reduced in time. Since this research focuses on the improvement of the poorest area of The Netherlands, this research is of high societal relevance.

Scientific relevance (gap in literature)

The scientific relevance relates to the gap in literature that this research explores. In academic research most of the times studies focus on major sports events and their legacies, for example the Olympic Games, the FIFA World Cup etc. are often discussed. In addition, cultural events are less regularly discussed, but analyses of economic effects of cultural events do exist. These events could be concerts, capitals of cultures or festivals. However, it is noticeable that there is an extreme lack of academic research on the impact of the ESC (Arnegger & Herz, 2016), let alone research related to the impact of an event of urban renewal in specific. Therefore, this research contributes to the missing knowledge about the impact of the ESC on urban renewal and the elements and measures necessary to design a strategy that increases chances on relevant value creation for the city. Researching this gap will contribute to broader knowledge about catalysing urban renewal by hosting annual events.

01.04 Case introduction

Since the Second World War, urban renewal in Rotterdam has changed from a tool for mass housing production to a more cooperative model, while government intervention was always highly present (Stouten, 2010). This change was caused by the less preferable economic situation due to changing work structures and increased tension by rising housing costs and more immigrants. In the cooperative model measures like project groups and participation of tenants are involved.

Between 1970 and 1993 the Dutch Parliament gave priority to urban renewal and Rotterdam managed to improve almost 60% of its housing stock in old urban areas (Stouten, 2010). Also, primary schools were added to the areas, as where other neighbourhood amenities like community and health centers. The urban renewal process in Rotterdam in this period resulted in the creation of 220.000 m² commercial and retail space. On top of this the quality of neighbourhoods improved because the 54% of poor-quality housing stock in 1976 was reduced to 8% after urban renewal took place.

In 1993, most of the remaining poor-quality housing stock was owned by private landlords. The purchase of these dwellings resulted in an increase of the social housing stock, which was aimed for. Until 1996 the social housing stock was increased from 33% to 58%, while the private housing stock was decreased from 59% to 21%. The final result of the government-led urban renewal in Rotterdam was stable social situation and a quality boost for the housing stock. Nevertheless, an integrated approach to urban renewal was necessary to create more physical improvements to areas and to deal with social and physical backlog.

After 1993, Dutch Parliament did not give priority to urban renewal as was done in the previous discussed period from 1970 till 1993. In that period the objective was to increase the quality of the housing stock by improvements to dwellings and by creating new social dwellings. In the period after 1993, the aim was to create areas with more varied population by income and household types. In 2003, the city started on long-term and large-scale physical approach in five areas to decrease and remove quality of life problems (Stouten, 2010, p. 131).

Around 2000, an integrated approach for urban renewal was preferred. This approach focused on tackling urban problems by integrating social, economic and physical aspects. In 2000, the definition of urban renewal as stated in the Urban Regeneration Act was: "Efforts in an urban area directed to improving safety and quality of life encouraging the sustainable development and improvement of residential and environmental quality, strengthening economic support, encouraging social cohesion, improving accessibility, increasing the quality of public space and any other structural increase in quality in that area" (Ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer, 2000).

In 2007, so called "prachtwijken" (prize areas) were designated in the Netherlands. 40 urban areas were appointed priority areas and national and local governments had to invest in these areas to solve social, economic and physical problems (Trouw, 2007). The areas appointed in Rotterdam were: Rotterdam Oud West, Rotterdam Oud Noord,

Bergpolder, Overschie, Oud Zuid, Vreewijk, Zuidelijke Tuinsteden. A big part of these areas is situated in the South of Rotterdam.

Since 2008, plans are created for the redevelopment and renewal of Rotterdam-Zuid and policy documents formed the basis for the urban development and renewal of the area around Rotterdam Ahoy and Zuidplein (Hart van Zuid, n.d.-a). This urban plan is called Hart van Zuid (HvZ).

In the period from 2013-2015 Ballast Nedam (later together with Heijmans) made and designed plans for the area. This design was made together with the municipality of Rotterdam, habitants of the area and people who work in and visit the area often (Ballast Nedam, n.d.).

The plan involves the realisation of new amenities, transformations and the renovation and quality update of existing buildings, to retain the area's character. A few new buildings are a new congress centre and hotel near Ahoy and cinema. Some of the renovations include the school, shopping mall Zuidplein, Ahoy and the bus area of Zuidplein. The former office of the municipality will be transformed to an Olympic swimming pool (Hart van Zuid, n.d.-b).

The project started with the realization of the swimming pool, the school and the renovation of the Ahoy Halls in 2016 (Hart van Zuid, n.d.-a). These projects have been delivered in 2017. In 2018, the realization of the congress centre and the arts and library buildings started. Both have been scheduled to be delivered in 2020. Also, the Gooilandsingel as a green boulevard to connect the area will be realised in 2020. Most project will be situated on the Gooilandsingel. Therefore, this project will link the individual projects and make it a whole.

In May 2019 it became known the Eurovision Song Contest (ESC) would be hosted by a city in The Netherlands. In August 2019, it was announced the hosting city would be Rotterdam and the ESC would be held in Ahoy. Before the ESC 2020 was postponed due to the Coronacrisis, the theme of the ESC 2020 would be Open Up. Based on the theme a brand document with promises of Rotterdam to the ESC is created. The five promises of the ESC (Municipality of Rotterdam, 2020):

- Open up to the future: Aware of the legacy of the ESC 2020 in Rotterdam (Sustainable, multi-year effect, circular, respectful relationships)
- Open up to each other: Rotterdam does not have one heart of the city, but has many hearts. Everywhere, from north to south, there is something happening and together we are one city (versatile, dynamic, together)
- Open up to celebrate together: The ESC in Rotterdam is a party of and for everyone (together, miscellaneous, including)
- Open up to who you want to be, who you are: The ESC in Rotterdam gives you the space to be who you are and become who you want to be (international, entrepreneurial, connecting, safe).
- Open up to realness: The ESC in Rotterdam shows the real Rotterdam, raw and daring as it is (authentic, creative, innovative)

What these promises include in more detail will become apparent in the case study description in the qualitative research part of this research.

As described and found in literature, one of the key findings is that a specific legacy, like the catalyzation of urban renewal, is more successful if an event is combined and designed into a wider pre-existing plan. In literature, lots of knowledge about this strategy design in relation to long-term mega-events can be found. However, as mentioned in the scientific relevance and gap in literature, not much is known about the strategy design of short-term cultural mega-event in relation to urban renewal. As explained in this case study information, the situation between the ESC 2020 and HvZ provide the perfect situation to research this gap in knowledge in practice.

As described above, both the ESC and HvZ have influence on the an area in Rotterdam-Zuid around Zuidplein and Ahoy Rotterdam (figure 02). The ESC is a temporary event, whereas HvZ is a permanent change in the area. Since both have influence on the area, it is possible they influence each other. For the area, it would be ideal if when these projects have a positive relation and in that way result in an extra positive impact on the area.

Therefore, this research analyses the relation between the ESC 2020/2021 and the urban renewal project HvZ (figure 03). More specific, this research aims to understand how an event can positively influence an ongoing urban renewal process. This is done by looking gaining knowledge of important elements for the strategy design of events. The knowledge gained will result in an advice to improve the chance of a positive impact of the event on the urban renewal project, which will result in an better urban area. In this case the ESC should have a positive impact on the urban renewal process of HvZ which results in a better Rotterdam-Zuid (figure 04).

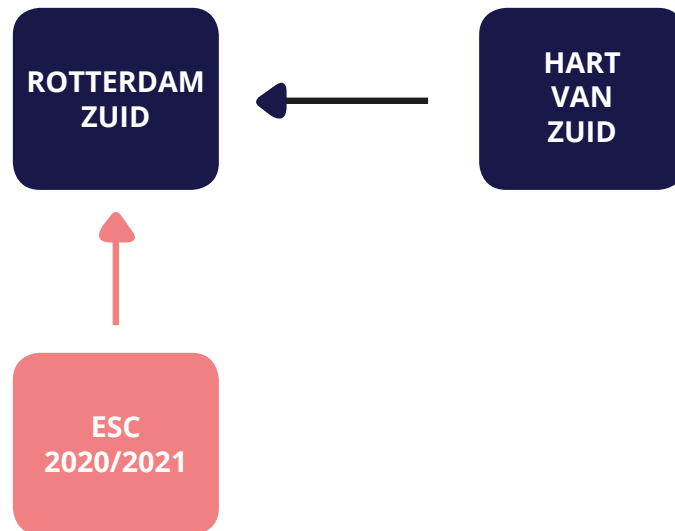


Figure 02. Influence ESC and HvZ on Rotterdam-Zuid (own illustration)

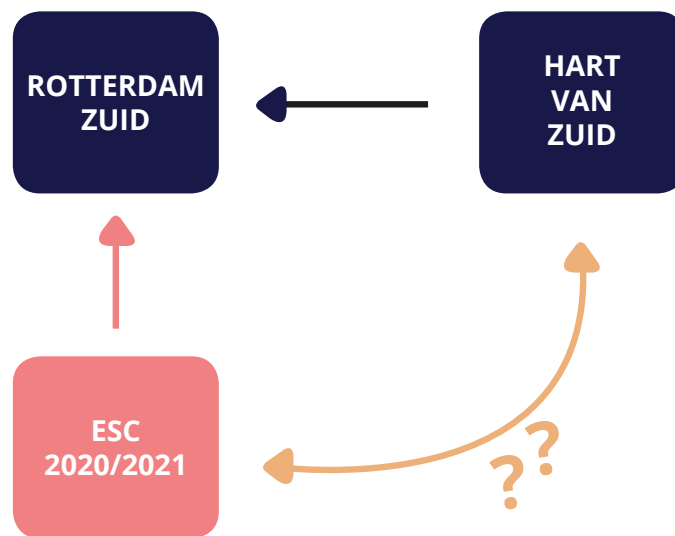


Figure 03. Relation between ESC and HvZ (own illustration)

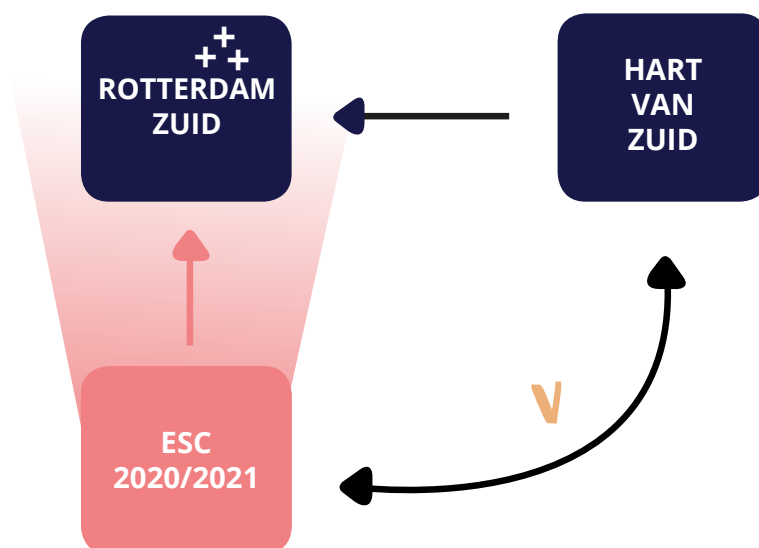


Figure 04. Postive relation between ESC and Hvz results in better Rotterdam-Zuid (own illustration)



LITERATURE REVIEW

Chapter 2 provides the literature review. This chapter discusses literature related to the research area. The aim of the review is to gain deeper knowledge on the important elements of events. The literature review consists of three parts. The first discusses urban renewal and the second discusses events and impact.

02

Literature
review

02. Literature review

02.01 Literature delineation

This research focuses on the relation between events and urban renewal. More specific, this research aims to research the link between urban renewal and annual cultural events, like the ESC.

To gain deeper knowledge about the subject, the literature review is divided into two research concepts: urban renewal and events. The overlap between these two concepts is the focus of this research. The literature review results in a theoretical framework, which serves as a basis to explore the overlap between the two research concepts (figure 05).

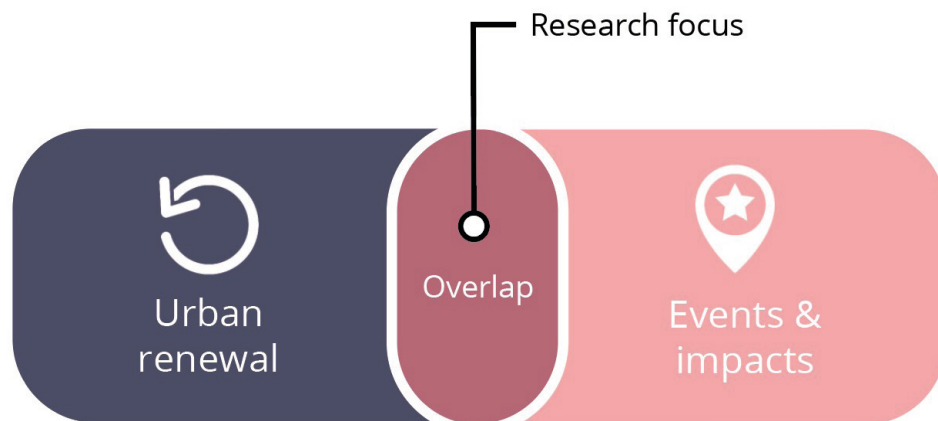


Figure 05. Research concepts (own illustration)

The paragraphs in chapter 2 discuss the two research concepts and the theoretical framework as overlap between these two concepts. Paragraph 2.2 focusses on urban renewal, the definition of the word and the history to get a grasp of important structures for the theoretical framework. Paragraph 2.3 follows with events & impacts, which discusses the definition of events, impacts and some wel cases.

02.02 Urban renewal

02.02.01 Definition and history

The Cambridge Dictionary describes urban renewal as a process where a poor urban area is made more attractive for people to live and work in again (Cambridge Dictionary, n.d.-c). This process involves demolition, renovation or transformation of existing buildings to realise new dwellings, offices, public areas, schools and other facilities. In this process run-down buildings get demolished, renovated or transformed. The rehabilitation of urban areas is often in accordance with comprehensive plans (Dictionary, n.d.).

The essential characteristic of urban renewal is that it brings about change in the use or occupancy of urban areas and buildings and therefore results in changes in where, how and under what conditions people live (Couch, 1990). These urban areas, however, are never static. They are constantly changing in response to economic and social pressures. For areas to cope with this changing urban environment, urban renewal is adopted. Urban renewal rectifies the problem of urban decay and is implemented to meet social and economic objectives (Chan & Lee, 2008).

History

To understand urban renewal and its characteristics better a brief history of the phenomenon is necessary.

After the second world war in 1945, the reconstructing of towns and cities got national priority (Roberts & Sykes, 2000). The 1940s & 1950s were focused on reconstruction, replacement and removal of physical decline and problems in urban areas. Led by the government and with the support of local authorities and private sector, slum clearance and reconstructing resulted in high-rise housing & industrialised building techniques (Couch, 1990).

By the mid-1960s it became clear that the immediate post-war solutions had changed urban areas (Robert & Sykes, 2000). New problems arose because inhabitants with a low socio-economic status had to move to peripheral areas outside the city, due to clearance of the slums. To deal with this dissatisfaction, adjustments to policies were made. This resulted in an emphasis on improvement and renewal in urban policies. The rehabilitation of the inner city in the 1960s led to an increased amount of urban initiatives in the 1970s. These initiatives attempted to create a better coordination between economic, social and physical policy aims.

The initiatives of the 1970s carried on in the 1980s. However, there appeared to be a greater focus on the role of partnerships and therefore a more commercial approach to renewal became visible. Fundamental was the change in meaning and significance of the regulation of top-down approach by national governments (Heeg et al, 2002). The idea that the government should provide all resources was moved away from. The emphasis of urban renewal became more economic and market oriented (Stouten, 2010). Local governments started to play a more direct and autonomous role. To improve the economic achievement, they entered competitions with other cities to attract tourists, working people and firms (Romein, Nijkamp & Trip, 2013). Therefore, the city image needed to be strengthened and urban planning was focused on integrating flagship facilities and amenities in urban plans, like museums and theatres.

From the 1990s and onwards, the socio-economic inequality increased in The Netherlands (Schouten, 2010). One of the reasons was the arrival of migrants in the major cities. To decrease the development of 'disadvantaged areas', urban areas were appointed to be made attractive, open and accessible to all population groups of the city. For example, Rotterdam made three plans to achieve an undivided city. These plans focused on social renewal where integration, services and routes were some of measures.

Urban planning as developed in the 1990s had the promise to create a positive development by combining physical, economic and social measures (Schouten, 2010). Around the year 2000, creativity was mentioned as a main source of economic growth (Florida, 2002). As this creativity is created by people, the focus of cities should realise attractive and high-quality living areas to ensure people can generate this economic growth. On top of this, urban renewal in the 2000s was more reliant on private sector funding and voluntarily effort. The attention changed from big scale projects to smaller scale and local initiatives with the incorporation of more sustainable measures (Roberts, Sykes & Granger, 2017; Schouten 2010; Roberts & Sykes, 2000)

The history of urban renewal is summarized in table 01, where the time period is linked to the focus and objectives of urban renewal.

Table 01. Research concepts (own table)

Time period	Focus	Objectives
1940s & 1950s	Physical	Decrease physical decline and problems in urban areas
1960s & 1970s	Physical & social	Create a balance between different social groups Improve living quality
1980s & 1990s	Economic & social	Strengthening city image Attract tourists, working people and firms Decrease development of disadvantaged neighbourhoods
2000s	Economic	Economic growth by creative small scale initiatives

02.02.02 Process

Urban renewal is the final objective of hosting an event and its strategy as analysed in this research. Therefore, it is of importance that the process of urban renewal is looked at and parts of this process might be relevant for the theoretical framework.

Roberts and Sykes (2000) give a good overview of the process of urban renewal (figure 06). The process consists of inputs, the actual process and the output. The inputs of the process require knowledge and recognition of the uniqueness of the wider national context, city and area. This is an important principal to relate a strategy to, because it links a strong branding element to the hosting strategy. In the process in the middle of the figure, all inputs are projected on a single area. The result of the process is the output which an area needs to renew it. The necessity of the different outputs differs for each urban area. For example, one area might have a bigger need for social inclusion where others thrive more on new infrastructure.

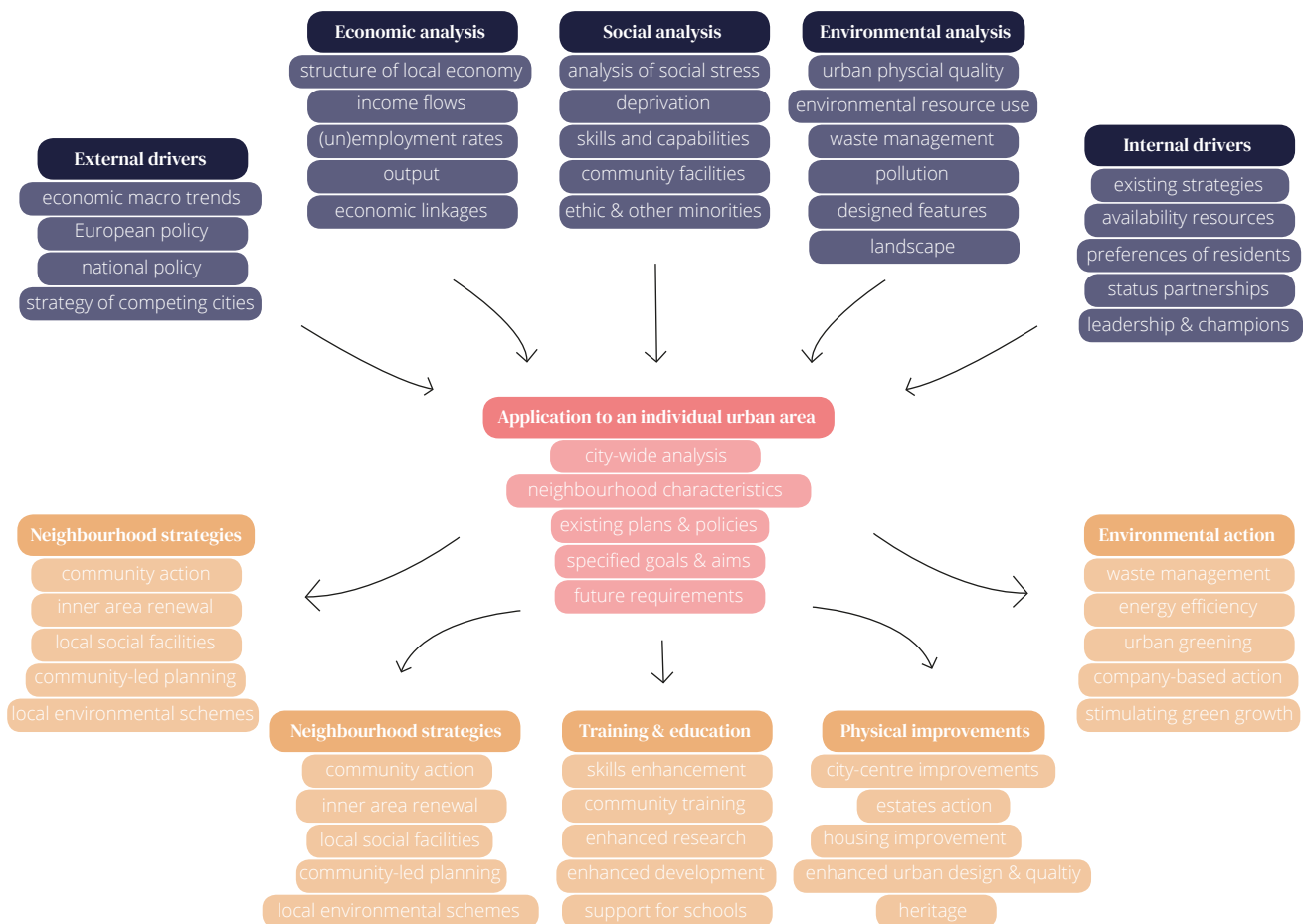


Figure 06. Urban renewal process (own illustration, based on Robert & Sykes, 2000)

02.02.03 Placemaking

Definition

A way to start urban renewal is placemaking. Placemaking is a concept with again many meanings (Fincher, Pardy & Shaw, 2016). It comes down to a process that makes better and quality places for people, by creating physical environments where people want to be in and that convey a specific sense of place while meeting the needs of people (De Brito & Richards, 2017; Oldenburg, 2007; Wykhoff, 2014). A sense of place in cities creates a significant, direct and constant human experience (Madden, 2011) and therefore increases human activity in an area (Lynch, 1960). Quality places are crucial, since they are unique, attractive and active (Wykhoff, 2014). These places display often public art or creative activities and incorporate specific elements and characteristics (figure 07).

The main objective of placemaking is the creation of places that leads to an increase interaction between people, while supporting better and more stable communities (Madden, 2011). It improves the quality of place in a neighbourhood and can improve the community, city and region related to these places as well. This improvement of quality can be spread over a long period of time by implementing small project and activities. On the other side, placemaking can accelerate large scale transformation projects where different activities can change an area in a short period of time to a place of belonging to attract people, investments and developments (Wykhoff, 2014).

Events are able to impart changes in places. Therefore, events become more attractive placemaking tools; a way to realise

changes in areas (Whitford, 2009). It is important to understand the concept of placemaking better to make sure events have an accelerating effect on an urban area.

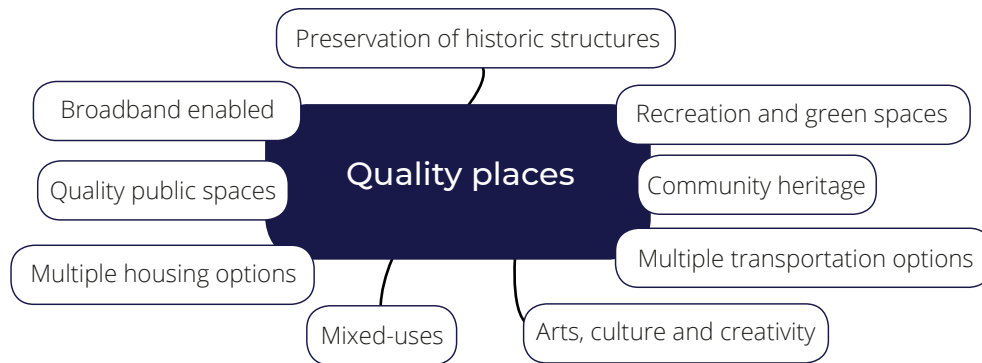


Figure 07. Involved elements and characteristics of quality places (own illustration, based on Wyckoff, 2014)

Types of placemaking

A distinction can be made in three types of specific placemaking which are derived from the general definition of placemaking (figure 08); strategic placemaking, creative placemaking and tactical placemaking. All types of placemaking create places of quality but on top of this each has an addition goal to achieve.

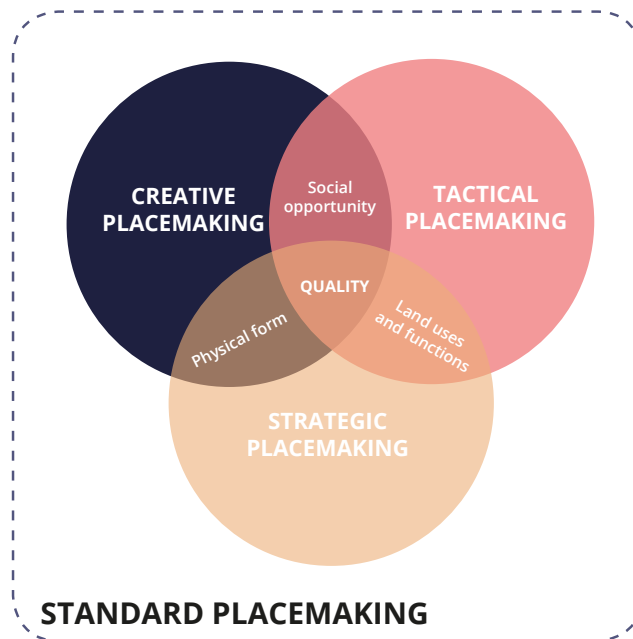


Figure 08. Types of placemaking (own illustration, based on Wyckoff, 2014)

Strategic placemaking

Strategic placemaking has the goal to create places to attract talented workers (Wyckoff, 2014). If this target group want to live in the area the result will be economic growth by the attraction of new businesses, job opportunities and income growth. The talented workers target group can live where they want and pick living areas with many amenities and a relatable population with other talented workers.

Characteristics of strategic planning are:

- Involvement of public, non-profit and private sectors
- Time period of 5-15 years
- Larger projects than average placemaking project
- Areas in centres and with dense populations

Creative placemaking

The additional goal of this type of placemaking is to add vitality to quality places (Wyckoff, 2014). Creative placemaking involves partners from public, private, non-profit and the community. Together, they create a plan to improve the physical and social status of an urban area by arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired (Markusen & Gadwa, 2010 p. 3). The creative community that is created will

result in entrepreneurs and cultural industries that generate jobs and income growth, new products and services and attract businesses and skilled workers.

Tactical placemaking

Tactical placemaking distinguishes itself by its approach to quality improvements (Wyckoff, 2014). The approach is often phased and starts off with a short-term commitment with expectable and almost sure outcomes. This approach enables a quick start with often low costs, has low risk, with possible high outcomes. This type of placemaking is often used when one deals with a neighbourhood with lots of stakeholders. Small changes are caused by small projects and short-term activities spread over a long period of time. The perk of this type is the lower total costs due to small and save investments.

Conclusion

The three types of placemaking have a different approach to specific urban problems. The focus, measures and results of all placemaking types are different while all revolving around the same objective of creating better quality spaces (table 02). A combination of placemaking strategies can lead to different opportunities, uses and focusses. To determine a strategy, it is of vital importance to understand the problem and goals for the to be improved area.

Table 02. Focus, measures and results of types of placemaking (own table, based on Wyckoff, 2014)

	Focus	Possible measures	Result
Standard placemaking	Economic, social and physical	- Broad public and stakeholder engagement in revitalizing, reusing, and creating public spaces - Use of short and long term techniques related to social commitment and urban planning principles	- More quality places with quality activities and a strong sense of place - More vital, vibrant and livable public spaces, communities and regions that residents, businesses and visitors care about.
Strategic placemaking	Economic	- Revitalization of urban area - Increase of housing types - Increase of mobility access and transportation choices - Increase urban amenities to attract talented workers	- Fast gains in; - livability - population - diversity - jobs - income - educational achievements
Creative placemaking	Social	- Revitalization of urban area - Creative initiatives that make public places livable and vital again - Spark economic development.	- Gains in livability, diversity, jobs and income. - Innovative products and services for the cultural industries.
Tactical placemaking	Physical	- Test various solutions using low cost measures to ensure effectiveness and public support	- Slowly changing area - Insight in result and support for various solutions before committing permanent resources

02.02.04 Conclusion

Looking at the history of urban renewal, the focus lies on economic, social or physical impacts. Urban renewal is adopted as a response to economic and social pressures, with the aim to prevent urban decay and meet social and economic objectives by rehabilitating run-down buildings with new buildings and/or functions. Looking at this definition of urban renewal and the focus of urban renewal through the last decade, it can be said that urban renewal is caused by and aimed at economic and social factors by implementing physical change.

In conclusion, urban renewal can be understood by looking at the economic, social and physical value creation within the process. Further analysis related to urban renewal in this research, can always be related to these three factors or a combination of them.

In this last part, the economic, social and physical aspects of urban renewal will be shortly explained.

Economic

Economic renewal is a crucial part of urban renewal as it reverses economic decline (Robert & Sykes, 2000). This means increasing investments, employment, consumer expenditures or population is necessary if one or more will decline. In other words, economic renewal stimulates economic growth (Stouten, 2010). It aims to attract investment and create job opportunities.

Economic renewal involves often a partnership created from national government, local governments and authorities, private and voluntary sectors and local communities (Robert & Sykes, 2000).

Social

Urban renewal brings change in the use or occupancy of an urban area and buildings, and leads to a change in the conditions of how people live (Couch, 1990). Therefore, urban renewal is related to social cohesion in a neighbourhood and the local communities. Economic and physical measures are important for decision-making, but the local communities are not always as included as they should be. Social elements for urban renewal can include community work with the existing population, public participation in urban planning, accessibility to health care and education, provide training and help in finding jobs (Bimkom, 2014).

Physical

The physical urban renewal involves both the physical appearance and environmental quality of cities. Both are symbols and show prosperity of neighbourhoods (Robert & Sykes, 2000). Visible decaying neighbourhoods are visible signs of social and economic decline. Physical urban renewal is often a necessary element, if not main driver, to create a successful renewal process. It is seeable evidence of a commitment to change and improvement of an urban area. The key to successful physical regeneration is to understand the constraints and the potential of the existing physical stock and the role improvement can play in enabling, and where appropriate promoting, renewal at regional, urban or neighbourhood level (Robert & Sykes, p. 86). Often, people related the physical condition of an urban area to the state of the buildings, however, the physical conditions relate to more than just buildings. Some important components of physical renewal are; buildings, land and sites, urban spaces, open spaces and water, utilities and services, telecommunications, transport infrastructure and environmental quality (Robert & Sykes, 2000).

02.03 Events and impacts

02.03.01 Events

Events have turned themselves in important policy tools for cities (De Brito & Richards, 2017). Events are known for the creation of external effects like economic and social impact. These effects relate to the locations of the event, but also to the city as a whole and often even the regions. Historically, events were used as place marketing, to gain attention, recognition and promote the destination (Hall, 1989). Due to globalisation and urbanisation, city image and attractiveness became more important (see paragraph 1.1 Background information). Since the events are immediately linked to the location, they are used, nowadays, as valuable tools and strategies for city promotion.

Short-term and long-term events

The word 'legacy', in relation to an event, was first mentioned in the bidding documents for Melbourne Summer Games in 1956. The word legacy is often mentioned when talking about cities who host a cultural or sporting event, but until recent day there has not been reached a consensus about the definition of the word (Gold & Gold, 2009). Loosely defined concepts of the words always use words like 'effects', 'consequences' and 'impacts' to describe the word. Especially the terms legacy and impact are often used in overlap. However, these concepts differ in the dimension of time (Schwarz, Westerbeek, Liu, Emery, & Turner, 2016). Legacy is a long-term concept where for example the host city undergoes a change in location factors (more tourism after the event due to image improvement). Impact is related to short-term impulse during or right after the event (consumption by visitors) (Preuss, 2007). To identify long-term legacies a period of 15-20 years after the event is necessary to measure the true legacy (Gratton & Preuss, 2008). Legacies, however, can appear prior, during or after an event.

For this research, the concept effects, consequences and impacts are all combined under the term "legacy". However, a distinction is made between short-term legacy and long-term legacy. The short-term legacy will relate to the definition of impact and the long-term legacy will relate to the definition of a legacy.

Overall will the term legacy imply the change which occurs to the host city. This change is not part of the founding purpose of the event (Gold & Gold, 2009) and is related to economic, social and physical value creation. A legacy of an event could be characterized by a positive or negative legacy. Over the course of time, a positive legacy can be reappraised into a negative one (Preuss, 2007).

Table 03. Difference between short-term and long-term events (own table)

	Short-term event	Long-term event
Preparation time	12 months or less	More than 12 months
Bidding	No bidding or competition	Bidding with multiple countries
Permanent changes (e.g. real estate)	No or minimal real-estate	Apparent specific new real estate

Event types

Besides the short-term and long-term events. Literature distinguishes multiple types of events. Cities who want to host events have to decide what benefits and achievements they want and how they will measure this value. Most of the time, economic values are appointed as major benefits by the city itself, however, other stakeholders like the local community might stress different aims and values (Getz, 2008).

Next to goals and values, events can also be distinguished by for example their scale, investments and type of visitors. Definitions are however not exact and change over time. On top of this, the boundaries between categories are not always very clear (Arnegger & Herz, 2016).

In this part, the type of event applicable of the ESC will be defined. It is important to understand the definition of the ESC to determine the scope of the final advice and the applicability to other type of events. Also, as the typology of events is not very clear, a clear definition is necessary to prevent different interpretations of type of event this research covers.

Giga-, mega- and major-events

One of the biggest global events are the Olympic Games and Football World Cup. These events are often called mega-events, which are larger than regular events (Müller, 2014). However, it is unclear what "large" means and dimensions can differ per city and destination.

A mega-event can be described as an occasional event of international scale on different locations (Jago & Shaw, 1998). Also, these events tend to have a dramatic character, mass popular attraction, international prestige and magnitude and are organized by both national government and international non-governmental organisations (Roche, 2000).

An important element of large event is the coverage of media. The media creates images and awareness of the host destination and makes it more attractive. This improvement of a country and/or city image and brand has become often a major objective of hosts (Grix, 2012; Zhang & Zhao, 2009).

Müller is one of the only academics who distinguishes a working definition for a mega-event (Pearson, 2018). He discusses the different definitions of a mega-events and distinguished four dimensions; visitor attractiveness (number of tickets sold), mediated reach (value of broadcasting rights), costs (total costs) and transformation (capital investments). However, none of his analysed definitions cover all dimensions. Therefore, the dimensions can each be separated in three sizes; XXL, XL and L. As can be seen in table 04. Müller (2014) appoints points to the size to an event within each of the four dimensions. The total amount of points defines the type of event; giga, mega or major. This results in the Olympic Summer Games 2012 in London as a giga-event, Football World Cup 2010 in South-Africa as a mega-event and the Super Bowl 2013 in New Orleans as a major-event.

Giga-, mega- and major-events together can be categorised as large-events with similarities like goals, fixed duration and every edition has a different location. However, investments, range and preparation time (time between bid/ appointment and start of event) differs per category.

Table 04. Categorisation of large events (own table, based on Müller, 2014)

Size	Visitor attractiveness Number of tickets sold	Mediated reach Value of broadcast rights	Costs Total costs	Transformation Capital investments
XXL (3 points)	> 3 million	> USD 2 billion	> USD 10 billion	> USD 10 billion
XL (2 points)	> 1 million	USD 1 billion - 2 billion	USD 5-10 billion	USD 5-10 billion
L (1 point)	> 0,5 million	USD 0.1 billion - 1 billion	USD 1-5 billion	USD 1-5 billion

The XXL category 'giga-events' is an upcoming and rare event type but could become more standard when for example the investments of events keep rising. The advisors of the New Zealand government of events, New Zealand Major Event, give their own definition of a major event. The following characteristics are important for major events (New Zealand Major Events, n.d.);

- Create social connection, reflect and celebrate hosting country culture and build national pride
- Is or has potential to be internationally significant
- Event generates interest, profile and tourism from outside the hosting country
- Offers an element(s) that is/are characteristic of the hosting country
- International interest
- Profiles the hosting country on an international platform

Hallmark events

The next event category has, like mega-event, various definitions. A hallmark event can be described as a periodic event of limited duration which is designed to increase awareness, interest income from the visitors/tourists (Ritchie, 1984). An example of a hallmark event is the Tour the France or a carnival of a specific Carnival .

The concept revolves around city-image creation and marketing and branding of the destination (Getz, 2005). The event promotes and increases tradition, attractiveness, quality and/or publicity in such a way that the destination and/or community benefits and is left with a competitive advantage. In time, the event becomes a permanent happening in a community and its location/city might be connected to one another, meaning the event is automatically related to the location and vice versa (Getz, Svensson, Pettersson & Gunnervall, 2012). A hallmark event benefits tourism and the host community, by achieving goals related to attraction, image and branding and community.

Attraction

Attraction could be understood as the drawing power of an event related to the distance people want to travel for the event (Mill and Morrison, 1985). This drawing power, or market area, could be increase when marketing the event well and having unique characteristics to decrease competition).

A success factor of a hallmark event and its attractiveness is customer experience (Getz et al., 2012). Hereby social interaction is often critical to attract more visitors. It is important to keep the values and needs of those visitors in mind.

Image and branding

As mentioned before, one of the main objectives of hallmark events is the creation of a positive image for the area and its community. Important for this is the brand management, this is related to the event, community and its destination. This image should relate to all stakeholders involved with the event. In the end a positive image can lead to an improved travel destination.

A permanent or periodic event has a better chance of media coverage, than a one-time event. The branding of the area helps attract new investments and residents to the area. For this, support of the community for the event is important. The community perception of the area is important. The character of the event must "fit" within the destination, in terms of values, cultures and infrastructure.

Community

Hallmark events want to achieve benefits for the community by knowing their needs, values and priorities. In the long-run hallmark events should meet social goals and solve problems of the community.

The major goal involves benefits to the residents of the area. For example, positive economic impacts, due to tourism. With a periodic or permanent event, a tradition is built within the community which revolves in a dependency of the event of the community (volunteers, sponsors, fund raisers). The identity of the event is linked to its location and/or community. Economic impact of the event on the community are an increase in local job opportunities and favourable opportunities for local businesses. Knowing the needs of the community is important and needs to be monitored, to know if they want for example infrastructural improvement or for urban renewal.

Residents of the local community perceive the positive impacts of hallmark events and tend to have a more positive attitude towards the event, when they personally gain or can see the benefits for their community (Chen, 2011).

In order to achieve all above-mentioned goals, a hallmark event is required to have a permanent and periodic character in an area (Getz et al., 2012). One-time events on different locations are not able to achieve the earlier stated goals of hallmark events.

Hallmark events can be distinguished by two principles;

1.Events that serve to achieve goals that benefit the host community and tourism for the area. These goals could for example, revolve around attracting tourists, creating and improving a positive image in relation to the destination and community and providing benefits to the local residents.

2.Events that becomes a permanent happening related to the location. This permanence can be seen as a tradition that creates a sense of community and identity of the place. The location and event are indistinguishably linked.

