IS TEMPORARY THE NEW PERMANENT?
A research about temporary use of vacant real estate

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PREFACE

The content of my report presents my research proposal (P2) for my graduation thesis in the theme adaptive re-use in the domain of real estate management. This master research is performed at the department of Real Estate & Housing at the faculty of Architecture, University of Technology in Delft, the Netherlands.

My research is focused upon temporary adaptive re-use as an interim solution for vacant properties. Using temporary initiatives can bring livability and therefore added value to an urban area and will have a positive effect in financial, economical and social aspect for a neighborhood.

As a result my aim is to develop an instrument for private parties, which is founded on the result gained from various case studies. Defining the subject; temporary adaptive re-use brings many challenges, being the broad scope as it is, and not a lot of knowledge is available in this area of expertise. Therefore this report can turn out to be of additional value for the real estate discipline.

I would like to thank everyone who has contributed to this report. For now, especially my main mentor Hilde Remøy and Agnez Franzen for their useful feedback, supervision and pleasant meetings.

Delft, 2015
Silvie Bruijning
**MANAGEMENT SUMMARY**

This research will focus on temporary adaptive re-use. Instead of improving the life cycle of buildings and enlarging the lifetime; temporary use is seen as an in-between stage to create opportunity for further development of the actual building and the surrounding area.

**Research proposal**

The cause of structural vacancy can be explained by the fact that the market was rapidly changing, but the property market could not adapt as fast due to the permanence of buildings. To prevent such high rates of difference in supply and demand in the future and be prepared for economic uncertainty, the need arises for a new flexible, dynamic and adaptable strategy.

A high vacancy rate can be negative for the economic development and for social and financial value of some locations and therefore the development of new strategies is necessary that are more flexible, adaptable and dynamic. Authorities often have a lack of resources while temporary initiatives are a quick and simple manor to unlock potential of site now instead of in 10 years and therefore counteracts the disadvantages of vacancy (Bishop & Williams, 2012).

Formulated by Harmsen and van der Waal (2012) is that the role of project developers, property owners is crucial for re-use of existing buildings. The size of real estate and the range of differences in financial, planning, legal and regulatory implications are often so complex, that the expertise of the developer is needed. (Harmsen & van der Waal, 2008)

**The main research question;**

Can temporary adaptive re-use have **added value** for the urban area, and how can private parties use temporary transformations as **strategic instrument**?

**Research methodology**

The research will consist of a literature study accompanied with a qualitative empirical research. A comparative design and research strategy will be used to gain knowledge out of case studies. It will both contain structured and unstructured interviews to make finding interrelations possible (Bryman, 2012). These types of research will contribute to optimization of the result; the development of an instrument, which can be used for temporary adaptive re-use.

Steps that will be undertaken are illustrated in the following figure;
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INTRODUCTION 1.
1. INTRODUCTION

Currently the Dutch real estate market is affected by high rates of vacancy for all types of buildings. The demand and supply were not matched over time and businesses demand their real estate to present their objectives, which involves aspects as image, location and atmosphere (Van de Rakt, 2010). Sustainability is nowadays an issue that is linked to every sector including the building industry. Most buildings of the current stock will still be in use over decades and therefore the use of old buildings; adaptive re-use. It becomes a reoccurring method to facilitate enlargement the life-span of a property (Bullen and Love, 2011).

Temporary adaptive re-use is still a quiet unknown field of expertise because the impact or added value has not been measured yet. The same accounts for the identification of success and failure factors of those projects for example TROUW Amsterdam. This contemporary project indicates a revitalization of the surroundings as being part of the Wibautstraat in Amsterdam for six years. Being the first venue and during the years accompanied by other businesses in the leisure sector.

In every city in the Netherlands cultural heritage exists, which can offer possibilities for the future. These properties will probably be on the real estate market for a longer period of time due to specific demands, particular structure, costs and large-scale changes that come along when adjusting the building for re-use. Temporary adaptive re-use can be a solution to bridge the vacant time and generate an income meanwhile developing a definite plan for the property. Another advantage of re-use of vacant real estate relates to the societal aspects; vacant real estate can lead to deterioration of a neighborhood and negatively affect the image (Remøy, 2010). This is a result due to a relation between physical structure and social cohesion and safety (Gruis, Visscher and Kleinhands, 2006).

This research will focus on providing insight on temporary adaptive re-use; the added value for the urban area and the success factors that influence becoming successful or not. As well as find a way; how it can be used to advantage for all parties involved. Nowadays temporary projects are not sustainable in the long run due to short-lease-contracts and restrictions for adjusting the buildings. There is still a gap of knowledge about these kinds of initiatives. The research will be based on a literature review accompanied by case studies. The final result should contain an instrument for successful implementation of temporary adaptive re-use, which can be used by all involved public and private stakeholders. The application of this strategy will make temporary initiatives beneficial on economical, sustainable and social level.

KEYWORDS
Temporary adaptive re-use – added value urban area – feasibility – private parties – success and failure factors – instrument for implementation –

READING GUIDE
This report contains a research proposal. In the first chapter will be elaborated on the relevance and personal motive to research temporary use. In the second chapter an explanation will be given about the problem field, the problem statement and research questions will be formulated. Continued with the research methods to be used and the choice of case studies. In the last chapter the theoretical framework will contemplate several aspects in relation with the sub questions. Enjoy reading!
1.1 SOCIAL AND ENVIRONMENTAL RELEVANCE

Vacancy is related to societal and economical problems, which involves different stakeholders. Primarily the owner of a building is responsible for the building but if it involves vacancy it is also a public matter due to involving the public domain around it. It maybe needs an intervention or help from the government to solve the vacancy (Harmsen and van der Waal, 2008). A societal problem that arises is that it can form a threat for the livability of a neighborhood or urban area. Due to vacancy crime rates can go up and the neighborhood can become an unsafe environment, which attracts a lot of new problems. Therefore it can be essential for the government or municipality to promote temporary use to improve and retain the quality of life in the city. Described by Jane Jacobs (1961), social incoherence and an unsafe character will lead eventually to a negative image of the area. This can be prohibited by a constant flow of people on the streets, mostly created when function of buildings are mixed. Adding a temporary adaptive function will provide this “flow of people” and ensure livability (Jacobs, 1961).

Vacant properties can turn into low prices for adjacent buildings for sale and rent (Koppels, Remoy and Messlaki, 2011). This can become a long-term problem because it puts things in motion as deterioration of the buildings, which affects again the surroundings and forms into societal problems. The societal and economical are interrelated.

The re-use of existing properties is also a sustainable solution. The building environment is one of the main contributors to emissions and the re-use of buildings therefore has environmental benefits. New buildings and the demolishment of existing buildings cost more energy than retaining the construction and adaptively re-using a building. Nevertheless, it is a shame to leave cultural heritage vacant because of the high potential. These properties offer identity, amenities, and affect the landscape of an area (Australian government, 2004).

