

Graduation Plan

Master of Science Architecture, Urbanism & Building Sciences



Graduation Plan: All tracks

Submit your Graduation Plan to the Board of Examiners (Examencommissie-BK@tudelft.nl), Mentors and Delegate of the Board of Examiners one week before P2 at the latest.

The graduation plan consists of at least the following data/segments:

Personal information	
Name	Fleur Huisman
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Telephone number	
Private e-mail address	

Studio		
Name / Theme	Urban Development Management	
Main mentor	Aksel Ersoy	Urban Development Management
Second mentor	Philip Koppels	Real Estate Management
Argumentation of choice of the studio	Interest in the initiative phase of the building cycle, where plans for urban areas, big and small, are created. Especially the interest in urban renewal, the challenge of dealing with an existing context and the development side were a motivation for this section within MBE.	

Graduation project	
Title of the graduation project	Eurovision Song Contest 2020 as a catalyst for city image and urban renewal: A research about the strategy design of short-term cultural events to increase positive legacies for the city and local communities
Goal	
Location:	Rotterdam and Rotterdam-Zuid
The posed problem,	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. However, the renewal of Rotterdam-Zuid (the worst neighbourhood of The Netherlands) occurs at a too low pace due to political issues. The problem which this research tries to tackle is how to improve the city image and catalyse the urban renewal of Rotterdam-Zuid by strategically planning the legacy and impact of the Eurovision Song Contest 2020 (ESC 2020).
research questions and	"How can the city of Rotterdam develop a strategy for the Eurovision Song Contest 2020 in order to capture the legacy and improve its city image and catalyse the urban renewal of Rotterdam-Zuid?" Current process and strategy - Who are the involved stakeholders in the ESC and urban renewal of Rotterdam-Zuid? - What is the current hosting strategy of the municipality of Rotterdam for hosting the ESC 2020? - What is the relation between the ESC 2020 and the urban renewal of Rotterdam-Zuid?

	Elements and measures - What are important measures and elements for strategy design of an event in general? - What are the known positive and negative legacies and measures of hosting a (mega-)event? - How can a temporal activity positively influence an urban area? Outcome & legacies - What is urban renewal? - How can the current strategy of the municipality of Rotterdam be improved to increase a positive legacy for urban renewal? - How does urban renewal apply to Rotterdam-Zuid; what improvements and developments does the area need? - What is the legacy the municipality of Rotterdam would like to capture for the city and Rotterdam-Zuid?
design assignment in which these result.	[Not applicable for master track MBE] Final result of the research: Advice to the municipality of Rotterdam in which important elements and measures of strategy design become apparent as a tool to support strategy design of future short-term cultural events.

Process

Method description

The research is approached in three phases; literature review, qualitative research and synthesis (see figure 1) (for bigger versions of figures in this graduation plan see attached P2 report). The tasks & deliveries & milestones (table 1), the interdependencies (figure 2) and timeframe of the research (figure 3) are also incorporated in this graduation plan.



Figure 1. Conceptual model research

Phase 1

Literature review

The first phase consists of a literature review to explore the different terminologies, definitions and theories about the urban renewal, the legacy of a (mega-)events and placemaking. The literature review results in a better understanding of these different concepts. The first phase concludes in a theoretical framework with possible legacies and measures of events. This framework 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 legacies and the concept of temporal placemaking.

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 analyzing a case study, conducting non-case related interviews and organizing an expert panel. From the case study and non-case related interviews, the framework of phase one will be further added to. This framework is then validated and further developed by an expert panel.

Also, in the second phase a collaboration is engaged with the municipality of Rotterdam in the form of a graduate internship. Within 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 the urban renewal of Rotterdam-Zuid.

The techniques used for the case study are semi-structured interviews, observations and policy document analysis. For the non-case related interviews, semi structured interviews are used as a technique as well. Lastly, as validation an expert panel will be conducted.

Semi-structured interviews

For the case-study, 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 case studies interviews are conducted with the main involved stakeholder. This involvement could either be in the renewal project or in the ESC itself. 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.

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 interviews will focus on the strategy design to influence economic, social and physical impact related to urban renewal and city image improvement.

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

Observations

Observations are conducted as well. The locations, events and project revolving around the ESC are visited during an 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, visions, organisational structure 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.

Surveys

Part of the qualitative case study is quantitative surveys to measure the impact of the ESC on the city image of the local community. The selection of the area within Rotterdam-Zuid, sample size and way of approach (online, postal, internet etc.) still need to be determined with the input of the municipality of Rotterdam.

Like all the techniques used for this research, the result of the surveys will contribute to the advice on event strategy design. Where the surveys include economic, social and physical impact, the emphasis will lie on the social impact on the local community since this impact is hard to gain an insight in from a corporate or municipal perspective. The survey will be held before and after the ESC, to determine the change in opinion of local communities.

Expert panel

The research technique used in the research is an expert panel or focus group. This expert panel is used as validation of the found results of the case study, interviews and literature. An expert panel is a group interview with several interviewees. The focus of this research technique revolves around a singular subject (in this case the elements and effects of an event in relation to urban renewal) and questioning and interaction around this subject (Bryman, 2016). As a result, perspectives of others are given on the subject and the advice, the result of this research, can be revised.