A hallmark also means a typical characteristic of a thing (Cambridge Dictionary, n.d.-a). Mega-events could also achieve this status, for example by hosting a festival around the core activities of the event. However, the difference occurs in the attraction of hallmark events which is a reputation that is nurtured over a long period of time. This reputation goes together with permanence of the event in the area, permanent facilities and communal/local support (Getz et al., 2012).

The earlier goals are some of the success factors of a hallmark event and hosting stakeholders need to pay attention to them. On top of that, planning and implementation processes are important success factors when planning and preparing an event. Important processes are marketing, organisation and owners and sustainability (Getz et al., 2012).

Marketing

The marketing of hallmark events is necessary to attract tourists. Orientation of consumers and the market is necessary to meet their values and demands. Also, a close relationship with tourism and hospitality sector are necessary to meet demands of consumers. The marketing has to promote the strong brand of the event with its unique selling points where the values and identity of the community has to be reflected.

For hallmark events, the community and internal (staff, volunteers, sponsors etc.) marketing is important due to their permanent status in the area. Internal and communal support/relations are vital.

Organization and owners

Hallmark events seem to operate within the not-for-profit sector, where the business model should provide secured resources, involvement of key stakeholders, transparent control and accountability. Most organisations of hallmark events are permanent with resources and skills for strategic and long-term planning and development for the event and area.

Sustainability

It is important for a hallmark event to assure its economic and financial viability, social and green responsibility and to keep innovating. For the latter, input of academic institutions, stakeholders and public could be used.

Local and regional events

Both local and regional events have, as the name inclines, a smaller scale. These events do have other aims than mega-events and hallmark events. They are focussed on local communities and cultures and are therefore not or less interested in tourism (Getz, 2008). This does not mean that they do not have tourism potential, for example when a local event resembles unique traditions of or near an upcoming touristic destination. Extra investment could accelerate tourism, but this is not always wished for. Local events are originally and primarily focused on local communities and cultures and are not meant for "outsiders". This might threaten the cultural authenticity and local control (Getz, 2008). The difference between local and regional events is one of scale. Where local events only have a local audience and participants, regional events might have a more national audience and maybe even some international audience. The benefits of a regional event are for the country but primarely for the specific region.

An example of a regional event is the WOMAD festival in the United Kingdom, where national artist perform or provincial sport tournaments. Local events relate more to benefits for local communities, city and/or town. An example of a local event is an annual harvest festival like the "Oogstfeest" in Zevenhuizen or carnival of a local school (New Zealand Major Events, n.d.-c).

Conclusion

Looking at the previous discussed type of events, it can be concluded that impact of each event is related to their size and international character. The bigger and more international the event, the more impact it generates. This is probably due to the higher investments, at least when talking about the "large events".

Looking at the description of the ESC, the characteristics of the ESC do not fit in one of the definitions of the previous discussed types of events. The pink cells in table 05 show the similar characteristics or elements of the ESC with a type of event. The ESC has a lot of similarities with large events (international participants, audience, media etc.), however the size of the ESC in relation of its duration, venue and investments is a lot smaller than a major event. The ESC is again larger and more international than hallmark, regional and local events.

Table 05. Definition of different type of events and relation to ESC (own table)

Large events						
	Giga	Mega	Major	Hallmark	Regional	Local
Impact						
Participants	International	International	International	International National	National Local	Local
Audience	International	International	International	International National	National Local	Local
Media coverage	International	International	International	International National	National Local	Local
Benefits	International National Local	International National Local	International National Local	National Local	National Local	Local
Investment	> 10 billion USD	5-10 billion USD	1-5 billion USD	< 1 billion USD	< 1 billion USD	< 1 billion USD
Goals and characteristics	Improve host image and city brand by creating awareness Periodic Each edition on a different location Dramatic character Mass popular attraction International prestige and magnitude Organized by national government and international non-governmental organisations			Periodic Same location Serves as benefit for local/host community and tourism	Main focus on local communities and cultures	Focus on own community and culture Outsiders are rarely found
Duration	Weeks	Weeks	Weeks	Days to weeks	Days to weeks	Days to weeks
Venue	Multiple	Multiple	Multiple	Multiple or one	One	One

Since no defined type of event as described in this research matches with the type of event ESC is, a new definition is implemented. In terms of size, the ESC could be placed between major events and hallmark events due to similar characteristics of both. The new type of event will be named a “short-term great event”. The short-term definition refers to the earlier described definition of “short-term event”, meaning that they have 1 year or less preparation time, no bidding process and no or minimal new realised real estate. The definition of a great event is described in table 06 and this definition will be used for the ESC in this research.

The definitions of the type of events as described in this research can differ in other research. When talking about type of events in this research, the definition as is described in this part applies.

Table 06. Definition great event (own table)

	 Participants	 Audience	 Media coverage	 Benefits	 Investments	 Goals and characteristics	 Duration	 Venue
 Great event	International	International National	International	International National Local	<1 billion USD	Improve host image and city brand by creating awareness Periodic Each edition on a different location Dramatic character International prestige and magnitude Are organized by both national government International non-governmental organisations	Max. 1 week duration	One
Based on	Large	Large Hallmark	Large	Large	Hallmark Regional Local	Large	Hallmark Regional Local	Regional Local
Explanation	Every land is represented by one participant	Physical audience is for a big part of host country	Event is broadcasted by each participating country	International = social National and local = direct impact	Less than major event	The same as a large event like olympic games	Main event occur in a one week timespan	Main event on one location

Case analysis

For this research five cases of successful events have been analysed. The analysed studies had to meet a few requirements:

- Extensive information should be available in literature
- Event occurred in or after 1990
- Event is a cultural or sports event
- Positive legacies for local cultures after the event took ---place are/were present
- The city accepted/signed up/bid to host the event

The selected cases represent different continents, contexts and time to make the analysis as varied as possible. The discussed cases are:

1. Barcelona, Spain 1992; Olympic Games (Europe)
2. Sydney, Australia 2000; Olympic Arts Festivals (Australia)
3. Baku, Azerbaijan 2012; Eurovision Song Contest (Asia)

Olympic Games, Barcelona 1992

The redevelopment of Barcelona has globally been the redevelopment of Barcelona has globally been celebrated and occurred due to a combination of cultural strategies, which together are known as the "Barcelona Model" (Degen & Gracia, 2012). In this model, three phases can be distinguished. Hosting the Olympic Games of 1992 is the second phase in this model. So, when Barcelona was nominated as the host city in 1986, the city had already started its physical renewal in 1979. The Games were seen as a catalyst for the government's ambitions for Barcelona. Barcelona had to become a modern city and tourist attraction to provide a new economy instead of a passageway to the beaches for tourists (Degen & García, 2012).

Due to strategic planning and marketing, the dynamic that the Games created was one of seeing the city as a whole. The dynamic accelerated the development of the seafront, the improvement of infrastructure and the delivery of local facilities (Le Galés, 2002). This dynamic also boosted the investment of the private sector in the regeneration of the waterfront areas.

In order to express local culture, urban design was increased by implementing three architectural strategies. First, historical buildings in the city centre were selected for conservation. Then, iconic architecture was stimulated, encouraging national and international architects to leave their mark on the city. Lastly, the city was designed to be more open to the sea. The first two strategies were meant for the notable creation of public spaces, where art and architecture become a feature of urban planning (Degen & García, 2012). The physical changes led to a new urban display to promote new forms of socialization, urban lifestyles and cultural utilization (Degen, 2008).

With the interest to gain local support, the government gave culture an important role by introducing a culture programme for the city. The main objective was to strengthen the identity and pride of residents by buildings and renovations of museums and cultural infrastructure (Degen & Garcia, 2012)¹. This programme was the start of more cultural incorporation in urban planning. This is notable in the city's local public investments on culture between 1985 and 1992 and the trebling of theatre and museum visits (Degen & García, 2012)¹.

In the end, the city managed to promote itself as a city of production and consumption with a high living quality (Degen & Garcia, 2012)¹.

Olympic Arts Festival, Sydney 2000

In 2000 Sydney was the host of the Olympic Games. During the bidding process in 1992 Sydney had the challenge to overcome the judgement of poor human right records, despite their excellent bid (García, 2004). To change this, Sydney used its application to affirm that Australia wanted to improve the behaviour towards the Aboriginal community and culture. Therefore, Sydney made culture and education major points of its bid. In addition, Sydney wanted to put its attractions on display to improve tourism and consequently made the multicultural gastronomy and cultural life important in the bid as well (García, 2002). To achieve the goals set in the bid, an ambitious four-year programme was designed called the 'Olympic Arts Festivals'.

In the period from 1997-2000, four festivals were organised every year. Each festival had its own theme. The first festival celebrated native cultures, especially Australian Aborigines and Torres Strait Islanders. It was the first time art and culture of these cultures were brought to the main attention of the broad public (García, 2004). The next festival focused on multiculturalism and cultures of immigrants. This was followed up by the third festival related to showcasing Australia to the world. This was done by giving the opportunity to local groups to make a tour to all five continents. Lastly, the final festival in 2000 put internationally recognised artists, main important Australian companies and individual inhabitants in the spotlight (García, 2004).

In the end, due to poor promotion, the festival programme was excluded from the Olympic media and therefore almost invisible to the general Olympic viewer and/or visitor. Nevertheless, the festivals brought some positive legacies to both Sydney and Australia (García, 2004). The event brought mainly artistic legacies forth. The programme served as a catalyst for artists and art groups with an Aboriginal origin. Their work was brought to the mainstream Australian venues, which contributed to the realisation of new artistic partnerships (García, 2004).

Lastly, the festivals showed the abilities of Sydney with strong cultural experience and therefore the potential of Sydney to become a "world-class city" (García, 2004).

Eurovision Song Contest, Baku 2012

In the ten years before the Eurovision Song Contest (ESC) in Azerbaijan the country experienced a oil boom which resulted in a tremendous economic growth. The capital of Azerbaijan, Baku, lifted on this growth by reinventing itself by building new architectural highlights designed by international praised architects (Valiyev, 2013). Since the prediction was that the oil boom would end within years, the tourism sector was appointed as an income source for long-term development. In the period after 2002, foreign visitors doubled, however, most of these visitors were business travelers rather than leisure tourism (OSCE, 2004). In order to change this, Azerbaijan wanted more international attention and attract more foreign visitors by hosting mega-events. The ESC hosted by Azerbaijan in Baku in May 2012 was the first mega-event hosted in the country. Therefore, authorities considered the ESC to be a major opportunity to attract foreign visitors and revenues, gain international attention and gain a positive country image (Ismayilove, 2012). Host countries of the ESC get the opportunity to put themselves in the spotlight in front of a enormous audience (Fleischer

& Felsenstein, 2002). As every year, the ESC is accompanied with an extensive media coverage from both the national and international media (Arnegger & Herz, 2016).

Arnegger & Herz (2016) have studied the economic and city image effects of the ESC in Baku. It becomes clear that the ESC has earned 3,3 million which supports 764 full time jobs. Since this was the first event, the a more regional distribution of these economic impacts can be fulfilled by promoting tourist attractions outside the Baku.

The ESC has rather small economic impacts compared to Olympic Games or the FIFA world cup due to the different nature of the events; the time, number of matches and attendance is not comparable. It is assumed that the income generated by tourists cannot justify the public investments done by the government (Arnegger & Herz, 2016).

Where the economic impacts were not all that successful, an increase of the image in Western Europe of Azerbaijan was present. The image of people who attended the event and had a direct experience had a higher increase than people who did not attend. However, due to the wide media coverage, even people who did not watch or follow the event had an improved image of the country. It can be said that hosting events gains attention and improves the overall image and reputation of a country. Repeated exposure creates awareness, more country knowledge and more positive image. Especially the latter one, creates a higher economic impact since more money is spent when people have a more positive image of a location. To make this effect work, it is important that attention is paid to target group specific activities, since young cosmopolitan people tend to react most positively to a better city image (Riefler, Diamantopoulos & Siguaw, 2012). To strengthen and be a unique destination, the current image of the destination needs to be research in order to create a unique brand. For example, Azerbaijan could make use of its reputation of traditions, culture, nature and hospitality when designing branding strategies.

In conclusion, it can be said both economic impact and an improved country image are linked to each other. Economic impacts are caused during the event by tourist attracted to the event and are therefore only short-term. However, the effect on the image of a destination can create long-term impacts, with the consequence of more income by future tourists. Also, a destination's perception and image can be improved by hosting mega-events. Media coverage and improved infrastructure can provide emerging tourist destinations with a positive boost.

Table 07. Legacies and measures taken in the cases (own table)

	Barcelona		Sydney		Baku
Economic legacy	Investment private sector		-		Regional economical impact because of more tourists
Measures taken	Strategic planning and on-going development of the seafront		-		Promoting external tourist attractions
Social legacy	Strengthen the identity and pride of the residents	New city image & express local culture	Recognition for artists and art groups with an Aboriginal origin and new artistic partnerships	Sydney image linked to strong cultural experience and possibility of Sydney becoming a "world-class city"	Better city and country image
Measures taken	Buildings and the renovations of museums and cultural infrastructure	Providing local and cultural infrastructure with focus on coherent public space culture	Festivals celebrating native cultures	Media attention	Attention to target group specific activities and unique destination qualities and characteristics when designing a branding strategies
Physcial legacy	Development seafront, infrastructure and local facilities	Increase urban design	-		-
Measures taken	Strategic planning and marketing	Conservation of historic buildings, stimulating iconic architecture and make the city more open to the sea	-		-

Comparison

Looking at the discussed cases it can be concluded that all three cases had different aims. The event hosted by Barcelona was part of a larger plan where Barcelona was completely redeveloped with a whole new city image. Sydney's event acted as the backdrop of and approach to the Olympic Games, where the main objective was more

social by promoting culture. Lastly, Baku took advantage of winning the EFC by creating an economic impact and improving their city image.

Table 07 shows the different legacies and measures of all previously discussed cases, categorised in either an economic, social or physical legacy. These legacies and measures can all be used when designing a strategy for hosting an event. Noticeable is the strong presence of social legacies in the form of an improvement of the city image every case. It can be said an improved city image has a high chance of occurring when hosting an event. Measures taken for this legacy are marketing, media attention and activities related to specific characteristics of the location. In the case of Barcelona, the city image was part of a bigger plan, so the measures and investments were bigger (real estate and infrastructure). In all three cases, the measures for a better image were based upon earlier designed strategies, which were carefully thought out.

Also, in the case of Barcelona and Baku all the legacies are intertwined. Looking at table 04 and the case analysis, the economic legacy follows often after a physical or social impact. Barcelona bases its economic and social legacy on the physical legacy and Baku's economic legacy is based on a social legacy. So, the legacies cannot be seen separately but are always related to one another.

Lastly, It should be noted that all these legacies are related to the context like culture, time and policies. This means that when applying the measures as stated in table 07 it might not or not entirely have the same legacy as an outcome.

02.03.02 Impacts

Impact: short-term and long-term

The word 'legacy', in relation to an event, was first mentioned in the bidding documents for Melbourne Summer Games in 1956. The word legacy is often mentioned when talking about cities who host a cultural or sporting event, but until recent day there has not been reached a consensus about the definition of the word (Gold & Gold, 2009). Loosely defined concepts of the words always use words like 'effects', 'consequences' and 'impacts' to describe the word. Especially the terms legacy and impact are often used in overlap. However, these concepts differ in the dimension of time (Schwarz, Westerbeek, Liu, Emery, & Turner, 2016). Legacy is a long-term concept where for example the host city undergoes a change in location factors (more tourism after the event due to image improvement). Impact is related to short-term impulse during or right after the event (consumption by visitors) (Preuss, 2007). To identify long-term legacies a period of 15-20 years after the event is necessary to measure the true legacy (Gratton & Preuss, 2008). Legacies, however, can appear prior, during or after an event (figure 09).

For this research, the concept effects, consequences and impacts are all combined under the term "impact". However, a distinction is made between short-term legacy and long-term impacts. The short-term impact will relate to the definition of impact as described before and the long-term legacy will relate to the definition of a legacy.

Overall will the term impact imply the change which occurs to the host city. This change is not part of the founding purpose of the event (Gold & Gold, 2009) and is related to economic, social and physical value creation. A impact of an event could be characterized by a positive or negative impact. Over the course of time, a positive impact can be reappraised into a negative one (Preuss, 2007).

In short, in this report legacy is understood as the physical, social and economic long-term changes as a result of an event. However, as "great events" tend to have less long-term effects, impact is used to describe more immediate effects of an event in an economic, social and/or physical way. An impact can be understood as temporary, permanent, direct, indirect, reversible, irreversible, certain, uncertain, short-term and/or long-term (Sport Canada Working Group (2019).

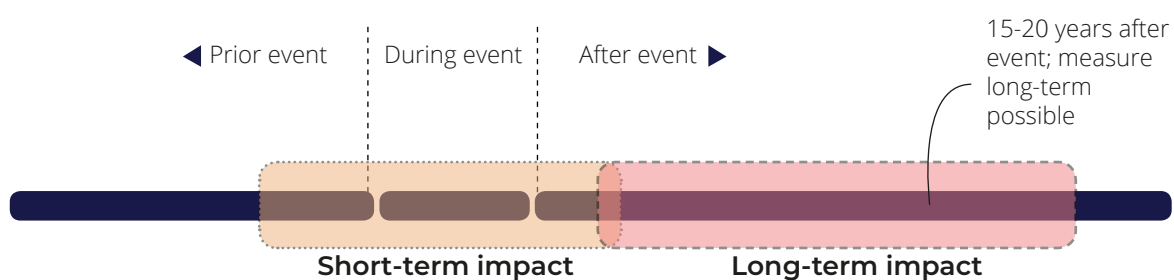


Figure 09. Timeline of short-term and long-term impact (own illustration)

Tangible and intangible impact

Impact can be distinguished into two categories: tangible (hard) impact and intangible (soft) impact. Tangible impact can be described as direct measurable outcomes of an event (e.g. increase of number of tourists) and intangible impact cannot be directly measured (e.g. improved image as an attractive tourist destination) (Preuss, 2007). Tangible impact could be recognized in infrastructure, direct and indirect economic consequences, urban and economic regeneration, jobs, tourism and sports facilities. Intangible impact might include the spirit of community, relationships, skills, image promotion of the city, volunteering culture, inclusiveness, education and sports participation (Langen & García, 2009).

Tangible impacts mostly relate to long-term economic impacts but can also appear as short-term impacts. Intangible impacts relate to social impacts and are mostly seen as short-term (figure 10). Studies of mega-events often measure the economic legacies, whereas the social and other impacts often lack hard evidence (Schwarz et al., 2016).

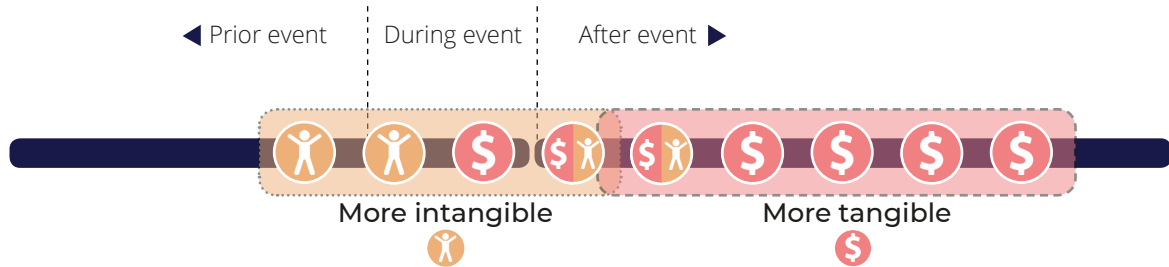


Figure 10. Timeline of intangible and tangible impacts (own illustration)

Direct, indirect and induced impacts

Most legacies mentioned in literature relate to social, economic and physical/environmental impacts.

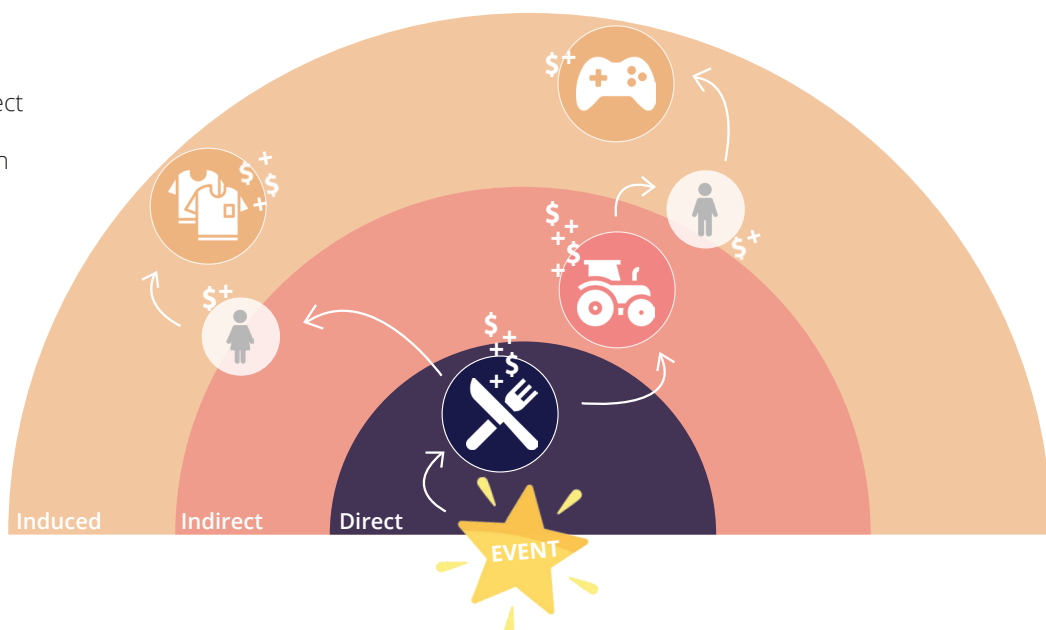
As mentioned before, economic impacts are most frequently and easiest measured. The economic impact can be measured by looking at three components; direct, indirect and induced legacies (Schwarz et al., 2016).

The direct (primary) impact can be seen as the expenditure or change in economic activity in the first round of spending. This spending must be in addition to the existing economy. For example, the expenditure by a visitor on food in a restaurant. Other examples could be expenditure on accommodation, shopping or tickets.

The indirect (secondary) impact is the expenditure or economic activity on other businesses as a consequence of the event in the second round of spending. This means additional businesses and jobs are created beyond the core programme of the event or the supply chain is affected. The latter for example is the result of more customers for a restaurant due to the event. In order to meet the new demand, the restaurant purchases more food from a local farmer. The positive economic activity for this farmer is the indirect legacy.

Lastly, induced impacts are the expenditures of businesses or employees who earned additional money of the events. The money they spend in the economy results in additional revenue for businesses. The additional economic activity by spending the extra earnings is the induced impact. Induced legacies are the result of increased income caused by direct or indirect impacts. For example, the employees working for the restaurant (direct effect) and local farmer (indirect effect) earn extra money due to a raise in salary, they both spend this money on shops. This spending of the extra earnings is the induced impact (figure 11).

► Figure 11.
Direct, indirect
and induced
impacts (own
illustration)



Impact of type of events

The different event types (mega, great, hallmark and local/regional) all have different impacts. De Blok (2019) distinguishes impacts for mega-events, cultural creative cluster events and special local events. These impacts are categorised in physical, social and economic effects. Based on the schemes of De Blok, impacts schemes of mega-events, hallmark events, great events and local/regional events are made for this research (figure 12 until 15). The impacts as described in these figures are related to the urban area/city where the event takes place.

Looking at the impacts of the events it can be noted there is always an overlap in impacts between the, size wise, next event. So, there is an overlap between the impacts of a mega-event and great event, great event and hallmark event and finally hallmark event and regional/local event. Also noticeable are the differences in presence of the impact categories per even type (figure 16). For example, the decreasing presence of physical impacts as the size of the events becomes smaller. In comparison to a hallmark event, a local event has barely any physical impact on the area. The cause of this could be the higher investments of bigger events. The social impacts are strong in each event, however, proportionally the social impacts of smaller events are more present than bigger events. This could of course be explained by the objectives of the smaller scale events, which is focused on the local communities instead of a international range. A stable presence in each event is the economic impacts. These impacts are often the result of a improved image of the city/country. Since the local/regional events do not necessarily focus on an improved image of "outsiders" the economic impacts resulting from this improved image are not feasible. This explains the decreasing economic impacts for regional/local events in figure 16. The other event types do focus strongly on an improved image towards possible tourists and non-local people.

Looking at the type of impacts per event type in figure 16, all events have both tangible and intangible effects. Whereas, mega-events have more tangible impacts and regional/local event have more intangible impacts. The great and hallmark events have a more equal division of both intangible and tangible impacts.

Whether an impact is short-term or long-term differs per location. Often physical changes are long-term impacts (Chen, 2015). New tourists and additional social interaction can be short-term impacts. Nevertheless, physical impacts could be to short-term when, for example, an urban renewal process or developments was already initiated before the organisation of the event started.

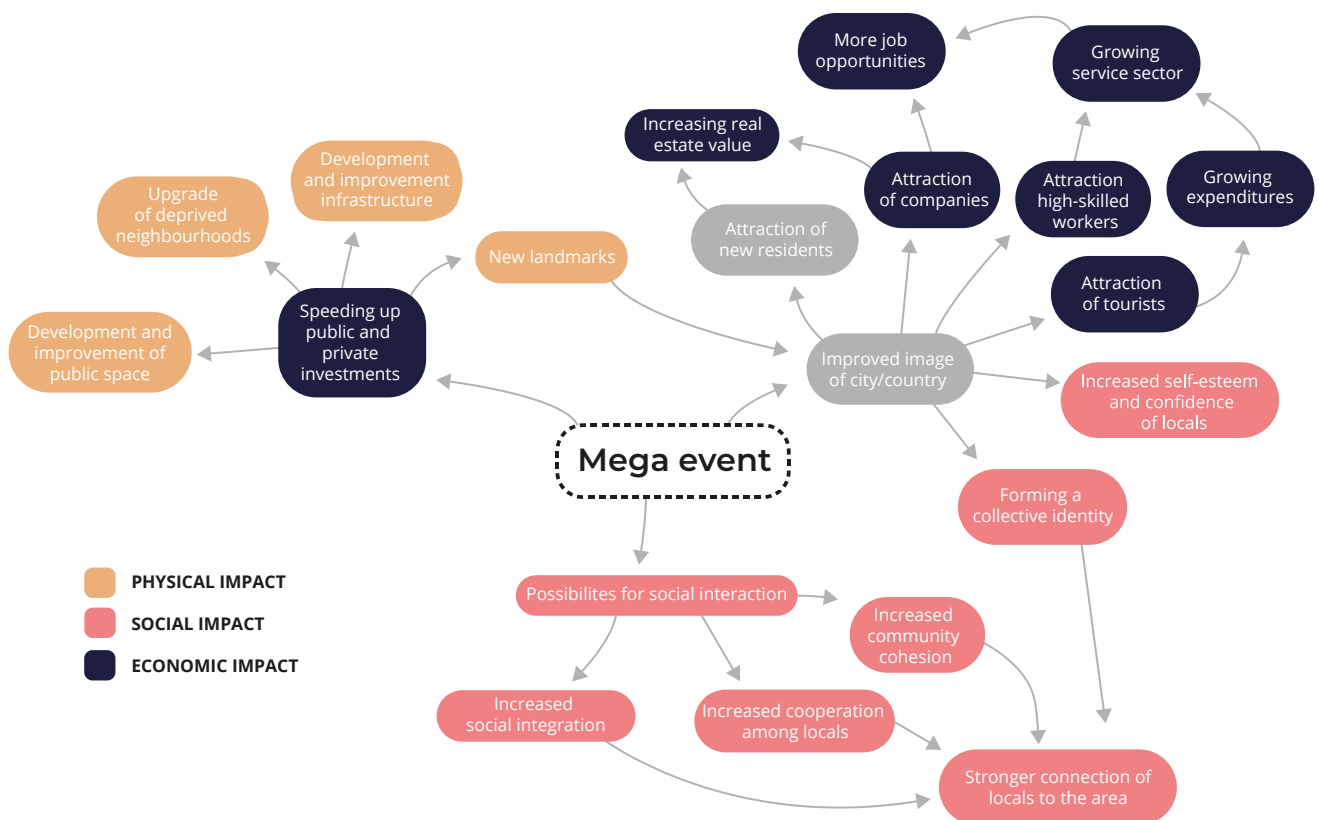


Figure 12. Impact of mega-event (own illustration, based on De Blok, 2015)

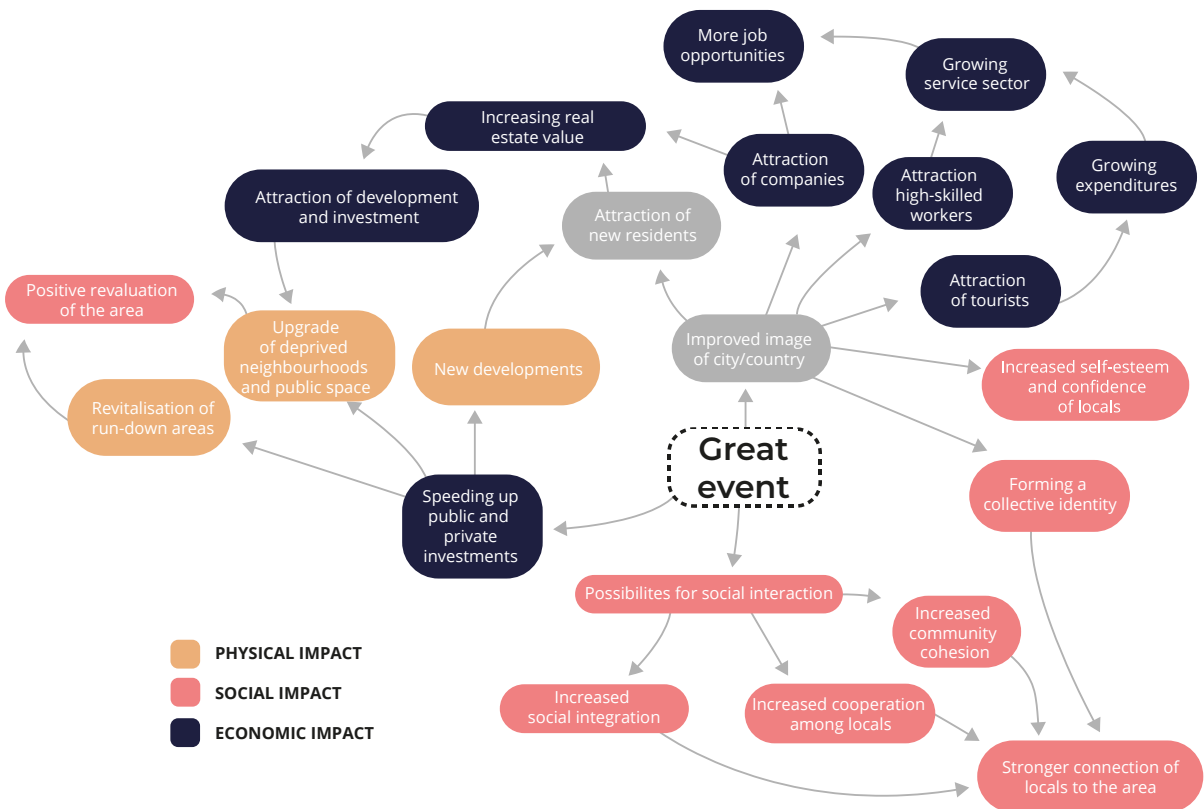


Figure 13. Impact of great-event (own illustration, based on De Blok, 2015)

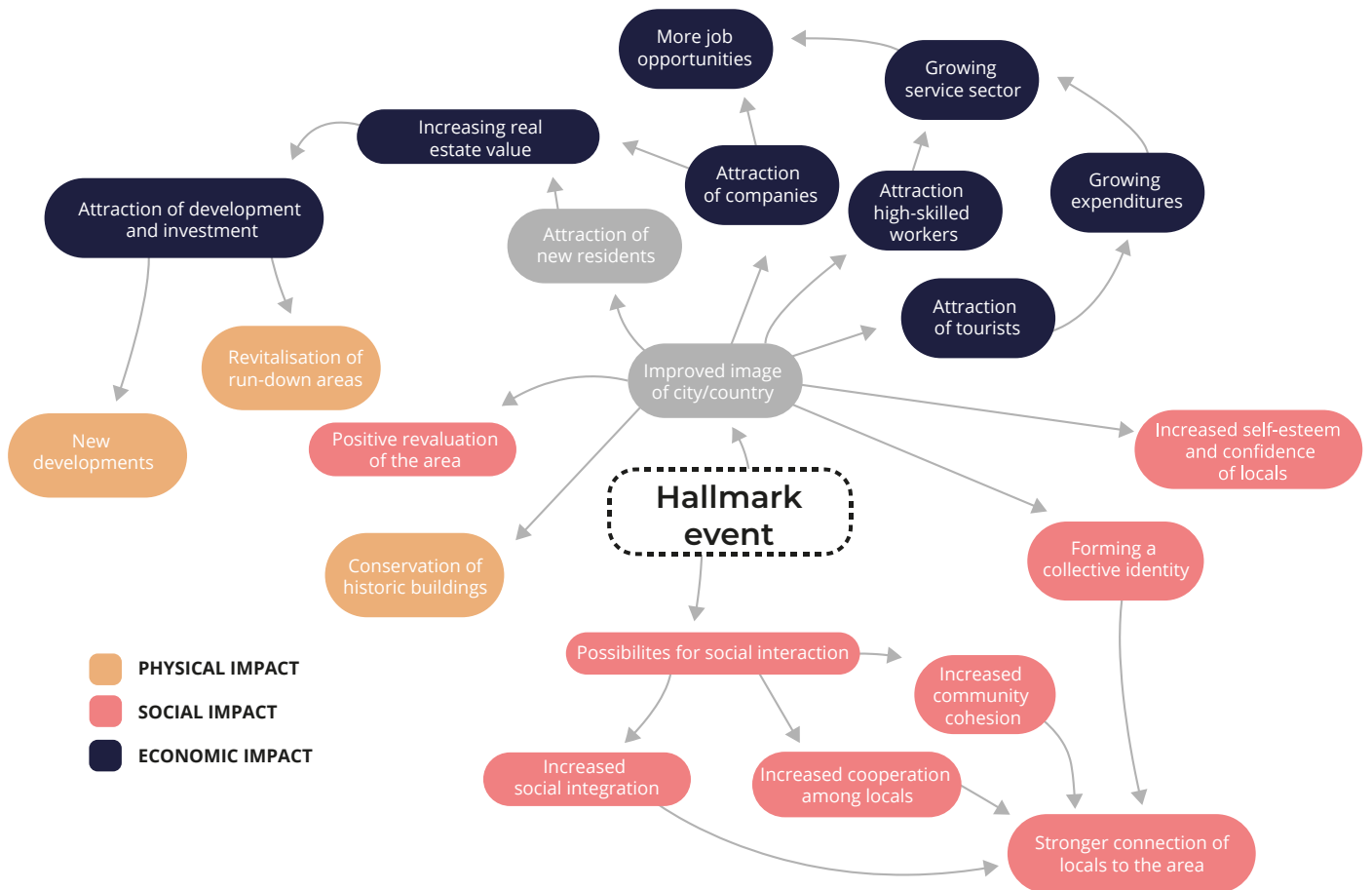


Figure 14. Impact of hallmark event (own illustration, based on De Blok, 2015)

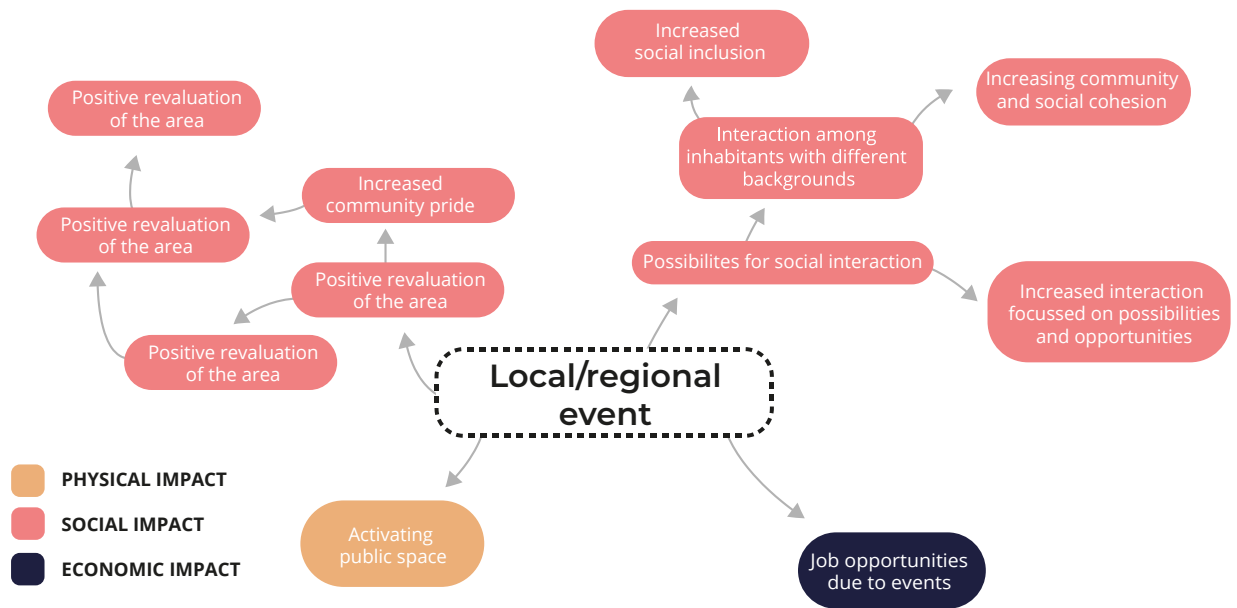


Figure 15. Impact of local/regional event (own illustration, based on De Blok, 2015)

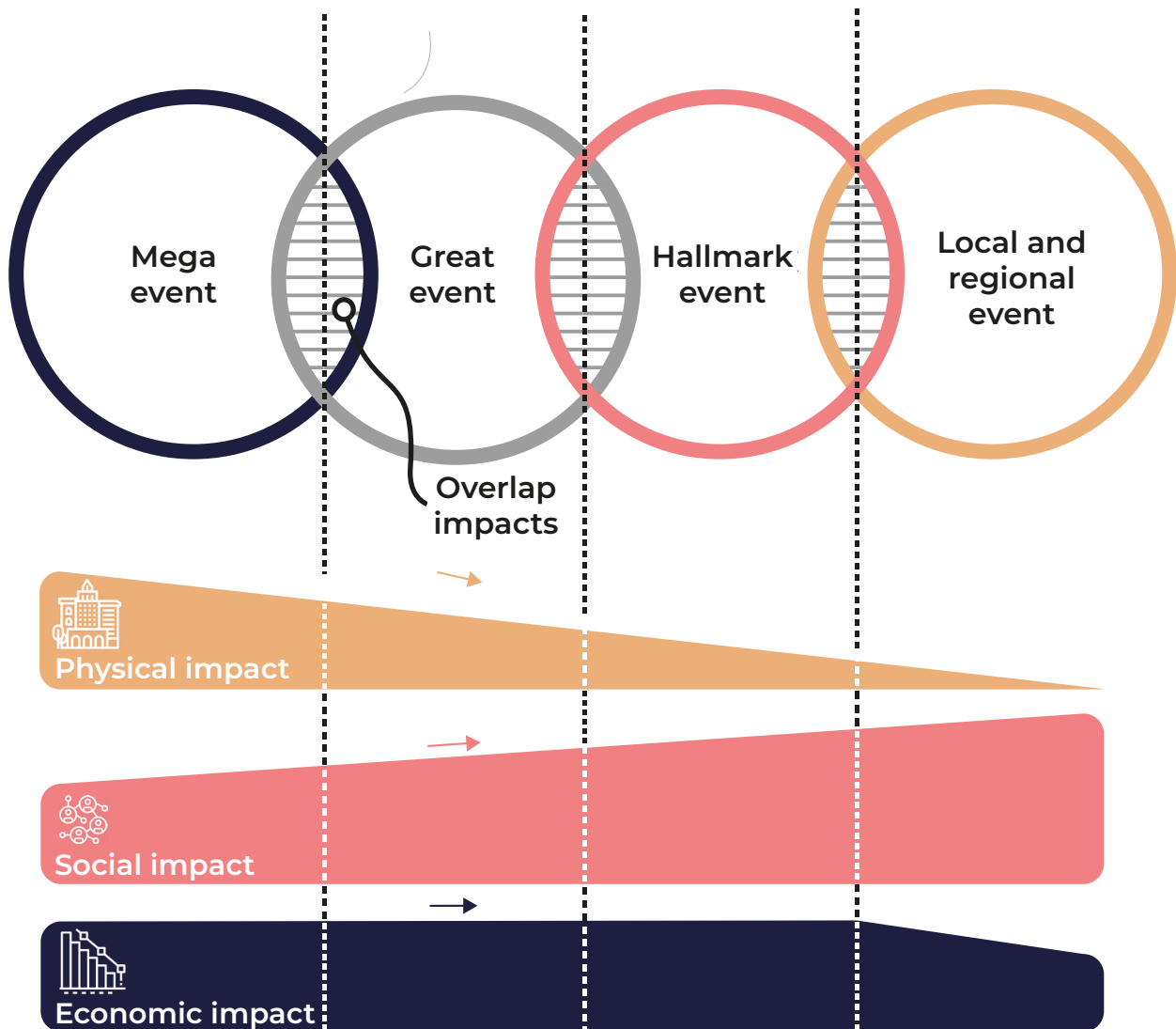
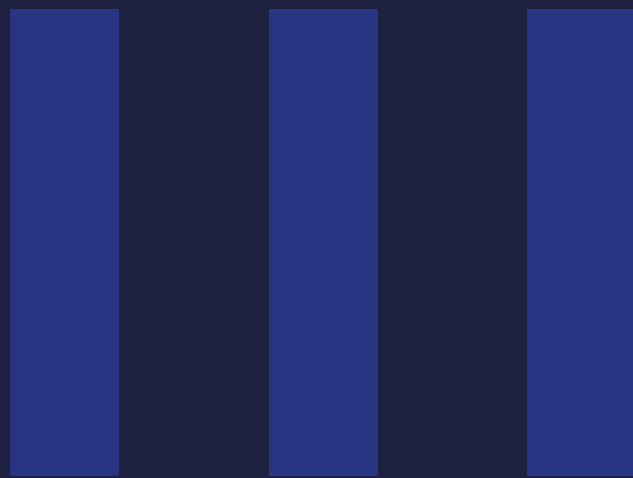


Figure 16. Type of impacts of per type of events (own illustration)



METHODOLOGY

Chapter 3 explains the methodology of this research. The first part states the position and determination of the research questions. In the second part, the research strategy, techniques, data collection and plan and ethical considerations are elaborated upon. Next, the goals, objectives, deliverables and audiences will be discussed. The chapter ends with the research plan which includes main tasks, deliverables, interdependencies and the research planning.