1.2 SCIENTIFIC RELEVANCE

There is not much knowledge available of the added value of temporary adaptive re-use for direct surroundings of the neighborhood. Research about this topic can provide insight in the positive and negative impact, which makes deciding for temporary re-use easier due to knowledge about the results. A lot of research has been done about transformation of vacant offices but it dismisses specific types of buildings (Van der Voordt, Geraedts, Remoy and Oudijk, 2007; Remoy, 2007; Remoy and Van der Voordt, 2010; de Groot, 2014; Geraedts and Van der Voordt, 2007; Bullen and Love, 2011).

This report will be interesting for municipalities as well as private parties. For municipalities it can provide insight in the effects of temporary use and how it can be used as a tool for urban planning for example to improve and upgrade certain areas of a city. Maybe even consider lower restrictions for these particular properties to make it easier for parties to develop temporary concepts. For private parties to generate income and be focused on the whole portfolio instead of leaving buildings vacant, which will cost more in the future due to obsolete real estate and decay of the area. This will directly affect the selling price and rental prices, which is beneficial for the owners of the properties (Koppels, Remoy and Messlaki, 2011).

This research aims to contribute to the scientific knowledge about temporary adaptive re-use and the affect on surroundings and urban areas. It will map the identification of success and failure factors of temporary use and the elements of context that influence those. Provided will be a feasible instrument for developers, investors and owners to use strategic implementation of temporary adaptive re-use.
1.3 PERSONAL MOTIVATION
My passion for Architecture developed because of my architectural minded family, also due to the architectural and urbanism profession of my father. Visiting beautiful buildings during holidays and even within the Netherlands made me curious for this area of expertise. Growing up I was already surrounded by the development of re-use, especially the former Philips terrain (Eindhoven) that was vacant for a while and transformed to the urban area Strijp S. During my bachelors of Architecture I became more aware of these types of transformations and I became fascinated by the combination of “old and new”.

By reading a recent article about the case of TROUW Amsterdam and visiting this place during a business tour of BOSS, I was amazed that it had not been a feasible venue because every event that was organized was sold out. At that moment I became interested in the problems arising related to temporary use and the success and failure factors of that concept. Having visited myself various places of temporary events and venues I thought about a relation with the urban area and I developed the concept for my graduation subject. Later I found out that there is not a lot of knowledge about temporary use available and especially not combined with a real estate strategy, which makes it an actual and interesting topic.

1.4 VISION
Vacancy is an actual element of the current real estate market due to the economical crisis and the wrong judgment of the supply and demand needed. The last few years, concepts are developed in combination with the thought of a sustainable future and diverse strategies of using the current stock are developed. Adaptive re-use is becoming a standard. However I think the focus is still the most on offices due to the highest vacancy rates of these types of buildings. For other types of buildings there are not yet accepted techniques and expertise, this should be widened. Cultural heritage within cities offers great opportunities because it already has a unique identity, which attracts a lot of people. I hope my research will contribute to these and will help further research in ways to combine the old past and the new future.

1.5 LEARNING OBJECTIVES
As defined by the graduation guide several achievement levels are tried to accomplish by the master track of Real Estate & Housing (Prins, et al., 2015). Below is described which will be supplement of my graduation thesis.

1. Academic contribution
With this research for my master thesis I would like to contribute to knowledge about temporary adaptive re-use. Making the success and failure factors insightful and the impact it can have on real estate and surroundings. Even provide an instrument that will make strategic implementation of temporary use possible.

2. Academic methods and techniques
During my research I will make use of academic methods and techniques that focus on literature review and implement case studies to analyze different aspects of the life cycle.

3. Integrating disciplines, the market
My research will contain parts of Urban Area Development, Design & Construction Management and Real Estate management, these I hope to integrate into the result of my thesis. Knowledge about the market that is operated in will also be part of my learning experience.

4. Economy, society and sustainability
I would like to gain more knowledge about the economical, societal and sustainable aspects of vacant real estate and surroundings. In my opinion these cannot be seen separately and should be acknowledged during the research.
5. Life cycle of real estate and management, even with other disciplines
During my thesis I hope to gain enough expertise about the life-cycle of buildings in combination with temporary adaptive re-use to make the outcome of the research of high value for the field of real estate management. I would like to contribute and make it a beneficial report for many stakeholders.

6. Presentation skills & communication skills
During my research I would like to use my time as well to improve my presenting skills, to make the story logical.

7. Professional practice
I have multiple internship experiences, national and international, but I hope to gain more experience during my internship at Schiphol Real Estate. Being able to receive a lot of knowledge for my case studies and being able to learn from a large-scale company.
RESEARCH PROPOSAL 2.

HERMES – BASEL SWITZERLAND
2. RESEARCH PROPOSAL

2.1 PROBLEM FIELD

2.1.1. VACANCY IN THE NETHERLANDS
It is a well-known fact that the property market is currently affected by a high rate of vacancy. According to DTZ Zadelhoff (2015) the vacancy of real estate of the Netherlands is even raising, in 2013 it was 16% and in 2014 it consisted of 16.5 % of the total supply of the market. Depending on city the rate can be even higher, for example Amsterdam and Rotterdam have higher rates of respectively 18 and 19%. For comparison a healthy market would have a vacancy percentage of 5% (DTZ Zadelhoff, 2015).

![Vacancy Netherlands](image)

*Figure 1: Vacancy Netherlands (DTZ Zadelhoff, 2015).*

At first vacancy is the problem of the owner of the building. What should not be forgotten is the impact it has on the buildings around the vacant property, which are part of the public realm. Therefore vacancy is a public matter, a problem that involves economical, societal disadvantages. On economical level it means the possibility that a building will depreciate and the developer, investor or owners will suffer lack of income (Remøy, 2010). Socially, it can develop to be an insecure and unsafe environment within an area and initiates a re-turning process by the negative impact it has on the image of the neighborhood. These elements especially when it involves structural vacancy can cause deterioration of an urban area or neighborhood (Remøy and Van der Voordt, 2007).

When deterioration of real estate occurs in an urban area, it can negatively effect the environment or image. When this phenomenon appears it can lead towards a reoccurring cycle; the vacancy causes low rent or sale prices for adjacent buildings, which again affects the image and the willingness of people to live in a certain area (Koppels, Remøy and Messlaki, 2011).

2.1.2. CAUSE OF VACANCY
Due to globalization and therefore competition advantage around the globe instead of only cities, regions or countries; we are subject to a rapid changing context. Changes take place in society, culture, technology and economy (Bishop & Williams, 2012).

The cause of structural vacancy can be explained by the fact that the market was rapidly changing, but the property market could not adapt as fast due to the permanence of buildings. To prevent such high rates of difference in supply and demand in the future and be prepared for economic uncertainty, the need arises for a new flexible, dynamic and adaptable strategy. As formulated by Bishop and Williams (2012); “The emerge of temporary urbanism”.