Phase 3

In phase 1 and 2 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 legacy for urban renewal. In the last phase of the research, the synthesis, the found elements and measures are formulated in an advice for municipalities. In addition to this a meeting will be attended in June where the ESC is evaluated. Based on this, the advice, if necessary, can be changed or expanded. In addition to this, the executed strategy and results of the ESC are evaluated with the outcomes of this research (the advice with important measures and elements). Therefore, the final step of this research is to provide an optimization of the strategy based on the created model in this research.

In the end of phase 3, conclusions, discussions, implications, limitations and recommendations are discussed. The final element of phase will consist of a reflection on the entire research process and final findings.

Table 1. Tasks, deliverables and milestones

	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 - Start survey 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 Expert panel - Make contact and preparations - Execute interview - Analyse outcome	P4 report with: - Completed case-study - Completed non-case Interviews - Advice inclusive validation of expert panel	Advice with almost all inputs
P5	Analyse outcome survey/s Add to advice after valuation of ESC in June Optimisation proposal strategy ESC 2020	Final advice Optimisation proposal Thesis	Final advice & thesis

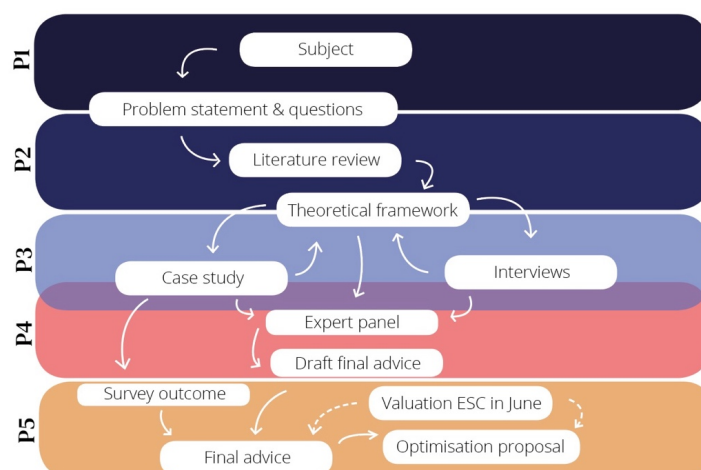


Figure 2. Flowchart with interdependencies

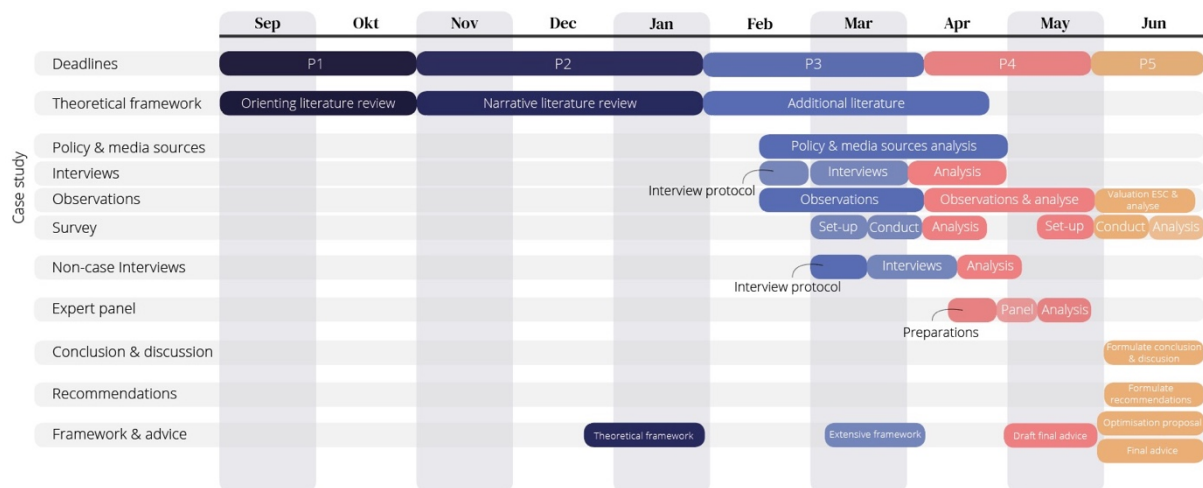


Figure 3. Timeframe of research

Literature and general practical preference

The literature used in this research are related to the field of Urban Development Management and the three research concepts of the literature review; urban renewal, events & legacies and placemaking (see extensive references in attached P2 file).

Reflection

1. What is the relation between your graduation (project) topic, the studio topic (if applicable), your master track (A,U,BT,LA,MBE), and your master programme (MSc AUBS)?

The graduation topic of this research is the strategic design of short-term cultural events in relation to the catalysation of urban renewal. For this research in specific, the Eurovision Song Contest 2020 and the urban redevelopment project "Hart van Zuid" will be analysed. The urban redevelopment of Rotterdam-Zuid is related to the urban development management section of the master track MBE where the focus lies on "how to" questions and managing the decisions of many involved stakeholders in the development of urban areas. Also, the UDM section aims to design concepts, principles and instruments that support strategies for, amongst others, government authorities to meet urban challenges. This research topic lies in direct line with the focus of UDM as it gives an advice to the municipality of Rotterdam on how to design a strategy for an event to catalyse urban renewal.

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. Or in other words, an event-led high quality urban redevelopment of Rotterdam-Zuid.

2. What is the relevance of your graduation work in the larger social, professional and scientific framework.

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.

Professional and 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.