03

Methodology

03. Methodology

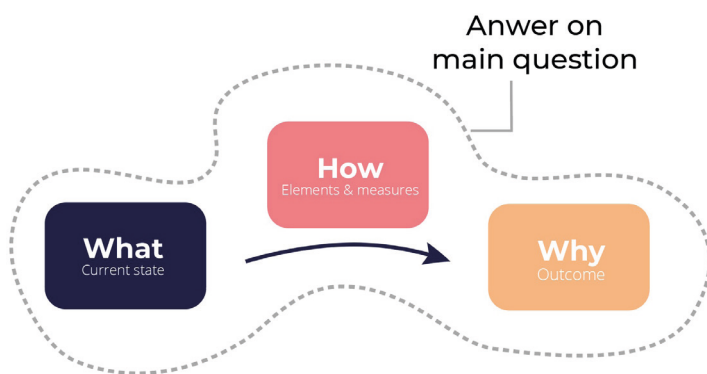
03.01 Research questions

The main question of this research is based on the earlier stated problem statement:
“Which elements when hosting a cultural great event could positively impact and catalyse urban renewal?”

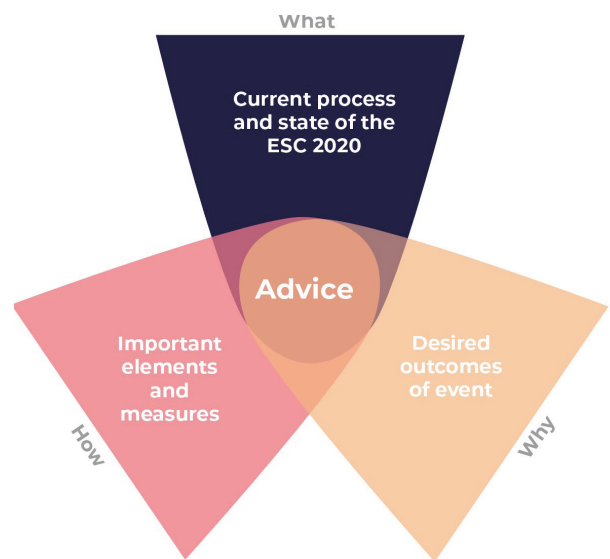
The main questions can be analysed by looking at the why, what, who, where, when and how of the question. The 5W & 1H technique makes the problem diverging and more understandable (Buijs & Van der Meer, 2013). Diverging the main question in these questions (figure 17), leads to the conclusion that the what, how and why are most relevant for this research, since the where, when and who are mostly established as this point. Looking at figure 18, the ‘what’ represents the process and current situation of the ESC 2020 in Rotterdam, the ‘why’ represents the desired outcome and the ‘how’ represents the how a strategy could lead to the desired outcome. Together they form the answer to the main question (figure 18). So, the final advice is based on three topics (figure 19); the current process and state of the ESC 2020 Rotterdam, the desired outcomes of an event and the important elements and measures for strategy design. In this research both input from the case of the ESC 2020 will be used and more general input from interviews with non-case related parties. The what, how and why questions can be tackled by the case study and some of the how and why questions will be answered by the non-case related questions. Therefore, the sub-questions of this research are divided in the two categories; case related and non-case related. Each sub-question is answered in one of the phases of the search (see §6.3 Data collection). In the end the combined answers lead to the main answer to the main research question.



Figure 17. 5W & 1H analysis of main question (own illustration)



▲ **Figure 18.** Relations between the what, how and why (own illustration)



► **Figure 19.** Three topics leading to main advice (own illustration)

The following five research sub-questions will provide more detailed and specific information to answer the main question in a sufficient way. The sub-questions are not stated in a specific order of answering. Some questions will be answered in the literature review part while others are answered in the qualitative research part. The questions will not necessarily start with the words what, how or why as mentioned in figure 17. However, per category these question to provide information related to the current state (what), elements and actions (how) and outcomes (why) (figure 20).

Case related

- What are the current hosting goals of the municipality of Rotterdam for hosting the Eurovision Song Contest 2020 and how did they achieve this?
- What is the relation between the Eurovision Song Contest 2020 and Hart van Zuid?
- What are the created opportunities in the area of Hart van Zuid, as a result of hosting the Eurovision Song Contest 2020?

Non-case related

- What are important measures and elements of an event in relation to urban renewal in general?
- What are the main components of urban renewal?

What Current state	How Elemens and actions	Why Outcomes
What are the current hosting goals of the municipality of Rotterdam for hosting the Eurovision Song Contest 2020 and how did they achieve this?	What are important measures and elements for strategy design of an event in relation to urban renewal in general?	What are the created opportunities and risks in the area of Hart van Zuid, as a result of hosting the Eurovision Song Contest 2020?
What is the relation between the Eurovision Song Contest 2020 and Hart van Zuid?	What are the current hosting goals of the municipality of Rotterdam for hosting the Eurovision Song Contest 2020 and how did they achieve this?	
	What are the main components of urban renewal?	

Figure 20. Sub-questions devided per what how and why (own illustration)

03.02 Research methods

03.02.01 Research strategy

The to be researched subject is the important elements for strategy design of hosting events to accelerate urban renewal. The knowledge available for this topic is minimal. Studies focus mostly on mega-events with a long-term character. This means the research is focused on exploring and gathering new knowledge. Other studies provide a basis and framework to work from, however, these studies do not fully match this intended research. Therefore, other studies and theories serve only as a starting point. After analyzing existing studies and theories, the focus lies on exploring a new phenomenon.

To decide on a research strategy, Edmonson & McManus (2007) provide a graph. This graph decides the type of research, based on the used theory and data. For this research, the theory available could be described as “Nascent”. Nascent theory suggests carefully formed answers to new arising questions. These questions often involve a matter of how and why. The theory often implies new links between existing knowledge and phenomena.

Qualitative research is more suitable for nascent theory. This is because qualitative research generates new theories (inductive), whereas quantitative research is based on testing theory (deductive) (Bryman, 2016). This results in a qualitative research method for this research (figure 21). The qualitative research consists of a literature review, case studies and not case related interviews.

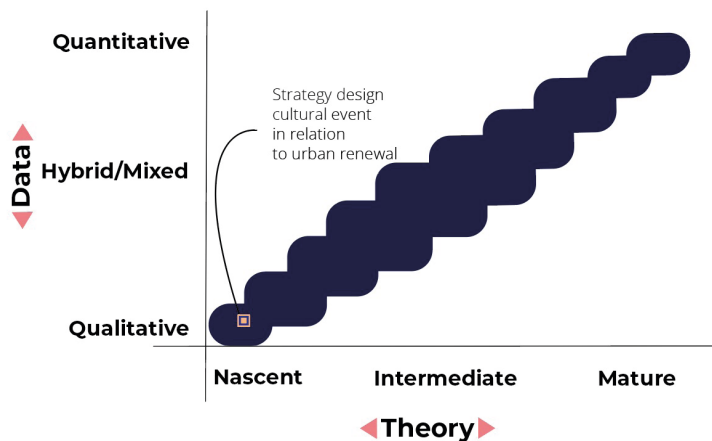


Figure 21. Position of this research (based on Edmonson & McManus, 2007)

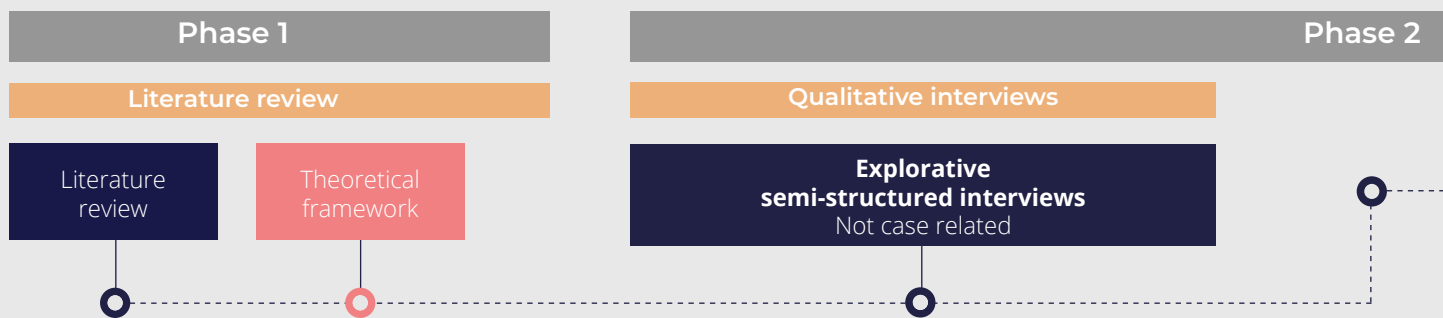


Figure 22. Conceptual model research (own illustration)

03.02.02 Research technique

The research is approached in three phases; 1. literature review 2. qualitative research 3. synthesis. Each phase makes use of different techniques which will be elaborated upon in this chapter. The relations and timing of the methods and techniques in this research are illustrated in figure 22 as a conceptual model.

Phase 1

Literature review

The first phase consists of a literature review to explore the different terminologies, definitions and theories about the urban renewal and events & impacts. The literature review results in a better understanding of these two concepts. The first phase concludes in knowledge about events and urban renewal. This knowledge will serve as a basis and starting point of the qualitative research of phase 2. The main aim of the literature review is to gain in-depth knowledge about urban renewal, events and their impact.

The literature review of this research is approached in a narrative way. In this way a broad scope of literature is analysed in a short period of time. "A narrative review is an examination of theory and research relating to one's own field of interest that outlines what is already known and that frames and justifies your research question(s)." (Bryman, 2016, p. 91). In the end, the review ends in an overview of the research field through a comprehensive analysis and interpretation of the literature. A systematic review is less useful for this research since a clear, specified and specific scope, questions and sources need to be defined. This type of review stands in contrast with the narrative review, with its explorative nature (Bryman, 2016).

For the review electronic databases such as Google Scholar, Scopus and ResearchGate are used. The literature is selected based on the quality of the source and the relevance to the research concepts.

Phase 2

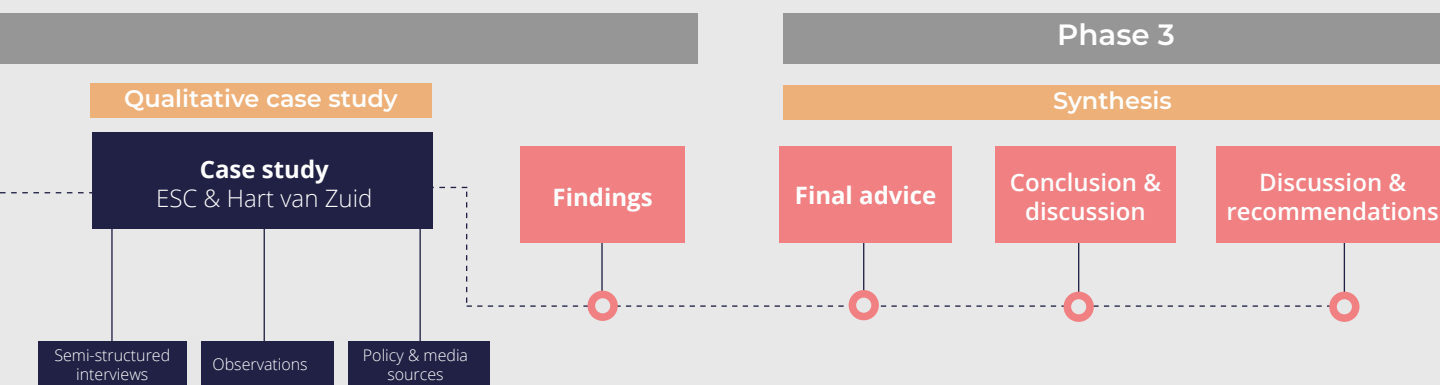
Phase 2 follows up on the theoretical framework of phase 1. In the second phase, qualitative research is conducted. This is done by conducting explorative semi-structured interview with consultancies related to urban renewal and/or events and analysing a case study.

Also, in the second phase a collaboration is engaged with the municipality of Rotterdam in the form of a graduate internship. Because of this collaboration, the ESC will be the main case study. The main focus of the case study will be the relations between the ESC and HvZ.

For the non-case related interviews, semi-structured interviews are used as a technique. The techniques used for the case study are semi-structured interviews, observations and policy document analysis.

Semi-structured interviews

For the interviews, an approach with semi-structured interviews is chosen. For semi-structured interviews topics and questions are defined prior to the interview, like a general interview protocol (Bryman, 2015). However, there is no order to the topics and questions for each interview. Also, the interviewer can ask further questions as a response to the answer of the interviewee. Semi-structured interview can therefore also be described as an interview method with more freedom for both interviewer and interviewee. The interview style includes more personal understanding and



interpretation, while the prepared protocol makes sure the structure of the interviews is still comparable (Bryman, 2015).

For the interviews not related to the ESC, consulting and advising companies will be approached. These companies should not be related or working on the ESC 2020 to create a non-biased input for the final advice of this research. The semi-structured interviews will focus on the strategy design to influence economic, social and physical impact related to urban renewal. Consulting companies are chosen because they can give general input instead of case related input. For example, a developer or investor would share experiences they had with events and urban renewal. These experiences are too context and characteristic related. These explorative interviews, provide the input for the interviews with case-related stakeholders.

For the case study, interviews are conducted with involved parties. This involvement could be in the renewal project (Hart van Zuid) and/or in the ESC team of the municipality of Rotterdam. The aim is to interview at least three involved stakeholders for each project, resulting in at least six interviews. At least one person per project has to have a managerial or coordinating role.

The interviews with the ESC related stakeholders and the consulting companies will have different interview protocols.

Observations

Observations are a research technique as well. The locations, events and project revolving around the ESC are visited during the internship at the municipality of Rotterdam. This provides the opportunity to talk to involved actors in no structured way. Also, observations can be made related to the already found measures and effects to decide on their effectiveness. These observations will generate a better understanding of the case study and effects on the city and area and the people who are involved in the projects.

Policy documents and media sources

To gain a full understanding and picture of the case study, policy documents (list of requirements, contracts, visions, organisation charts and structures etc.) and media sources are used for extra information in addition to the earlier discussed techniques. These sources and documents make the structure and information about the case study complete.

Phase 3

In phase one and two knowledge on which elements and measures are important for the strategy design of an event are found and formulated. These elements and measures are focused on the increased possibility of creating a strategy which results in a positive impact for urban renewal. In the last phase of the research, the synthesis, the found elements and measures are formulated in an advice for hosting organisations (in case of the ESC: the municipality of Rotterdam).

In the end of phase three, conclusions, discussions, implications, limitations and recommendations are discussed. The final element of phase three will consist of a reflection on the entire research process and final findings.

03.02.03 Data collection

Table 08 shows how the data for answering the sub-questions of this research will be collected. Also, the phases and techniques related to this collecting can be found in this table. Some sub-questions are answered by the use of different techniques and data collection.

Table 08. Data collection by sub-question (own table)

Phase	Method	Related research questions	Data collection & technique
01	Narrative literature review	- What are the main components of urban renewal?	Online databases: Google Scholar, Scopus, Research Gate Library
02	Qualitative research	- What are the current hosting goals and strategy of the municipality of Rotterdam for hosting the Eurovision Song Contest 2020? - Who are the involved stakeholders in the Eurovision Song Contest 2020 and Hart van Zuid? - What is the relation between the Eurovision Song Contest 2020 and Hart van Zuid? - What are the created opportunities and risks in the area of Hart van Zuid, as a result of hosting the Eurovision Song Contest 2020? - How does urban renewal apply to Rotterdam-Zuid; what improvements and developments does the area need? - What are the created opportunities in the area of Hart van Zuid, as a result of hosting the Eurovision Song Contest 2020?	Case study: ESC & HvZ Semi-structured interviews Observations Policy document Media sources
		- What are important measures and elements of an event in relation to urban renewal in general?	Non case semi-structured interviews

03.02.04 Data analysis & plan

The data is collected in such a way that the FAIR guiding principles are respected. This means the data which is collected can be reused in a later stage by other researchers. The principles focus especially on the use of data by machines and the ability to find them. Next to this, it should also be possible for individual researchers to reuse the data (Wilkinson, et al).

To make sure these principles are respected the data collected in this research are published openly and free on the repository website of the University of Technology Delft. The research will be written in English and literature is referred according to the guidelines of APA.

03.02.05 Ethical considerations

Diener and Crandall (1978) have broken ethical principles down in four main areas; harm to participants, lack of informed consent, invasion of privacy and deception. Each of these areas will be shortly discussed and measures to prevent ethical problems within these areas will be proposed.

Harm to participants

Harm to participants can mean a lot of things, but in qualitative research this area mostly revolves around the issue of confidentiality between the researcher and participant. For this research, the surveys and semi-structured interviews collect data from participants. Their data will be handled with care and will be used anonymously. Their names and answers will only be used if consent has been given. On top of this, the answers will be used for this research only.

Lack of informed consent

The ethical problem here is the case of transparency, it means that the participants in the research should be given all the information possible and needed to make an informed decision about whether or not they want to participate in the study (Bryman, 2016, p. 129). To consider this ethical problem, a written consent will be obtained from the participant. This will be done after they are provided with information about the purpose, scope, type of questions, the use of data and contact data (Richards & Swartz, 2002).

Invasion of privacy

The third consideration relates to the consideration of lack of informed consent. An informed consent by letting the interviewee sign an interview consent (Appendix I) also applies to this consideration. However, to limit the invasion of privacy, the recordings of the interview will be deleted a year after publication and the participants is free to withdraw from the research at any time they want. All data related to this participant will then not be used in the research and will be deleted. The recordings will not be published and will not be shared beyond the researcher and mentor team. One of the characteristics of semi-structured interviews and qualitative research in general is the possibility of unexpected questions, subjects and themes. Because of this, it is not always possible for the researcher to inform the participant fully about the interview (Richards & Swartz, 2002). Therefore, it is allowed and possible that the participant can refuse to answer a question during the interview if data is not wished to be made public (Bryman, 2016).

Deception

Lastly, deception is, as the word says, a research presented as something other than it is (Bryman, 2016). To prevent this, the held interviews are recorded. The recordings are not published, but can be requested until a year after publication, if consent has been given by the participant.

The literature used in this research is derived from (online) published reliable sources (universities, journals etc.).

03.03 Research output

03.03.01 Goals and objectives

The main goal of this research is to explore and understand the benefits of hosting cultural events, like the Eurovision Song Contest, in relation to their contribution to urban renewal.

More specifically, the objectives of this research are:

1. To understand the positive and negative impacts of events hosted in and by cities.
2. To determine the benefits and relationship between an event and urban renewal.
3. To identify the important elements and aspects by looking at the current strategy of the municipality of Rotterdam, literature and talking to consultancy experts.
4. To define elements that improve chances on positive economic, social and physical impacts.

03.03.02 Deliverables

As an answer to the main research question of this research, an advice will be developed on important elements for strategy design of a cultural event to benefit urban renewal. This is the main delivery of this research and is based on the ESC case and interviews not related to the case.

The set-up of the advice will be determined in a later stage and will be based on the outcomes of the interviews and case study. Until determined, the main deliverable will be called and referred to as 'the advice'.

The advice contributes to the lack of knowledge on the positive impacts of short-term cultural events on urban renewal. It serves as an inspiration source for municipalities and consultancies when designing an event strategy.

03.03.03 Dissemination and audiences

The final advice as result of this research is relevant for hosts, for example municipalities. The advice is also relevant for consultancies when giving advice to hosting parties.

The advice relates to strategy design which is part of the decision-making part at the start of the process, where the direction of the process is determined. Also, this research is in the interest of to the scientific community as missing knowledge on the subject of short-term events in relation to urban renewal is explored. The advice is based on a Dutch case study, experts and context. The audiences are therefore limited to Dutch cities. This means, other cities outside the Dutch context are not taken into account. This does not mean however that the advice cannot be adapted to other contexts, but this is not in the scope of this research. The final advice will be presented as a tangible product (advice), of which the definite form has yet to be determined.

03.04 Research plan

03.04.01 Main tasks, deliverables and milestones

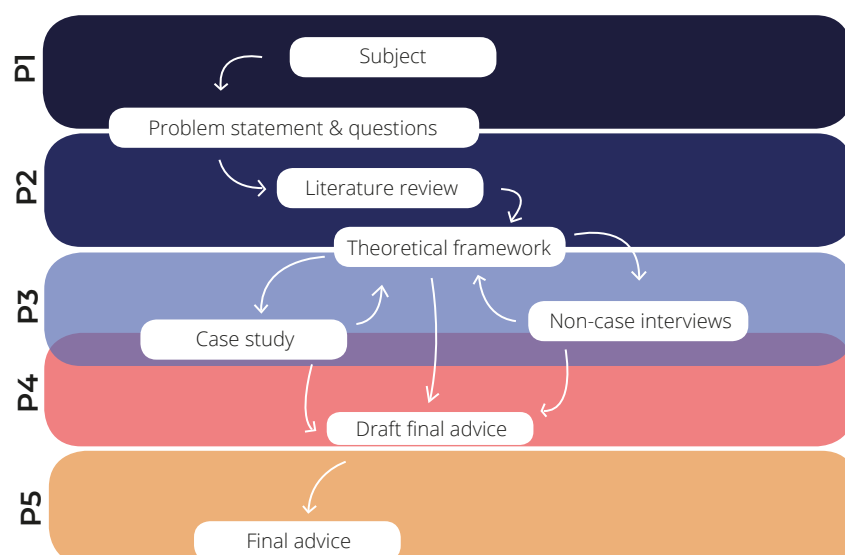
The main tasks, deliverables and milestones of this research are shown in table 09. The tasks are grouped per P1, P2, P3 P4 and P5. Most data is collected and analysed in the time periods of the P3 and P4.

Table 09. Main tasks, deliverables and milestones (own table)

	Tasks	Deliverables	Milestones (main output)
P1	- Subject definition - Concept problem statement, relevance, goal methods & research questions	P1 report as draft of P2 report	Subject and problem statement
P2	- Definite problem statement, relevance, goals, methods & questions - Literature review - Theoretical framework	P2 report Theoretical framework	Theoretical framework
P3	- Add literature (if necessary) - Case study; ESC & HvZ interviews (contact, protocol & start) observations policy & media sources - Interviews; not-case related make contact and preparations interview protocol start interviews	P3 report with: Formulated findings	Start of final advice
P4	- Case study; Finalise data gathering and analyse - Interviews; Finalise interviews and analyse	P4 report with: - Completed case-study - Completed non-case interviews	Advice with almost all inputs
P5		Final advice Thesis	Final advice & thesis

03.04.02 Interdependencies

The flowchart (figure 23) shows the interdependencies between the main deliverables of the research. As can be seen, the main interdependencies lie within the P3 and P4. The theoretical framework is necessary for the case study and interviews, whereas, the expert panel is reliant on the outcomes of the case study, interviews and framework. The final advice is, logically, depended on all research methods used in this research. In the period towards the P5, the outcome of the evaluation meeting of the municipality of Rotterdam in June will be added to the final results.

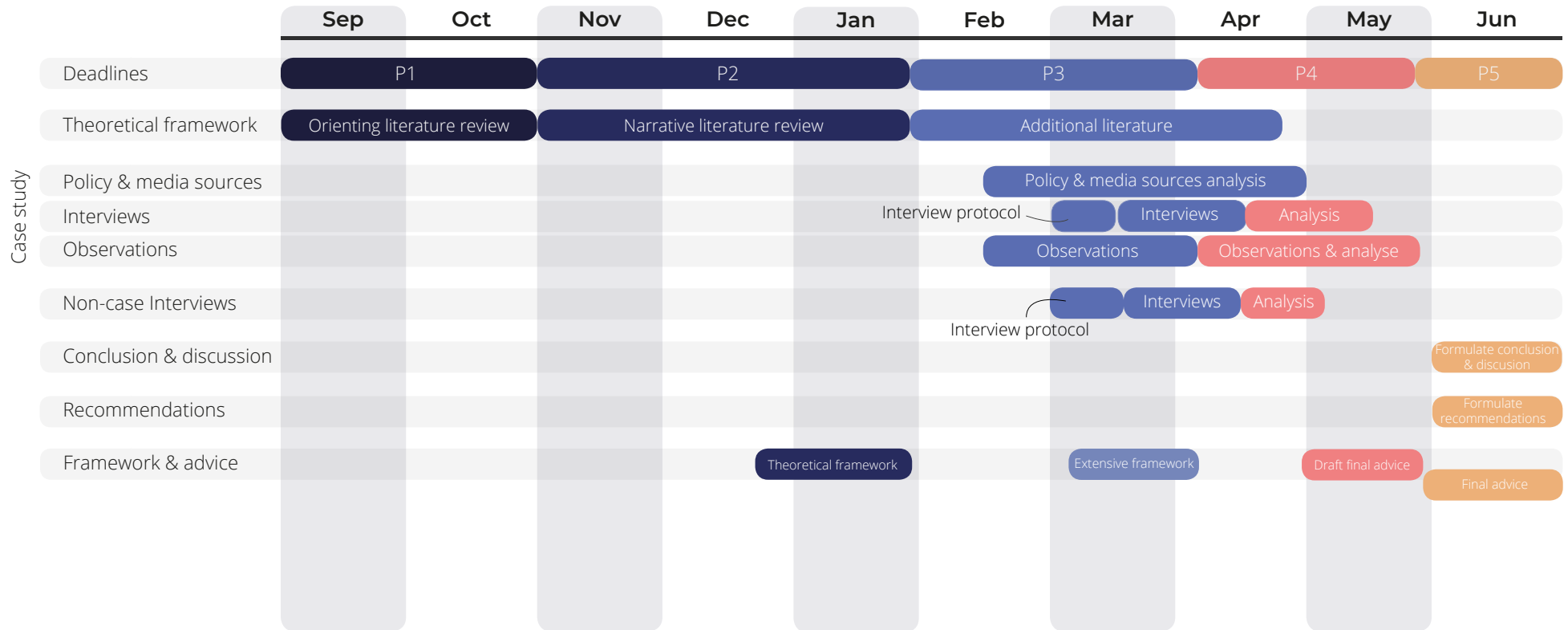


► **Figure 23.** Flowchart of tasks & deliverables throughout the research (own illustration)

03.04.03 Research planning

Table 10 shows the research in relation of the academic year 2019-2020. All previous mentioned methods and techniques are incorporated in this planning. The set tasks are related to P1, P2, P3, P4 or P5, as can be compared to the flowchart of figure 23.

Table 10.Planning of the research (own table)



IV

EMPERICAL RESEARCH

04

Case
description

04. Case description

04.01 Eurovision Song Contest 2020/2021 Rotterdam

This research focusses on the ESC 2020 which was supposed to be held in May 2020. Besides missing info about the last months before the event the postponement of the event to 2021, does not influence this research. Therefore, the edition of 2020 will be described in this case description. Also, the case interviews relate to the 2020 edition and the 2021 edition is not developed yet at the time of the interviews.

04.01.01 Eurovision Song Contest

The Eurovision Song Contest (ESC) is an annual tv-show, festival and competition of songs between countries. It is an annual European tradition, which has a legacy of more than 60 editions and 1,500 songs created by 50 participating countries and (Eurovision, n.d.-a; Tess de Bruijn, n.d.).

The first edition of the ESC was held in 1956, with seven participating countries (Tess de Bruijn, n.d.). The concept was based on the San Remo Music Festival in Italy. The event had a social aim to unite and increase the social cohesion of the countries in Europe after the second world war. On a more technological note, the ESC was created to test the limits of the technology to broadcast live television (Eurovision, n.d.-b).

In 65 years, the ESC has undergone some changes. From singing in a country's national language to the voting system (Eurovision, n.d.-b). Nowadays, countries are allowed to sing in any language they prefer, and voting is done by phone or SMS. The event has grown into an event of unity, which breaks taboos (gay fanbase) and confronts political sensitive topics (Tess de Bruijn, n.d.). The ESC is known as the most modern live TV entertainment spectacle in the world and was announced the Longest Running Annual TV Music competition by Guinness Book of World Records in 2015 (Eurovision, n.d.-a; Eurovision, n.d.-b).

In May 2019, Duncan Laurence wins on behalf of The Netherlands the ESC. This is 44 years after the last win of The Netherlands. In the summer of 2019 Rotterdam is announced as host city and would the event would be hosted in Ahoy Rotterdam (AD, 2019). It was expected that the event would reach 200 million viewers in May 2020 (Tess de Bruijn, n.d.). The edition was supposed to be the 65th edition. However, due to the Coronavirus this edition had to be postponed on 18 March 2020. This was the first cancelled edition of the ESC in 65 years. In 2021, Rotterdam will host the ESC again (Eurovision, 2020).

04.01.02 The 65th edition: Eurovision Song Contest 2020 Rotterdam

On 10 July 2019, the municipality of Rotterdam handed in their bidbook and became one of the potential host cities of the 65th edition of the ESC in 2020 (Gemeente Rotterdam, 2019). The cities in The Netherlands who wanted to become the host city had to hand in a so called "bid-book" in which they explained why they were the perfect host for the 2020 edition. In this bidbook elements like hotels, culture, financial numbers and safety are discussed based on a list of requirements (Avrotros, NOS & NPO, 2019). The host broadcasters (NPO, Avrotros and NOS) are the project organisation of the ESC 2020 and had the task to decide the host city of the 65th edition. On the 16th of July, it was announced that only Maastricht and Rotterdam were still running as host city. After a period of meetings and negotiations with the host broadcasters, the final bid was handed in on the 9th of August. On the 30th of August 2019, the host broadcasters announced Rotterdam as the host city of the ESC 2020 (Algemeen Dagblad, 2019).

After being chosen as the host city, the municipality of Rotterdam organised a Project Start Up on the 3rd of September. Present at this start up were the municipality of Rotterdam, Rotterdam Festivals, Rotterdam Partners and Ahoy. These four parties are from here on forward referred to as "host city". The results of this start-up was the project plan of the ESC 2020, which includes a planning, objectives, results and approach. It is the task and responsibility of the project manager to make sure this project plan is followed and executed (D. Geensen, personal communication, April 24, 2020).

Scope

The scope of the ESC project team is determined by the collaboration agreement based on the bidbook, financials and planning. The following points are extra highlighted in the project plan (gemeente Rotterdam, 2019) as focus points for the team:

- An increased image of the city as a city which is connecting, diverse, inclusive, united and hospitable.
- Facilitate the tv-show (Ahoy, logistics, safety ESC)
- City programme (initiate, stimulate, guide and execute)

- To be a good host city.
- Contribute to the urban tasks (circular etc.) with special focus on connection, inclusion, diversity, solidarity, residents with a lower income

Some of the most important results the project team has to focus on include:

- Allocation draw (draw of the semi-finals)
- Head of delegation dinner (head of the delegation (crew) per country visits a dinner where everyone is informed about the upcoming ESC)
- VIP hospitality
- Openings ceremony
- Eurovision village organisation and programme (City stage, sponsor village and meeting point for max. 15,000 guests and all Rotterdammers)
- Red carpet moment at Cruise Terminal (first time where fans and media meet the performers)
- Euroclub (place where delegation, media and fans can meet each other at night and haven parties)
- City programme (initiatives throughout the city, to make the festivity a city-wide phenomenon)
- Traditional citydressing (flags, screens to promote ESC with logo's, main sponsors, the broadcasters and the host city)
- Artistic citydressing (focus on promoting the city in relation to the event by means of art)
- Clean and maintained city with clear routes and public transport accessibility.
- Analysing the important stakeholders (identifying the stakeholders who have interest in participating in the ESC and how they can be involved during and after the ESC.
- 8.500 tickets available for residents with a low income
- Arrange partnerships to create more impacts and to lower the use of the municipal budget
- Recruitment of volunteers (with special focus on deployment of Rotterdammers with a distance to the labour market)
- The tv-shows and everything logistic etc. around it (responsibility of Ahoy Rotterdam)

In short, the scope of the project team revolves mainly around the tv shows and the formal activities around the shows (B. van Ulden, personal communication, 4 March 2020).

Responsibilities and objectives host city

By signing the collaboration agreement with the NOS, the municipality of Rotterdam was bound to the Eurovision Song Contest. This meant they had the following responsibilities and obligations to fulfil (Gemeente Rotterdam, 2019):

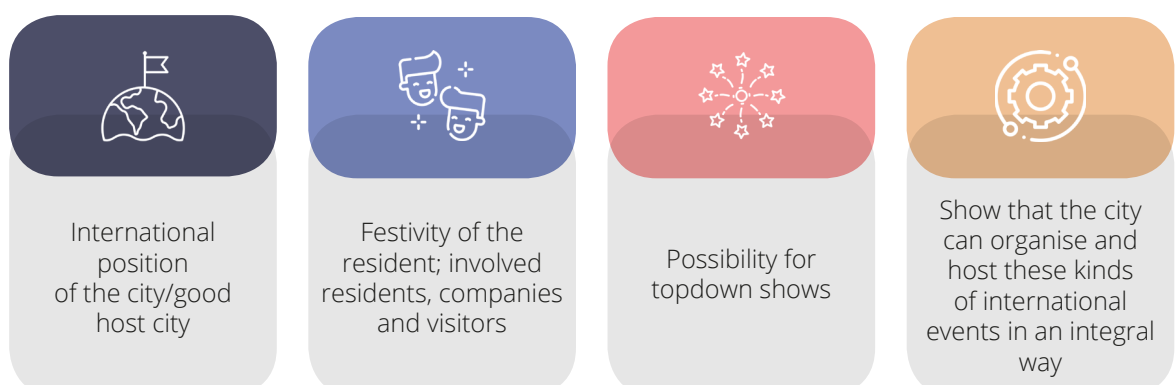
- Availability of the venue (Ahoy Rotterdam)
- Accommodation and transport during the event period
- Organising city programme

In addition to these responsibilities, the host city wants to realise the following objective:

A Rotterdams ESC, which contributes to the international position of the city, whereby Rotterdammers (residents, visitors and companies) feel included and the project team works on a diverse, inclusive, solidary, connected and hospitable city (Gemeente Rotterdam, 2019). These objectives are divided in more specific components (figure 24).

A Rotterdams ESC, which contributes to the international position of the city, whereby Rotterdammers (residents, visitors and companies) feel included and the projectteam works on a diverse, inclusive, united, connected and hospitable city.

Figure 24. Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)



On top of the objectives of the host city, the municipality of Rotterdam has additional objectives which revolve around the main goal which is to create returns for the city (Gemeente Rotterdam, 2019) (figure 25).



Figure 25. Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)

In general, the project team has the ambition to create the best edition of the ESC thus far (Gemeente Rotterdam, 2019). As a result, future host cities will use Rotterdam and the host broadcasters as example with a solid edition and maximal returns and impacts. The focus of the team will be on quality. Next to this, the promise “of everyone, for everyone” has to be fulfilled. A commitment is made to a sustainable effect, not only in a economic way (tourism, image, business climate), but also social (pride, connection, involvement, quality of musical education). For the economy applies a quantitative contribution (direct spending in the economy of Rotterdam and (temporary) jobs as an addition to number of jobs for Rotterdammers) and a qualitative contribution (improve image of the city and quality of entrepreneurship by new forms of cooperation and network opportunities. For sustainability reasons, the ESC will use a zero-waste policy for the event.

Subprojects ESC 2020

Based on the bidbook, the organisation of the ESC has been divided into different necessary and relevant subprojects. The project plan of the Gemeente Rotterdam (2019) describes these 13 different subprojects:

- Citybranding – citydressing: This ensures the objectives of the municipality according to the social and economic strategy and impact on the city.
- Communication: Works on the communication strategy of the city. On top of that it looks at the ESF as catalysator of different ambitions of the city and draws attention to those ambitions.
- Hotels: This concerns the accommodation of the delegation of every participating country. This does not require a strategic plan.
- City programme (incl. Eurovision Village): Rotterdam Festivals (coordinator of events and festivals in Rotterdam) will collect different ESC-initiatives of local businesses and entrepreneurs in the city. The objective is to make Rotterdam a hospitable and attractive host city with its own character, whereby residents feel included and positive appreciated by the event. Part of the realisation of this objective is the Eurovision Village at the Binnenrotte, which is the official ESC fanzone with free entry for everyone and performances of the artists the participating countries. The city programme will make sure the festivity does not only happen on the venue of Ahoy but will make it noticeable in the entire city.
- Side events, ceremonial welcome and hospitality: This is the formal ESC part which is responsible for the formal ESC event like the allocation draw, head of delegation dinner, hospitality during the (semi-)finals and opening ceremony. The main objective is to present Rotterdam as a good host city.
- Stakeholder engagement: Maps out the stakeholders which influence or are influenced by the ESC. It identifies stakeholders who require attention or have interest in participating in the event. The objective is to show to nationally and internationally what Rotterdam has to offer, what it is proud of and presents the Dutch creativity, innovation and connection between people.
- Logistics and transport: Ensures that the city is clean and maintained during the event and that routes towards different events are clear.
- Volunteers and participation: Has the objective to make Rotterdammers involved by the event and to let them experience the event as something positive for themselves and the city. On top of that, it aims to let residents with distance to the labour market participate in the event as part of social return on investment.
- Safety: provides in a visible and invisible way the safety of the event.
- Ahoy: exploits the venue-location and is responsible for facilitating the execution of the agreements with the NOS according to the contract. They facilitate the different shows and repetitions and creates the production plans.