2.1.3. POSSIBLE SOLUTION VACANCY
Adaptive re-use can be a good solution to cope with vacancy. Last years the trend developed to focus upon offices, due to the fact that these types of buildings endure the highest vacancy rate. This is based on businesses that value aspects as; location, image and atmosphere and demand this reflected in their real estate, as mentioned by Hilde Remøy (Van de Rakt, 2010). The problem lies mainly with the purchase price of vacant buildings; the book value of these buildings is respectively higher than the market value which is based on rental income (Van de Rakt, 2010).
Temporary initiatives can provide an “interim” solution to structural vacancy and develop to be of added value for the urban area.

Several advantages mentioned by Bishop and Williams (2012);
1. Reduced risks due to short-term leases, offers quick wins
2. Appeal customers time-limited exclusivity
3. Bottom-up interventions or fleeting reconfigurations of space are seemingly spontaneous or arise without consent

And other advantages;
4. Bridge vacant time and maybe even out costs, while at first it is only an item of expenditure
5. Can upgrade the image of the urban area and therefore create opportunities for future development.
6. Improvement of livability in urban area
7. Remain building identity (Gruis, Visscher and Kleinhands, 2006)
8. Sustainable solution, newly build & demolition of building costs more energy
9. Efficient and effective: Quick realization because less proceedings (Bullen and Love, 2011)
10. Flexibility because of temporality
11. Generating income for owner of building
12. Restrictions for adaptability so concepts with low demands

2.2 PROBLEM STATEMENT
A high vacancy rate can be negative for the economic development and for social and financial value of some locations and therefore the development of new strategies is necessary that are more flexible, adaptable and dynamic.

Authorities often have a lack of resources while temporary initiatives are a quick and simple manor to unlock potential of site now instead of in 10 years and therefore counteracts the disadvantages of vacancy (Bishop & Williams, 2012).

Formulated by Harmsen and van der Waal (2012) is that the role of project developers, property owners is crucial for re-use of existing buildings. The size of real estate and the range of differences in financial, planning, legal and regulatory implications are often so complex, that the expertise of the developer is needed. (Harmsen & van der Waal, 2008) On the other hand the assumption can be made that private parties will be more open to the idea of temporary initiatives because in most vacant cases, no active policy mean no financial return or loss of capital.

However currently the added value and the essential elements for successful temporary adaptive re-use are not known yet. Problems for realization of temporary use involve the restrictions of the adaptability of the buildings by law (permits), the non-durable investments due to the short time of use and the structure of the building, which sometimes limits the functionality. These factors contribute to the fact that temporary adaptive re-use is not always feasible. This should be taken into consideration when developing a strategy of value for private parties.

2.3 KEY DEFINITIONS
To understand the aim of this research, it is required to be clear about the definitions of “adaptive re-use” and “temporary adaptive re-use” as a concept within real estate management.

2.3.1 ADAPTIVE RE-USE
Composition of the words “adaptive re-use” in architectural context explains the use of a building is function related. The definition of adaptability according to Oxford Dictionary (2015);
1. The quality of being able to adjust to new conditions
2. The capacity to be modified for a new use or purpose.”
This explanation is in line with the definition given by the department of environment and heritage (2004) and will be used for this research; “a process that changes a disused or ineffective item into a new item that can be used for a different purpose”.

2.3.2 TEMPORARY ADAPTIVE RE-USE
Temporality gives the impression that the concept is linked to a time frame. Although, there are a lot of successful temporary initiatives from practice that stay longer or even become permanent. The adaption of temporary initiatives into the city fabric can have positive influence on the surroundings (PMB Gemeente Amsterdam, 2012). In this research these projects are leading and will not be excluded, it can enhance the results. Enrichment by being present in an urban context, operating in that particular place will have impact on the surroundings. Therefore, identification of success factors can help to answer the main research question.

“Nothing is so permanent as temporality and nothing is so temporary as what is named permanent”, one of the laws of Murphy and fetched by the municipality of Amsterdam (PMB Gemeente Amsterdam, 2012). This quote amplifies that not time is distinctive for adaptive re-use but the typology of re-use and the way it is implemented (Drosten, 2015). According to Philip Oswalt (2013) various scenarios of temporary use can be identified by behavior. Distinction has been made in the pattern in which the concept functions and the effect in time (Figure 2).

<table>
<thead>
<tr>
<th>PATTERN</th>
<th>CHARACTERISTICS</th>
<th>LONGTERM EFFECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAND-IN</td>
<td>• Uses gap between last use and new use</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>• Realization easy because low impact approach</td>
<td></td>
</tr>
<tr>
<td>FREE FLOW</td>
<td>• Use continues to available places</td>
<td>Yes, the concept long-term develops</td>
</tr>
<tr>
<td></td>
<td>• Uses changes of location to improve own activities</td>
<td></td>
</tr>
<tr>
<td>IMPULSE</td>
<td>• In-between use</td>
<td>Yes, the location is influenced</td>
</tr>
<tr>
<td></td>
<td>• Can provide decisive impulses due to the establishment of a new program</td>
<td></td>
</tr>
<tr>
<td>CONSOLIDATION</td>
<td>• Former temporary use becomes the permanent use</td>
<td>Yes, temporary becomes permanent</td>
</tr>
<tr>
<td></td>
<td>• Informal arrangement are replaced by regular leases and permits</td>
<td></td>
</tr>
<tr>
<td>CO_EXISTENCE</td>
<td>• The informal temporary ceases to exist after appearance of new use.</td>
<td>Yes, it co-exists</td>
</tr>
<tr>
<td></td>
<td>• A niche co-existence on smaller scale</td>
<td></td>
</tr>
<tr>
<td>PARASITE</td>
<td>• Exploits the potential of an existing long-term use, operates next to it</td>
<td>Yes, it co-exists</td>
</tr>
<tr>
<td>PIONEER</td>
<td>• Unused territory first used temporality by simple means</td>
<td>Yes, temporary becomes permanent. The location is changed</td>
</tr>
<tr>
<td></td>
<td>• With the success the activities become permanent</td>
<td></td>
</tr>
<tr>
<td>SUBVERSION</td>
<td>• Strategically occupies the spaces of a long-term use in order to disturb and transform it.</td>
<td>Yes, short-lived but market transformation</td>
</tr>
<tr>
<td>DISPLACEMENT</td>
<td>• Permanent uses are temporarily displaced and will be returned to their permanent location</td>
<td>Yes, to the program of the function</td>
</tr>
<tr>
<td></td>
<td>• Can generate impulses for the reinvigoration of the program</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2; The patterns of temporary adaptive re-use (based on Oswalt, 2013) (Own illustration)

For the research the focus will be on the pattern impulse and pioneer due to the fact that it involves a location that is influenced.
2.3.3 THE LIFE–CYCLE
It is unavoidable that every real estate company whether it is a developing, investing or non-commercial business; is coping with vacancy in their portfolio. Result of this vacancy is that companies are making a lot of costs by these “empty” properties and try to search solutions to change this into a well-balanced ratio between costs and benefits.

Instead of improving the life cycle of buildings and enlarging the lifetime; temporary use is seen as a temporary solution for vacant real estate, as an in-between stage to create opportunity for further development of the actual building and the surrounding area. Currently decision-making enhances the following scenarios as options when the life cycle of real estate ends (Vijverberg, 2002).

In addition the temporary use can also be an option but is not integrated yet:
1. Consolidation
2. Expansion
3. Conversion
4. Redeployment
5. Sale
6. Demolition
7. Temporary use

Figure 3; Expanding life-cycle stages for a building based on;
(The American Institute of Architects, 2010) (Own illustration)

2.3.4 THE STAKEHOLDERS
In the figure below is illustrated, how the developer or investor is seen in light of the project. The other initiators are identified through a brief search for cases (Appendix I). The relations of these stakeholders are presented in Appendix II.

Figure 4; The stakeholders (Own illustration)
2.4 RESEARCH QUESTIONS

2.4.1 MAIN RESEARCH QUESTION
Can temporary adaptive re-use have added value for the urban area, and how can private parties use temporary transformations as strategic instrument?

2.4.2 SUB QUESTIONS
In order to answer the main research question, the following sub-questions need to be answered and should be explored, divided into the theoretical and empirical part of the research:

1) General questions
2) Context characteristics
3) The stakeholders

THE THEORETICAL PART OF THE RESEARCH

1. General questions
   1.1 What is the definition of temporary adaptive re-use?
      1.1.1 What is the timeframe of temporary initiatives?
      1.1.2 What are the characteristics of temporary transformations?
   1.2 Can temporary adaptive re-use improve the life cycle of a building?
      1.2.1 What are the social or financial benefits for temporary use?
   1.3 What is of added value for an urban area?
      1.3.1 Which social, economical or physical aspects bring value to an area?
      1.3.2 What is the effect of these aspects in the long-term?
      1.3.3 How can added value be measured?
   1.4 What determines the success of a temporary initiative?
      1.4.1 What are the success factors of temporary use?
      1.4.1.1 How does the context affect the temporary use?
      1.4.1.2 How can success be measured?
   1.5 What defines the context of the cities of Amsterdam & Rotterdam?
      1.5.1 What are the differences / similarities in development?
      1.5.2 What are the vacancy rates (types of buildings)?
   1.6 When is temporary use applicable and how can an instrument be created?
      1.6.1 Can temporary activities be enabled, planned or designed in order to harness their positive characteristics without stifling their creativity?
      1.6.2 What are the necessary criteria?
      1.6.3 How can an instrument be designed?
   1.7 How can temporary use be feasible for private parties as developers & investors?
      1.7.1 What adaptations should take place related to costs?
      1.7.2 Which limitations are connected to the building? (Law, structure etc.)
      1.7.3 Which subsidies are applicable?
      1.7.4 What are the social or financial benefits for temporary use?
      1.7.5 Can temporary use upgrade the sale potential of the building?

THE EMPIRICAL PART OF THE RESEARCH

2. Context characteristics
   2.1. Program aspects
      2.1.1. Is there a certain flow of people in the area, related to functions?
      2.1.2. What are current functions in the buildings and neighborhood?
      2.1.3. What were potential functions for temporary use?
   2.2. Communicative aspects
      2.2.1. Has branding been an active tool to create a certain image for the building or the urban area?
2.3. **Physical aspects**
   2.3.1. What limitations are there by law and is the initiative subject to?
   2.3.2. How is the location of the building and urban area placed in the context of the city?
   2.3.3. Is the location good accessible for visitors?
   2.3.4. What adaptations took place to facilitate the temporary use?

2.4. **Social aspects**
   2.4.1. What is the identity, perception of the area?
   2.4.2. Is there an unsafe character in the urban area? (Crime rates)
   2.4.2.1. Does social interaction take place in the urban area?

2.5. **Financial aspects**
   2.5.1. Which subsidies were applicable?
   2.5.2. What are the current sale and/or rental prices?
   2.5.3. What were the costs of the project?
   2.5.3.1. Investment costs?
   2.5.3.2. Income and expenses?

3. **The stakeholders**
   3.1. **Organization initiative**
   3.1.1. Which stakeholders were involved?
   3.1.2. Who was an important contribution to the success of the project? Initiator?

   3.2. **Social objectives**
   3.2.1. What was the motivation for the concept / project?
   3.2.2. What was the aim of the project?

   3.3. **Financial objectives**
   3.3.1. What financial resources were available?
   3.3.2. How can the objectives be combined with a commercial interest?

---

2.5 TARGET GROUP & TYPOLOGY

A logical solution nowadays is to transform offices into student housing because of the high vacancy of offices (Remøy, 2010). Students are present in areas in the city due to the fact that those places provide low rents. For a lot of people, it can also be a motive to avoid an urban area related to noise and lower living standards. To create a flow of people and possibility to function as a catalyst or incubator, a cultural activity would be more suitable that attracts mainly citizens and tourists. If an area should attract citizens and tourist then the usage potential can be maximized. The temporary adaptive re-use will then be focused on leisure or retail.
2.6 CONCEPTUAL MODEL

In the figure above the conceptual model is presented based upon the research questions. It shows that when a building deals with structural vacancy the end of the lifetime for the building is reached. Several strategies can be chosen to enlarge or renew this lifespan. The choice for temporary use is in line with motives of program related, communicative, physical, social or economic nature. Determinants for the success of an initiative can be analyzed; context, initiator of a project, financial and social objectives. When applying this for cases it can be determined whether a project is successful and creates added value for an area. This is supported by definitions from literature to measure if the questions can be answered with a yes or no. The next step is identification of aspects as drivers, success factors, challenges and benefits for the temporary initiative. All these results will provide information to design an instrument for temporary adaptive re-use, which will be the final result of this research.

2.7 OBJECTIVE OF RESEARCH

The main objective of this research is the supply of a strategy; an instrument for the implementation of temporary adaptive re-use. The best result would be that this research stimulates more private parties to consider buildings for temporary use in their portfolio.

Research objectives
- Providing insight in the success factors for temporary use
- Requiring knowledge about the added value of temporary use for an urban area
- Providing insight in the characteristics required for temporary use regarding context, for example location, financial resources and time-frame
- Gaining knowledge for developers, investors or owners about temporary use

Design objectives
- Creating a tool or instrument for the strategic implementation of temporary adaptive re-use that can be used when a building is structural vacant.
  - Should be a feasible instrument; include a long-term plan for generating income for private parties. Therefore the economic value for using temporary use as instrument becomes visible.
  - Should indicate factors that are necessary for the success of implementation for temporary adaptive re-use.