- Tickets minima: In the bid, Rotterdam asked for 1.000 tickets per show for residents with a low income. Eventually, Rotterdam had permission to provide 8.500 tickets to low income households.
- Red carpet event: Responsible for the first official event where fans, media and the public meet the artists. This is the moment to show Rotterdam at its best.
- Euroclub: This is the official nightlife/club venue of the ESC for 8.000-10.000 accredited journalist, crew, participants, fans and delegations. The Euroclub is located in the Maassilo.

The city programme and Tickets for minima are unique to this edition of the Songfestival. These additions make the show more social inclusive (D. Geensen, personal communication, April 24, 2020). With the city programme the festivities become part of the city and everyone can participate all over the city (figure 26).

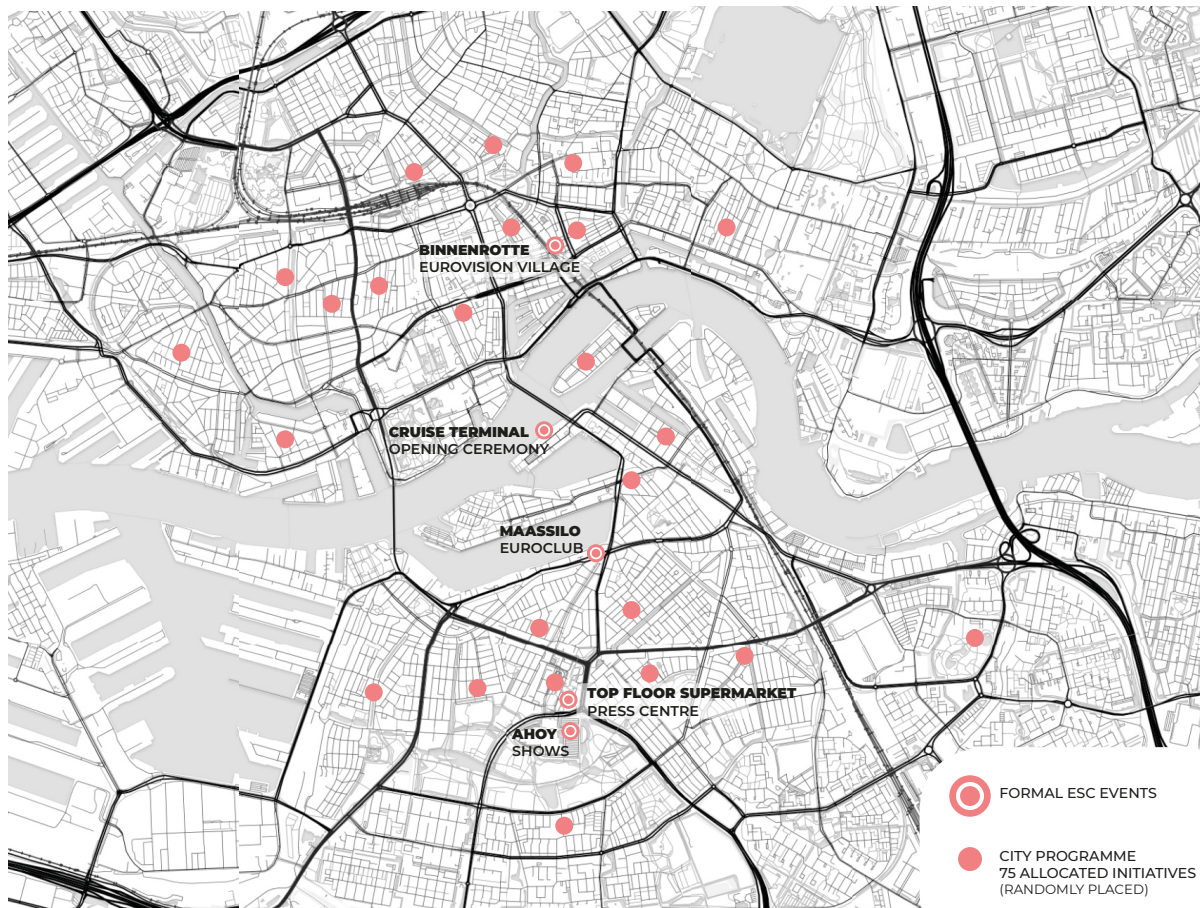


Figure 26. Map of Rotterdam with locations of all the festivities (own illustration)

Chances

In the project plan (Gemeente Rotterdam, 2019), the scope of the project team is described. However, the project plan also mentions chances outside of its scope as it recognizes that cooperation with different projects might be essential. The ESC provides the opportunity to work as a catalyser for other objectives outside the scope. Even though initiative and responsibilities of those objectives fall outside of the scope of the project team of ESC, the team does look for cooperation where possible. These can be seen as extra impacts of the ESC. Four projects for possible cooperation are mentioned: Rotterdam circular, Social return programme, memorial service bombardment Rotterdam and the urban renewal project Hart van Zuid.

Planning

The planning of the 2020 edition, including the not executed last two months of the planning, can be found in figure 27. From this planning it becomes clear that the preparation time of the event was nine months, after the official collaboration agreement was signed and the bidbook was made definite. It shows the four stages of the event: bid phase, development and preparation phase, the realisation phase and the evaluation phase.

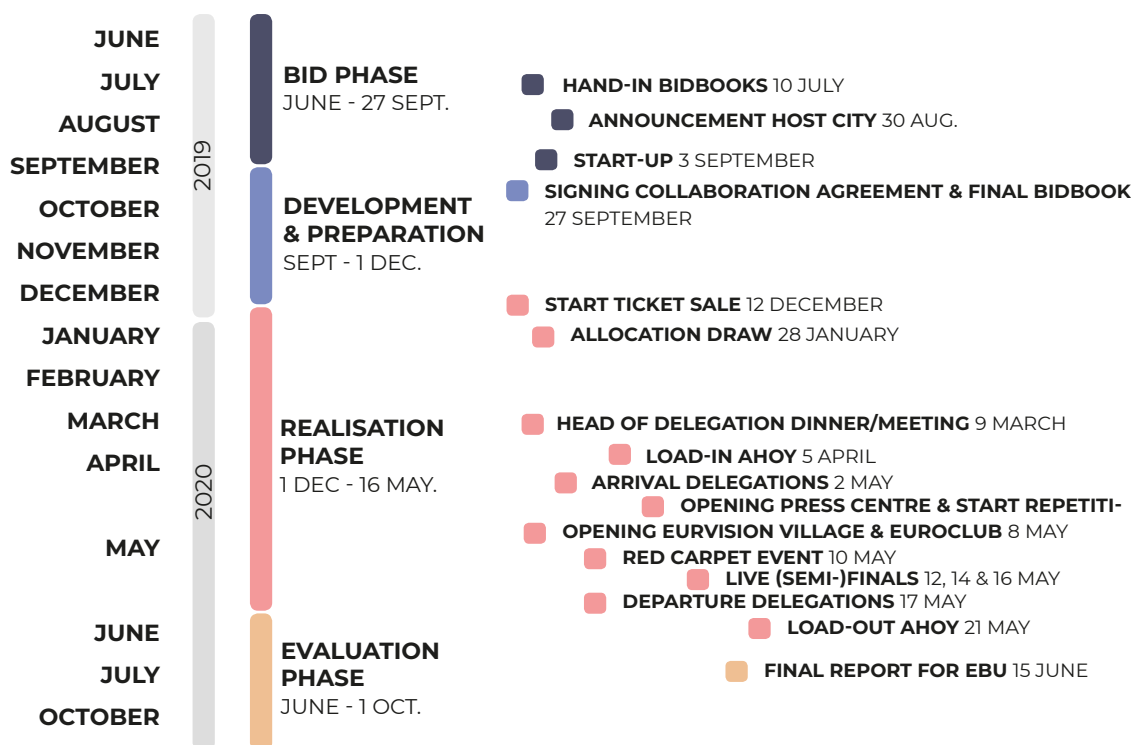


Figure 27. Timeline ESC 2020 (own illustration)

Organisation structure

The organisation of the ESC 2020 can be described with two structures. The first structure is the formal structure between the EBU (European Broadcast Union), who is the owner of the concept of the ESC, and the national broadcaster of the country that won the last edition of the ESC. In this case this is the NPO / Avrotros. Since this party does not have the capacity to execute such a national event, they contracted the NOS as executing party of the ESC 2020. Together they form the “host broadcasters” of the 2020 edition. It is their job and responsibility to select a capable host city and work with this city to realise a qualitative good edition.

After the Rotterdam was chosen as host city, the municipality of Rotterdam collaborated with Rotterdam Festivals (coordinator of events in cities), Rotterdam Partners (promotor of Rotterdam) and Ahoy to realise the 65th edition of the ESC.

The formal organisation structure can be found in figure 28.

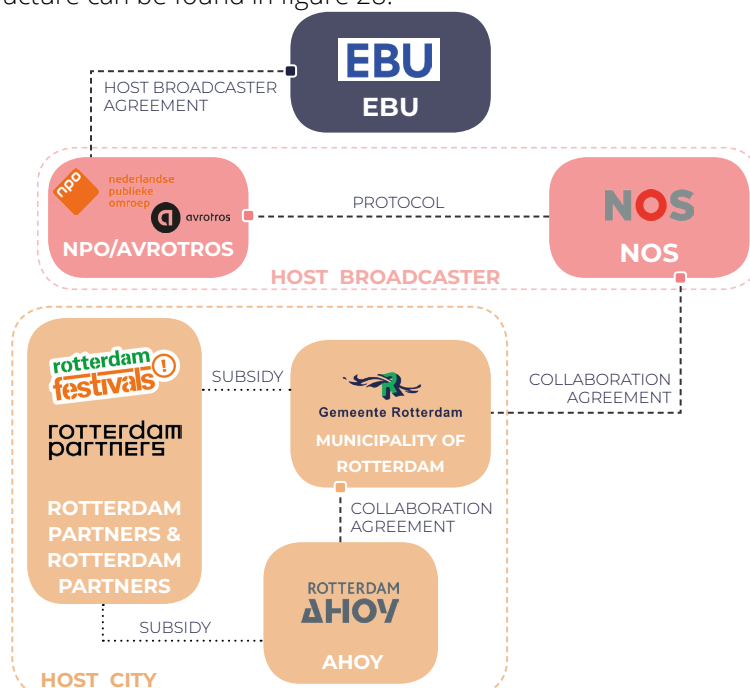


Figure 28. Formal organisation structure ESC 2020 (own illustration)

In order to organise a good 65th edition the host city Rotterdam created its own organisation structure (figure 29). As mentioned before, the municipality of Rotterdam collaborated with Rotterdam Festivals, Rotterdam Partners and Ahoy. The earlier mentioned sub projects were executed by these four parties; the host city. Some sub projects were the responsibility of one party and others were a shared responsibility (D. Geensen, personal communication, 24 March 2020). Each subproject had its own representative in the core team which would discuss their tasks every week to find overlaps and keep each other updated. Because so many subjects were included and they all influence each other, a broad core team was necessary. The main tasks of the core team is the operation and execution of the project.

Above the core team is the steering committee. This committee involved the chairman of the core team (projectdirector), alderman and directors of the involved host city parties. This group reports to the city council and makes sure and steers on the fulfilment of the objectives (B. van Ulden, personal communication, 14 March, 2020).

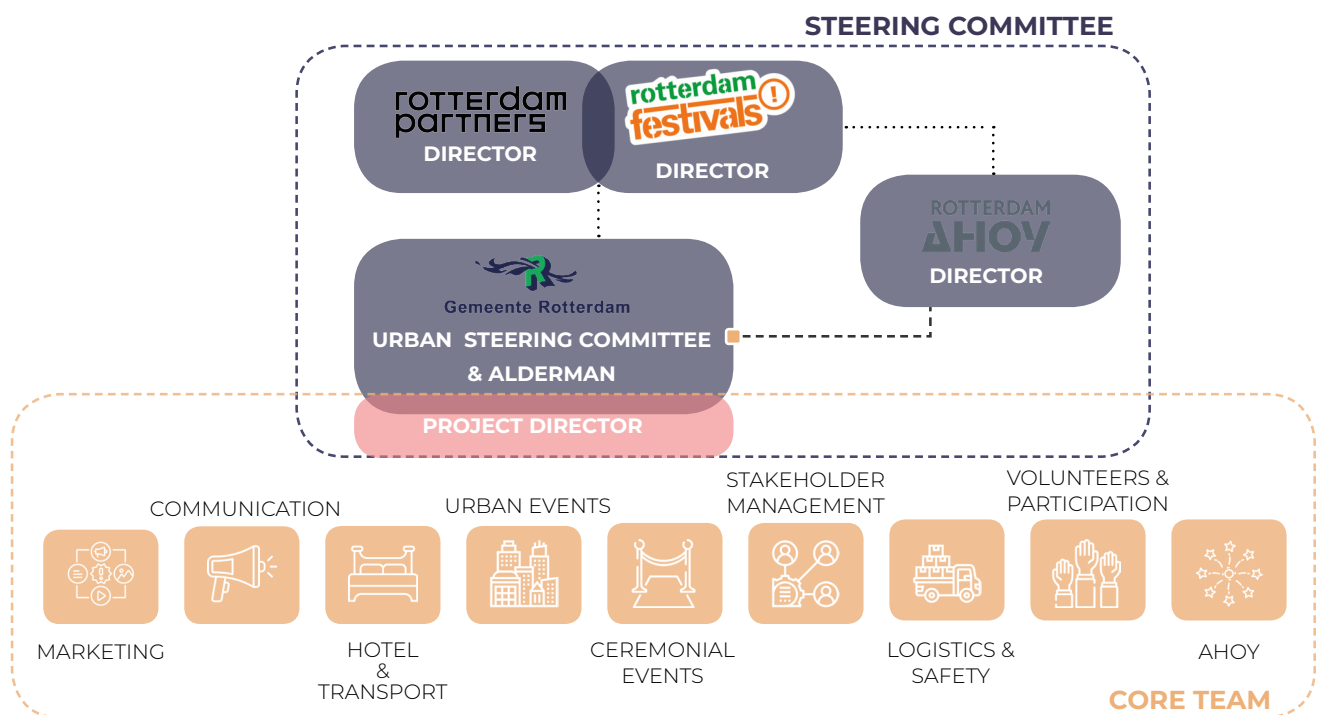


Figure 29. Internal organisation structure ESC 2020 (own illustration)

04.02 Hart van Zuid

The second part of the case study focusses on the urban renewal project Hart van Zuid (HvZ). In this part the project, its objectives and timeline is discussed.

04.02.01 The project

Goals and ambitions

The municipality of Rotterdam has the aim to improve the livability of Rotterdam-Zuid (Gemeente Rotterdam & Ballast Nedam, 2015). Hart van Zuid is a transformation/renewal project to improve this livability and to become the centre of Zuid. The project is a part of the Nationaal Programma voor Rotterdam Zuid (NPRZ) and aims to solve the social economic problems in this part of Rotterdam. These problems are unparalleled in The Netherlands and currently characterize Rotterdam-Zuid (Groot et al., 2019; NPRZ, n.d.).

Hart van Zuid is procured in a Public Private Partnership (PPP) construction between the municipality of Rotterdam and Ballast Nedam/Heijmans. This partnership will work together for 20 years and has the goal to redevelop the area around the event venue "Ahoy Rotterdam" and shopping mall "Zuidplein" into a vibrant city centre (Gemeente Rotterdam & Ballast Nedam, 2015). This centre will improve livability as a beating heart between the other renewal projects on Zuid; Feyenoord City, Maashaven, Kop van Zuid and Zuiderpark. This centre will constantly be in motion, while the economy is booming and there is always a place to find something fun to do. It is important to redevelop the area from a transition area (where people only make use of the public transport facilities) into an place to visit and stay.

To guide the development the following objective is created (Gemeente Rotterdam & Ballast Nedam, 2015):

“Achieve an integral quality improvement of the new centre of Zuid; a new lively hub, a centre at the service of the city, Rotterdam-Zuid, its immediate environment, its residents and visitors from the outside”.

Pillars

Since Hart van Zuid is considered as one of the important urban projects of Rotterdam, the ambitions reach further than the improvement of spatial quality. Besides the objectives and ambitions as discussed in the previous part, the project has five pillars to indicate what other goals the partnership wants to achieve (Gemeente Rotterdam & Ballast Nedam, 2015). These goals form the base of the vision of the development (figure 30).

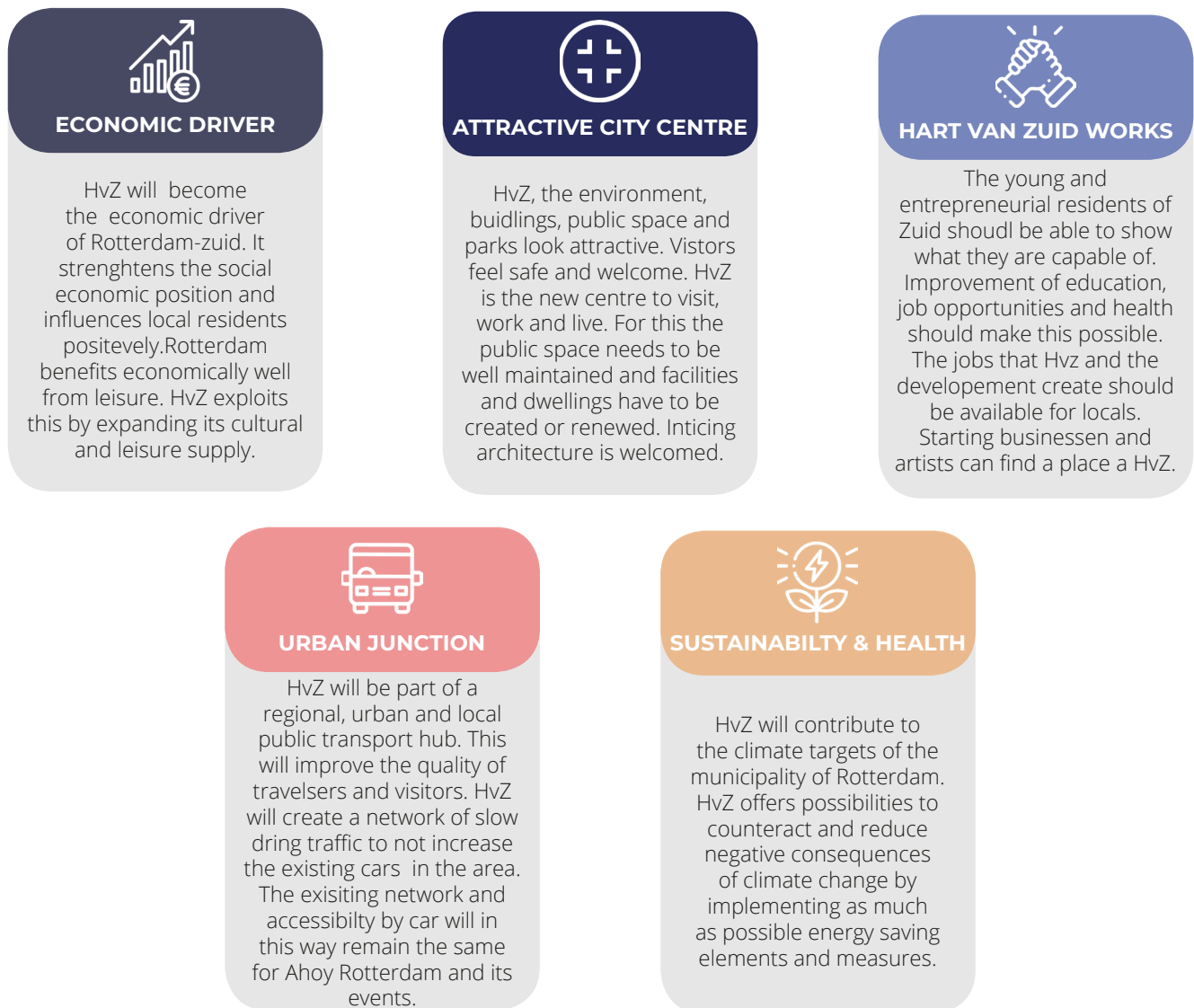


Figure 30. Pillars Hart van Zuid (own illustration)

The project

The projects consists of three areas; live and learn in green, shop & culture and business & entertainment (Gemeente Rotterdam & Ballast Nedam, 2015). In these areas seven commercial and cultural facilities will be (re) developed. The (re)development is spread across an area of 60 hectares around Ahoy Rotterdam and shopping mall Zuidplein (W. van de Braak, personal communication, 1 May, 2020). The following seven projects will be realised (Hart van Zuid, n.d.-b) (figure 31):

1. Addition to existing school: The existing building of the Hoornbeeck College was renovated and forms one unity with the new volume in yellow brick.
2. Olympic Swimming pool: A 50 meter and 15-meter swimming pool has been realised in the former municipality office of Charlois. It is the only 50-meter swimming pool of Rotterdam.
3. Gooilandsingel: The green carpet of 750 meters serves as a public space and boulevard for local residents and visitors of restaurants, events and cultural facilities.
4. Congress centre: To strengthen the international position of Ahoy, the complex is extended with the biggest



Figure 31. Hart van Zuid development with projects (own illustration)

congress centre of the Netherlands.

5. Art and library centre: The new “Kunstenpand” will become the cultural hotspot of Zuid. The building is realised on the former location of the old swimming pool. The building accommodates Theater Zuidplein and library.
6. Station hall: Metamorphose of the metro station where the now dark and confusing station will change into a light, safe and easily accessible open space.
7. Addition to shopping mall: The current shopping mall, which is currently the biggest roofed mall of The Netherlands, will get a make-over. ON top of this, an extension will be build consisting of bigger and smaller units partly filled grocery related businesses.
8. Cinema and hotel: A hotel with 250 rooms near Ahoy, is a addition to the facilitate a longer stay in the area. The Pathé cinema will contributes to the entertainment character of the area.
9. Ground bound dwellings: New neighbourhood called “In ‘t Zuiderpark” consisting of 84 one family dwellings replacing an old tennis club.
10. Upgrade Ahoy halls 2-6: Upgrade of the 40-years old event halls as benefit for the owners, events and surroundings.

Timeline

Since 2007, the area of HvZ was noted as a Very Important Project (VIP) area, plans were created for the redevelopment and renewal of Rotterdam-Zuid and policy documents formed the basis for the urban development and renewal of the area around Rotterdam Ahoy and Zuidplein (Hart van Zuid, n.d.-a; W. van de Braak, personal communication, 1 May, 2020).

In 2011 the municipality started the idea of a Public Private Partnership by consulting market parties and current exploiters and owners of the area. This resulted in an Ambitionmatrix which would be used to select the right developer for the urban development (B. van Ulden, personal communication, 19 February, 2020).

The period 2011-2013 is known as the tendering or dialogue phase. Three consortiums took place in a competitive dialogue in which the municipality was looking for a partner for 20 years. The three consortiums created plans to meet the requirements of the municipality. In 2013 Ballast Nedam signed a DBMFO-contract with the municipality of Rotterdam.

After the contract was signed, the municipality and Ballast Nedam focust on financial elements of the contract and potential risk and their allocation. This elaboration phase from 2013-2015 resulted in a new land-use plan based on the plan of Ballast Nedam.

Due to uncertainties, the consortium was expanded with Heijmans in 2016. This addition resulted in an approval of the council on the project budget. This meant the realization phase of the development could start. HvZ is expected to be fully deliverd in 2024

Figure 32 shows the simplified timeline of HvZ.

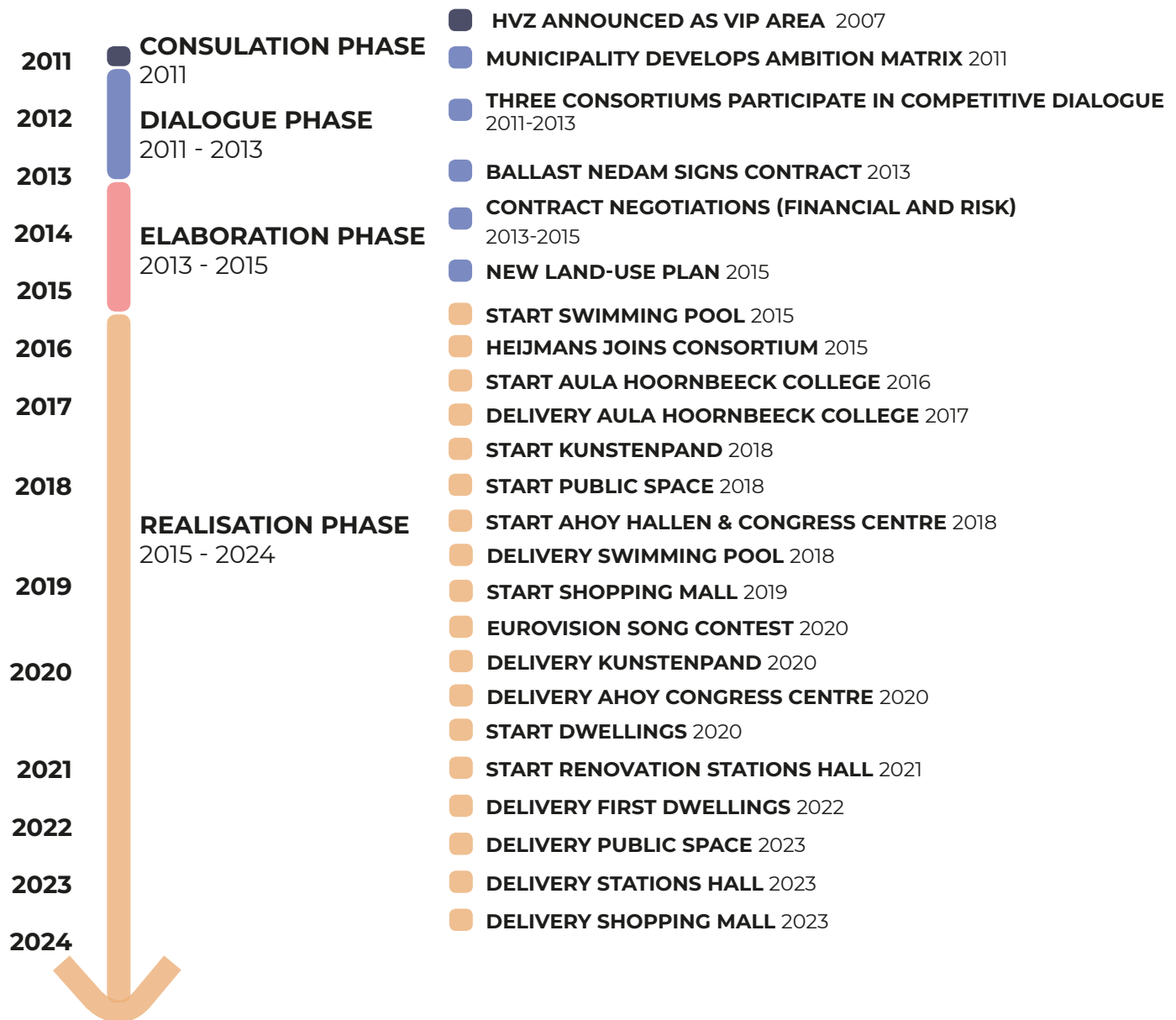


Figure 32. Timeline Hart van Zuid (own illustration)



RESULTS

05

Explorative
interviews

06

Case study
interviews

07

Synthesis

05. Explorative interviews

05.01 Introduction

Before starting with the interviews related to the case study, explorative interviews are conducted to gain perspectives of practise on the subject of urban renewal and events. These interviews are held with consultancies familiar with either or both events and/or urban renewal.

The explorative interviews are held with four experts:

- o Transition and transformation manager at Arcadis
- o Consultant urban development at Brink Management / Advies
- o Researcher events, tourism and leisure at the University of Tilburg
- o Principle consultant real estate and urban development at Ecorys

The interviewees were chosen based on their expertise and willingness to participate in the semi-structured interviews. Of the four interviews, two are specified on urban renewal, one on events and impacts and one interviews covers both the topic of urban renewal and events and impacts. Figure 33 shows which interview covers which topic.

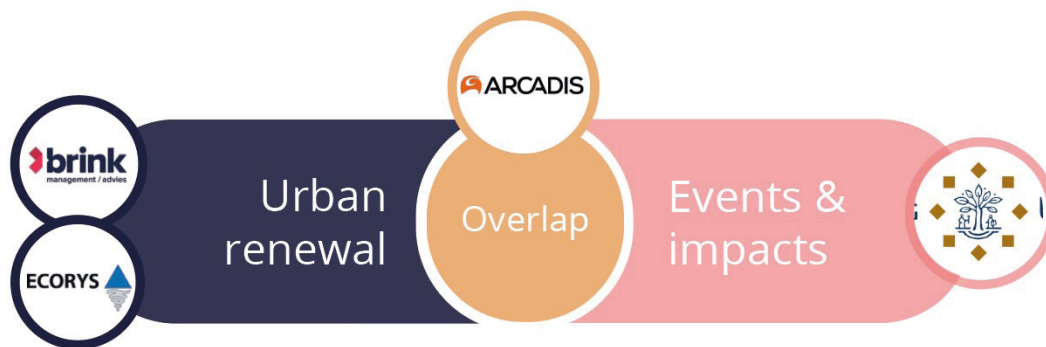


Figure 33 Explorative interviews with topics scheme (own illustration)

For each an interview protocol was made and sent to the interviewee prior to the interview. The interview protocols of the explorative interviews can be found Appendix II.

By looking at the different topics mentioned in all four explorative interviews a few topics were mentioned a lot and by different interviewees. Some topics are related to the urban renewal, some to events and some to both.

05.02 Output



Social objectives

According to the consultant at Brink, when the municipality is the initiator of an urban project, the social objective becomes more important. This social goal can be understood as a broad concept, but she sees it as something created by a function, object or location. It is something that contributes to an area in a positive way. Examples of important social objectives are liveability and social cohesion, but it is hard to measure them. At Brink they created a framework with eight categories in which social values fall:

- o Accessibility and connectivity
- o Variety of public and social facilities
- o Health, sustainability and climate adaptivity of the living environment
- o Quality of the public space and living environment
- o Access of nature (green and water)
- o Balance and differentiation of the spatial structure

- o Liveability, (social) safety and cohesion
- o Economic potential

With the help of this framework they analyse policies and area visions of the municipality to see the social potential. This social value always has to be seen in their context. Therefore, these visions are important since they are linked to an area.

The consultant at Ecorys also mentions the importance of social costs and benefits, but on top of that also how you can quantify this and how to express its financial value. The social costs and benefits are important while explaining your decisions and choices to a municipality or other government agency. The difficulty with social objectives is that they can differ between stakeholders. For example, when talking about the booming housing market, a municipality might see opportunities to improve its affordable housing stock while a developer or investor might see opportunities for a more expensive dwellings for expats or richer households. Another difficulty is that when market conditions are not very favourable for a certain project, the social elements of a project are harder to finance and maintain. Therefore, social objectives are very dependent on the market.

Both the consultant at Ecorys and Brink describe the social value and impact of an urban development. The consultant at Ecorys adds that an important task for the municipality is the involvement of all residents in the developments of the city and how everyone can participate, so how to make your city socially inclusive. A big challenge in that is the creation of mixed neighbourhoods with different kind of functions and facilities, so that tourists and different target groups are attracted to the area. The consult of Brink agrees with that by saying that a mixed area is often more successful than a monofunctional area.

The researcher at the University of Tilburg also mentions the social impacts of events, which are most common. This is because these impacts are mostly short-term and are measured by asking people if they feel more connected to a location or neighbourhood. Long term effects are harder to measure since they cannot be linked to a (in)direct cause.



Role of the municipality

In both the event and urban renewal related interviews, the importance of the role of the municipality is frequently mentioned. These mentions relate to the visions, policies and legislations of the municipality of certain areas. To start off, the consultant at Ecorys mentions the important task of the municipality of appointing areas of the future where development is necessary. Appointing these areas as, for example hubs, could lead to an interesting area for investments. A municipality could also kick start an area by starting to invest in the public space, to make other real estate more valuable and again attract investments to an area.

The consultant at Brink works mostly for municipalities and analyses the social impact of urban developments. She mentions the importance of the municipality in the initiative phase of an urban development. The plans, visions and policies of the municipality are crucial for a development. Based on these, the municipality provides the terms and conditions for the developers who create an improved urban area. These terms and conditions give the developers some guidelines and restrictions, for example about how the public space should be filled in. However, it is important for a municipality to not restrict the developer too much. You want to leave some freedom in the project for the private parties to innovate. In case the municipality owns a lot of the properties in the to be developed area, they can steer better on certain objectives.

The consultant at Brink gets asked to help municipalities to provide insight in social objectives and how certain actions in an area influence these objectives. Eventually the objectives of the municipality determine the direction of the urban development. When a tender is written out, the municipality determines the course of the urban renewal by setting terms and conditions. Developers and investors have to take these into account. These terms and conditions are related to the objectives and policies of the municipality.

Another way, in which the municipality can influence urban renewal or event is by being flexible with legislation for temporary facilities. These facilities or activities would help kick-start an area. Since investments and attraction to area is low, the flexibility with the rules removes one obstacle for pioneers of the area.

The researcher of the University of Tilburg distinguishes an important different between the interest of different involved parties. The “owners” of an annual event, like the ESC, do not necessarily focus on local residents. The event self does not have a for a side-programme focused on the local residents. The stakeholder that does have an interest in this programme is for example the municipality, so then you talk more about the event location

(the hosts) rather than the event. The policy and visions of the municipality then decide what kind of target groups and impact they want to generate by hosting an event. For example, most of the impacts of a side-programme are often seen in the centres of cities. However, if a municipality wants more impacts on the event location, then they have to steer on this. This direction depends on the objectives of the municipality. When a big event is hosted in an area of less living quality, the location definitely benefits more of the event. Another thing the municipality could do is to decide to give an urban development a better image by hosting an event in this area. However, often a municipality sees opportunities on both the scale of the event location and the city, so not just a specific area.



Local stakeholders; neighbourhood and residents

Every interviewee mentions the involvement of the local neighbourhood during urban renewal and/or events. According to the transition manager of Arcadis, the focus lies more on the quality of life nowadays. He sees the buildings as just a part of it. In his work, he wants to build and design based on human and environment with the objective to improve the quality of life. They work from the perspective of social, economy and technology in a specific area and how they can design from those principles in order to improve the quality of life. In trend with this work method, they analyse problems in a neighbourhood and the specific underlying cause. This cause is rather important, since this knowledge allows you to design towards a real solution, in this way you design problem oriented. A neighbourhood is a complex system and often problems have a deeper cause. For example, education delays are not caused by poor quality education, but because children are stressed due to their home situation and environment (not much green and playgrounds). If you know this, you can make changes in the environment to improve problems in a neighbourhood. Important for this is that analysing the correlation and connections within a neighbourhood results in different causes of a problem. An extensive location analysis, with an analysis of the cause of different problems is important to understand the complex system of a neighbourhood. This is both important for events and urban renewal.

For events, the transition manager sees events as something which should be introduced in an area where after it should slowly withdraw after a couple of months. It should be more integrated within the area, rather than just a literal event than just passes by in a week. In this way, positive impacts of the event might be captured in an area in a natural way and residents do not experience the event as something that is forced on them. The researcher at the University of Tilburg mentions the interest of stakeholders and sees a stakeholder analysis as a tool to gain insight in the situation and create good connections with the neighbourhood, based on these interests.

The consultant at Brink mentions that, while working on urban renewal, a big tension between the project and stakeholders in the area can occur (local entrepreneurs, local businesses, residents of the area). This is because they have a certain position or place in the area and they are afraid this will change. Therefore, it is important to know the “old situation”. It might even be possible to cooperate with stakeholders to create the “new situation”. Amongst other things, communication with the local residents is therefore very important. You can do this by hosting information evening, but best would be to organise meetings where stakeholders contribute to the project by giving their insights and opinions. In other words, participation and contribution of local stakeholders has to be stimulated to ensure their ideas, wishes and interests are heard and included in the project. In this way you even create a connection between the project and the local stakeholders.

The consultant at Ecorys mentions the involvement of stakeholders as well and states that these interests, ideas and wishes of stakeholders are one of the hardest parts to deal with during an urban development, since they are sometimes hard to combine in one plan. This is what makes big developments hard. At Ecorys, they try to objectify these interests by analysing the situation and finding out if interests are correct according to the market conditions; for example, if there is indeed a demand for expensive apartments. In that way, they try to analyse the project without the interests to see what the most logical programme for the area would be.



Connection between the new and existing neighbourhood

An urban renewal or development in the city often deals with existing businesses and residents while attracting new target groups to an area. This existing situation is one of the characteristics of the location and cannot fully be changed. Therefore, the consultant at Ecorys mentions that the new residents of an area have to connect with the existing residents, a connection between the two has to be formed. Public space plays an important role

within the formation of this connection. Both the consultant of Brink and Ecorys agree that these public meeting places contribute to an increased social cohesion in the neighbourhood. The consultant of Ecorys continues with that his connection and cohesion offer an opportunity that target groups with a higher income retain in the city. Especially poorer city areas could benefit from these higher income groups and better looking and maintained houses. However, to realise a connection between the new people and the existing area, they have to make use of the existing facilities and not just the new ones. The creation of public places, social cohesion and sport clubs can help to create a connection between the new and existing. The consultant of Ecorys also mentions this creation of connection is, besides for the municipality, also very interesting for developers/investors since the value of their investment/real estate will be much higher if the public quality and social cohesion is better in an area.

The consultant at Brink mentions the importance of the existing situation due to the unique character of the existing living environment and existing facilities. As a mixed neighbourhood is often more successful than a monofunctional one, it is important that the developer also embraces the facilities and character of the existing area. Therefore, it is important to take, next to the policies and the objectives of the municipality, the interests of the existing residents into account. A balance between those two need to be found within an area. Communication with residents is therefore important, residents need to feel connected and linked to the new area/project. To establish this connection, events and activities in that area are important. Placemaking can attract new target groups to the area and improve a negative image of the area. The transition manager of Arcadis adds that an event, when used as placemaking, can fix something negative that is going on in an area. Next to attracting new target groups, the event can serve as a connector between the new area and the existing residents as mentioned before. The event researcher of the University of Tilburg says that in order to do this, the event has to have a low threshold. Otherwise existing residents will not visit these events. In order to know what theme will attract these residents, it is important to discover what the characteristics of the neighbourhood are. Or in other words, what the neighbourhood identifies itself with.



Storytelling

For both events and urban renewal, it is important to create a connection with the local neighbourhoods. The transition manager mentions that communication is an important factor, more specific the motivation of certain choices. For example, you have to explain why you chose the specific area for an event. When you motivate the choice by saying it was because of the good venue, no residents will feel more connected to your event. However, if you motivate your choice by explaining it fits within the cultural identity of the area and is a part of it, then it means something. Especially the cultural phenomenon of certain events can be extremely exploited and results in an acceptance of different groups in- and outside of the venue area. For local residents, it will feel like they are in the first ring of attention. In the end, everybody will understand that an event is an addition to a city and its image. However, the addition to the local neighbourhoods is something that is not always included.