Application possibilities: All involved public and private stakeholders can use the instrument for successful implementation of temporary adaptive re-use. The application of this strategy will make temporary initiatives beneficial on different levels; on economical, sustainable and social level.
2.8 RESEARCH METHODS

2.8.1 TYPE OF RESEARCH
The research will consist of a literature study accompanied with a qualitative empirical research. A comparative design and research strategy will be used to gain knowledge out of case studies. It will both contain structured and unstructured interviews to make finding interrelations possible (Bryman, 2012). These types of research will contribute to optimization of the result; the development of an instrument, which can be used for temporary adaptive re-use.

2.8.2 METHODOLOGY

![Methodology research (Own illustration)](image-url)

*Figure 6; Methodology research (Own illustration)*
The methodology of the research is illustrated in figure 6. The first part of the research will be oriented at the context of the research. After the first idea the literature will be explored and possible cases will be identified. By this preliminary research, the relevance of the research can be defined and a research question can be formulated.

In the next phase a theoretical framework will be defined to assess the case studies and cases will be selected. The characteristics of the case studies can be placed within the framework to categorize and make an accurate outcome of the data possible. The performed research will be a comparative research design.

After the case studies the findings will be mapped into categories and identified whether cases were successful or of added value for the urban area, the measurement of those definitions will be formed out of the literature study. Comparison of the cases can provide a total assessment for necessary success factors.

Out of the theoretical framework, literature study and conclusion from the case studies all the input for the creation of an instrument for temporary adaptive re-use is available and the instrument can be created. This instrument can than again be tested by the case studies to know if the instrument is accurate and provides a good tool for implementation of temporary initiatives. At last, the research question can be answered in the conclusion of the research and recommendations for the future will be given.

2.8.3 LITERATURE STUDY
The proposed literature study is based on three different phases;
1. Exploratory literature review, the problem field
2. Theoretical framework, establishment of the used definitions. Exploring aspects as added value and success factors
3. Elaborated literature study supporting the case studies

The problem field will be analyzed and formed in the phase of the P1, in this part the exploration of existing literature takes place, see chapter 3 the research description.

The theoretical framework will be based on the generic sub questions to frame the scope of the project and provide a starting point for the case studies. To supply an adequate framework a case will be shortly analyzed to make sure all the relevant information is available when conducting all the case studies in the next phase.

The third part is the literature review, which identifies all the related aspects to the research and explains the relations. The approach of the research is identified and by exploration of themes, assessment methods a direction will be chosen to assess social and economical objectives. Cases that already have been researched in other cities in the world or extreme cases can provide insight and enlighten the approach for this research.

2.8.4 CASE STUDIES
Case studies will be performed during the graduation internship at Schiphol or another company (in progress). The aim of the case studies is to gain knowledge about internal and external factors that influenced the success of the temporary initiative. Social and financial aspects will be examined and to what extent the temporary adaptive re-use had impact on the surroundings.

The case studies will be part of an inductive research. Observation creates the opportunity to examine a pattern, to be continued in a hypothesis and eventually draft a theory (Bryman, 2012).
**SELECTION CRITERIA**
To incorporate the value of context into the research, the choice has been made to research two different cities with a completely different origin and development; Amsterdam and Rotterdam in the Netherlands. Image will be an important aspect of the context and is therefore part of the research. If available, for every city two cases will be performed that can be aligned to similarities of the temporary initiative. These are cases that currently take place or have happened in the recent past. If there is time left within graduation; a different pattern of temporary use will be researched, a travelling temporary initiative. Considering when a temporary initiative moves to different locations within a city in time and already has followers of the initiative. Hutspot in Amsterdam & BAR in Rotterdam would then be suitable.

**Program types** focus;
- No events, city beach; actual relation with a physical building and long-term relation with a neighborhood.
- No venues located at industrial areas or barracks; little relation with surroundings and low reachability

To make an accurate selection of cases several aspects should be considered;
- Position within the city; no activity before or high density of activities
- Scale of the project
- Time-frame of the project to make sure an impact on the urban area is noticeable or possible
- Combination of involved stakeholders
- Program type of the initiative

**THE PROPOSED CASES**

**CASE 1: AMSTERDAM, TROUW**
LOCATION: Amsterdam Oost
INITIATOR PROJECT: Olaf Boswijk

**FUNCTION TEMPORARY USE:**
CLUB – RESTAURANT – CULTURAL ACTIVITIES

TIME FRAME: 6 YEARS, LEASE EXTENDED EVERY 2 YEARS
- INTENTION WAS ALWAYS TO BE TEMPORAR
- NOW CLOSED

*Figure 7; Trouw Amsterdam (bron: www.festivallife.nl)*

**CASE 2: ROTTERDAM, SCHIEBLOCK**
LOCATION: Rotterdam Centrum
INITIATOR PROJECT: CODUM & ZUS

**FUNCTION TEMPORARY USE:**
CLUB – BAR - RESTAURANT – CULTURAL ACTIVITIES

TIME FRAME: 4.5 YEARS, LEASE EXTENDED AGAIN 5 – 10 YEARS
- 85 DIFFERENT COMPANIES IN BUILDINGBLOCK

*Figure 8; Schieblock Rotterdam (bron: http://noord010inbeeld.blogspot.nl/2015_03_01_archive.html)*
SIMILARITIES CASE 1&2:
- The function
- No activity before, creation of a hotspot.

**CASE 3: AMSTERDAM, HANNEKES BOOM**
LOCATION: Centrum richting noord
INITIATOR PROJECT: Wouter Valkenier, Gijs de Waal & Pim Evers

**FUNCTION TEMPORARY USE:**
BAR – RESTAURANT – CULTURAL ACTIVITIES

TIME FRAME: 5 YEARS
- WINNERS OF CONTEST GEMEENTE AMSTERDAM FOR TEMPORARY HORECA-PLUS
- 2010

*Figure 9: Hannekes boom, Amsterdam*  
(bron: http://www.trueamsterdam.com/place/cafe-restaurant-hannekes-boom/)

**CASE 4: ROTTERDAM, BIRD (HOFOGEN)**
LOCATION: Oude noorden
INITIATOR PROJECT: Philip Powell – Jazz stichting

**FUNCTION TEMPORARY USE:**
JAZZ CLUB – RESTAURANT – BAR

TIME FRAME: 3 YEARS, PART OF CULTURAL POLICY GEMEENTE ROTTERDAM (2013-2016)
- SUBSIDY UNTIL 2016, PROBABLY THE REASON OF EXISTENCE

*Figure 10: BIRD, Rotterdam*  
(bron: http://www.yourlittleblackbook.me/nl/bird-rotterdam-jazz-club-cafe-en-restaurant/)

SIMILARITIES CASE 3&4:
- The function
- Social safety improvement

**CASE STUDY APPROACH**
Determinants that are measured or observed during the case studies are:

1. Context
   a. Program aspects
   b. Communicative aspects
   c. Physical aspects
   d. Social aspects
   e. Financial aspects
2. Stakeholder
   a. Financial objectives
   b. Social objectives
DATA COLLECTION
Collection of data will be done by:

1. **A literature study;** available documents and articles will be sought on the Internet and reviewed to be prepared for the interviews
2. **Interviews with involved stakeholders;** probably different for every case, whether it involves the municipality, owners or private parties. In this way the process becomes visible and allows identifying opportunities or threats to these kinds of venues. It also illustrates the social, economical and political environment at that particular moment in time. Conduction of interviews with market parties will help to map the interest and possible collaboration for temporary initiatives.

INTERVIEWS
The aim of the interviews will be to explore the cases. Unstructured interviews with the temporary initiators as municipality, owner or respectively the exploiter of the venue can help to observe the process and enlighten the influential aspects of the cases to make a proper analysis and gain knowledge about temporary use.

A topic that could be examined is how the temporary initiative came to existence? Where did it all start, was the idea supported or did struggles slow down the process? This in order to observe what can be the “successful” environment.

Semi-structured interviews can be held with private parties to provide insight into the ways a private party develops and is interested in participation or conducting a temporary project. Financial and social objectives should be researched in order to create an instrument that has value. It is about mapping the possibilities for the future.

The aim is an amount of approximately 4 interviews, for every case one interview with a stakeholder. This will however depend on the willingness of stakeholders to participate. Intention is two exploiters of temporary initiatives and in the other 2 cases; the municipality to get enough information for the design of the instrument for strategic implementation of temporary adaptive re-use.

2.8.5 VALIDITY RESEARCH
To ensure the validity, reliability and generalizability a comparative design study is performed. Two or more cases are studied with identical methods. Categorization of these cases is done beforehand so it will not undermine the comparability (Bryman, 2012).

Validity is added due to using a collection of different information gathering methods that are the most applicable for this research. The outcomes of these methods, a context analysis and interviews, are combined into one final conclusion (Van Thiel, 2010).

While interviewing the same questions are addressed to the different participants. This will be the accurate manor to gain a consistency in the various perceptions and opinions (Van Thiel, 2010).

Assessment of the used methods and outcomes will take place in the last part of the process, which will give a clear reflection on the performed research. Testing the outcome, with the already known cases will validate the instrument.
2.8.6 CONNECTION QUESTIONS AND METHOD

Figure 11 displays the research methods that are related to the sub questions. Some sub questions can be tested in multiple ways to achieve a broad range of accurate information being subject to various perspectives on temporary use. This can lead to a solid answer of the main research question.

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<th>Literature study</th>
<th>Case study</th>
<th>Interviews</th>
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<td>1.1 What is the definition of temporary adaptive re-use?</td>
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<td>1.1.1 What is the timeframe of temporary initiatives?</td>
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<td>1.1.2 What are the characteristics of temporary transformations?</td>
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<td>1.2 Can temporary adaptive re-use improve the life cycle of a building?</td>
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<tr>
<td>1.2.1 What are the social or financial benefits for temporary use?</td>
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<tr>
<td>1.3 What is the added value for an urban area?</td>
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<tr>
<td>1.3.1 Which social, economical or physical aspects bring value to an area?</td>
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<td>x</td>
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<tr>
<td>1.3.2 What is the effect of these aspects in the long-term?</td>
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<tr>
<td>1.3.3 How can added value be measured?</td>
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<td>1.4 What determines the success of a temporary initiative?</td>
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<tr>
<td>1.4.1 What are the success factors of temporary use?</td>
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<tr>
<td>1.4.1.1 How does the context affect the temporary use?</td>
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<tr>
<td>1.4.1.2 How can success be measured?</td>
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<tr>
<td>1.5 What defines the context of the cities of Amsterdam &amp; Rotterdam?</td>
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<tr>
<td>1.5.1 What are the differences / similarities in development?</td>
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<tr>
<td>1.5.2 What are the vacancy rates (types of buildings)?</td>
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<tr>
<td>1.6 When is temporary use applicable and how can an instrument be created?</td>
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<tr>
<td>1.6.1 Can temporary activities be enabled, planned or designed?</td>
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<tr>
<td>1.6.2 What are the necessary criteria?</td>
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<td>1.6.3 How can an instrument be designed?</td>
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<tr>
<td>1.7 How can temporary use be feasible for private parties as developers &amp; investors?</td>
<td>x</td>
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<tr>
<td>1.7.1 What adaptations should take place related to costs?</td>
<td>x</td>
<td>x</td>
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<tr>
<td>1.7.2 Which limitations are connected to the building? (Law, structure etc.)</td>
<td>x</td>
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<tr>
<td>1.7.3 Which subsidies are applicable?</td>
<td>x</td>
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<tr>
<td>1.7.4 Can temporary use upgrade the sale potential of the building?</td>
<td>x</td>
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</table>

<table>
<thead>
<tr>
<th>Context characteristics</th>
<th>2.1. Program aspects</th>
<th>2.2. Communicative aspects</th>
<th>2.3. Physical aspects</th>
<th>2.4. Social aspects</th>
<th>2.5. Financial aspects</th>
<th>3. The stakeholders</th>
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</thead>
<tbody>
<tr>
<td>Program aspects</td>
<td>2.1.1 Is there a certain flow of people in the area, related to functions?</td>
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<td>2.1.2 What are current functions in the buildings and neighborhood?</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Communicative aspects</td>
<td>2.2.1 Has branding been an active tool to create a certain image for the building or the urban area?</td>
<td>x</td>
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<tr>
<td>Physical aspects</td>
<td>2.3.1 What limitations are there by law and is the initiative subject to?</td>
<td>x</td>
<td>x</td>
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<tr>
<td>2.3.2 How is the location of the building and urban area placed in the context of the city?</td>
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<td>x</td>
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<tr>
<td>Social aspects</td>
<td>2.4.1 What is the identity, perception of the area?</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>2.4.2 Is there an unsafe character in the urban area? (Crime rates)</td>
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<td>x</td>
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<tr>
<td>2.4.2.1 Does social interaction take place in the urban area?</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>Financial aspects</td>
<td>2.5.1 Which subsidies were applicable?</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>2.5.2 What are the current sale and/or rental prices?</td>
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<td>x</td>
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<tr>
<td>2.5.3 What were the costs of the project?</td>
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<td>x</td>
<td>x</td>
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<tr>
<td>Infrastructure</td>
<td>2.5.3.1 Investment costs?</td>
<td>x</td>
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<tr>
<td>2.5.3.2 Income and expenses?</td>
<td>x</td>
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</tr>
</tbody>
</table>

3. The stakeholders

| Organization initiative | 3.1. Which stakeholders were involved? | x | x | |
| 3.1.2 Who was an important contribution to the success of the project? Initiator? | x | x | x | |

| Social objectives | 3.2.1 What was the motivation for the concept / project? | x | x | |
| 3.2.2 What was the aim of the project? | x | | |

| Financial objectives | 3.3.1 What financial resources were available? | x | x | |
| 3.3.2 How can the objectives be combined with a commercial interest? | x | x | |

Figure 11: Connection research questions & method (Own illustration)
THEORETICAL FRAMEWORK 3.
3. THEORETICAL FRAMEWORK

1.1 What is the definition of temporary adaptive re-use?
   1.1.1 What is the timeframe of temporary initiatives?
   1.1.2 What are the characteristics of temporary transformations?