The transition manager continues with explaining how an event could be of added value to “bad neighbourhoods” by showing how an event is used by the hosting city to contribute to the missing capability or skills in that specific area. These are possibilities which are normally not of the order. Instead of promoting the city as the best city to host this event, another message could be how the city is the best city to use this event to support and help vulnerable residents and areas.

The researcher at the University of Tilburg mentions the importance of telling the story of the area, this is easily to create with a short preparation time of the event and involves the local residents. The area has to show why it is important and what it has to offer. In this way, they can get media attention of the event and the location’s image can benefit from this. Besides the opportunity for the area, this also creates an opportunity for the event, as the area can be part of the story behind the edition and how the event contributes to the local area.



Side-events

The consultant at Brink, researcher at the University of Tilburg and the transition manager at Arcadis mention the importance of side-events during an impactful international event. All three agree that side-events can create a connection with the local residents and can increase the engagement of the residents in the event. The transition manager at Arcadis states clearly that a big event, like the ESC, has a clear objective; singing. This

is the core task of the event and this is the same every year, you do not have influence this as a hosting city. The thing you can influence is everything happening around it. As stated earlier, he mentions the importance of knowing the true causes of problems in lesser neighbourhoods. A second step would be to see what, for example, side-events could mean for the solution to this problem. You have to see the gaps in the system which cause the dysfunction of certain residents and what you can do about it as part of your event. In the ideal situation, the municipality knows the exact situation, problems and their causes in their neighbourhoods. So, a short preparation time should not be a restriction for having a positive impact with your side-programme. We recommend to municipalities to always have an analysis of different neighbourhoods ready, in case you have to act quick when an opportunity, like an event, presents itself.

The researcher at the University of Tilburg mentions that often an event wants to form a connection with the local residents, since this promotes your event as well. However, for big events, like the ESC, it is hard to create this links due to the international and solid character of the event. It is not an easy event to open up to local residents. For events like the ESC, he mentions opportunities like organising side-events to connect with the locals. In this way you create a social and local involvement and you can try to increase the economic value in the area. This latter depends on the composition of the area. It is important that local businesses and entrepreneurs are already located in the area so that they can benefit from the economic impacts. To create a better image of the neighbourhood, it has to have content. With side-events something is happening in a neighbourhood and visitors have a good impression of the area, with businesses you can try to capture their impression as an economic impact. The researcher does state that with a big international event, the improved image impact is preferred to be city wide; the event has to promote the city as a whole. Therefore, part of the side-programme should occur in the city centre since this is the most popular area and has the highest perceivable quality.

To involve residents more in the event, the side-programme has to have a low threshold. This can be achieved by picking the right theme and programme for the side-event, something that the local residents connected themselves with.

According to the consultant at Brink it would be natural to involve the local neighbourhood, If these side-events are organised for this specific group. A sort of participation process could be organised, in which local residents are asked for their opinion and are involved with the organisation. In this way, you might create pride and an opportunity where the residents provide their local identity to this event location with side-events. Another side of these side-events is of course the connection with the main event, by having a link with the main event a bigger target group is attracted to the side-events and therefore location. Then you have a placemaking effect.



Catalysing effect

When an event succeeds in being accepted, part of or any way connected to the local neighbourhoods, it could be possible that positive impacts will continue in areas. The transition manager at Arcadis therefore calls events a possible starting point to set something positive in motion.

The event researcher can imagine the previous mentioned side-events as a starting point and could work as a kick-start for the neighbourhood.



Economic aspects

Looking at the economic aspects of urban renewal, the consultant of Brink sees the importance of to encourage sustainable forms of the economy. This can be achieved indirectly by applying circular measures, this will start off the circular economy in that area. She also mentions that jobs are always created when renewing an area. The consultant of Ecorys explains that while analysing an urban plan, they always look at how many new people are going to live in the area. They can then analyse how many new facilities like restaurants and schools are needed, based on threshold quantities. They look at what the market offers and can offer in the new situation. The transition manager of Arcadis finds building as solutions for local problems very important. He mentions when you build with this objective, in the end this could lead to financial savings. For example, rather than providing extra educational programmes for children with delays, you can improve the build environment, architecture and playground which reduces stress which causes these delays. Another economic impact of urban renewal and an event would be to add a new economy to an area. When a new target group visits or comes to live a new area, it might be possible to attract new companies and businesses, which provide new jobs for locals; hotels, shops etc.

Both the consultant of Ecorys and the event researcher mention different scales of economic impact of an

urban renewal and event. Looking at the specific area of the project or event, visitors or new residents spend money in their direct environment resulting in extra jobs. On a city level, the added value of new residents is more employees within the city and more municipal tax earnings. For both the area and city scale it comes down to more spendable income within the city. The event researcher also speaks of a national economic impact, of course this depends on the type of event but in the case of the ESC for example a national impact is possible. According to the event researcher, in order to achieve local economic impacts of an event, it is important that an area is able to capture these direct effects of an event. The biggest part of the direct and indirect economic impacts of the event are caused by tourism. The question in this case is whether the area has the right facilities to capture the effects of this tourism. The area needs activity and needs elements to generate tourism, like hotels and attractions to visit.



Physical aspects

The interviews about urban renewal mention important physical aspects of urban renewal projects and their location. According to the consultant at Brink, in an upcoming urban area, pioneers of the area can make use of existing infrastructure and the strategic location in the inner city. Also, the existing connection with the city with for example a metro station and existing facilities in the neighbourhood like little restaurants make the step to visit the area smaller for outsiders. Important physical aspects of a urban renewal project are cultural and historic values and the identity of the location, this is a part of the liveability which is anchored physical elements of an area. Developers could use these aspects to characterise and distinguish a unique urban area. Besides using the existing buildings and infrastructure, the consultant at Ecorys tells that by realising new buildings close to the existing less maintained dwellings these less maintained dwellings are experienced in a more positive way. Due to the new quality buildings, the older buildings look better and better maintained as well. A consequence of a better-looking area is a more positive image of the location. A better-looking area can be created by realising more space for water and green, less cars and buildings with attractive architecture, new dwelling types and attractive public squares.

Physical effects of events are a different story, since events do not always have physical impacts on an area unless they have an annual programme or they are mega-events like the Olympics. Both the transition manager at Arcadis and the event researcher of the University of Tilburg see no big physical impacts created by events. However, the transition manager sees an opportunity when you look at an event in combination with urban renewal. He sees impacts in the form of sped up maintenance and small adjustments in and to the area which were already planned to happen in the renewal process. An event can affect the physical by speeding up elements of the development which were already bound to happen.

Both the transition manager and researcher mention possibilities for mobility in an area, during an event. If the accessibility of that area was not organised very well this could be improved temporally or permanently. However, the transition manager sees this more as incidental happenings, since this is only improved for the benefit of the event, not the neighbourhood.



Interaction between social, economic and physical impacts and values

In order to decide on the programme of an area, the consultant at Ecorys mentions they analyse what is allowed in an area (policy and legislation), what is possible (what is possible in the current market) and what is wished for (interests of the involved stakeholders). Looking at these three components are amongst other things important elements of the model they use to create objectivity while looking at different programme options for an area.

Both the consultant at Ecorys and Brink mention the interest in social value creation of the municipality. The creation of social inclusivity is often realised by investing in poorer areas, creating green spaces, getting people to work and diversify the residents in an area. In this way the municipality aims for a virtuous circle for the poorer areas within the city. The consultant at Ecorys points out that these social values are also of great importance to both developers and investors since a social inclusive neighbourhood is a more interesting place to live for multiple target groups and therefore this represents a higher investment and real estate value. However, if a project has to be made feasible the first aspects that will be scraped are the social values. The economic value plays an important role while improving and creating areas. Even a municipality sees the importance of economic values and their role of investing in it is important, for example the objectives of linking people to your

city to create more jobs.

Both the transition manager at Arcadis and the consultant at Brink describe the social, economic and physical impacts as linked components, meaning they are connected with each other. The transition manager sees these impacts as important elements of a neighbourhood which are all related with each other and have a specific relationship per area. These elements are of importance when understanding an existing neighbourhood. However, he strongly suggests that urban renewal is defined by the social economic position of the local residents. The physical elements of urban renewal should support the possible development of local residents in a social economic way. Therefore, the social economic state defines the vitality and health of an area. That is what urban renewal should strive for, by letting the physical support this social economic state.

Looking at the urban renewal perspective, the consultant at Brink mentions them as elements which need each other to improve the quality of an area. For example, the need for an attractive centre with social places in an area to attract high educated employees to an upcoming industry area and by getting an economic boost in the area. More industry means more will be invested in the area, resulting in a physical upgrade. So, a social impact is necessary for an economic and physical impact. When people feel prosperous and happy, this attracts companies to an area. However, an economic impact makes people again more prosperous and therefore happy (social impact).

For events, the researcher of the University of Tilburg is very clear. Since physical impact do not really occur, the social and economic remain and are strongly connected and related to each other; more investments in an area result in a better social climate and the other way around can an improved social climate attract more investments. It is a dialogue between social and economic effects and impacts.

05.03 Conclusion

It is clear that urban renewal and events are both different happenings, both duration wise and impact wise. However, the aim of this research is to find the overlap between both in order to establish a connection between them. The connection between the two can be seen as opportunities were, they can influence each other in a positive way.

Looking at the explorative interviews, some overlapping objectives and elements of urban renewal and events have been found:

- Urban renewal mentions the growing importance of social values in developments. The event researcher mentions the most common impacts of events are social ones. Therefore, events might contribute to the social value objective in developments.
- Both urban renewal and events describe the importance of the role of the municipality. For urban renewal this relates to the initiative phase in which the municipality sets out the guidelines for the development. For events this relates to the kind of impact the side-event is steered upon with a specific programme. Therefore, the municipality is a key player in aligning the connections and objectives of the event and the urban renewal process.
- Often the relation between the event or urban renewal and the local residents/neighbourhood is mentioned. Both should fit in the local situation with the local stakeholders to avoid big tensions. For urban renewal a connection between the new and existing residents can be created in public space. However, for local residents to feel connected to this new area, they need to feel connected to it. A way to establish this is by organising events and activities. With an international event like the ESC with a international and solid character, this involves side-events. It is important for these events to have a low threshold. Therefore, the characteristics and identity of the existing neighbourhood are important. This identity, problems and their causes should already be known by the municipality, so a short preparation time should be no issue. In this way a social and local involvement can be created which might even increase the economic value in the area. For these side-events local participation can be encouraged by involving residents in the organisation and by asking their opinion. In this way, pride might occur and the local identity will flow through the event. Of course, these side events require a connection with the main event, to attract a bigger target-group.
- If urban renewal realises or improves existing facilities in the area that could attract and generate tourists, an economic boost could be created. An event could be the kick-off of economic boost by attract tourist and other visitors to the area. Next, it is important that the area can capture this direct and indirect economic impact of respectively tourists and visitors of the event and the improved image of the area due to (media) attention.
- The planning of the urban renewal project could be sped up by executing small maintenance and small adjustments to the public space to improve the quality of the area. This is all to benefit the appearance and image of the event but creates a better image for the area on which the development is working. So, this is a win-win situation.

Noticeable about these five overlapping topics is that the first three topics relate to social impacts, the fourth to economic impacts and the last to physical impacts of an event on urban renewal. The first two topics are incorporated in the third topic. The social importance in urban development and how events can contribute to these objectives relates strongly to the topic of side-events and their contribution to the connection to the area. The second topic about the importance of the role of the municipality is also incorporated in the third topic when talking about the characteristics and identity of the area. The two first topics are therefore part of the third topic. These first three topics involve mainly social impacts, where the fourth is related to economic impacts and the last to physical impacts. The topics on which events and urban renewal connect are shown in figure 34 - 36.

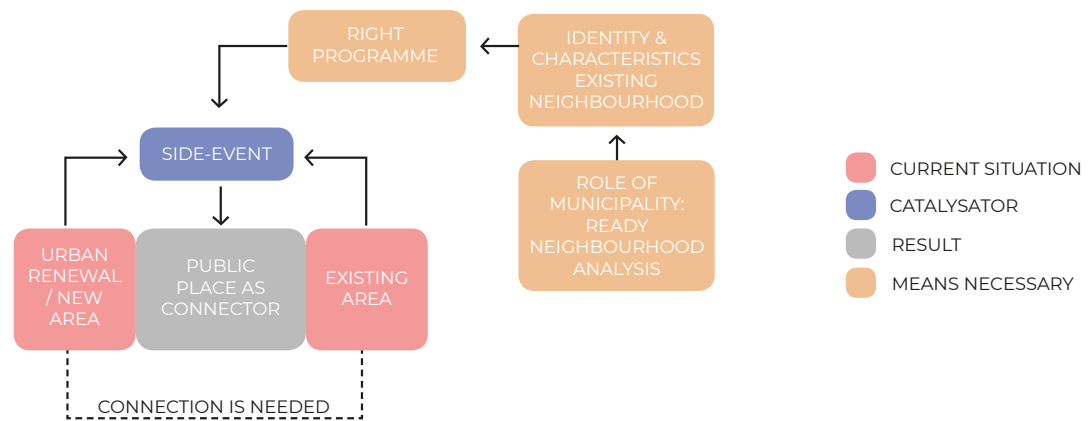


Figure 34. Social impact of event on urban renewal (own illustration)

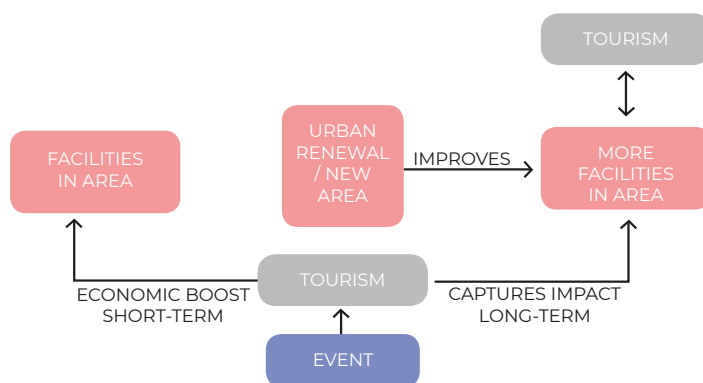


Figure 35. Economic impact of event on urban renewal (own illustration)

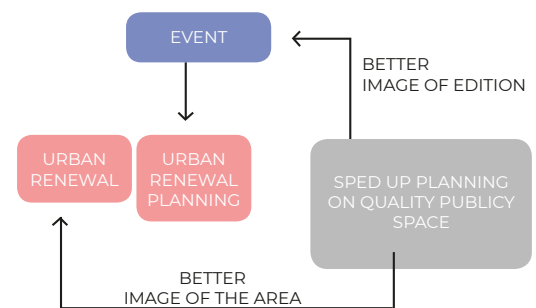


Figure 36. Physical impact of event on urban renewal (own illustration)

Lastly, the interviews lead to some general conclusion about urban renewal and events in general which can be compared with the results of the case study:

- The core objective of the main event is not something that can be changed. However, side-events can be influenced per edition.
- For programme of side-event and urban development focus on the connection to the area and/or on the problems they have with the right cause(s)
- Events used as placemaking can fix negative trends in an area.
- An event has the opportunity to bring more attention to an urban renewal project or an area in need. The edition could tell the story of the area and how it contributed in making to improve the local area. The area could be part of the story behind the edition.
- Side-events might be the starting point of to set something positive in motion. In this way the event works as a kick-start for the neighbourhood.
- Capturing economic legacies in a local area requires located businesses and entrepreneurs in the area. The good impression visitors of a side-event can be captured by returning visits to these businesses and can work as a catalysator for more visits and businesses.
- The social, economic and physical impacts are linked components. They are important elements and have a specific relationship per area. Urban renewal is defined by the social economic position of local residents. The physical elements of urban renewal should support the possible development of the local residents in a social economic way. For events, physical impacts are barely existent, the social and economic impact are present and are strongly connected to one another.

06. Case study interviews

06.01 Introduction

The second part of the research consists of semi-structured interviews related to the earlier described case study of Hart van Zuid and the Eurovision Song Contest 2020/2021 in Rotterdam. Ten interviews have been held with parties related to either HvZ, the ESC or both. These parties and their relation to the case study can be seen in figure 37.

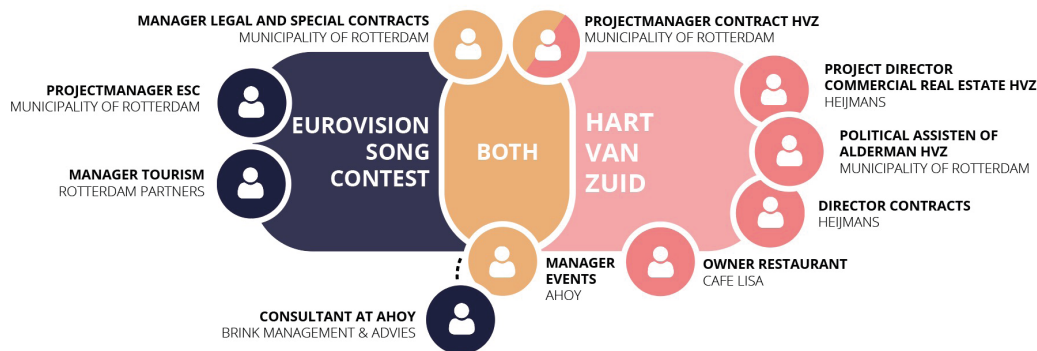


Figure 37. Case study interviews related to projects (own illustration)

All interviews answered questions about HvZ and/or the ESC, the impact on Rotterdam-Zuid, the relation between HvZ and the ESC and the possible social, economic and physical impacts of the ESC on HvZ. In the following sub chapters these subjects will be discussed. The interview protocols of the case study interviews can be found in Appendix III.

In the conclusion of this chapter, the main findings and different opportunities derived from these interviews will be summarized.

06.02 Hart van Zuid and Eurovision Song Contest 2020

The first part of each interview started with questions about the project the interviewee was involved with and how this project related to Rotterdam(-Zuid) in their opinion. The answers to these questions, summarized per topic, can be found in Appendix IV.

The aim of the questions related to the projects was to find the main objective of the project and what important and hard elements in the process were. Looking at the answers the interviewees gave, it can be concluded the ESC is focused on their event and does not involve itself with elements outside their scope. According to the interviewees the city benefits most from the ESC, since media attention will automatically promote the city. Zuid can benefit from this as well, but not more than other parts of Rotterdam. The focus of the ESC is therefore city wide.

The interviewees who are part of the HvZ development describe a more local focus, which is logical when looking at their scope. The interviewees of HvZ mention similar important stakeholders as the ESC interviewees, however, HvZ mentions the local residents and local businesses as well. The only time local residents were mentioned during the ESC interviews, was when relating to side-events, not the main event. As the focus of HvZ is more on the area and improving the living quality for local residents it is not strange to see similar answers to the question about most important milestone. Almost all HvZ interviewees respond with the delivery of one of the (public) buildings in the area.

06.03 Relation between HvZ and ESC 2020

All parties agree that during the organisation period of the ESC, no specific ambitions have been created to let HvZ benefit from the ESC. The ambition was set to let Zuid profit from the ESC, however, the project manager of the ESC mentions that Zuid has never been appointed as more important than other areas in Rotterdam. In the end, Zuid made good use of the opportunity to participate in the city programme, but the ESC team did try to spread the side-events out over the city as evenly as possible.

Most interviewees do mention a relationship between Zuid and the ESC, especially how Zuid can get a boost in image and tourism. They also describe the potential image boost of HvZ.

Noticeable is that all interviewees who work on either ESC or HvZ do not seem to be fully aware of the relationship and opportunities to contribute to a relationship between the two projects. However, one interviewee who is strongly involved in both projects, the legal manager, does mention some relations between the ESC and HvZ. This interviewee is also mentioned by the political assistant of the alderman of HvZ as the person who finds the links between the two projects. The legal manager is responsible for the contract with the host broadcasters and that the legal agreements and promises were kept. So, in this way he describes activities outside of the scope of the ESC as possibilities to work on, as long as it is not an extra weight on the ESC shoulders that causes problems with achieving its own objectives and legal agreements. The project manager agrees with being open to cooperation's with for example HvZ, but mentions that the initiative lies with HvZ. The legal manager mentions the importance of the involvement of the same parties in the bidding phase as in the preparation and realization phase, to ensure enthusiasm, knowledge and understanding about certain subjects. It is important to involve HvZ in all these phases to make sure they are up to date with the developments and can react to and strengthen certain action or ideas of the ESC.

The legal manager agrees with the other interviewees that no ambitions were set for a relationship between ESC and HvZ. However, later, the relationship was deemed necessary as the ESC and HvZ worked in the same location and an alignment of planning's was necessary. The legal manager and Ahoy created this relationship as Ahoy was depended on a smooth construction process. Ahoy and HvZ had an aligned planning with events and construction work, so a delay caused by the ESC was for no party beneficial. The relationship was therefore strictly required and the director commercial real estate and contract manager of HvZ experienced an early involvement due to the planning alignment. The area had to look decent and well maintained by the time, the event arrives. However, since the plans of city dressing were not ready until February. By then, the team of HvZ could not organise as much as they possibly could have done. Regular updates on the process of city dressing and communication between ESC and HvZ would be an improvement. The legal manager adds that a change in project structure might help with the communication between HvZ and ESC. The structure of ESC is based on the sub projects and meeting and consolation structures, whereas the structure of HvZ is based on project-based subjects like finance, contract, sustainability etc. If the structure of the core team of ESC could be arranged like the one from HvZ a smoother communication can be reached. On top of this, someone from HvZ earns a place in the core team to keep them up to date on the progress of the ESC. Since the ESC is not a main concern of HvZ they do not have to attend every meeting.

The contract manager adds, that the ESC provides HvZ with the opportunity to stand in the spotlight of the international media. The biggest impact for HvZ would be the increased international reputation of Ahoy Rotterdam and the attraction of more event and congress visitors. These visitors contribute to an economic impact on HvZ.

As mentioned before, the legal manager saw relations between HvZ and the ESC. The following results of this relation are mentioned:

- Earlier demolition of ramp on the other side of Ahoy (was always postponed for a later date, but was demolished earlier due to the ESC)
- Earlier realization of terraces in front of the swimming pool (these were already planned but were realised earlier due to the ESC)
- Use of the old art building as graffiti display for international artists before it gets demolished.

One last thing, that the legal manager, consultant at Ahoy, project manager ESC and contract manager mention is that the short-preparation time leads to quicker decision-making resulting in getting things done faster.

Result

Based on the interviews, it can be said no ambition for a relation was created between the ESC and HvZ. However, both projects are open to a collaboration. The ESC has a clear scope and want to cooperate if it does not interfere with achieving its own objectives and contract agreements. HvZ wants to cooperate to benefit more from the ESC but requires more communication from the ESC.

Right now, the relationship between the ESC and HvZ was based on necessity of aligning their planning's and the results of this were practical and related to the improvement of public space. To create better the results of a relationship between ESC and HvZ, the communication between the two has to improve. This can be done by:

- Aligning the of project structures
- Involving right mediator between the two projects (in this case the legal manager)

Noticeable was the unawareness for opportunities for the ESC in relation to HvZ. The legal manager mentions how in February the HvZ team got informed about the plans of city dressing. However, the ESC team had missed

some components of the development project. This was logical as the ESC team was unaware of the exact status of HvZ, only a few people new about this. This rotates back to the wrong project structure and the sub project manager who are unknown with HvZ. If the structure is aligned with that of HvZ they can discuss elements more easily. Now, the information about HvZ was unknown, while it is so important to lay these connections between ESC and HvZ. In the end, it became clear there was too little input of HvZ in the core team of the ESC, the legal manager was then added to the core team to discuss the status and interests of HvZ. This should have happened earlier in the process.

If the communication is right, the initiative has to come from the side of HvZ. The project manager of the ESC visited the steering committee of HvZ at the start of the ESC organisation, but nothing came from that. HvZ should engage in a collaboration with the ESC, as they have more to benefit from for example local side-events than the other way around.

06.04 Opportunity and risks

The tourism manager mentions her concern for placemaking and the attraction of tourist to Rotterdam Zuid. When she spoke to one of the managers of the Nationaal Programma op Rotterdam Zuid (NPRZ), which focuses on the problems in Zuid, he mentioned that Zuid might not be ready for a wave of tourists. There are too many social economic problems in the area which need solving first.

An opportunity mentioned by the contract manager of HvZ is that he noticed attention of the municipal council on HvZ. Some budgets are not yet fixed for some parts of HvZ. The ESC can be used as reason to speed up the realization of qualitative spatial spaces. This gave the chance to ask for more budgets and investments for example smart mobility upgrades in the station hall renovation.

06.05 Possible social impacts

Next, every interviewee has been asked what social impacts the ESC could have on HvZ. All interviewee's mention the importance of involvement with the local neighbourhood and area. The political assistant of the alderman states that the ESF team should come with a plan to involve these local residents. Side-events are often mentioned as a tool to create a connection with the local area and to improve the image of the area. However, the project manager of the ESC mentions that he would not let his project team focus on this to maintain the focus on the main event. He suggests that he could appoint an intermediary who would work with HvZ and steer on these placemaking events with the help of the ESF. The consultant at Ahoy brings up the idea of a monitoring team consisting of a representative of Ahoy, the ESC, the municipality and HvZ which sees the connections and opportunities between different parties to deliver specific impacts.

To make the side-events interesting for local residents, the consultant at Ahoy mentions the importance of an analysis of the neighbourhood to find their identity and characteristics.

According to the commercial real estate director of HvZ, in order to connect and find out what lives in a neighbourhood, you need to talk to the right stakeholders. HvZ has been part of the area for years and has the right network. Therefore, if an event and development decide to cooperate an opportunity for a shared network can exist.

06.06 Possible economic impacts

Besides social impacts, the interviewees have also all been asked about possible economic impacts of the ESC on HvZ.

All interviewees react positively on an economic impact by the event. The direct economic impact that is suspected is caused by the tourism created by the ESC. This tourism is both international and national and will result in an economic boost for local businesses. The hardest part of this economic impact is how to capture this temporary tourism wave. A long-term economic impact can be achieved by a change of view of the area. This would mean the economic impact is indirect, as it derives from the direct social impact of a changed opinion of the area. The ESC creates an improved image of the area resulting in more visitors. However, the manager of tourism mentions that the image of an area can only change, if this area has the right facilities to offer to attract visitors. If this is the case, the area will become popular and the contract manager of HvZ believes that this will again result in an interest of investors to create an even more successful area.

06.07 Possible physical impacts

Lastly, the interviewees were asked about possible physical impacts of the ESC on HvZ. The answers of the interviewee revolve around small quality updates in the direct area as a result of city dressing. During the organisation of the ESC, the area has been analysed for aspects that can be improvement in safety and attractiveness. However, the political assistant of the alderman points out that this is a sensible issue. The

area should have qualitative upgrades for the local residents and not because an event passes by, this could damage the reputation, credibility and objective of the development. What can easily be done is the creation of sped-up quality updates of the spatial area which were already planned as part of the development. Especially smaller elements like the demolition of small unattractive elements which do not really fall under a project can easily be postponed until further notice. In the meanwhile, the element will remain in the area for years. The ESC can speed up this process by acting immediately in cooperation with HvZ. On top of this, the legal manager mentions that part of the budget could be invested in a marker in the area, as a reminder to the ESC. The contract manager of HvZ adds that both the HvZ and ESC should invest in an element which has a long-term value in the area.

06.08 Conclusion

The main take away from the case study interviews is that in order to create impacts with an event on an area development, the connection between the event and the development needs to be managed well firstly. The main reason for this is to create awareness, updates and insight in the other project, this applies for both sides. Three ways to establish this connection are derived from the case study interviews:

- As the project team focusses mainly on the objectives inside their scope it is important that HvZ is included in the process from the beginning. Therefore, they should be involved in the bidding phase and maintain involved by being part of the core team.
- The project structure of the event can be aligned with the structure of HvZ. In this way communication about certain subjects becomes easier.
- A right mediator, someone who knows both projects, as link between the two projects.

When the communication is right, the initiative has to come from the side of HvZ, since the project team focuses solely on their scope and objectives.

Opportunities

HvZ can benefit from the attention of the municipal council on ESC and HvZ, by asking for more budgets to realise aspects that improve the quality of the area to benefit the ESC.

Also, the short preparation time of the event, leads to a quicker decision-making process resulting in getting things done faster.

Social

An important social impact is the involvement with the local neighbourhood and area. This can be strengthened by hosting side-events. The ESC does not want to lose focus on their scope and would therefore appoint an intermediary who could steer on these placemaking events. This intermediary could be part of a monitoring steam consisting of intermediaries of ESC, the municipality, Ahoy and HvZ. The role of the team would be to see connections and opportunities between different parties.

These side-events need to be made interesting for the local area, by identifying it characteristics and identity. HvZ has the right connections to speak and share its network to speed-up the process of organising a quality side-event.

Economic

(Inter)national tourism is mentioned as the positive impact of the ESC on HvZ. The difficulty lies in capturing this economic impact. It can be captured by:

- Change of the image of an area by the ESC
- The right and enough facilities in the area to attract visitors

If visitors keep visiting the area of HvZ, the area will earn interest of investors which will result in an even more successful and attractive area.

HvZ can benefit from the attention of the municipal council on ESC and HvZ, by asking for more budgets to realise aspects that improve the quality of the area to benefit the ESC.

Physical

The physical impacts revolve around small quality updates in the direct area. These updates contain sped-up quality updates of the spatial area which were already planned as part of the urban renewal.

An addition to the area could be a marker as reminder of the ESC. Both ESC and HvZ can invest in this marker.

07. Synthesis

In this part of the research, the found information and data will be merged with each other. Information from the literature review, the case description and data from the explorative and case study interviews will be discussed and combined in this chapter. This will contribute to find an answer to the main question of this research. This research analyses the relationship between an event and urban renewal. This connection is the first topic of the synthesis. After this, the case study will be discussed. More specific the goals and objectives of the municipality will be shortly repeated where after the measures they took to achieve these goals and objectives will be looked at. Next, the objective of the research is to find element of events that positively influence and catalyse part of an urban renewal project. In the literature review the three main elements of urban renewal were social, economic and physical impacts. Since we are looking how events can positively influence urban renewal, the topics are divided in social, economic and physical impacts. Thereafter, events provide several opportunities that influences the area and therefore the urban renewal as well. Therefore, the last topic will be opportunities. The synthesis will conclude with a conclusion which sums up the most important findings regarding elements of an event that catalyse urban renewal.

07.01 Case study: Eurovision Song Contest & Hart van Zuid

As mentioned before, the host city of the Eurovision Song Contest 2020, the municipality of Rotterdam, set out a couple of objectives which they want to achieve by hosting the event. The municipality wants to achieve the following objective by hosting the ESC 2020:

A Rotterdams ESC, which contributes to the international position of the city, whereby Rotterdammers (residents, visitors and companies) feel included and the project team works on a diverse, inclusive, solidary, connected and hospitable city. These objectives are divided in more specific components (figure 38).

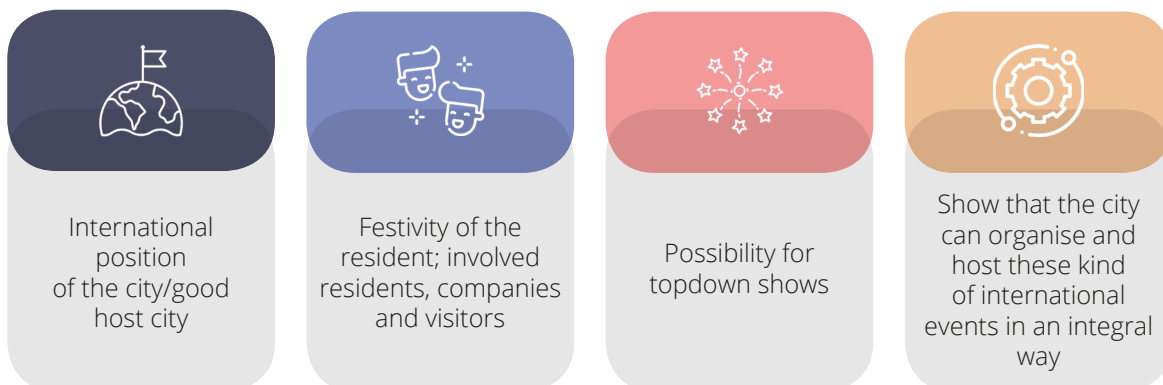


Figure 38. Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)

On top of the objectives of the host city, the municipality of Rotterdam has additional objectives which revolve around the main goal which is to create returns for the city (figure 39).

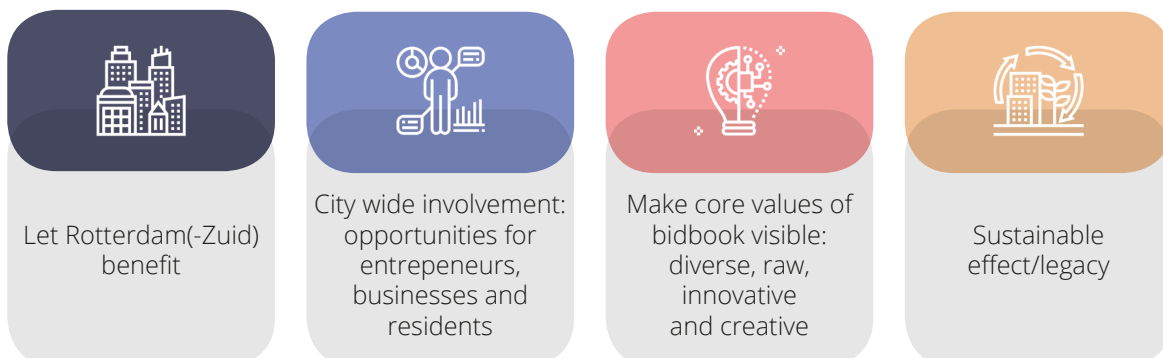


Figure 39. Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)

In order to achieve these objectives, the interviews the members of the ESC team pointed out measures to achieve these objectives. However, due to the cancellation of the ESC 2020 due to the Corona virus there is no data to prove if these measures would have been enough to achieve the objectives. At the time of cancellation

some measures for some goals were still being designed or unknown.

First the different goals can be divided into two categories. These categories relate to general objectives (that every host city, every year, might aim for) and city specific objectives (the objectives of a specific host city). The general objectives include:

- International position of the city/good host city
- Show that the city can organise and host these kinds of international events in an integral way
- Make core values of bidbook visible

The city specific objectives involve:

- Festivity of the resident; involved residents, companies and visitors
- Let Rotterdam(-Zuid) benefit
- City wide involvement: opportunities for entrepreneurs, businesses and residents
- Sustainable effect/legacy
- Possibility for top down shows

As might be expected, the general objectives revolve around achieving a perfect edition by just organizing the main event in a good way. The project manager of the ESC mentioned specifically that a good edition might be of high value for Ahoy Rotterdam and its new congress centre as it shows experience with international events. It will be easier for the city to be chosen as host city for future events. The project manager calls this a multi-year effect as previous host cities show experience this legacy of hosting a good ESC edition.

The interesting objectives relate to the city specific objectives. Some of these objectives are achieved by the same measure. The Festivity of the Resident and city-wide involvement, is achieved by the city programme which is frequently mentioned by the project manager of the ESC, paralegal and manager tourism. The city programme involved initiatives of local businesses and entrepreneurs in the city. The main goal is to make Rotterdam a hospitable and attractive host city with its own character, whereby residents feel included and positive appreciated by the event. So, the programme creates involvement of the city and its residents and on top of this creates a positive city image of Rotterdam. The last relates more to a general objective. The city programme is something that is an addition to the main event of the ESC and is specific for this edition and host city. According to the project manager and manager tourism, this would have been a social happening if the 2020 edition had not been cancelled. Since a lot of Rotterdam's objectives relate to social impacts, the city programme played a crucial part in the bidbook of Rotterdam. The city programme is seen as a side-event to the main event of the ESC, as the ESC can take place without such a city programme.

On top of the programme, the city made the event more accessible to households with a low income. By selecting specific low-income households who showed interest, the municipality tried to change the stigma of the ESC as an event that was only accessible for people who paid a lot of money for their ticket.

Lastly, the objectives to let the city benefit and create a sustainable legacy relates to, according to the project manager, the business side of the ESC and is about the economic impacts and benefits of hosting the ESC. The direct economic impact that is described is gained by tourism. For this, the municipality does not have to take measures. The indirect economic impact that is described by the project manager and paralegal of the ESC relates again to the image of both the city and Ahoy Rotterdam. An improved city image and a better international position leads to the possibility to host more events the future, which will again lead to more tourism and higher spending in the city, giving the city an extra economic boost. The better image of the city can be achieved by hosting a good edition but also by organising side events, like the city programme.

07.02 Connection

An important element that resulted from the case study interview was that in order to be able to get positive impacts of events on urban renewal, the connection between the two projects needs to be established. The case interviews showed the importance of this relationship. If this relationship is not realised, communication and opportunities for the event and the urban renewal project are missed. The main reason to create this connection is therefore to create awareness, updates and insight in the other project. This applies for both sides. To realise this connection the urban renewal team should be included in the process of the event from the beginning. The project team of an international great event is mostly focussed on its own scope and objectives which revolve around the main event as it takes place every year no matter the location. The event researcher of the University of Tilburg mentions this and this statement was confirmed by the project manager of the ESC who kept repeating the importance of the focus of the project team on its own scope and objectives.

So, the urban renewal team should be involved as early as possible and should receive a place in the core team of the event. If this is, for some reason not possible, the event can try to align its project structure with that of the

urban renewal project. If both projects have a team with participants with same responsibilities, communication about certain subjects becomes easier. A second option could be to appoint a mediator between the two projects. This mediator is familiar with both projects and will be the vital link between them.

When the communication is right, the initiative has to come from the side of HvZ, since the project team focuses solely on their scope and objectives.

07.03 Social impacts

In this research the social impact is often mentioned to as a short-term and most common impact of events. As the researcher of the University of Tilburg mentions, social impacts are most common since they can easily be measured by asking people if they feel more attracted and connected to a specific area. In the literature review it became known that the social impact of an event becomes more important as the scale of the event decreases. However, this does not mean that social impacts are less important with big events. Looking at some of the discussed cases in the literature, all events show social impacts, whereas physical impacts and economic impacts are not always present. According to almost of all interviewees of both the explorative and case interviews, a social impact is understood as the connection and relation with the local residents/ neighbourhoods. This is important because a good connection with an existing neighbourhood could avoid tensions. This is the same for urban renewal and events. All interviewees of the explorative interviews agree that public space can serve as a meeting place and can therefore strengthen the connection between a new and existing area. However, in order to attract existing residents to this public place, side-events could be organised. However, for local residents to feel connected to this new public space, they need to feel connected to it. A way to establish this is by organising events and activities. According to the consultant at Brink, the event researcher at the University of Tilburg and the transition manager at Arcadis side-events are important since they can create a connection with the local residents and can increase the engagement of the residents in the event. The transition manager at Arcadis continues that a big event, like the ESC, has a clear objective; singing. This is the core task of the event and this is the same every year, this cannot be changed by a hosting city. The thing you can influence is everything happening around it. The project manager of the ESC agrees with this by saying they have a clear scope, which comes down to deliver a perfect edition of the ESC. Creating a connection with the local neighbourhood falls outside of this specific scope. However, the side-events and city programme fall within the scope and create the desired impact of a connected neighbourhood. Therefore, side-events are crucial. In case this side-event does not fall within the scope of the event or does not contribute to any of its objectives, the consultant at Brink who currently works for Ahoy mentions that an intermediary could be appointed who would steer on these placemaking events. This intermediary has its own tasks and does not distract the project team of the event. This intermediary could be part of a monitoring team consisting of intermediaries of the event, the municipality, venue and urban renewal project. The role of the team would be to see connections and opportunities between different parties.

The researcher at the University of Tilburg mentions how important it is for these events to have a low threshold. To create this, the project manager at Arcadis stresses the importance to take the characteristics and identity of the existing neighbourhood into account. This identity, problems and their causes should already be known by the municipality, so a short preparation time should be no issue. In case this information is not known, the project director of Heijmans mentions that their team (urban renewal team) might have the right network in the area to speed up the process of organising a quality side event. In this way a social and local involvement can be created which might even increase the economic value in the area.

Literature also mentions the importance of creating events which are carefully thought out and adapted to the context, identity and objectives of the side-event. As mentioned in the literature review, the Olympic Art Festival was organised besides the Olympic Games in Sydney in 2000 in order to change their city image and put their different cultures in the spotlight to create awareness.

For these side-events local participation can be encouraged by involving residents in the organisation and by asking their opinion. In this way, pride might occur, and the local identity will flow through the event. Of course, these side events require a connection with the main event, to attract a bigger target-group.

The found results and answer in the interviewees agree with what was found in the literature; social impact occurs almost always and is about displaying a certain identity and creating a social connection between people. The interviewees of both the explorative and case study interviews complement each other to create a scheme where social impact in the form of a connection between the new area created by urban renewal and the existing area is created. This social impact scheme is shown in figure 40.

In figure 40 the impact of the side events is short-term and direct as it takes place prior and during the event. This agrees with what the event research of the University of Tilburg mentioned about social impacts being mostly short-term.

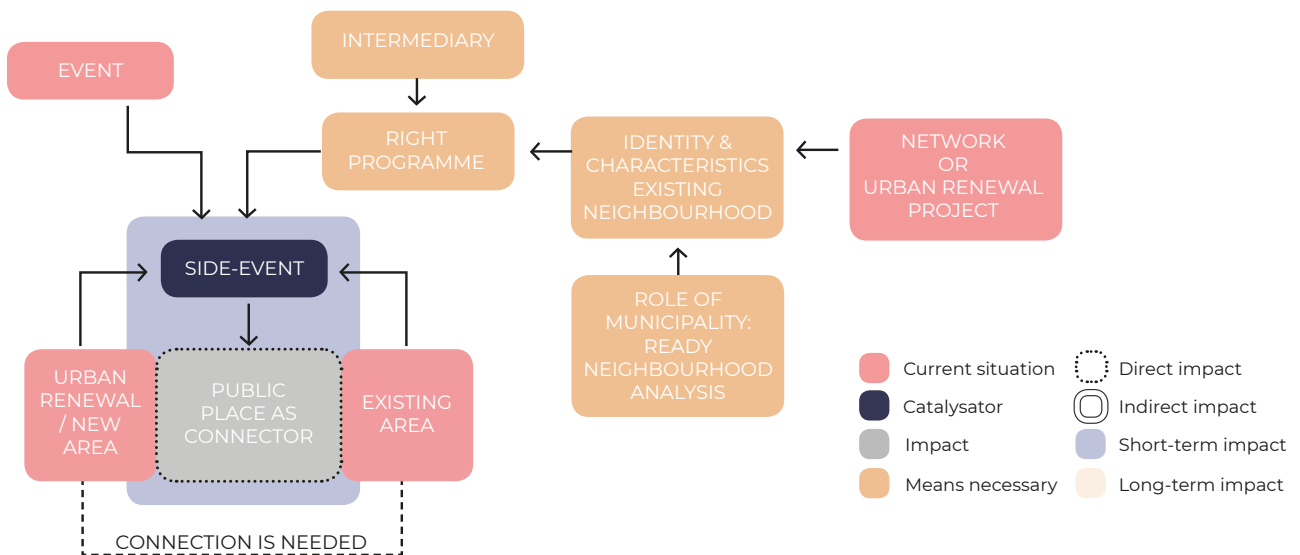


Figure 40. Social impact of event on urban renewal (own illustration)

07.04 Economic impacts

Economic impacts go side by side with social impact of a better image of an area. This has been mentioned by the projectmanager of the ESC and by the tourist manager. An event generates tourism which leads to higher expenditure in the direct area and city. Since the urban renewal project already aims to improve the quality of the area, tourists due to the event might already experience this update. The area might be discovered in this way and the image of area improves. The tourist manager explains that it is very important to capture this economic boost caused by higher expenditure of tourists by realising more facilities and tourist attractions. If urban renewal realises or improves existing facilities and attraction in the area that could attract and generate tourists, an economic boost could be captured. An event could be the kick-off of economic boost by attract tourist and other visitors to the area. Next, it is important that the area can capture this direct and indirect economic impact of respectively tourists and visitors of the event and the improved image of the area due to (media)attention. If visitors keep visiting the area, the area will earn interest of investors which will result in an even more successful and attractive area.

The economic impact is shown in figure 41. The economic impact is both short and long term and direct and indirect. It works like an upward spiral where tourists lead to higher expenditure, leads to the interest of investors, which results in more facilities and attractions and then again attracts more visitors to the area. The event serves as the kick-off of this economic boost on short-term and is a direct impact, whereas the interest of investors is a long term and indirect impact.

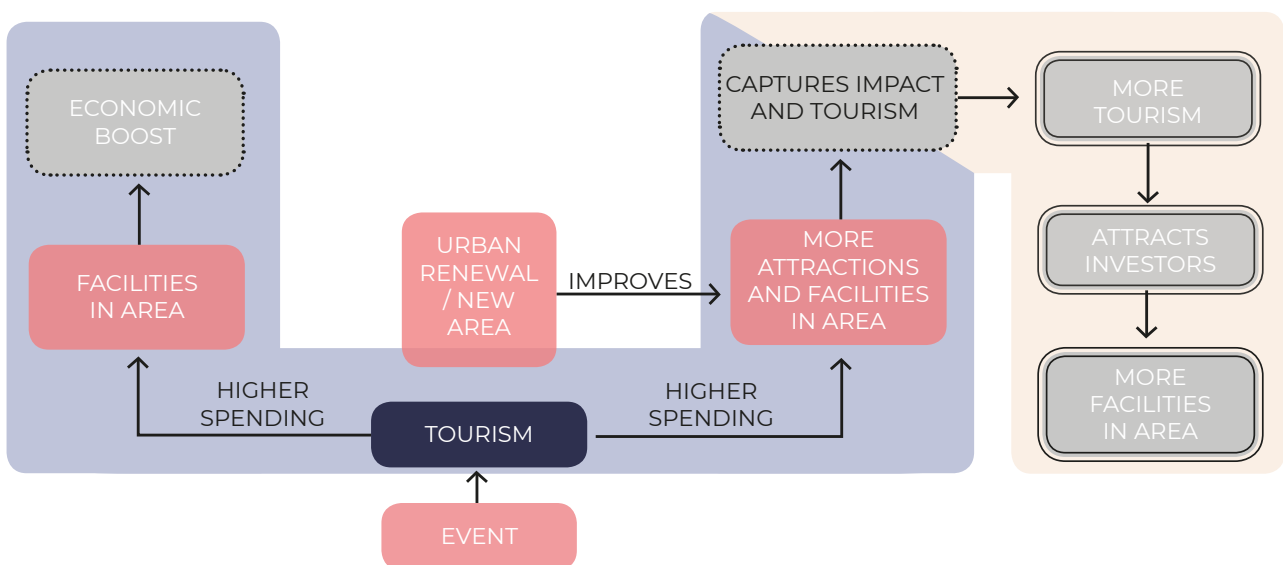


Figure 41. Economic impact of event on urban renewal (own illustration)

07.05 Physical impacts

Physical impacts are the least impactful of the three categories. This is mainly due to the short preparation time. The physical impacts revolve around small quality updates in the direct area which fit in the original plan of the urban renewal project. From all interviewees the same response was received to questions about physical impacts. They all agreed upon the fact that it would time wise be impossible to have permanent physical impacts. The only physical impacts that were found were mentioned by the paralegal of the municipality and project director of Heijmans who based their answers on the preparations of the ESC 2020.

The planning of the urban renewal project could be sped up by executing small maintenance and small adjustments to the public space to improve the quality of the area. These updates contain sped-up quality updates of the spatial area which were already planned as part of the urban renewal. This is all to benefit the appearance and image of the event but creates a better image for the area on which the development is working. So, this is a win-win situation. This has happened for ESC 2020 in the form of quick demolished not attractive elements and the sped-up realisation of terraces of restaurants.

Two other opportunities were mentioned which, due to the cancellation, were not realised but are definitely an option for the ESC 2021. The first is an addition to the area could be a marker as reminder of the event. Both the event and urban renewal project can invest in this market. Next, the city dressing of an event could be functioning as decoration for the delivery of one of the projects of the urban renewal project. Good communication is key for both these physical opportunities.

The three forms of physical impacts are shown in figure 42 - 44. All these physical impacts are direct impacts and short-term since they are realised during the preparation or shortly after the event has occurred.

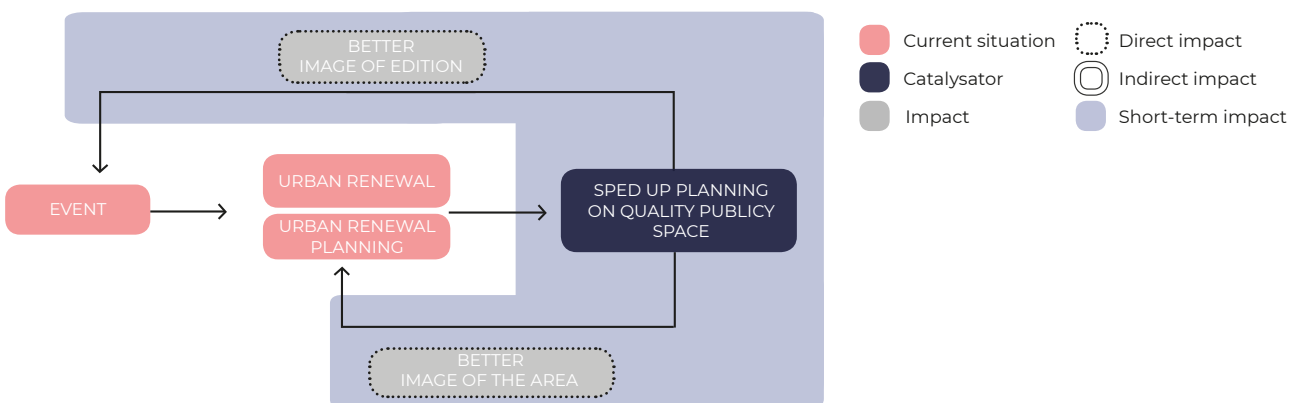


Figure 42. Physical impact of event on urban renewal (own illustration)

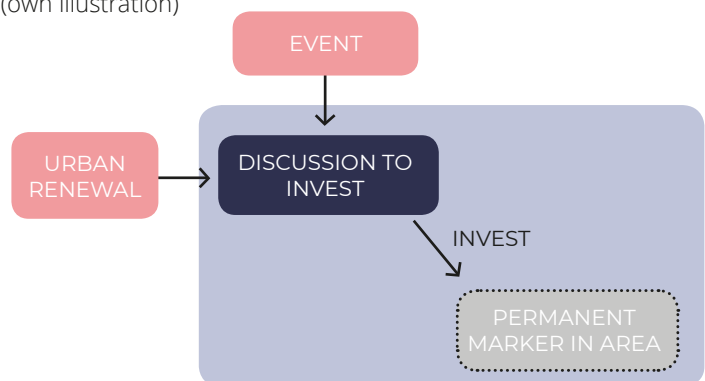


Figure 43. Physical impact of event on urban renewal (own illustration)

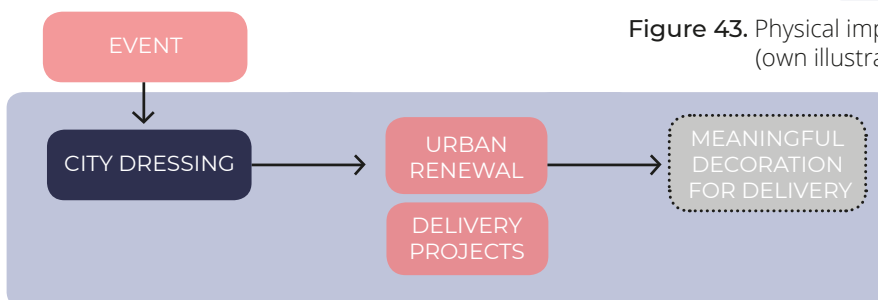


Figure 44. Physical impact of event on urban renewal (own illustration)

07.06 Opportunities

Lastly, the interviews lead to some general conclusion about urban renewal and events in general which can be compared with the results of the case study:

- The core objective of the main event is not something that can be changed. However, side-events can be influenced per edition.
- For programme of side-event and urban development focus on the connection to the area and/or on the problems they have with the right cause(s)
- Events used as placemaking can fix negative trends in an area.
- An event has the opportunity to bring more attention to an urban renewal project or an area in need. The edition could tell the story of the area and how it contributed in making to improve the local area. The area could be part of the story behind the edition.
- Side-events might be the starting point of to set something positive in motion. In this way the event works as a kick-start for the neighbourhood.
- Capturing economic legacies in a local area requires located businesses and entrepreneurs in the area. The good impression visitors of a side-event can be captured by returning visits to these businesses and can work as a catalysator for more visits and businesses.
- The social, economic and physical impacts are linked components. They are important elements and have a specific relationship per area. Urban renewal is defined by the social economic position of local residents. The physical elements of urban renewal should support the possible development of the local residents in a social economic way. For events, physical impacts are barely existent, the social and economic impact are present and are strongly connected to one another.
- An urban renewal project can benefit from the attention of the municipal council on event and urban renewal project, by asking for more budgets to realise aspects that improve the quality of the area to benefit the event.
- Also, the short preparation time of the event, leads to a quicker decision-making process resulting in getting things done faster.

07.07 Advice for the municipality of Rotterdam

Two points of advice based on the information gathered during this research can be given to the municipality of Rotterdam. This advice relates to the city programme and the relation between the urban renewal and Songfestival team.

City programme

Looking at the different discussed impacts, the city programme of the ESC 2020 is a good initiative for a side-event. However, the city programme was based on initiatives of local entrepreneurs and businesses. Therefore, the municipality had no or less say in the context of the city programme. For future side-events, the municipality could try to steer more on specific selection criteria of events that relate to the identity of the area and how the event would connect people.

Relation between urban renewal and Songfestival team

From the case study interviews it resulted that there was barely a relation between ESC and HvZ. An important observation which has been made during analysing the case study is the connection between the event and the urban renewal project. If this relationship is not realised, communication and opportunities for the event and the urban renewal project are missed. This can be done by giving the urban renewal team a place in the core team of the event, to align project structures of the two involved project teams and/or appoint a mediator who familiar with both projects and will be the vital link between them.



CONCLUSION

08

Conclusion

09

Discussion
& recommen-

10

Reflection

08. Conclusion

08.01 Answering the sub questions

What are the current hosting goals of the municipality of Rotterdam for hosting the Eurovision Song Contest 2020 and how did they achieve this?

The municipality of Rotterdam wants to achieve the following objective by hosting the ESC 2020:

A Rotterdams ESC, which contributes to the international position of the city, whereby Rotterdammers (residents, visitors and companies) feel included and the project team works on a diverse, inclusive, solidary, connected and hospitable city. These objectives are divided in more specific components (figure 45).

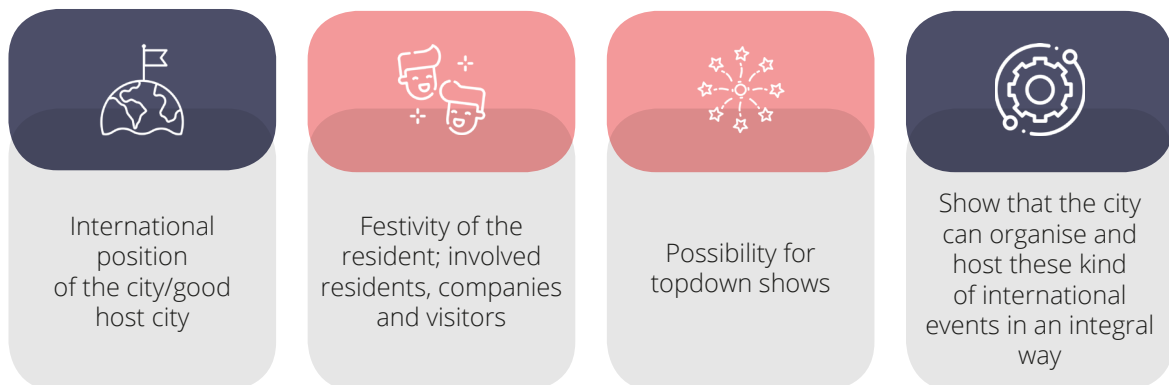


Figure 45. Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)

On top of the objectives of the host city, the municipality of Rotterdam has additional objectives which revolve around the main goal which is to create returns for the city (figure 46).

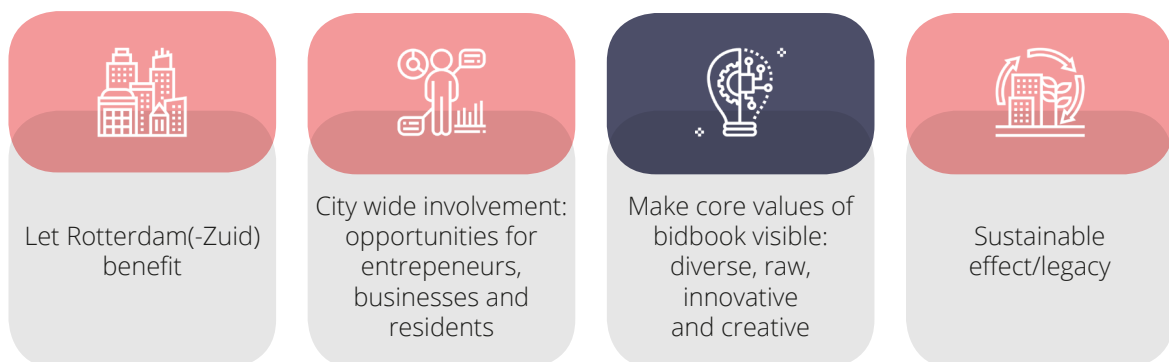


Figure 46. Objectives municipality of Rotterdam for hosting the ESC 2020 (own illustration)

The goals can be divided in two types of objectives: general objectives (blue) and city specific objectives (pink) (figure 45 and 46).

Achieving general objectives

A good edition might be of high value for Ahoy Rotterdam and its new congress centre as it shows experience with international events. It will be easier for the city to be chosen as host city for future events. The project manager calls this a multi-year effect as previous host cities show experience this legacy of hosting a good ESC edition. This goal will be achieved by following the projectplan, which is based on previous editions and involves event management (formal events), security and financial agreements.

Achieving city specific objectives

Some of these objectives are achieved by the same measure. The “Festivity of the resident” and “city-wide involvement” are achieved by the city programme. The city programme involved initiatives of local businesses and entrepreneurs in the city. The main goal is to make Rotterdam a hospitable and attractive host city with its own character, whereby residents feel included and positive appreciated by the event. On top of the programme, the city made the event more accessible to households with a low income.

The objectives to let the city benefit and create a sustainable legacy relates to the business side of the ESC and is about the economic impacts and benefits of hosting the ESC. The direct economic impact that is described is gained by tourism. The indirect economic impact relates to the image of both the city and Ahoy Rotterdam. An improved city image and a better international position leads to the possibility to host more events the future, which will again lead to more tourism and higher spending in the city, giving the city an extra economic boost. The better image of the city can be achieved by hosting a good edition but also by organising side events, like the city programme.

What is the relation between the Eurovision Song Contest 2020 and Hart van Zuid?

There were no ambitions created for an relation between HvZ and ESC. However, later, during the organisation and planning of the event the relationship was deemed necessary as the ESC and HvZ worked in the same location and an alignment of planning's was necessary to prevent delays for HvZ and to ensure no problems occurred which could be easily be avoided. After first communications had started between HvZ and ESC, some small quality updates to the area were realised. These updates were already planned by HvZ, but were realised earlier for the event. The following results of this relation are mentioned:

- Earlier demolition of ramp on the other site of Ahoy (was always postponed for a later date, but was demolished earlier due to the ESC)
- Earlier realization of terraces in front of the swimming pool (these were already planned but were realised earlier due to the ESC)
- Use of the old art building as graffiti display for international artists before it gets demolished.

What are the created opportunities in the area of Hart van Zuid, as a result of hosting the Eurovision Song Contest 2020?

The case related interviews resulted in a list of opportunities in HvZ. In the case studies it became clear Hart van Zuid did not benefit much from the ESC, due to late involvement of the project in the organisation of the ESC. Due to the Coronavirus and the cancellation of the ESC 2020, it is not known what benefits the urban renewal project could have experienced from the ESC.

The opportunities that were created for HvZ due to the ESC were:

- International media attention towards the urban renewal project
- An urban renewal project can benefit from the attention of the municipal council on event and urban renewal project, by asking for more budgets to realise aspects that improve the quality of the area to benefit the event.
- Small physical improvements of the area that were always postponed, because they did not belong to a project, were executed, resulting in a more attractive area.
- City dressing of the ESC could be used for the delivery of projects of HvZ in 2020.
- The ESC wanted to realise a marker in the area as legacy of the ESC 2020. However, if budgets of both HvZ and ESC would be spend wisely, a bigger and more attractive physical element could be created.
- Side-events might be the starting point of to set something positive in motion. In this way the event works as a social and economic kick-start for the neighbourhood. The side-events provide an opportunity to make the realisation of the objectives of HvZ easier.

What are important measures and elements of an event in relation to urban renewal in general?

This sub question relates to the explorative interviews where ten topics about both urban renewal and the event were discussed.

The important elements of an event in relation to urban renewal were:

- The prominent role of the municipality
- The importance of social objectives
- The interest of local stakeholders
- Storytelling
- Side-events
- Catalysing effect

What are the main components of urban renewal?

Urban renewal is caused by and aimed at economic and social factors by implementing physical change. Urban renewal can be understood by looking at the economic, social and physical value creation within the process.

Economic

Economic renewal is a crucial part of urban renewal as it reverses economic decline. This means increasing investments, employment, consumer expenditures or population is necessary if one or more will decline. In other words, economic renewal stimulates economic growth. It aims to attract investment and create job opportunities.

Economic renewal involves often a partnership created from national government, local governments and authorities,

private and voluntary sectors and local communities.

Social

Urban renewal brings change in the use or occupancy of an urban area and buildings, and leads to a change in the conditions of how people live. Therefore, urban renewal is related to social cohesion in a neighbourhood and the local communities. Economic and physical measures are important for decision-making, but the local communities are not always as included as they should be. Social elements for urban renewal can include community work with the existing population, public participation in urban planning, accessibility to health care and education, provide training and help in finding jobs.

Physical

The physical urban renewal involves both the physical appearance and environmental quality of cities. Both are symbols and show prosperity of neighbourhoods. Visible decaying neighbourhoods are visible signs of social and economic decline. Physical urban renewal is often a necessary element, if not main driver, to create a successful renewal process. It is seeable evidence of a commitment to change and improvement of an urban area. The key to successful physical regeneration is to understand the constraints and the potential of the existing physical stock and the role improvement can play in enabling, and where appropriate promoting, renewal at regional, urban or neighbourhood level. Often, people related the physical condition of an urban area to the state of the buildings, however, the physical conditions relate to more than just buildings. Some important components of physical renewal are; buildings, land and sites, urban spaces, open spaces and water, utilities and services, telecommunications, transport infrastructure and environmental quality.

08.02 Answering the main question

The main question of this research is:

“Which elements when hosting a cultural great event could positively impact and catalyse urban renewal?”

The answer on the main question can be divided into four categories; general elements, elements related to social impact, elements related to economic impact and elements related to physical elements. The four categories and their related actions and elements are shown in table 11. The social impact is the most occurring impact by great events.

General elements

An important observation which has been made during analysing the case study is the connection in form of a relationship between the event and the urban renewal project. If this relationship is not realised, communication and opportunities for the event and the urban renewal project are missed.

To create this relationship several things can be done:

- The urban renewal team can be given a place in the core team of the event in order to be involved as early as possible
- The project structure of the involved project teams can be aligned. If both projects have a team with participants with same responsibilities, communication about certain subjects becomes easier
- A mediator can be appointed who is familiar with both projects and will be the vital link between them

Next, a second observation is the relationships between social, economic and physical impacts. They all have a connection between them. Some impacts might benefit from the other. For example, the indirect economic impacts of attracting even more tourists towards the area is caused by a better area image, which relates more to a social impact, but is again caused by an economic impact.

Elements related to social impact

A great event does generate social impacts the most. Social impacts are direct impacts that are easily measured and are a big social impact was already incorporated in the ESC 2020. A social impact is understood as the connection and relation with the local residents/neighbourhoods, which is often missing or hard to achieve in an urban renewal project. Therefore, an event provides a good opportunity to create such a connection. However, an annual event like the ESC has a solid main event. Side-events are therefore mentioned as an important means to create a social impact on an area. Important is that these side-events have a character that shows the identity of the location of the side-event, otherwise local people do not feel attracted to these events. To create

the right programme for the side-event the following can be done:

- Appoint an intermediary who steers on placemaking and side events. This intermediary is appointed to prevent that the core team of the event loses focus on the main event. This intermediary serves outside of the event team.
- Find the right characteristics for an event by looking at the existing neighborhood analysis of the municipality
- Find the right characteristics for an event by using the existing network that the urban renewal team has built up with the local neighbourhood.

Elements related to economic impact

Economic impacts are based on the tourism generated by the event. For this impact no necessary steps need to be taken by the municipality or other hosting organisation. The event generate tourism who will spend money at existing facilities. Since urban renewal already takes place in the area, new facilities and attractions will capture tourism and the economic impact/higher expenditures. As a result, the image of the area will improve due to more visitors, which leads to investors willing to invest in the area, resulting in even more quality updates for the area.

In comparison to social impacts, economic impacts do have a bigger time span. This means impacts of a specific event might not be directly noticeable but do contribute the future economic prosperity of the area. The event kick-starts the economic boosts in a less popular urban area.

Elements related to physical impact

Lastly, as mentioned before the physical impacts is, due to the short preparation time, not as present as a social and/or economic impact. However, three opportunities are mentioned:

- Create a marker in the area which gives a quality boost to the area. A discussion and relation between the two teams is important to fix the investment.
- A sped-up planning can be created if this benefits both the event and the urban renewal project. Communication between the two teams is hereby important. This sped up planning leads to a quicker quality update of the area
- The delivery of different buildings within the urban renewal project can benefit from the city dressing of the event. Communication between the two teams is again important to realise the right city dressing that will fit with the delivery of the buildings after the event has occurred.

Table 11. Important elements while hosting a great event to achieve positive impacts on an urban renewal project (own table)

General elements	Elements related to social impact	Elements related to economic impact	Elements related to physical impact
Create an relationship by placing the urban renewal team in the core team of the event	Organise side-events	Event generates tourism which will kick-start an economic boost	Both teams should discuss the opportunity to both invest in the area by creating a physical marker (eg. a remembrance tile or statue)
Create an relationship by alligning the projectstructures of the urban renewal team and event team	Hire an intermediary	Existing facilities will experience higher spending from the tourists	Both teams should communicate about parts of the urban renewal planning which can be sped-up
Appoint a mediator who is a vital link between the two projects.	Find the right programme by looking at existing neighbourhood analysis	The economic impact can be captured by the extra facilities and attractions created by the urban renewal project	Both teams should communicate about city dressing to make it useable for the delivery of buildings of the urban renewal project
	Find the right programme by making use of the existing network of the urban renewal team.	Due to more visitors to the area, more tourism and investors are attracted to the area	
		The area will experience more quality updates	

09. Recommendation & discussion

09.01 Recommendations

09.01.01 Recommendation for practice

The aim of this research was to advise a hosting party of a great event on important elements to create positive social, economic and physical impacts on urban renewal. The following recommendations can be given to such a hosting party:

- Create a relationship between the urban renewal team and event team.
This is the first step to create impact on urban renewal with a great event. This relationship creates awareness and opportunities that might otherwise be missed. The relationship can be created by giving the urban renewal team a place in the core team of the event in order to be involved as early as possible. A second option would be to align the project structures of both teams. If both projects have a team with participants with same responsibilities, communication about certain subjects becomes easier. Lastly, a mediator can be appointed who is familiar with both projects and will be the vital link between them.
- Organise side events
The main event of a great event is the same every year and consists of a solid concept. However, the side programme is something that a host city can strongly influence. For urban renewal it is sometimes difficult to realise a good and natural connection and relationship between the old and new situation. Public spaces seem to be the best areas where such a relationship and interaction might take place. By hosting side-events these public places get activated and the local neighbourhood can in this way experience the new developments of the urban renewal in a low threshold way. To ensure the low threshold character of the side-events, the events need to have the right programme. This programme can be achieved by looking at existing neighbourhood analysis or by making use of the existing network of the urban renewal team which has been built up in the years prior to the event.
- Ensure communication between the urban renewal team and event team
By communicating opportunities for the area might arise that were not possible without the event. By discussing the planning and budgets elements for the event like city dressing and the budget for this element can be used for a permanent quality update in the area. Both teams might be able to invest in a physical marker. In a situation without the event, an extra physical quality update might be impossible to realise without the budget of the event team. Another, example of how communication might benefit the area is by a sped-up planning whereby quality updates are earlier executed, leading to a more attractive area where tourist might spend their money. This could be the start of an economic boost for the area.

09.01.02 Recommendation for further research

This research focused on great events and their relation to urban renewal and what elements in this relationship are important to create positive social, economic and physical impacts on an urban renewal project. This research, however, can be extended and added to by future research. The following recommendations are given for this future research:

- This research is based on the opinions of the hosting and developing stakeholders. Stakeholders who experience the event might have other experiences than the organizers hope to create. This would be an added value for further research.
- In this research it became known that social, economic and physical impacts relate to each other and benefit from each other. In further research these connections and interrelations could be analysed.
- This research results in important elements which lead to positive impacts on urban renewal. However, the next step would be to find out how these elements can be implemented in the strategy (project plan and bidbook) of an event organization to ensure these positive impacts.
- This research focuses on qualitative data by gaining information by conducting interviews. Further research could conduct a research in a quantitative way, where the event is analysed afterwards. This might lead to new and unexpected results and important elements.
- This research only analyses the case of ESC 2020. However, it is interesting to also look at other great events and their relation to urban renewal. A similar research with more case studies to eliminate context related factors is therefore one of the recommendations.

09.02 Discussion

09.02.01 Limitations of the research

The first limitation of this research is the lack of literature on the specific topic. As mentioned in the methodology this research has an explorative nature, meaning there is a lack of scientific literature on the topic. The focus of the research was the relation between a great event and urban renewal. One case study was chosen to explore the relation between a great event and urban renewal. Leading to a risk of harming the external validity of the research (Bryman, 2015). For external validity the findings of the case study should be able to be used for other contexts. However, since only one case study is used, there might be aspects included in the research that are context specific. Therefore, the findings cannot directly be copied and used for another case. If this is possible, the findings must first be adapted to another context (policy, type of urban renewal etc.). The explorative interviews did help to mitigate the harm of external validity by comparing the case results with general input from practice. However, the size of the interviewees is too small to completely remove context related solutions.

A second limitation of the research is a change in the case study during the research. On 18 March 2020, the 2020 edition of the ESC was cancelled due to the Corona Virus. For the research, this meant that some questions of the case study could not be answered. Also, the surveys could not be conducted, since the event did not take place and it was not possible due to the restrictions the government implemented to mitigate the impact of the Corona virus. For the research, the cancellation means that answers related to the social and economic impact of the event are based on assumptions of the interviewees, since there is no evidence that the impact would have occurred as it was designed to be. Especially the social impacts were hard to describe for some interviewees. They were not certain of the social impact as they had not experienced it.

Another, limitation that was caused by the cancellation of the event was the feedback session in June. From this session, take away's about impacts on HvZ and the local area would be incorporated in the research.

A third limitation relates to the interviews with experts and case related interviewees. Around the 16th of March 2020 everyone in The Netherlands was restricted and recommended by the Dutch government to work at home. For the research, this meant that interviews could not occur in a planned way since most offices were closed. On top of that, working from home meant for some consultants that they had more tasks and less available time in their agendas. After contacting the planned interviewees for an online interview all responded back and were rescheduled via Skype or Teams. However, after the first few interviewees it was sometimes hard to interact with some people and read their answers based on their movements for example. Also, the connection was not always perfect or the recording of a voice from a laptop was not audible. Therefore, some responses and follow-up questions from the researcher were less sharp as they could have been and some answers were incomplete.

The research focuses on three categories; social impacts, economic impacts and physical impacts. As discussed before, the categories are, in this research, seen as stand-alone impacts. However, in practice and this became also quickly known during the research, these categories interact with each other and are linked. For example, a better-quality urban area due to a better connection with an existing neighbourhood (social impact) attracts more visitors to the area and investors who might realise more facilities and extra quality updates in the area. In this research this connection between the different categories fell outside the scope of this research but definitely have an influence when looking at important elements to create positive impacts on urban renewal.

Lastly, during the internship at the municipality of Rotterdam, interns have to active their own online account. However, due to a busy period this process took six weeks. This meant that no full access to the data of the municipality was possible. Amongst other things, the case information needed for the case description and base for the interview protocols were not fully available. This caused a small delay in making explorative interview protocols, but in the end sufficient information about the case was gathered during meetings and by conversations within the HvZ and ESC team. When full access to the data was achieved, the interview protocols of the remaining explorative interviews were adjusted. However, the first two explorative interviews had a couple of missing questions in the original interview.

09.02.01 Validity and generalization

- This research started with a literature review. It became quickly known that specific literature on great events in relation to urban renewal was minimal. Therefore, explorative interviews were conducted with experts working in the field of urban renewal, events or both to gain insight in the subject and to fill in this gap of knowledge. Further interviews and results are based upon this personal view of experts. If this research was conducted again in a similar way and other experts were chosen for the explorative interviews, the results of this research might slightly differ.

- The explorative interviews and case study interviews had per specialization/team a separate interview protocol. This means not all interviews could be very easily compared to each other. However, by selecting specific subjects and summarizing these subjects per interview led to a sufficient overview of the interviews.
- The final results of this research are partly based on multiple interviews. The collected data of the semi-structured interviews were not analysed using a format or coded transcript. Therefore, the final conclusion might need an extra validation in the form of an evaluation of external experts. This increases the accuracy and viability of the conclusion.
- The main question of this research applies to great events and the elements that influence positive impacts on urban renewal. However, in this research the case study relates to the specific case of the ESC 2020 in relation to the urban renewal project Hart van Zuid. To make the results of this research more general applicable to other cultural great events, explorative interviews with experts who no relation with the case study were held. However, to make this research even more applicable to other great events, other cases in other cities can be studied.
- This research mentions the social, economic and physical impacts of events on an urban renewal process. However, this does not incline that other impacts related to, for example, politics or juridical matters do not have a positive impact on an urban renewal project.

10. Reflection

10.01 Position of the research

This research is part of and falls under the Urban Development Management (UDM) chair and domain of the Management in the Built Environment (MBE) department of the TU Delft. This chair focusses on the stakeholders involved in urban development and the management of their decisions to reach high quality results for urban areas. In line with this, UDM aims to design concepts, principles and tools that create and helps effective strategies. The result of this is the realisation and awareness of urban environments that meet the demands of sustainability and resilience (TU Delft, n.d.).

The graduation topic of this research focuses on the relationship between great events and an ongoing urban renewal project in the same area, which results in positive social, economic and physical impacts on the process of urban renewal. This research provides insight in the relation between an event and the renewal of a complex urban system (Rotterdam-Zuid). The research aims to advice an organising party (municipality) in strategic decisions they can make to provide positive social, economic and physical impacts with the event on the urban renewal project.

This advice will help to form a relation between the event and the urban renewal in a strategic way, this means important elements to ensure this connection are summarised. The advice is for a big part based on the Eurovision Song Contest 2020 in Rotterdam in relation to the urban renewal project Hart van Zuid in the same area. Hart van Zuid is part of the redevelopment of Rotterdam-Zuid.

During the research, topics like management and decisions of stakeholders and the relation with the existing complex urban situation were frequently mentioned. This research falls in line with the focus and aim of the chair as they both focus on a complex urban system and a high-quality outcome for urban areas. As the UDM chair aims to design principles to support effective strategies, this research aims to advice the municipality on optimising their current event strategy for an improved social, economic and physical impact on the urban renewal process. This impact results in a higher quality outcome of the urban renewal project.

This directly relates to the master track MBE as well, which learns students how to manage urban development by guiding many stakeholders to achieve high quality developments.

Finally, the graduation topic and the relation between the master programme (MSc AUBS) as the innovative way to create a sustainable development. The research contributes to a sustainable development by optimising the positive impact of an event on urban renewal.

10.02 Scientific relevance and utilisation

As discussed earlier in the introduction of this research, the scientific relevance relates to the gap in literature that this research explores. In academic research most of the times studies focus on major sports events and their legacies, for example the Olympic Games and the FIFA World Cup are often discussed. In addition, cultural events are less regularly discussed, but analyses of economic effects of cultural events do exist. These events could be concerts, capitals of cultures or festivals. However, it is noticeable that there is an extreme lack of academic research on the impact of the ESC (Arnegger & Herz, 2016), let alone research related to the impact of an event of urban renewal in specific. Therefore, this research contributes to the missing knowledge about the impact of the ESC on urban renewal and the elements and measures necessary to design a strategy that increases chances on relevant value creation for the city. Researching this gap will contribute to broader knowledge about the positive social, economic and physical impact of hosting a great event on an ongoing urban renewal project.

This research contributes to the missing literature on short-term cultural great events and their social, economic and physical impact on urban renewal. It must be mentioned, that the final conclusion of this research is based on the case study of the ESC 2020 in Rotterdam in relation to the urban renewal project Hart van Zuid. Therefore, the result is not considered a representative for all sorts of great events and related urban renewal projects. The results of the case study are however compared and combined with the outcomes of the explorative interviews about urban renewal and events in general, which makes the outcome not solely based on the case study. Yet still this does not mean that it can represent all similar cases.

However, this research can be seen as a useful guideline for similar cases, since no other literature is available on this topic, as long as the above-mentioned restriction is held in mind. This research also serves as a starting point for further research on the topic.

10.03 Data collection

In the beginning of this research a basic plan for data collection was created. Out of these collection methods, two were dependent on external parties; the interviews and the policy documents of the municipality. The others were freely accessible (for example literature and media sources).

With both the interviews and access to the policy documents occurred some problems. First, the semi-structured interviews were a method of two parts of the research; the explorative and case related interviews. The explorative interviews had been planned with different consultants according to the research planning. However, around the 16th of March 2020 everyone in The Netherlands was restricted and recommended by the Dutch government to work at home. For my research, this meant that my interviews could not occur in a planned way since most offices were closed. On top of that, working from home meant for some consultants that they had more tasks and less available time in their agendas. After contacting the planned interviewees for an online interview, some responded with a request to reschedule. This meant the explorative interviews would take longer than planned, resulting in a small delay in the planning. This meant more work of transcribing near the end of the planning. The online interviews, via Skype or Teams, were eventually a good way of interviewing. It saved a lot of traveling time and the answers were as clear as would be during a physical interview. The only downside experienced with online interviews was the difficulty in interaction. It is harder to interact with someone and read their answers based on their movements for example. Some responses were therefore less sharp as they could have been. For future interviews, a balance can be found between conducting online and physical interviews.

The second problem with the data collection were the policy documents of the municipality. These documents were obtainable due to the internship at the municipality of Rotterdam. Interns, however, have to arrange their own municipal account to gain access to the folders and data. This process took weeks (6 weeks) and during the first week of the Corona restrictions in March, this access was finally granted after having send countless emails and visiting four municipal buildings. This, again, led to some delay in the planning since case information was only moderately available for the first six weeks. My internship mentor did provide me with some of the desired information and data, however, it is hard to ask for specific documents if it is unknown which documents exist and are available. The lack of knowledge on the case had been overcome mostly by attending meetings and by talking to relevant members of the ESC project team. This gave me an overall good picture of the case and provided a base on which I could create different interview protocols. This has prevented a big delay on the research planning.