1.2 Can temporary adaptive re-use improve the life cycle of a building?
   1.2.1 What are the social or financial benefits for temporary use?

1.3 What is added value for an urban area?
   1.3.1 Which aspects bring value to an area?
   1.3.2 What is the effect of these aspects in the long-term?
   1.3.3 How can added value be measured?

1.4 What determines the success of a temporary initiative?
   1.4.1 What are the success factors of temporary use?
      1.4.1.1 How does the context affect the temporary use?
      1.4.1.2 How can success be measured?

On the first two sub questions is elaborated on in section 2.3 Key definitions. In the next part will be continued with sub questions 1.3 and 1.4.

3.1. WHAT IS OF ADDED VALUE FOR AN URBAN AREA?

It is essential to indicate what can be the contribution of the research and the added value of using a method as temporary use.

- What is added value?
- What is the added value of temporary use?
  - And therefore the motives or barriers?
- How can it be measured?

3.1.1 WHAT IS ADDED VALUE FOR AN URBAN AREA?

Public realm has always been part of a city structure, a place to flourish, meet, parade and many other activities (Bishop & Williams, 2012). Some places have a higher density than others. Where public space ends, real estate begins and there is no strict border. Interaction between those spaces explains why one affects the other.

Whether people experience a place as successful is dependent on the activity, scale of the place, the safety feeling and comfort subject to external factors as wind or visual lines. Successful places attract people and therefore have an added value for citizens (Adam & Tiesdell, 2011). Aspects contribute to the way people perceive a place and the design of that place is related to the urbanism term “place-making”.

Good urban design adds value by increasing economic viability of development and by delivering social and environmental benefits (Adams & Tiesdell, 2011). There are six different categories of value, each of which can be enhanced by good design.

1. Exchange value (price of building trades)
2. Use value (appeal of places; reflected in contribution to productivity, profitability and competitiveness)
3. Social value (connecting people, enhance social interaction, reinforce civic pride, promote neighbourly behaviour)
4. Environmental value (degree of adaptability, flexibility and robustness, intergenerational equity and bio-diversity)
5. Image value (contribution to identity, prestige and reputation)
6. Cultural value (relationship between place and context, contribution to patterns of historical development) (Adams & Tiesdell, 2011)
Based upon these values my definition of added value for an urban area for this research will be:

“If it adds new missing functions or improves communication of the area, social livability and cohesion, economical value or physical appearance”

3.1.2 WHAT IS THE CONTRIBUTION OF TEMPORARY ADAPTIVE RE-USE?

Nowadays, high rates of vacancy are reached in cities as Rotterdam and Amsterdam, respectively 18 and 19%. To put these percentages in perspective; a healthy market contains a 5% vacancy rate (DTZ Zadelhoff, 2015). In many cases the re-use of buildings in urban setting can be complex due to the context, conditions, patterns of vacancy, quality of life and durations of functions (Nemeth and Langhorst, 2013). Implementing temporary use, which enables quick, flexible and experimental responses, can provide a solution to cope with vacancy in city centers.

As mentioned before real estate interacts with the public space around the properties. Therefore it is logical that vacancy can cause societal and economical problems. From economical perspective the owner of a property is affected by a vacant building. Though it involves public realm it becomes as well a public matter and it maybe needs an intervention or help from the government to solve the vacancy (Harmsen and van der Waal, 2008).

A societal problem that arises is that it can form a threat for the livability of a neighborhood or urban area. Due to vacancy, crime rates can go up and the neighborhood can become an unsafe environment, which attracts a lot of new problems. Therefore it can be essential for the government or municipality to promote temporary use to improve and retain the quality of life in the city. Described by Jane Jacobs (1961), social incoherence and an unsafe character will lead eventually to a negative image of the area. This can be prohibited by a constant flow of people on the streets, mostly created when function of buildings are mixed (Jacobs, 1961). Adding a temporary adaptive function will provide this “flow of people” and ensure livability.

Another problem arises; vacant properties are not attractive and influence the real estate around it in a negative way as adjacent buildings can lower in prices for sale and rent. (Koppels, Remoy and Messlaki, 2011). This can become a long-term problem because it can turn into a downward scenario when it enables deterioration of the buildings. Owners will maybe invest less in the maintenance of the buildings because the return is lower, which affects again the surroundings and forms into societal problems. The societal and economical factors are interrelated and should be taken into consideration for the development of an urban area.

**Added value of re-use**

Space is scarce in the Netherlands and makes thinking about re-use of existing building essential. Searching for a solution to vacancy and be prepared changes in demand and supply of the market is necessary to succeed in the future. Another motive for re-use is that it also involves a lot of signature building or cultural heritage which offers high potential because of the identity, amenities, and high affect the landscape of an area (Australian government, 2004). Re-use is as well a sustainable solution as the building environment is one of the main contributors to emissions and the re-use of buildings therefore has environmental benefits. New buildings and the demolishment of existing buildings cost more energy than retaining the construction and adaptively re-using a building (Australian government, 2004).

**Added value of temporary re-uses**

Temporary initiatives can provide an “interim” solution to structural vacancy and develop to be of added value for the urban area. Several advantages mentioned by Bishop and Williams (2012);

1. Reduced risks due to short-term leases, offers quick wins
2. Appeal customers time-limited exclusivity
3. Bottom-up interventions or fleeting reconfigurations of space are seemingly spontaneous or arise without consent
And other advantages:
4. Bridge vacant time and maybe even out costs, while at first it is only an item of expenditure
5. Can upgrade the image of the urban area and therefore create opportunities for future development.
6. Improvement of livability in urban area
7. Remain building identity (Gruis, Visscher and Kleinhands, 2006)
8. Sustainable solution, newly build & demolition of building costs more energy
9. Efficient and effective: Quick realization because less proceedings (Bullen and Love, 2011)
10. Flexibility because of temporality
11. Generating income for owner of building
12. Restrictions for adaptability so concepts with low demands

3.1.3 WHAT IS THE EFFECT OF THESE ASPECTS IN THE LONG-TERM?

The drivers
When implementing temporary re-use into a building it will be dependent on the context of an urban area. In every case this will provide a completely different scenario; the characteristics of a neighborhood will influence the temporary initiative and define which kind of functions can take place. Besides these “fixed” factors, the context is constantly changing and requires a concept to be flexible and adjustable in time.