10.04 Ethical issues and dilemmas

During the research no ethical issues and dilemmas have occurred, except for one small one.

Prior to each interview the interviewee receives the interview protocol for possible preparation. On top of this, they receive an informed consent with a description of the research and data and privacy agreement between interviewee and interviewer. One of the interviewees replied to the informed consent in a surprised manner, stating that he felt obliged to read and check the document in a juridical manner and asked if this was something I wanted.

The informed consent served as a measure to prevent an ethical problem with an interviewee. More specific, this consent was a measure to prevent lack of informed consent and an invasion of privacy. Since these two principals were stated in the methodology as ethical considerations, a moral issue occurs. The issue relates to lack of informed consent and privacy, however derived from the tone of the email, the interviewee was concerned with his privacy as he experienced a formality around the interview due to the informed consent. The formality issue was mentioned in his email.

The solutions to the issue were to cancel the interview as the interviewee was not comfortable with the situation or to offer him some reassurance with options to assure his privacy. I have chosen for the latter option, as it was a chance to continue with the interview as planned. I already had a form of refusal and discomfort, so the situation could only turn more positive. I did not want other principles for this interviewee compared to others, since this could lead to another moral issue; integrity. So, in order to make the interviewee more comfortable with the situation, I explained some of the privacy measures of the informed consent. In the end, the interviewee agreed with the anonymous references in the research as long as he could check the transcript and mentions in the research prior to the final hand-in and publication on the repository.

In the end, this was the best choice as all interviewees participated in the interviews on the same principles. This was also the best decision considering the underlying reason of the interviewee's discomfort was the formality of the informed consent, rather than the privacy issues.

References

- Algemeen Dagblad. (2019, August 30). *En het Songfestival gaat naar... Rotterdam!* Retrieved from: <https://www.ad.nl/show/en-het-songfestival-gaat-naar-rotterdam~a9f8dddb/?referrer=https://www.google.com/>
- Anttiroiko, A. V. (2014). City Branding as a Response to Global Intercity Competition. *Growth and Change*, 46(2), 233–252.
- Arnegger, J., & Herz, M. (2016). Economic and destination image impacts of mega-events in emerging tourist destinations. *Journal of Destination Marketing & Management*, 5(2), 76–85.
- Avrotros, NOS & NPO (2019, June 12). *Programma van Eisen: Uitnodiging tot kandidaatstelling gaststad/regio Eurovisie Songfestival 2020*
- Ballast Nedam. (n.d.). *Gebiedsontwikkeling Hart van Zuid, Rotterdam*. Retrieved from: <https://www.ballast-nedam.nl/projecten/gebiedsontwikkeling-hart-van-zuid-rotterdam/>
- Bimkom. (2014). *Urban Renewal: Social Aspects in Planning*. Retrieved from: <http://bimkom.org/eng/wp-content/uploads/Urban-Renewal-summary.pdf>
- Bouwinvest. (2017, May 18). *Global real estate markets*. Retrieved from: <https://www.bouwinvest.nl/media/3010/global-real-estate-markets.pdf>
- Brink. (2019, March 13). *Cities Are Engaged in a Global Competition. How Do the Best Keep Winning?* Retrieved from: <http://www.brinknews.com/cities-are-engaged-in-a-global-competition-how-do-the-best-keep-winning/>
- Brink. (2017, May 15). *De reële transformatiepotentie in bestaand bebouwd gebied*. Retrieved from: <https://www.brinkgroep.nl/images/news/2017/17000538-1-toelichting-transformatiepotentie-bestaande-stad-15052017.pdf>
- Bryman, A. (2016). *Social research methods*. Oxford, United Kingdom: Oxford University Press.
- Buijs, J. & Van der Meer, H. (2013). *Integrated creative problem solving*. The Hague, The Netherlands: Eleven international publishing.
- Cambridge Dictionary. (n.d.-a). *Hallmark*. Retrieved from: <https://dictionary.cambridge.org/dictionary/english/hallmark>
- Cambridge Dictionary. (n.d.-b). *Long-term*. Retrieved on 13 December 2019, from <https://dictionary.cambridge.org/dictionary/english/long-term>
- Cambridge Dictionary. (n.d.-c). *Short-term*. Retrieved on 13 December 2019, from <https://dictionary.cambridge.org/dictionary/english/short-term>
- Cambridge Dictionary. (n.d.-d). *Urban Renewal*. Retrieved on 25 November 2019, from <https://dictionary.cambridge.org/dictionary/english/urban-renewal>
- Carlton, B. & Born, P. (2016). *A guide for cities reducing poverty*. Retrieved from: https://cdn2.hubspot.net/hubfs/316071/Resources/Publications/TEN/10_guide_cities_reducing_poverty_final_shareable.pdf
- CBS. (2019, September 10). *Sterke groei in steden en randgemeenten verwacht*. Retrieved from: <https://www.cbs.nl/nl-nl/nieuws/2019/37/sterke-groei-in-steden-en-randgemeenten-verwacht>
- Chan, E., & Lee, G. K. (2008). Critical factors for improving social sustainability of urban renewal projects. *Social Indicators Research*, 85(2), 243–256.
- Chen, S. C. (2011). Residents' Perceptions of the Impact of Major Annual Tourism Events in Macao: Cluster Analysis. *Journal of Convention & Event Tourism*, 12(2), 106–128
- Chen, Y. (2015). Legacy creation strategy in Olympic cities. *International review for spatial planning and sustainable development*, 3 (1), 74–86.
- Clark, J., & Kearns, A. (2016, January 18). Going for gold: A prospective assessment of the economic impacts of the Commonwealth Games 2014 on the East End of Glasgow. *Environment and Planning C: Government and Policy*, 34(8), 1474–1500.
- Couch, C. (1990). *Urban Renewal: Theory and Practice*. London, United Kingdom: Macmillan Education.
- Cramer, F. (2019, September 19). *Eurovision: geen goede visie voor Rotterdam - Vers Beton*. Retrieved from <https://versbeton.nl/2019/09/eurovision-geen-goede-visie-voor-rotterdam/>
- De Blok, D. (2019). *Creative neighbourhood initiatives exploration and advice*. Master thesis, TU Delft. Retrieved from: <https://repository.tudelft.nl/islandora/object/uuid%3A08650d59-aec2-402c-94c0-b262e6bd42aa?collection=education>
- De Brito, M. P. & Richards, G. (2017). Events and placemaking. International. *Journal of Event and Festival Management*, 8(1)
- De Groene Amsterdammer. (2019, April 10). *Stadsvernieuwing in Rotterdam-Zuid, Het zijn vage kreten*. Retrieved from: <https://www.groene.nl/artikel/het-zijn-vage-kreten>

- Degen, M. (2008). *Sensing cities: regenerating public life in Barcelona and Manchester*. London, United Kingdom: Routledge
- Degen, M., & García, M. (2012). The Transformation of the 'Barcelona Model': An Analysis of Culture, Urban Regeneration and Governance. *International Journal of Urban and Regional Research*, 36(5), 1022–1038.
- Dictionary. (n.d.). *Urban Renewal*. Retrieved on 25 November 2019, from <https://www.dictionary.com/browse/urban-renewal>
- Diener, E. & Crandall, R. (1978). *Ethics in Social and Behavioral Research*. Chicago, United States of America: University of Chicago Press
- Edmondson, A. C., & McManus, S. E. (2007). Methodological fit in management field research. *Academy of Management Review*, 32(4), 1155 – 1179.
- Eurovision. (2020, May 16). *Rotterdam returns as Eurovision Song Contest Host City in 2021*. Retrieved from: <https://eurovision.tv/story/eurovision-song-contest-to-return-to-rotterdam-in-2021>
- Eurovision. (n.d.-b). *In a Nutshell*. Retrieved from: <https://eurovision.tv/history/in-a-nutshell>
- Eurovision. (n.d.-a). *Facts & Figures*. Retrieved from: <https://eurovision.tv/about/facts-and-figures>
- Fincher, R., Pardy, M., & Shaw, K. (2016). Place-making or place-masking? The everyday political economy of "making place". *Planning Theory & Practice*, 17(4), 516–536
- Fleischer, A. & Felsenstein, D. (2002). Cost-benefit analysis using economic surpluses: A case study of a televised event. *Journal of cultural Economics*, 26, 139-156.
- Florida, R. (2002). *The rise of the creative class and how it's transforming work, leisure, community and everyday life*. New York, United States of America: Basic Books.
- García, B. (2002). *Towards a Cultural Programme: Local and Global Issues in the Definition of the Olympic Games Cultural Programme: Lessons from the Sydney Olympic Arts Festivals, 1997-2000*. Unpublished doctoral thesis, Universitat Autònoma de Barcelona.
- García, B. (2004). Urban regeneration, arts programming and major events. *International Journal of Cultural Policy*, 10(1), 103–118.
- Gemeente Rotterdam & Ballast Nedam. (2015). *Structuurvisie Hart van Zuid*. Retrieved from: <http://www.commissierner.nl/docs/mer/p29/p2969/2969-019structuurvisie.pdf>
- Gemeente Rotterdam (2019, November). *Projectplan Eurovisie Songfestival Rotterdam 2020*.
- Getz, D. (2005). *Event Management & Event Tourism 2nd edition*. New York, United States of America: Cognizant Communication Corp.
- Getz, D. (2008). Event tourism: Definition, evolution, and research. *Tourism Management*, 29 (3): 403–428.
- Getz, D., Svensson, B., Pettersson, R. & Gunnervall, A. (2012). Hallmark events: Definition, goals and planning process. *International Journal of Event Management Research*, 7(1/2), 47-67
- Gold, J.R. & Gold, M.M. (2009). Riding the Mexican Wave? deciphering the meaning of Olympic Legacy. *The Olympic legacy: People, Place, Enterprise*, 9-12. London, United Kingdom: University of Greenwich
- Gratton, C., & Preuss, H. (2008). Maximizing Olympic Impacts by Building Up Legacies. *The International Journal of the History of Sport*, 25(14), 1922–1938
- Grix, J. (2012). "Image" leveraging and sports mega-events: Germany and the 2006 FIFA World Cup. *Journal of Sport & Tourism*, 17, 289–312
- Groot, F., Althuis, J., Oonk, O., Janz, R., Seng Ong, W. & Mor, Y. (2019). *Better Together; Connecting Carnisse, Tarwewijk and Hart van Zuid*.
- Hall, C. M. (1989). The definition and analysis of hallmark tourist events. *Geojournal*, 19, 263–268
- Hart van Zuid. (n.d.-a). *Over op Zuid*. Retrieved from: <https://www.hartvanzuidrotterdam.nl/over-op-zuid/>
- Hart van Zuid. (n.d.-b). *Plattegrond*. Retrieved from: <https://www.hartvanzuidrotterdam.nl/plattegrond/>
- Harvey, D. (1989). *The Condition of Postmodernity*. Oxford, United Kingdom: Blackwell.
- Heeg, S., Klagge, B. & Ossenbrugge, J. (2002). Metropolitan cooperation in Europe: Theoretical issues and perspectives for urban networking. *European Planning Studies*, 11(2), 139-154
- Ismayilove, M. (2012). State, identity, and the politics of music: Eurovision and nation-building in Azerbaijan. *Nationalities Papers*, 40, 833-851.

- Jago, L. K., & Shaw, R. N. (1998). Special Events: A Conceptual and Definitional Framework. *Festival Management and Event Tourism*, 5(1), 21–32
- Langen, F. & García, B. (2009, May). Measuring the Impacts of Large Scale Cultural Events: A Literature Review. *Impacts 08*. University of Liverpool, Liverpool
- Le Galés, P. (2002). *European Cities: Social Conflicts and Governance*. Oxford, United Kingdom: Oxford University Press
- Lynch, K. (1960). *The Image of the City*. Amsterdam, Netherlands: Amsterdam University Press.
- Madden, K. (2011). Placemaking in urban design. Companion to Urban Design. New York, United States of America: Routledge, 654 - 673
- Markusen & Gadwa (2010). *Creative Placemaking, executive summary*. Washington, United States of America: National Endowment for the Arts
- Mercer. (2019). *Quality of living city ranking*. Retrieved from: <https://mobilityexchange.mercer.com/city-benchmarking-and-consulting>
- Mill, R. & Morrison, A. (1985). *The Tourism System: An Introductory Text*. Englewood Cliffs, United States of America; Prentice-Hall
- Ministerie van Volkshuisvesting, Ruimtelijke Ordening en Milieubeheer. (2000). *Wet van 15 november 2000 ter stimulering van integrale stedelijke vernieuwing (Wet stedelijke vernieuwing)*. Den Haag, The Netherlands: Staatsblad, 504
- Müller M., (2015). Mobile policies: Why sustainability went wrong in the 2014 Olympics in Sochi. *European Urban and Regional Studies*, 22(2), 191-209
- Municipality of Rotterdam. (2020, January 10). *Merkdocument Rotterdam, Host City Songfestival 2020*. Retrieved from: https://www.rotterdam.nl/evenementen/songfestival/Merkdocument_Stakeholders.pdf
- Nabielek, K., Boschman, S., Harbers A., Piek, M. & Vlonk A. (2012, February 29). *Stedelijke verdichting: een ruimtelijke verkenning van binnenstedelijk wonen en werken*. Retrieved from: <https://www.pbl.nl/sites/default/files/downloads/PBL-2012-Stedelijke-verdichting-500233001.pdf>
- Nationaal Programma Rotterdam Zuid. (2019, January 21). *Nationaal Programma Rotterdam Zuid: Uitvoeringsplan 2019-2020*. Retrieved from: <https://www.rotterdam.nl/nieuws/het-gaat-beter-op-zuid/NPRZ-uitvoeringsprogramma-2019-2022>
- New Zealand Major Events. (n.d.-a). *Definition of major event*. Retrieved from: <https://www.majorevents.govt.nz/about/definition-of-a-major-event/>
- New Zealand Major Events. (n.d.-b). *The role of New Zealand Major Events*. Retrieved from: <https://www.majorevents.govt.nz/about/the-role-of-new-zealand-major-events/>
- New Zealand Major Events. (n.d.-c). *Types of events*. Retrieved from: <https://www.majorevents.govt.nz/event-security/types-of-events/>
- NPRZ. (n.d.). *Over NPRZ*. Retrieved from: <https://www.nprz.nl/over-nprz/nprz/over-ons>
- NU.nl. (2019, May 17). *Nederland wint Songfestival: Dit levert het ons in 2020 op*. Retrieved from: <https://www.nu.nl/songfestival/5895561/nederland-wint-songfestival-dit-levert-het-ons-in-2020-op.html>
- Oldenburg, R. (2007). The problem of place in America. *The Urban Design Reader*. New York, United States of America: Routledge, 138 -148
- OSCE (2004). *Rapid tourism assessment for the Azerbaijan Tourism Sector Development program*. Baku, Azerbaijan: Organization for Security and Cooperation in Europe.
- Pearson, W. (June 3, 2018). *Mega effects of mega events: A brief history of the right and the wrong, the guidelines, economics, politics, and outcomes, and why countries still want to host the biggest parties on the planet*. Retrieved from: http://cep.be.washington.edu/wp-content/uploads/2018/11/willP_writeup.pdf
- Planbureau voor de Leefomgeving. (2010, August 31). *Nieuwbouw, verhuizingen en segregatie; Effecten van nieuwbouw op de bevolkingssamenstelling van stadswijken*. Retrieved from: <https://www.pbl.nl/publicaties/Nieuwbouw-verhuizingen-segregatie-Effecten-van-nieuwbouw-bevolkingssamenstelling-van-stadswijken>
- Preuss, H. (2007). The conceptualisation and measurement of mega sport event legacies. *Journal of Sport and Tourism*, 12, 207-28.
- Richards, H. M. & Schwartz, L. J. (2002). Ethics of qualitative research: are there special issues for health services research? *Family Practice*, 19(2), 135-139. Oxford, United Kingdom: Oxford University Press.
- Riefler, P., Diamantopoulos, A., & Siguaw, J. A. (2012). Cosmopolitan consumers as a target group for segmentation. *Journal of International Business Studies*, 43(2), 285–305.
- Ritchie, J. R. (1984). Assessing the Impact of Hallmark Events: Conceptual and Research Issues. *Journal of Travel Research*, 23(1), 2–11
- Roberts, P. & Sykes, H. (2004). *Urban regeneration: a handbook*. London, United Kingdom: Sage publications.

- Roberts, P., Sykes, H. & Granger, R. (2017). *Urban regeneration*. London, United Kingdom: Sage publications.
- Romein, A., Nijkamp, J. & Trip, J.J. (2013). *Creativity-led regeneration: towards an evaluation framework*. Presented at the AESOP-ASCP Joint Congress, 15-19 July, Dublin, Ireland.
- Schwarz, E. C., Westerbeek, H., Liu, D., Emery, P., & Turner, P. (2016). *Managing Sport Facilities and Major Events: Second Edition*. London, United Kingdom: Routledge.
- Smith, A. & Fox, T. (2007, May 1). From "Event-led" to "Event-themed" Regeneration: The 2002 Commonwealth Games Legacy Programme. *Urban Studies*, 44(5-6), 1125-1143.
- Sport Canada Working Group (2019). *Impacts and legacies guide for major sport events in Canada [draft report]*.
- Stouten, P. (2010). *Changing Contexts in Urban Regeneration: 30 Years Modernisation in Rotterdam*. Amsterdam, The Netherlands: Techne Press
- Tess de Bruijn. (n.d.) *Het Eurovisie Songfestival: glamour, controversie en schandaal*. Retrieved from: <https://npofocus.nl/artikel/7794/het-eurovisie-songfestival-glamour-controversie-en-schandaal>
- Trouw. (2017, March 22). *De 40 wijken van Vogelaar*. Retrieved from: <https://www.trouw.nl/nieuws/de-40-wijken-van-vogelaar~be573bbe/>
- TU Delft (n.d.). *Urban Development Management*. Retrieved from: <https://www.tudelft.nl/bk/over-faculteit/afdelingen/management-in-the-built-environment/organisatie/leerstoelen/urban-development-management/>
- United Nations. (2018). *World Urbanization Prospects, The 2018 Revision*. New York, United States of America
- Valiyev, A. (2013). Baku. *Cities*, 31, 625-640.
- VPRO Tegenlicht. (2008, November 10). *Rotterdam-Zuid, stadsdeel achter de Maas*. Retrieved from: <https://www.vpro.nl/programmas/tegenlicht/lees/bijlagen/2008-2009/jong-in-rotterdam-zuid/rotterdam-zuid-stadsdeel-achter-de-maas.html>
- Wilkinson, M. D., Dumontier, M., Aalbersberg, Ij. J., Appleton, G., Axton, M., Baak, A., ... Mons, B. (2016). The FAIR Guiding Principles for scientific data management and stewardship. *Scientific Data*, 3(1)
- Whitford, M. (2009). A framework for the development of event public policy: Facilitating regional development. *Tourism Management*, 30(5), 674-682
- Wyckoff, M. A. (2014). DEFINITION OF PLACEMAKING: Four Different Types. *Better Cities & Towns*.
- Zhang, L., & Zhao, S. X. (2009). City branding and the Olympic effect: A case study of Beijing. *Cities*, 26, 245-254

APPENDICES

- I Informed Consent
- II Interview protocols explorative
- III Interview protocols case study
- IV Answer summary case study interviews



INFORMED CONSENT

INFORMED CONSENT

For the interviewees in the Graduation Research of Fleur Huisman

- I. Information sheet
- II. Informed consent form – Interviewee
- III. Informed consent form – Interviewer

I. INFORMATION SHEET

First of all, I would like to thank you for participating in my research. My name is Fleur Huisman and I am currently a graduate student at the Delft University of Technology at the department of Management in the Built Environment (MBE). For my graduation research of the master track 'Management in the Built Environment', I am researching the crucial elements for the strategy design of events to ensure a positive social, economic and physical impact on the urban renewal process in that same area. The main objective of this research is an advice to the hosting party which provides insight in the crucial elements for this strategy design. This interview will help to form the final advice. With this research I hope to improve the (positive) impact of events on an area and city.

Research background

Cities cope with the problem of an increasing demand for housing due to urbanisation, while trying to maintain and improve its attractiveness and city image. Improving attractiveness and the city image can be achieved by urban renewal.

The National Programme Rotterdam-Zuid (NPRZ) was initiated to tackle the disadvantages while improving the quality of life in Rotterdam-Zuid (the worst neighbourhood of The Netherlands). As a result, an image and economic improvement was created in Rotterdam-Zuid. However, too little residents of Rotterdam-Zuid benefit from this economic improvement. More positive impacts in the area are necessary and urban renewal could improve these areas, but urban renewal occurs at a too low pace. A catalyst/positive impact for this process is necessary. Hosting events is regarded to as a means to effectively catalyse the process of urban renewal.

Therefore, the problem which this research tries to tackle is how to positively impact the urban renewal of Rotterdam-Zuid by strategically planning the Eurovision Song Contest 2020/2021.

Research Method

The final advice of this research is based on four parts of this research:

1. Literature review
2. Non-case related interviews with consultancy firms.
3. Case study of the Eurovision Song Contest (ESC) 2020/2021 and Hart van Zuid (HvZ)
4. Expert panel

The literature review concludes in a theoretical framework, in which economic, social and physical impacts are summarized. These impacts are beneficial for an urban area and urban renewal process. The interviews and case study lead to possible measures that can be taken to ensure these impacts. These measures are applicable when a strategy for an event is designed. The advice mitigates the chance that the chance to ensure crucial impacts are missed.

The main goal is to gain a better understanding of the tension between an event and urban renewal process.

This interview is part of the case study. The interview will serve as an input for the final advice. The gained information of this interview is also necessary to answer my sub-questions.

The interview is prepared as a semi-structured interview. This means questions are defined and sent to you prior to the interview. During the interview, further questions as a response to answers of the interviewee may arise and can be asked.

At any time during the interview when a question is not clear, the interviewee has the freedom to ask for elaboration. Also, if a question is wished to not be answered due to any reason, this is possible.

Data processing and confidentiality

The interview will be recorded. This is done, to avoid interruptions due to writing down the answer to the questions. The recording will be stored offline and will not be published. Both will only be accessible to the interviewer. If requested by the mentor team of the TU Delft, they can get access as well. The recordings will be deleted a year post graduation.

The recordings will be analysed, and a transcript might be formed. If this is the case, the transcript of the interview will be added to the appendix of the research and will be published on the online educational repository of the TU Delft, unless indicated or wished otherwise.

Citations might be used in the research, if wished you have the option to check these citations before publication.

In the research, your name will not be mentioned in the research. Instead, your function, specialization and firm/organization at time of the interview will be mentioned.

The interview results and answers are used for research purposes only.

Withdrawal

It is possible to withdraw this consent at any time. A reason for this withdrawal is not necessary. All obtained data, e.g. recordings, will be destroyed.

Team

Student/Interviewer:

F. (Fleur) Huisman

Mentor team Delft University of Technology:

Dr. A. (Aksel) Ersoy

Drs. P.W. (Philip) Koppels

R.J. (Bob) Geldermans

Mentor Municipality of Rotterdam:

B.J.S. (Bart) van Ulden

Contact details

Contact details for further information:

Fleur Huisman

+31 (0)6 51 83 71 30

E-mail TU Delft:

f.huisman@student.tudelft.nl

E-mail Municipality of Rotterdam:

f.huisman@rotterdam.nl

II. INFORMED CONSENT FORM - INTERVIEWEE

This informed consent form is meant for the interviewees that are participating in the graduation research of Fleur Huisman in the form of an interview.

Please fill in the yes- or no-box for every statement.

Taking part in the research and interview

Yes No

I have read and understood the information sheet of this informed consent. I have been able to ask questions about the research and my questions have been answered to my satisfaction.

☐ ☐

I willingly consent to be a participant in this study. I understand that I am able to refuse to answer questions due to any reason and to withdraw from the research at any time without giving a reason.

☐ ☐

I understand that, when participating in the research, the interview will audio-recorded. This record will be transcribed into a transcript. The recording will be deleted one-year post-graduation.

☐ ☐

Use of the information in the study

I understand that information I provide will be used for the graduation thesis and the corresponding presentations. This does not apply to information that is indicated that certain as personal or confidential.

☐ ☐

I understand that personal information, such as my name, will be anonymised in the research and research outputs to avoid invasion of privacy.

☐ ☐

I understand that personal information that can identify me, such as my name or where I live, will not be shared beyond the mentor team.

☐ ☐

I agree that my answers can be quoted in research outputs (thesis, advice, presentation).

☐ ☐

I agree that the transcript of the interview can be included as an appendix of the final thesis.

☐ ☐

Future use and reuse of the information by others

I give permission for the use of the graduation thesis results, that are partly based on the anonymised transcripts, to be archived in the online educational repository of the TU Delft, so it can be used for future research and learning.

☐ ☐

Signature

Name of interviewee

Signature

Date and location

III. INFORMED CONSENT FORM - INTERVIEWER

This informed consent form is meant for the interviewer, Fleur Huisman.
Please fill in the yes- or no-box for every statement.

Information sharing

I have accurately shared the information sheet to the participant of the research and interview and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Yes No

☒ ☐

Signature

Fleur Huisman

Name of interviewer



Signature

29-03-2020
Zevenhuizen

Date and location



INTERVIEW PROTOCOL EXPLORATIVE

INTERVIEW PROTOCOL (DUTCH)

Adviesbureaus en specialisten betrokken bij gebiedsontwikkeling en/of events

Datum: 30-03-2020
Locatie: Den Haag (via Microsoft Teams)
Geïnterviewde:
Organisatie: Arcadis
Rol/specialisatie: Transitie/transformatiemanager

I. Introductie

Bedankt voor uw deelname aan dit interview. Voordat we beginnen wil ik u graag om toestemming vragen om dit interview op te nemen? *[Start opname en start interview]*

Dit interview betreft een semigestructureerd interview. De vragen dienen als leidraad tijdens het interview. Vervolg vragen staan wellicht niet in deze vragenlijst en er kan afgeweken worden van onderstaande vragen.

Korte uitleg over de focus van interviews aan de hand van volgend schema:



II.

Algemeen

1. Hoe zou u Arcadis als adviesbureau omschrijven?
Hint: breed georiënteerd, vastgoed gefocust
2. Voor welke afdeling binnen Arcadis bent u werkzaam?
 - a. Wat is uw huidige functie en rol binnen de organisatie/afdeling?
 - b. Wat zijn de werkzaamheden van deze afdeling?
 - c. Wat voor soort partijen adviseert u/de afdeling vaak?
Hint: ontwikkelaar, gemeente, aannemer
 - d. Wat zijn uw belangrijkste verantwoordelijkheden binnen een project?

III. Gebiedsontwikkeling/herstructurering en events

Event

1. Als een organiserende partij van een event in de beginfase vraagt om strategisch advies, volgen jullie een standaard proces/stappen (bijv. stakeholder analyse, ambities)? Zo ja, welke?
2. Welke stappen/factoren zijn cruciaal voor een strategische keuze gemaakt kan worden?
3. Wat zijn belangrijke locatie gerelateerde factoren om rekening mee te houden tijdens het organiseren van een event?
Hint: stakeholders, beleid
 - a. Welke [stakeholders/beleid] zijn vaak belangrijk/cruciaal?
 - b. Hoe zijn deze factoren te beheersen?
4. Welk belang/doel staat vaak bij een organiserende partij (bijv. gemeente) voorop?

Relatie tussen event en gebiedsontwikkeling

5. Hoe zou u het spanningsveld/relatie tussen een event en bestaande situatie/gaande herstructurering beschrijven?
6. Wat zijn kritieke/belangrijke factoren die bewaakt moeten worden om te voorkomen dat een event een negatieve impact op het gebied creëert?
Hint: stakeholderanalyse, communicatie met de buurt
 - a. Waarom zijn die kritiek/belangrijke factoren?
 - b. Hoe kunnen deze factoren bewaakt worden?
7. Wat zijn lastige te beheersen factoren tijdens het organiseren van een event in een bestaande herstructurering/gebied.
Hint: beleid, logistiek stromen, belangen
 - a. Waarom zijn die lastig te beheersen factoren?
 - b. Hoe kunnen deze factoren toch enigszins gecontroleerd worden?
8. Wat zijn makkelijk te beheersen factoren die een positieve uitwerking op zowel de gebiedsontwikkeling als het event hebben?
Hint: placemaking door extra side-events, media-aandacht
 - a. Waarom zijn dit makkelijk te beheersen factoren?
 - b. Hoe worden deze factoren uitgevoerd/gecontroleerd?
9. Wat zijn vaak voorkomende mogelijkheden en kansen tijdens het organiseren van een event in een opkomend/minder populair stedelijk gebied? Deze kansen zouden anders niet mogelijk zijn in het gebied.
Hint: media-aandacht, placemaking, aantrekking nieuwe doelgroepen
 - a. Profiteren beide, event en ontwikkeling, van elkaar of is dit vaak slechts van een kant positief?
 - b. Wat zijn de positieve resultaten voor het gebied?
 - c. Wat zijn de positieve resultaten voor het event?

III. Sociaal

1. Wat zou u omschrijven als een positieve sociale impact op een gebiedsontwikkeling? Dit staat los van een event.
Hint: meer sociale interactie, lokale identiteit
 - a. Met welke maatregelen/elementen kan/kunnen deze sociale waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
 - b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?
 - c. Hoe kan een event bijdragen aan het creëren van deze sociale waarde(s)?
 - d. Welke strategische keuzes moeten hier in de beginfase door de organiserende partij gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan de lokale community betrokken worden met een ontwikkeling/event?
2. Hoe kan communicatie met de omgeving verbeterd worden met een ontwikkeling/event?
3. Hoe kan er meer sociale cohesie/interactie/connectie tot gebied gerealiseerd worden met een ontwikkeling/event?
4. Hoe kan een goede image/indruk van het project en gebied gecreëerd worden met een event/ontwikkeling?
5. Hoe kan een sterke lokale identiteit gecreëerd worden met een ontwikkeling/event?

IV. Economisch

1. Wat zou u omschrijven als een positieve economische impact op een gebiedsontwikkeling? Dit staat los van een event.
Hint: meer baan mogelijkheden, meer investeringen
 - a. Met welke maatregelen/elementen kan/kunnen deze economische waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
 - b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?
 - c. Hoe kan een event bijdragen aan het creëren van deze economische waarde(s)?
 - d. Welke strategische keuzes moeten hier in de beginfase door de organiserende partij gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan een ontwikkeling/event nieuwe investeringen naar een gebied trekken?
2. Hoe kan een ontwikkeling/event meer besteding in gebied door toeristen garanderen?
3. Hoe kan een waardestijging van vastgoed in het gebied gecreëerd worden door een ontwikkeling/event?

V. Fysiek/environment

1. Wat zou u omschrijven als een positieve fysieke impact op een gebiedsontwikkeling? Dit staat los van een event.

Hint: meer publieke plekken, betere infrastructuur, betere mobiliteit en ov

- a. Met welke maatregelen/elementen kan/kunnen deze fysieke waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
- b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?
- c. Hoe kan een event bijdragen aan het creëren van deze fysieke waarde(s)?
- d. Welke strategische keuzes moeten hier in de beginfase door de organiserende partij gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Wat zijn fysieke toepassingen om de ontwikkeling een kwaliteit boost te geven (bijv. architectuur, publieke plekken, hoogbouw)
2. Welke fysieke toepassingen werken als vliegwiel voor een ontwikkeling/event?

VI. Afsluitend

1. Samenvattend; [belangrijke cruciale punten voor sociale, economische en fysieke waarde creatie]? Klopt dit of kan hier nog iets aan toegevoegd worden?
2. Zijn er nog enkele voorbeeldprojecten, waar een aantal van de vooraf besproken factoren of spanning voorgekomen zijn?
3. Heeft u nog vragen of opmerkingen over mijn onderzoek, het interview of iets anders dat gerelateerd is aan dit afstudeeronderzoek?
4. Kan ik u in de komende weken nog benaderen, mocht ik een antwoord op een cruciale vraag missen?
5. Als laatste, wil ik u vragen of u open staat om aan te sluiten bij een expertpanel begin/midden mei, ter validatie van het uiteindelijke advies ter conclusie van dit onderzoek?

INTERVIEW PROTOCOL (DUTCH)

Adviesbureaus en specialisten betrokken bij gebiedsontwikkeling en/of events

Datum: 08-04-2020
Locatie: Den Haag (via Microsoft Teams)
Geïnterviewde:
Organisatie: Brink management / advies
Rol/specialisatie: Consultant gebiedsontwikkeling binnen de vakgroep Ontwikkelen en Investeren

I. Introductie

Bedankt voor uw deelname aan dit interview. Voordat we beginnen wil ik u graag om toestemming vragen om dit interview op te nemen? *[Start opname en start interview]*

Dit interview betreft een semigestructureerd interview. De vragen dienen als leidraad tijdens het interview. Vervolg vragen staan wellicht niet in deze vragenlijst en er kan afgeweken worden van onderstaande vragen.

Korte uitleg over de focus van interviews aan de hand van volgend schema:



II. Algemeen

1. Hoe zou u Brink als adviesbureau omschrijven?
Hint: onafhankelijk, breed georiënteerd, vastgoed gefocust
2. Voor welke afdeling binnen Brink bent u werkzaam?
 - a. Wat is uw huidige functie en rol binnen de organisatie/afdeling?
 - b. Wat zijn de werkzaamheden van deze afdeling?
 - c. Wat voor soort partijen adviseert u/de afdeling vaak?
Hint: ontwikkelaar, gemeente, aannemer
 - d. Wat zijn uw belangrijkste verantwoordelijkheden binnen een project?

III. Gebiedsontwikkeling/herstructurering en events

Gebiedsontwikkeling

1. Als een ontwikkelaar/bouwer in de beginfase vraagt om strategisch advies, volgen jullie een standaard proces/stappen (bijv. stakeholder analyse, ambities)? Zo ja, welke?
2. Welke stappen/factoren zijn cruciaal voor een strategische keuze gemaakt kan worden?
3. Wat zijn belangrijke locatie gerelateerde factoren om rekening mee te houden?
Hint: stakeholders, beleid
 - a. Welke [stakeholders/beleid] zijn vaak belangrijk/cruciaal?
 - b. Hoe zijn deze factoren te beheersen?
4. Welk belang/doel staat vaak bij een initiatiefnemer (ontwikkelaar/bouwer) voorop?

Relatie tussen event en gebiedsontwikkeling

5. Hoe zou u het spanningsveld/relatie tussen de bestaande situatie en een herstructureringsproject beschrijven?
6. Wat zijn kritieke/belangrijke factoren die bewaakt moeten worden tijdens een herstructurering?
Hint: stakeholderanalyse, communicatie met de buurt
 - a. Waarom zijn dit kritieke/belangrijke factoren?
 - b. Hoe kunnen deze factoren bewaakt worden?
7. Wat zijn lastige te beheersen factoren tijdens een herstructurering/gebied.
Hint: beleid, logistiek stromen, belangen
 - a. Waarom zijn dit lastig te beheersen factoren?
 - b. Hoe kunnen deze factoren toch enigszins gecontroleerd worden?
8. Wat zijn makkelijk te beheersen factoren die een positieve uitwerking op een gebiedsontwikkeling hebben?
Hint: placemaking door extra side-events, media-aandacht
 - a. Waarom zijn dit makkelijk te beheersen factoren?
 - b. Hoe worden deze factoren uitgevoerd/gecontroleerd?
9. Wat zijn vaak voorkomende mogelijkheden en kansen bij een gebiedsontwikkeling in een opkomend/minder populair stedelijk gebied? Deze kansen zouden niet mogelijk zijn in bijv. een finexwijk.
Hint: karakteristieke factoren, media-aandacht, placemaking, interessante doelgroepen
 - a. Profiteren beide, gebied en ontwikkeling, van elkaar of is dit vaak slechts van een kant positief?
 - b. Wat zijn de positieve resultaten voor het gebied?
 - c. Wat zijn de positieve resultaten voor het event?

III. Sociaal

1. Wat zou u omschrijven als een positieve sociale impact op een gebiedsontwikkeling?
Hint: meer sociale interactie, lokale identiteit
 - a. Met welke maatregelen/elementen kan/kunnen deze sociale waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
 - b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan de lokale community betrokken worden met een ontwikkeling/event?
2. Hoe kan communicatie met de omgeving verbeterd worden met een ontwikkeling/event?
3. Hoe kan er meer sociale cohesie/interactie/connectie tot gebied gerealiseerd worden met een ontwikkeling/event?
4. Hoe kan een goede image/indruk van het project en gebied gecreëerd worden met een event/ontwikkeling?
5. Hoe kan een sterke lokale identiteit gecreëerd worden met een ontwikkeling/event?

IV. Economisch

1. Wat zou u omschrijven als een positieve economische impact op een gebiedsontwikkeling?
Hint: meer baan mogelijkheden, meer investeringen
 - a. Met welke maatregelen/elementen kan/kunnen deze economische waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
 - b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan een ontwikkeling/event nieuwe investeringen naar een gebied trekken?
2. Hoe kan een ontwikkeling/event meer besteding in gebied door toeristen garanderen?
3. Hoe kan een waardestijging van vastgoed in het gebied gecreëerd worden door een ontwikkeling/event?

V. Fysiek/environment

1. Wat zou u omschrijven als een positieve fysieke impact op een gebiedsontwikkeling?

Hint: meer publieke plekken, betere infrastructuur, betere mobiliteit en ov

- a. Met welke maatregelen/elementen kan/kunnen deze fysieke waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
- b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Wat zijn fysieke toepassingen om de ontwikkeling een kwaliteit boost te geven (bijv. architectuur, publieke plekken, hoogbouw)
2. Welke fysieke toepassingen werken als vliegwiel voor een ontwikkeling/event?

VI. Afsluitend

1. Samenvattend; [belangrijke cruciale punten voor sociale, economische en fysieke waarde creatie]? Klopt dit of kan hier nog iets aan toegevoegd worden?
2. Zijn er nog enkele voorbeeldprojecten, waar een aantal van de vooraf besproken factoren of spanning voorgekomen zijn?
3. Heeft u nog vragen of opmerkingen over mijn onderzoek, het interview of iets anders dat gerelateerd is aan dit afstudeeronderzoek?
4. Kan ik u in de komende weken nog benaderen, mocht ik een antwoord op een cruciale vraag missen?
5. Als laatste, wil ik u vragen een collega weet met een vergelijkbare expertise die open zou staan om aan te sluiten bij een expertpanel begin/midden mei, ter validatie van het uiteindelijke advies ter conclusie van dit onderzoek?

INTERVIEW PROTOCOL (DUTCH)

Adviesbureaus en specialisten betrokken bij gebiedsontwikkeling en/of events

Datum: 08-04-2020
Locatie: Den Haag (via Skype)
Geïnterviewde:
Organisatie: University of Tilburg
Rol/specialisatie: Event researcher

I. Introductie

Bedankt voor uw deelname aan dit interview. Voordat we beginnen wil ik u graag om toestemming vragen om dit interview op te nemen? *[Start opname en start interview]*

Dit interview betreft een semigestructureerd interview. De vragen dienen als leidraad tijdens het interview. Vervolg vragen staan wellicht niet in deze vragenlijst en er kan afgeweken worden van onderstaande vragen.

Korte uitleg over de focus van interviews aan de hand van volgend schema:



II. Algemeen

1. Voor welke afdeling binnen de universiteit bent u werkzaam?
 - a. Wat is uw huidige functie en rol binnen de organisatie/afdeling?
 - b. Wat zijn de werkzaamheden van deze afdeling?
 - c. Wat voor soort partijen adviseert u/de afdeling vaak?
Hint: ontwikkelaar, gemeente, aannemer
 - d. Wat zijn uw belangrijkste verantwoordelijkheden?

III. Events

Impact van events op stedelijke gebieden

1. Als een organiserende partij in de beginfase vraagt om strategisch advies, volgen jullie een standaard proces/stappen (bijv. stakeholder analyse, ambities)? Zo ja, welke?
2. Welke stappen/factoren zijn cruciaal voor een strategische keuze gemaakt kan worden?
3. Wat zijn belangrijke locatie gerelateerde factoren om rekening mee te houden tijdens het organiseren van een event?
Hint: stakeholders, beleid
 - a. Welke [stakeholders/beleid] zijn vaak belangrijk/cruciaal?
 - b. Hoe zijn deze factoren te beheersen?
4. Welk belang/doel staat vaak bij een organiserende partij (bijv. gemeente) voorop?
5. Hoe zou u het spanningsveld/relatie tussen een event en bestaande situatie beschrijven?
6. Wat zijn vaak voorkomende mogelijkheden en kansen tijdens het organiseren van een event in een opkomend/minder populair stedelijk gebied? Deze kansen zouden anders niet mogelijk zijn in het gebied.

Hint: media-aandacht, placemaking, aantrekking nieuwe doelgroepen

- a. Profiteren beide, event en gebied, van elkaar of is dit vaak slechts van een kant positief?
- b. Wat zijn de positieve resultaten voor het gebied?
- c. Wat zijn de positieve resultaten voor het event?

Events

7. Wat zijn kritieke/belangrijke factoren die bewaakt moeten worden tijdens het organiseren van een event?

Hint: stakeholderanalyse, communicatie met de buurt

- a. Waarom zijn dit kritieke/belangrijke factoren?
- b. Hoe kunnen deze factoren bewaakt worden?

8. Wat zijn lastige te beheersen factoren tijdens het organiseren van een event?

Hint: beleid, logistiek stromen, belangen

- a. Waarom zijn dit lastig te beheersen factoren?
- b. Hoe kunnen deze factoren toch enigszins gecontroleerd worden?

9. Wat zijn makkelijk controleerbare factoren tijdens de organisatie van een event??

Hint: placemaking door extra side-events, media-aandacht

- a. Waarom zijn dit makkelijk te beheersen factoren?
- b. Hoe worden deze factoren uitgevoerd/gecontroleerd?

III. Sociaal

1. Wat zou u omschrijven als een positieve sociale impact van een event op het gebied?

Hint: meer sociale interactie, lokale identiteit

- a. Hoe kan een event bijdragen aan het creëren van deze sociale waarde(s)?
- b. Welke strategische keuzes moeten hier in de beginfase door de organiserende partij gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan de lokale community betrokken worden met een event?
2. Hoe kan communicatie met de omgeving verbeterd worden met een event?
3. Hoe kan er meer sociale cohesie/interactie/connectie tot gebied gerealiseerd worden met een event?
4. Hoe kan een goede image/indruk van het project en gebied gecreëerd worden met een event?
5. Hoe kan een sterke lokale identiteit gecreëerd worden met een event?

IV. Economisch

2. Wat zou u omschrijven als een positieve economische impact van een event op een gebied?

Hint: meer baan mogelijkheden, meer investeringen

- a. Hoe kan een event bijdragen aan het creëren van deze economische waarde(s)?
- b. Welke strategische keuzes moeten hier in de beginfase door de organiserende partij gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan een event nieuwe investeringen naar een gebied trekken?
2. Hoe kan een event meer besteding in gebied door toeristen garanderen?
3. Hoe kan een waardestijging van vastgoed in het gebied gecreëerd worden door een event?

V. Fysiek/environment

1. Wat zou u omschrijven als een positieve fysieke impact van een event op een gebied

Hint: meer publieke plekken, betere infrastructuur, betere mobiliteit en ov

- a. Hoe kan een event bijdragen aan het creëren van deze fysieke waarde(s)?
- b. Welke strategische keuzes moeten hier in de beginfase door de organiserende partij gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Wat zijn fysieke toepassingen om een event een kwaliteit boost te geven (bijv. architectuur, publieke plekken, hoogbouw)
2. Welke fysieke toepassingen werken als vliegwiel voor een event?

VI. Afsluitend

1. Samenvattend; [belangrijke cruciale punten voor sociale, economische en fysieke waarde creatie]? Klopt dit of kan hier nog iets aan toegevoegd worden?
2. Zijn er nog enkele voorbeeldprojecten, waar een aantal van de vooraf besproken factoren of spanning voorgekomen zijn?
3. Heeft u nog vragen of opmerkingen over mijn onderzoek, het interview of iets anders dat gerelateerd is aan dit afstudeeronderzoek?
4. Kan ik u in de komende weken nog benaderen mocht ik een antwoord op een cruciale vraag missen?
5. Als laatste, wil ik u vragen een collega weet met een vergelijkbare expertise die open zou staan om aan te sluiten bij een expertpanel begin/midden mei, ter validatie van het uiteindelijke advies ter conclusie van dit onderzoek?

INTERVIEW PROTOCOL (DUTCH)

Adviesbureaus en specialisten betrokken bij gebiedsontwikkeling en/of events

Datum: 21-04-2020
Locatie: Den Haag (via Skype)
Geïnterviewde:
Organisatie: Ecorys
Rol/specialisatie: Principle consultant vastgoed en gebiedsontwikkelingen

I. Introductie

Bedankt voor uw deelname aan dit interview. Voordat we beginnen wil ik u graag om toestemming vragen om dit interview op te nemen? *[Start opname en start interview]*

Dit interview betreft een semigestructureerd interview. De vragen dienen als leidraad tijdens het interview. Vervolg vragen staan wellicht niet in deze vragenlijst en er kan afgeweken worden van onderstaande vragen.

Korte uitleg over de focus van interviews aan de hand van volgend schema:



II. Algemeen

1. Hoe zou u Ecorys als adviesbureau omschrijven?
Hint: onafhankelijk, breed georiënteerd, vastgoed gefocust
2. Voor welke afdeling binnen Ecorys bent u werkzaam?
 - a. Wat is uw huidige functie en rol binnen de organisatie/afdeling?
 - b. Wat zijn de werkzaamheden van deze afdeling?
 - c. Wat voor soort partijen adviseert u/de afdeling vaak?
Hint: ontwikkelaar, gemeente, aannemer
 - d. Wat zijn uw belangrijkste verantwoordelijkheden binnen een project?

III. Gebiedsontwikkeling/herstructurering en events

Gebiedsontwikkeling

1. Als een ontwikkelaar/bouwer in de beginfase vraagt om strategisch advies, volgen jullie een standaard proces/stappen (bijv. stakeholder analyse, ambities)? Zo ja, welke?
2. Welke stappen/factoren zijn cruciaal voor een strategische keuze gemaakt kan worden?
3. Wat zijn belangrijke locatie gerelateerde factoren om rekening mee te houden?
Hint: stakeholders, beleid
 - a. Welke [stakeholders/beleid] zijn vaak belangrijk/cruciaal?
 - b. Hoe zijn deze factoren te beheersen?
4. Welk belang/doel staat vaak bij een initiatiefnemer (ontwikkelaar/bouwer) voorop?

Relatie tussen event en gebiedsontwikkeling

5. Hoe zou u het spanningsveld/relatie tussen de bestaande situatie en een herstructureringsproject beschrijven?
6. Wat zijn kritieke/belangrijke factoren die bewaakt moeten worden tijdens een herstructurering?
Hint: stakeholderanalyse, communicatie met de buurt
 - a. Waarom zijn dit kritieke/belangrijke factoren?
 - b. Hoe kunnen deze factoren bewaakt worden?
7. Wat zijn lastige te beheersen factoren tijdens een herstructurering/gebied.
Hint: beleid, logistiek stromen, belangen
 - a. Waarom zijn dit lastig te beheersen factoren?
 - b. Hoe kunnen deze factoren toch enigszins gecontroleerd worden?
8. Wat zijn makkelijk te beheersen factoren die een positieve uitwerking op een de gebiedsontwikkeling hebben?
Hint: placemaking door extra side-events, media-aandacht
 - a. Waarom zijn dit makkelijk te beheersen factoren?
 - b. Hoe worden deze factoren uitgevoerd/gecontroleerd?
9. Wat zijn vaak voorkomende mogelijkheden en kansen bij een gebiedsontwikkeling in een opkomend/minder populair stedelijk gebied? Deze kansen zouden niet mogelijk zijn in bijv. een finexwijk.
Hint: karakteristieke factoren, media-aandacht, placemaking, interessante doelgroepen
 - a. Profiteren beide, gebied en ontwikkeling, van elkaar of is dit vaak slechts van een kant positief?
 - b. Wat zijn de positieve resultaten voor het gebied?
 - c. Wat zijn de positieve resultaten voor het event?

III. Sociaal

1. Wat zou u omschrijven als een positieve sociale impact op een gebiedsontwikkeling?
Hint: meer sociale interactie, lokale identiteit
 - a. Met welke maatregelen/elementen kan/kunnen deze sociale waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
 - b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan de lokale community betrokken worden met een ontwikkeling/event?
2. Hoe kan communicatie met de omgeving verbeterd worden met een ontwikkeling/event?
3. Hoe kan er meer sociale cohesie/interactie/connectie tot gebied gerealiseerd worden met een ontwikkeling/event?
4. Hoe kan een goede image/indruk van het project en gebied gecreëerd worden met een event/ontwikkeling?
5. Hoe kan een sterke lokale identiteit gecreëerd worden met een ontwikkeling/event?

IV. Economisch

1. Wat zou u omschrijven als een positieve economische impact op een gebiedsontwikkeling?
Hint: meer baan mogelijkheden, meer investeringen
 - a. Met welke maatregelen/elementen kan/kunnen deze economische waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
 - b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Hoe kan een ontwikkeling/event nieuwe investeringen naar een gebied trekken?
2. Hoe kan een ontwikkeling/event meer besteding in gebied door toeristen garanderen?
3. Hoe kan een waardestijging van vastgoed in het gebied gecreëerd worden door een ontwikkeling/event?

V. Fysiek/environment

1. Wat zou u omschrijven als een positieve fysieke impact op een gebiedsontwikkeling?

Hint: meer publieke plekken, betere infrastructuur, betere mobiliteit en ov

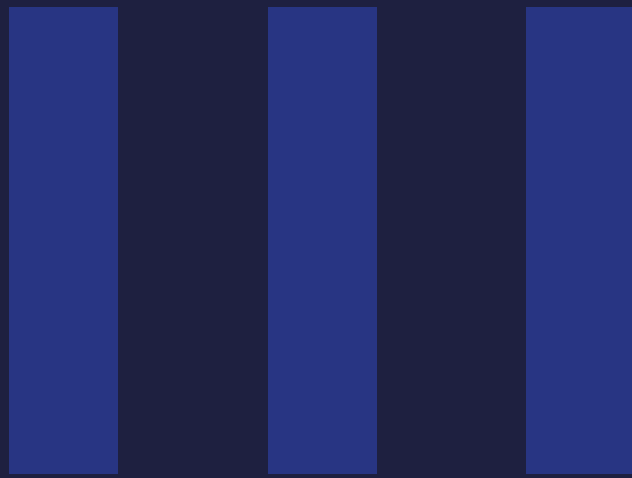
- a. Met welke maatregelen/elementen kan/kunnen deze fysieke waarde(s) gegarandeerd worden tijdens een ontwikkeling (door bijv. de gemeente of ontwikkelaar)?
- b. Welke strategische keuzes moeten hier in de initiatieffase voor gemaakt worden?

Onderwerpen om verder op in te gaan in geval niet genoemd in de antwoorden op de vragen hierboven:

1. Wat zijn fysieke toepassingen om de ontwikkeling een kwaliteit boost te geven (bijv. architectuur, publieke plekken, hoogbouw)
2. Welke fysieke toepassingen werken als vliegwiel voor een ontwikkeling/event?

VI. Afsluitend

1. Samenvattend; [belangrijke cruciale punten voor sociale, economische en fysieke waarde creatie]? Klopt dit of kan hier nog iets aan toegevoegd worden?
2. Zijn er nog enkele voorbeeldprojecten, waar een aantal van de vooraf besproken factoren of spanning voorgekomen zijn?
3. Heeft u nog vragen of opmerkingen over mijn onderzoek, het interview of iets anders dat gerelateerd is aan dit afstudeeronderzoek?
4. Kan ik u in de komende weken nog benaderen, mocht ik een antwoord op een cruciale vraag missen?
5. Als laatste, wil ik u vragen een collega weet met een vergelijkbare expertise die open zou staan om aan te sluiten bij een expertpanel begin/midden mei, ter validatie van het uiteindelijke advies ter conclusie van dit onderzoek?



INTERVIEW PROTOCOL CASE STUDY

INTERVIEW PROTOCOL (DUTCH) EUROVISION SONG CONTEST

Betrokkenen bij casestudie Songfestival 2020/2021 en Hart van Zuid

Datum: _____
Locatie: _____
Geïnterviewde: _____
Organisatie: _____
Rol/specialisatie: _____

I. Introductie

Bedankt voor uw deelname aan dit interview. Voordat we beginnen wil ik u graag om toestemming vragen om dit interview op te nemen? *[Start opname en start interview]*

Dit interview betreft een semigestructureerd interview. De vragen dienen als leidraad tijdens het interview. Vervolg vragen staan wellicht niet in deze vragenlijst en er kan afgeweken worden van onderstaande vragen.

Korte uitleg over het doel van de casestudie en de betrokkenen die geïnterviewd worden:



II. Algemeen

1. Wat is uw rol/functie binnen de organisatie van het Songfestival (ESF)?
 - a. Met wat voor soort werkzaamheden houdt u zich bezig?
 - b. Wat zijn uw belangrijkste verantwoordelijkheden?

II. Het Songfestival 2020/2021

Dit onderdeel van het interview is gefocust op de kernfunctie van het Songfestival: de show, landen, delegaties, artiesten etc.

1. Wat maakt de organisatie van het ESF specialer dan de organisatie van andere events in Rotterdam?
Hint; internationaal, beveiliging, doelgroep
2. Wat zijn de meest belangrijke stakeholders die betrokken zijn bij het ESF?
Hint; EBU, gemeente Rotterdam, NOS, omwonenden, Ahoy etc.
3. Wat zijn de grootste mijlpalen geweest tijdens de organisatie van het ESF 2020?
 - a. Welke mijlpalen zijn het belangrijkste geweest?
 - b. Welke mijlpalen waren het lastigst om te organiseren?
4. Wat zijn de belangrijkste elementen in het proces van het ESF geweest om het een succesvolle editie te maken (als het ESF 2020 niet was uitgesteld vanwege het Coronavirus)?
Hint; bieding, winactie, betrekking van bepaalde doelgroepen, lokale ondernemers

III. Het Songfestival en Rotterdam(-Zuid)

Dit onderdeel van het interview is gefocust op de impact van het ESF op Rotterdam(-Zuid).

1. Wat zijn de kansen voor Rotterdam tijdens het organiseren van het ESF?
Hint; internationale aandacht, financiële middelen, nieuwe bedrijven
2. Welke belangrijke ambities zijn gesteld voor Rotterdam als stad?
 - a. Hoe zijn deze ambities verwezenlijkt?
 - b. Wat waren hierbij cruciale stappen?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
 - d. Hoe kan het voor een volgende editie beter?
3. Welke ambities zijn gesteld voor het gebied Rotterdam-Zuid?
 - a. Hoe zijn deze ambities verwezenlijkt?
 - b. Wat waren hierbij cruciale stappen?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
 - d. Hoe kan het voor een volgende editie beter?

IV. Het Songfestival en Hart van Zuid

Dit onderdeel van het interview is gefocust op de relatie tussen het ESF op de gebiedsontwikkeling Hart van Zuid (HvZ).

1. Zijn er ambities geweest om het ESF met HvZ te combineren/te laten profiteren van elkaar?
2. Wat is de relatie met HvZ geweest tijdens de voorbereiding van het ESF 2020?
 - a. In hoeverre is deze relatie positief of negatief?
 - b. Wat is uw rol in deze relatie?
 - c. Profiteert het ESF of HvZ meer van deze relatie?
 - d. Hoe werkt deze relatie? Zijn er bepaalde acties uitgevoerd om de relatie te creëren/te behouden?
 - e. Hoe is deze relatie tot stand gekomen?
 - f. Wat zijn de resultaten van de relatie tussen het ESF en HvZ?
3. Hoe zou de relatie tussen ESF en HvZ verbeterd kunnen worden voor bijvoorbeeld de volgende editie?
 - a. Wat is uw rol hierin?
 - b. Welke stappen (acties) zouden hiervoor doorlopen kunnen worden?

V. Impact van het Songfestival op Hart van Zuid

Dit onderdeel van het interview is gefocust op de impact van het ESF op HvZ.

1. Wat voor positieve sociale impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint; verbetering van de sociale cohesie, goede relatie met de bestaande situatie/omwonenden etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint; side events, winacties, ontmoetingsplekken
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint; omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint; locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?
 - Wat zijn moeilijke stappen?
2. Wat voor positieve economische impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint: stijging in vastgoedwaardes, meer baan kansen etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint; inschakelen van lokale ondernemers, vrijwilligers etc.
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint; omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint; locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?

- Wat zijn moeilijke stappen?
- 3. Wat voor positieve fysieke impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint: verbeterde ruimtelijke kwaliteit, meer publieke plekken etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint: meer vervoersmogelijkheden, tijdelijke stands/gebouwen, city dressing
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint: omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint: locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?
 - Wat zijn moeilijke stappen?

VI. Afsluitend

1. In geval nog niet beantwoord: Hoe zou de impact van het Songfestival op Hart van Zuid in het algemeen positiever gerealiseerd kunnen worden voor de 2021 editie?
2. Samenvattend; [belangrijke cruciale punten voor sociale, economische en fysieke impact]? Klopt dit of kan hier nog iets aan toegevoegd worden?
3. Heeft u nog vragen of opmerkingen over mijn onderzoek, het interview of iets anders dat gerelateerd is aan dit afstudeeronderzoek?
4. Kan ik u in de komende weken nog benaderen, mocht ik een antwoord op een cruciale vraag missen?

INTERVIEW PROTOCOL (DUTCH)

OVERLAP

Betrokkenen bij casestudie Songfestival 2020/2021 en Hart van Zuid

Datum: _____
Locatie: _____
Geïnterviewde: _____
Organisatie: _____
Rol/specialisatie: _____

I. Introductie

Bedankt voor uw deelname aan dit interview. Voordat we beginnen wil ik u graag om toestemming vragen om dit interview op te nemen? *[Start opname en start interview]*

Dit interview betreft een semigestructureerd interview. De vragen dienen als leidraad tijdens het interview. Vervolg vragen staan wellicht niet in deze vragenlijst en er kan afgeweken worden van onderstaande vragen.

Korte uitleg over het doel van de casestudie en de betrokkenen die geïnterviewd worden:



II. Algemeen

1. Wat is uw rol/functie binnen de gemeente Rotterdam?
 - a. Met wat voor soort werkzaamheden houdt u zich bezig?
 - b. Wat zijn uw belangrijkste verantwoordelijkheden?
2. Wat is uw rol/functie binnen de organisatie van het Songfestival (ESF)?
 - a. Met wat voor soort werkzaamheden houdt u zich bezig?
 - b. Wat zijn uw belangrijkste verantwoordelijkheden?
3. Wat is uw rol/functie binnen de gebiedsontwikkeling Hart van Zuid (HvZ)?
 - a. Met wat voor soort werkzaamheden houdt u zich bezig?
 - b. Wat zijn uw belangrijkste verantwoordelijkheden?

II. Het Songfestival 2020/2021

Dit onderdeel van het interview is gefocust op de kernfunctie van het Songfestival (ESF): de show, landen, delegaties, artiesten etc.

1. Wat maakt de organisatie van het ESF specialer dan de organisatie van andere events in Rotterdam?
Hint; internationaal, beveiliging, doelgroep
2. Wat zijn de meest belangrijke stakeholders die betrokken zijn bij het ESF?
Hint; EBU, gemeente Rotterdam, NOS, omwonenden, Ahoy etc.
3. Wat zijn de grootste mijlpalen geweest tijdens de organisatie van het ESF 2020?
 - a. Welke mijlpalen zijn het belangrijkste geweest?

- b. Welke mijlpalen waren het lastigst om te organiseren?
4. Wat zijn de belangrijkste elementen in het proces van het ESF geweest om het een succesvolle editie te maken (als het ESF 2020 niet was uitgesteld vanwege het Coronavirus)?
Hint; bieding, winactie, betrekking van bepaalde doelgroepen, lokale ondernemers

III. Het Songfestival en Rotterdam(-Zuid)

Dit onderdeel van het interview is gefocust op de impact van het ESF op Rotterdam(-Zuid).

1. Wat zijn de kansen voor Rotterdam tijdens het organiseren van het ESF?
Hint; internationale aandacht, financiële middelen, nieuwe bedrijven
2. Welke belangrijke ambities zijn gesteld voor Rotterdam als stad?
 - a. Hoe zijn deze ambities verwezenlijkt?
 - b. Wat waren hierbij cruciale stappen?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
 - d. Hoe kan het voor een volgende editie beter?
3. Welke ambities zijn gesteld voor het gebied Rotterdam-Zuid?
 - a. Hoe zijn deze ambities verwezenlijkt?
 - b. Wat waren hierbij cruciale stappen?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
 - d. Hoe kan het voor een volgende editie beter?

II. Hart van Zuid

Dit onderdeel van het interview is gefocust op de gebiedsontwikkeling Hart van Zuid (HvZ).

1. Wat maakt de gebiedsontwikkeling HvZ speciaal t.o.v. andere gebiedsontwikkelingen in Rotterdam?
Hint; speciale doelgroep, veel publieke functies, omvang, samenwerking
2. Wat zijn de meest belangrijke stakeholders die betrokken zijn bij HvZ?
Hint; Gemeente Rotterdam, omwonenden, Heijmans/Ballast, Ahoy
3. Wat zijn de grootste mijlpalen geweest tot nu toe?
 - a. Welke mijlpalen zijn het belangrijkste geweest?
 - b. Welke mijlpalen waren het lastigst om te bereiken?
4. Wat zijn de belangrijkste elementen in het proces van HvZ geweest om het een succesvolle ontwikkeling te maken?
Hint; betrekking van bepaalde doelgroepen, lokale ondernemers, budget

III. Hart van Zuid en Rotterdam(-Zuid)

Dit onderdeel van het interview is gefocust op de impact van HvZ op Rotterdam(-Zuid).

1. Wat zijn de kansen voor Rotterdam als stad door een kwaliteit boost in Rotterdam-Zuid (gebied HvZ)?
Hint; economische boost, betere verbinding, meer toerisme, minder druk op woningen boven de Maas
2. Hoe beïnvloedt HvZ Rotterdam als stad?
 - a. Zijn hier ambities voor opgesteld?
 - b. Wat zijn cruciale/belangrijke stappen in het ontwikkelproces geweest om HvZ een meerwaarde te laten zijn voor de stad Rotterdam?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
 - d. Achteraf gezien, wat zou voor een volgende dergelijke ontwikkeling beter kunnen?
3. Hoe beïnvloedt HvZ Rotterdam-Zuid?
 - a. Zijn hier ambities voor opgesteld?
 - b. Wat zijn cruciale/belangrijke stappen in het ontwikkelproces geweest om HvZ een meerwaarde te laten zijn voor Rotterdam-Zuid?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
4. Achteraf gezien, wat zou voor een volgende dergelijke ontwikkeling beter kunnen?

IV. Het Songfestival en Hart van Zuid

Dit onderdeel van het interview is gefocust op de relatie tussen het ESF op de gebiedsontwikkeling Hart van Zuid (HvZ).

1. Zijn er ambities geweest om het ESF met HvZ te combineren/te laten profiteren van elkaar?
2. Wat is de relatie met HvZ geweest tijdens de voorbereiding van het ESF 2020?

- a. In hoeverre is deze relatie positief of negatief?
 - b. Wat is uw rol in deze relatie?
 - c. Profiteert het ESF of HvZ meer van deze relatie?
 - d. Hoe werkt deze relatie? Zijn er bepaalde acties uitgevoerd om de relatie te creëren/te behouden?
 - e. Hoe is deze relatie tot stand gekomen?
 - f. Wat zijn de resultaten van de relatie tussen het ESF en HvZ?
3. Hoe zou de relatie tussen ESF en HvZ verbeterd kunnen worden voor bijvoorbeeld de volgende editie?
 - a. Wat is uw rol hierin?
 - b. Welke stappen (acties) zouden hiervoor doorlopen kunnen worden?

V. Impact van het Songfestival op Hart van Zuid

Dit onderdeel van het interview is gefocust op de impact van het ESF op HvZ.

1. Wat voor positieve sociale impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint: verbetering van de sociale cohesie, goede relatie met de bestaande situatie/omwonenden etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint: side events, winacties, ontmoetingsplekken
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint: omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint: locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?
 - Wat zijn moeilijke stappen?
2. Wat voor positieve economische impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint: stijging in vastgoedwaardes, meer baan kansen etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint: inschakelen van lokale ondernemers, vrijwilligers etc.
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint: omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint: locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?
 - Wat zijn moeilijke stappen?
3. Wat voor positieve fysieke impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint: verbeterde ruimtelijke kwaliteit, meer publieke plekken etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint: meer vervoersmogelijkheden, tijdelijke stands/gebouwen, city dressing
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint: omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint: locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?
 - Wat zijn moeilijke stappen?

VI. Afsluitend

1. In geval nog niet beantwoord: Hoe zou de impact van het Songfestival op Hart van Zuid in het algemeen positiever gerealiseerd kunnen worden voor de 2021 editie?
2. Samenvattend; [belangrijke cruciale punten voor sociale, economische en fysieke impact]? Klopt dit of kan hier nog iets aan toegevoegd worden?
3. Heeft u nog vragen of opmerkingen over mijn onderzoek, het interview of iets anders dat gerelateerd is aan dit afstudeeronderzoek?

4. Kan ik u in de komende weken nog benaderen, mocht ik een antwoord op een cruciale vraag missen?

INTERVIEW PROTOCOL (DUTCH)

HART VAN ZUID

Betrokkenen bij casestudie Songfestival 2020/2021 en Hart van Zuid

Datum: _____
Locatie: _____
Geïnterviewde: _____
Organisatie: _____
Rol/specialisatie: _____

I. Introductie

Bedankt voor uw deelname aan dit interview. Voordat we beginnen wil ik u graag om toestemming vragen om dit interview op te nemen? *[Start opname en start interview]*

Dit interview betreft een semigestructureerd interview. De vragen dienen als leidraad tijdens het interview. Vervolg vragen staan wellicht niet in deze vragenlijst en er kan afgeweken worden van onderstaande vragen.

Korte uitleg over het doel van de casestudie en de betrokkenen die geïnterviewd worden:



II. Algemeen

1. Wat is uw rol/functie binnen de gebiedsontwikkeling Hart van Zuid (HvZ)?
 - a. Met wat voor soort werkzaamheden houdt u zich bezig?
 - b. Wat zijn uw belangrijkste verantwoordelijkheden?

II. Hart van Zuid

Dit onderdeel van het interview is gefocust op de gebiedsontwikkeling HvZ.

1. Wat maakt de gebiedsontwikkeling HvZ speciaal t.o.v. andere gebiedsontwikkelingen in Rotterdam?
Hint; speciale doelgroep, veel publieke functies, omvang, samenwerking
2. Wat zijn de meest belangrijke stakeholders die betrokken zijn bij HvZ?
Hint; Gemeente Rotterdam, omwonenden, Heijmans/Ballast, Ahoy
3. Wat zijn de grootste mijlpalen geweest tot nu toe?
 - a. Welke mijlpalen zijn het belangrijkste geweest?
 - b. Welke mijlpalen waren het lastigst om te bereiken?
4. Wat zijn de belangrijkste elementen in het proces van HvZ geweest om het een succesvolle ontwikkeling te maken?
Hint; betrekking van bepaalde doelgroepen, lokale ondernemers, budget

III. Hart van Zuid en Rotterdam(-Zuid)

Dit onderdeel van het interview is gefocust op de impact van HvZ op Rotterdam(-Zuid).

1. Wat zijn de kansen voor Rotterdam als stad door een kwaliteit boost in Rotterdam-Zuid (gebied HvZ)?
Hint; economische boost, betere verbinding, meer toerisme, minder druk op woningen boven de Maas
2. Hoe beïnvloedt HvZ Rotterdam als stad?
 - a. Zijn hier ambities voor opgesteld?
 - b. Wat zijn cruciale/belangrijke stappen in het ontwikkelproces geweest om HvZ een meerwaarde te laten zijn voor de stad Rotterdam?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
 - d. Achteraf gezien, wat zou voor een volgende dergelijke ontwikkeling beter kunnen?
3. Hoe beïnvloedt HvZ Rotterdam-Zuid?
 - a. Zijn hier ambities voor opgesteld?
 - b. Wat zijn cruciale/belangrijke stappen in het ontwikkelproces geweest om HvZ een meerwaarde te laten zijn voor Rotterdam-Zuid?
 - c. Wat waren de problemen tijdens het proces en wat verliep soepel?
 - d. Achteraf gezien, wat zou voor een volgende dergelijke ontwikkeling beter kunnen?

IV. Het Songfestival en Hart van Zuid

Dit onderdeel van het interview is gefocust op de relatie tussen het Eurovisie Songfestival (ESF) op de gebiedsontwikkeling HvZ.

1. Zijn er ambities geweest om het ESF met HvZ te combineren/te laten profiteren van elkaar?
2. Wat is de relatie met het ESF geweest tijdens de voorbereiding van het ESF 2020?
 - a. In hoeverre is deze relatie positief of negatief?
 - b. Wat uw rol binnen in deze relatie?
 - c. Profiteert het ESF of HvZ meer van deze relatie?
 - d. Hoe werkt deze relatie? Zijn er bepaalde acties uitgevoerd om de relatie te creëren/te behouden?
 - e. Hoe is deze relatie tot stand gekomen?
 - f. Wat zijn de resultaten van de relatie tussen het ESF en HvZ?
3. Hoe zou de relatie tussen ESF en HvZ verbeterd kunnen worden voor bijvoorbeeld de volgende editie?
 - a. Wat is uw rol hierin?
 - b. Welke stappen (acties) zouden hiervoor doorlopen kunnen worden?

V. Impact van het Songfestival op Hart van Zuid

Dit onderdeel van het interview is gefocust op de impact van het ESF op HvZ.

1. Wat voor positieve sociale impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint; verbetering van de sociale cohesie, goede relatie met de bestaande situatie/omwonenden etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint; side events, winacties, ontmoetingsplekken
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint; omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint; locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?
 - Wat zijn moeilijke stappen?
2. Wat voor positieve economische impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint: stijging in vastgoedwaardes, meer baan kansen etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint; inschakelen van lokale ondernemers, vrijwilligers etc.
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint; omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint; locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?

- Wat zijn moeilijke stappen?
- 3. Wat voor positieve fysieke impacts kan het ESF hebben op de gebiedsontwikkeling HvZ (of andersom)?
Hint: verbeterde ruimtelijke kwaliteit, meer publieke plekken etc.
 - a. Hoe kunnen deze impacts gerealiseerd worden?
Hint; meer vervoersmogelijkheden, tijdelijke stands/gebouwen, city dressing
 - b. Welke stakeholders zijn hiervoor belangrijk?
Hint; omwonenden, gemeente, ondernemers etc.
 - c. Wat voor stappen moeten hiervoor genomen worden?
Hint; locatieanalyses, vergunningaanvraag etc.
 - Wat zijn belangrijke stappen?
 - Wat zijn makkelijke stappen?
 - Wat zijn moeilijke stappen?

VI. Afsluitend

1. In geval nog niet beantwoord: Hoe zou de impact van het ESF op HvZ in het algemeen positiever gerealiseerd kunnen worden voor de 2021 editie?
2. Samenvattend; [belangrijke cruciale punten voor sociale, economische en fysieke impact]? Klopt dit of kan hier nog iets aan toegevoegd worden?
3. Heeft u nog vragen of opmerkingen over mijn onderzoek, het interview of iets anders dat gerelateerd is aan dit afstudeeronderzoek?
4. Kan ik u in de komende weken nog benaderen, mocht ik een antwoord op een cruciale vraag missen?



ANSWER SUMMARY CASE STUDY INTERVIEWS

These questions relate to the urban renewal project HvZ. Five questions about unique aspects, important stakeholders, important and challenging milestones and important elements in the process have been answered by seven interviewees. Not all interviewees gave answers to all the questions.

Unique aspects & stakeholders

	Unique aspects	Important stakeholders
Project manager contract	- The contract - Contract of 20 years, which ensures commitment - Forced cooperation to work towards a solution	- Municipality of Rotterdam - Ballast Nedam & Heijmans - The big five: Ahoy, theatre Zuidplein, library, RET, sportbedrijf and the shopping mall.
Owner restaurant	-	- Municipality of Rotterdam - Ahoy Rotterdam
Project director	- Impact and kick starter for Zuid - New centre for Zuid - Social programme	- Municipality of Rotterdam - Big and small local businesses; Ahoy, Theatre, shopping mall etc.
Political assistant	- Important for Zuid; decrease of social stock	- Local residents
Director	- Central location in Rotterdam-Zuid	- Municipality of Rotterdam - Local residents - Ahoy - Ballast Nedam/Heijmans
Consultant Ahoy	- All-in development	- Municipality of Rotterdam - Ballast Nedam/Heijmans - Local residents
Manager legal	- The contract and the cooperation between public and private parties	- Municipality of Rotterdam - Heijmans and Ballast Nedam - Cultural facilities - Shopping mall Zuidplein - RET - Educational institutions

Important and challenging milestones

	Important milestones	Challenging milestones
Project manager contract	- Delivery of public buildings	- Social programme behind the project (education etc.) - Non-flexible contract which leads to big discussions when looking for a solution.
Owner restaurant	- Realisation of the theatre	-
Project director	- Invisible to public: agreement on land-use plan - Visible to public: delivery of first public building; the swimmingpool	- Communication with and involvement of local residents - Outdated aspects in the contract
Political assistant	-	-
Director	- Start of realisation phase	- Budget negotiations with the municipality
Consultant Ahoy	- The change of ownership of the public buildings - Renovating Ahoy in between events	- Taken the events into account while creating you planning.
Manager legal	- Financial close in 2016 - Delivery of the public facilities	

Important elements in the process

	Important elements in the process
Project manager contract	Local stakeholders, like café Lisa and Ahoy. They are capable of reflecting on if something is going well or not. Ahoy is a special powerful stakeholder as it is an commercial stakeholder but also part of the municipality (Ahoy rents the building from the municipality). They always work with similar objectives as the municipality and are therefore an important partner in an area with local connections.
Project director	The contract: you are forced to work together and work towards a solution
Political assistant	Realisation of public space and prominent role of developers, for smooth cooperation
Director	Communication between parties and cooperation
Consultant Ahoy	Escalation model and monitoringsteam to manage problems and risks
Manager legal	-

These questions relate to the ESC 2020/2021 in Rotterdam. Five questions about unique aspects, important stakeholders, important and challenging milestones and import elements in the process have been answered by five interviewees. Not all interviewees gave answers to all the questions.

Unique aspects & stakeholders

	Unique aspects	Important stakeholders
Project manager ESC	- Short preparation time - International range - Uniting character of the event	- EBU - NOS/NPO - Ahoy - Municipality of Rotterdam
Manager tourism	International attention to put Rotterdam in the spotlight for the international media attention	-
Manager legal	- Rare event with international character	- Ahoy - EBU - Municipality of Rotterdam - NOS/NPO - Ballast Nedam/Heijmans - Shopping mall Zuidplein - Residents around (side-)events
Consultant	- More security	- Ahoy - Municipality - Fire department
Event manager	- Cooperation with the municipality - Unique character and appearance of the show - Media attention	- Municipality of Rotterdam - NOS/NPO/Avrotros - EBU

Important and challenging milestones

	Important milestones	Challenging milestones
Project manager ESC	- Tickets for residents with a low income - City programme	- The opinion and attention of the public/everybody
Manager tourism	- Announcement host city - Final show on 16 May 2020 - Invitation of international press prior to the even to report about Rotterdam as input for every country's commentary	-
Manager legal	- Successful bid phase - Cancellation of the 2020 edition	- Cancellation of the 2020 edition
Consultant	- Planning and to do's for the ESC	- Short preparation time and finding a balance between quality, time and price for deliveries
Event manager	- Bid phase; site visits of Ahoy	- Develop the bid

Important elements in the process

	Important elements in the process
Project manager ESC	The involvement of businesses via the city programme The enthusiasm and drive of the project team
Manager tourism	-
Manager legal	- The involvement of the same parties in the bid phase as in the execution phase
Consultant	- Use of local subcontractors who were more enthusiastic about the event
Event manager	- The venue is perfect for this event - The ESC is a festivity for everyone.

Impact of ESC and HvZ on Rotterdam(-Zuid)

Impact on Rotterdam as city		
HvZ	Project manager contract	- A more attractive city, with high quality areas distributed across the whole city (not just Rotterdam-Noord)
	Project director	- An extra area in the city to visit as tourist or visitor - An extra residential area - Both area and city are more attractive - Balance between Rotterdam North and South
	Political assistant	- A more attractive part of the city as part of the strong redevelopments of Zuid.
	Manager legal	- A second city centre

ESC	Project manager ESC	- International media attention - Long term economic spin-off
	Manager legal	- Promote Rotterdam
	Consultant Ahoy	- Promoting Rotterdam as a city in the making
	Event manager	- Media attention and promotion of the city

Impact on Rotterdam-Zuid		
HvZ	Project manager contract	Attract more investments and residents to Rotterdam-Zuid, by creating a second city centre. These boosts will flow to other neighbourhoods in Zuid.
	Project director	- Kick-starter for Zuid and its residents - More public space to meet and live and which connects the different facilities
	Political assistant	- Reduction of the social housing stock and a diverse population
	Director	- Social economic climate of Zuid will improve - More confidence and proud of neighbourhood
	Consultant Ahoy	- Area is boosted by tourism and will attract new initiatives.
	Manager legal	- Gain interest to invest in Zuid

ESC	Project manager ESC	- Possible economic spin-off for Zuid but depended on the involvement of the local businesses
	Manager tourism	-
	Manager legal	- The visibility of change in Zuid to spark more liveability in the area
	Consultant Ahoy	- A boost for Rotterdam-Zuid and the involvement of local residents

Eurovision Song Contest	Hart van Zuid
- EBU	- Municipality of Rotterdam
- NOS/NPO/Avrotros	- Ballast Nedam & Heijmans
- Ahoy	- The big five: Ahoy, theatre
- Municipality of Rotterdam	Zuidplein, library, RET, sportbedrijf
- Ballast Nedam/Heijmans	and the shopping mall
- Shopping mall Zuidplein	- Local residents
- Residents around (side-)events	Educational institutions

Important stakeholders
- Municipality of Rotterdam - Ballast Nedam & Heijmans - The big five: Ahoy, theatre Zuidplein, library, RET, sportbedrijf and the shopping mall - Local residents - Educational institutions
- Municipality of Rotterdam - Ahoy Rotterdam
- Municipality of Rotterdam - Big and small local businesses; Ahoy, Theatre, shopping mall etc.
- Local residents
- Municipality of Rotterdam - Local residents - Ahoy - Ballast Nedam/Heijmans
- Municipality of Rotterdam - Ballast Nedam/Heijmans - Local residents
- Municipality of Rotterdam - Heijmans and Ballast Nedam - Cultural facilities - Shopping mall Zuidplein - RET - Educational institutions