In general, several objectives can be leading to choose for temporary adaptive re-use as mentioned by Drosten (2015);

- Program related objectives; missing or testing new functions in the area
- Communicative objectives; branding, the improvement of the image of the urban area
- Physical objectives; prevention of decay, improving area
- Social objectives; bring or enhance livability, improve cohesion people
- Financial objectives; create cash flow, stimulate local economy

![Figure 12: Drivers temporary adaptive re-use (Own illustration)](image)

The different manifestations of temporary use enable the possibility of creating value for a building or urban area. Temporary use can be applicable as a tool for urban planning on urban scale and on building level. As mentioned by Petra Meijboom (2011) the choice for temporary use is directly related to the beneficial outcome that is aimed at for an urban area and can be related to the of Drosten (2015);

1. **Prevent decay of an area; the physical objective**
   Prevent degradation of vacant real estate and impoverishment of an urban area. The physical appearance of an area will affect the atmosphere and therefore form the identity.

2. **Experiment; the program related objective**
   It can have the purpose of research; can be an experiment for new suitable functions for the future. It can contribute to concept development and test the way venues should be branded and can be of additional value to market research. Can be a response to activities that are already happening within an area. Branding of the product can help to form the image of the area and attract certain target groups.
3. **Create social platform; social objective**
The creation of public spaces focused upon involved stakeholders, as residents and entrepreneurs. This can be essential for the success of a project. Various aspects regarding the political, economical and social environment will influence the social environment. This will be represented in the willingness of people to visit a certain area. Crime rates, safety and social cohesion will be reflected in the image of a neighborhood and is important to keep in mind when placing temporary use into an urban area.

4. **Boosting an area, function as incubator; communicative objective**
Temporary activities can function as incubator for a building block or area. It can either re-form or strengthen the quality of a location. It can facilitate the change of an image or implement activities, which provide people to visit the site.

5. **Value creation; financial objective**
The creation of a new identity of an area equals the possibility of value growth and can provide even value for the current stock of real estate in that same area. Rent prices can even be affected and become higher (Meijboom, 2011). Financial resources for a project are essential and involve the approach of a developer, investor or owner. This aspect should be regarded in relation with the feasibility of a temporary project.

**The barriers**
Several drivers and barriers are mentioned by Bullen and Love (2011), in an article about factors that influence adaptive re-use. In the case of temporary adaptive re-use the same drivers arise. However it can be argued that temporary incentives involve fewer barriers and are therefore easier to implement. The red fields in the illustration of figure 11 represent the issues that do not concern temporary use and therefore avoided.

![Figure 13: Adjusted drivers and barriers adaptive re-use (based on Bullen and Love, 2011) (Own illustration)](image-url)
3.1.4 HOW CAN ADDED VALUE BE MEASURED?
Added value could be measured combining the values based upon the urban area and the added values of temporary adaptive re-use;

<table>
<thead>
<tr>
<th>FACTORS OF MEASURE</th>
<th>METHOD FOR MEASUREMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program and use value</td>
<td>Comparison facilities in the past vs. current facilities</td>
</tr>
<tr>
<td>Communicative and image value</td>
<td>Improvement area? More visitors to the area, flow of people</td>
</tr>
<tr>
<td>Physical and environmental value</td>
<td>Photos of the area before vs. photos of public space and buildings nowadays</td>
</tr>
<tr>
<td>Cultural and social value</td>
<td>More people visible on the streets, creation of more meeting or gathering points</td>
</tr>
<tr>
<td>Economical value</td>
<td>Higher sale or rent prices</td>
</tr>
</tbody>
</table>

*Figure 14: Measurement of added value (Own illustration)*

3.2 WHAT DETERMINES THE SUCCESS OF A TEMPORARY INITIATIVE?
In the next paragraph will be elaborated on the success of temporary adaptive re-use. Which success factors can be identified and how this can be measured. To provide theoretical input for implementation of temporary adaptive re-use in a successful way.
- What is success?
  - Is there difference in success factors?
    - What are the success factors of temporary use?
  - How can it be measured?

3.2.1 WHAT IS SUCCESS?
The definition of success includes various perspectives according to the Oxford Dictionary (2015);
1. “The accomplishment of an aim or purpose
2. The attainment of fame, wealth, or social status
3. The good or bad outcome of an undertaking”

In relation with this research of creating added value for the urban area by implementing temporary adaptive re-use, the formulated definitions by the dictionary are not comprehensive. Therefore a related definition is necessary in context of the main research question, as following;
“ The accomplishment of an attractive place for people and improvement of communicative, social, and/or economical aspects in the urban area”

3.2.2 WHAT ARE THE DIFFERENCES IN SUCCESS FACTORS?
In order to make a temporary concept function as an instrument for urban area development; it is essential to indicate the success factors of temporary re-use. As this research focus at the same time on the added value for an urban area it can be helpful to identify success factors of urban area development.

Hobma (2011) refers to success factors in three different levels; the critical, necessary and context variables. Various stakeholders can influence these variables during the process. The context of an urban area is set and can be analyzed as it involves the economic climate, political climate, cultural background, demographics, changes in legislation and regulation. However during the development of projects the context can change over time and this should be perceived. Necessary variables are considered to be logical as it aims at the project scope, economic feasibility, costs and acquisition of land. The most applicable variables are the critical variables, which are more dependent on the stakeholders initiating the projects; trust, leadership, image change, reduction of complexity, creative designers and pro-active policy makers (Hobma, 2011).
3.2.3 WHAT ARE THE SUCCESS FACTORS OF TEMPORARY USE?
To understand which factors are of influence for the successes of temporary adaptive re-use, the history of development of these temporary initiatives should be analyzed.

Historic development of temporary use
The arise of temporary use initiatives is in line with the vacancy rates accelerating, a lot of building spaces and sites became available while being unused for a period of time (Oswalt, 2013). It derives from a mismatch between demand and supply, which was not foreseen. The vacancy that emerged created an opportunity for other perspectives. Private developers and investors did no longer show the willingness to high exposure of risk and did not want to contributed or commitment to new projects. All done, in favor of a financial safe environment. Private parties wait for better times because it is not possible to develop in a quick manor. Due to this economic climate vacant properties could be used for limited periods, low costs and often in poor conditions (Oswalt, 2013). It created the opportunity for bottom-up projects, the temporary initiatives.

Although different stakeholders can be starters of temporary initiatives as illustrated in Appendix I, common to all temporary users is the quick spontaneous realization, the acceptance of the existing conditions, creativity for improvised solutions to adapt spaces to their demands (Oswalt, 2013). Uncertainty is part of the agreement, being subject to short-lease contracts, which opens up the possibility for owners to sell the property at any moment in time.

The context of location & actors
The spaces chosen for temporary use have the same diversity as real estate developers and investors search for their projects. In the same way the most suitable place is sought-after and the most attractive spot is sought regarding accessibility (Oswalt, 2013).

According to Oswalt (2013) there are three types of temporary initiators consisting out of; young entrepreneurs who use these niche market as incentive for realization of a concept, actors who are initiating temporary use as passion and a small group of people that aims “to drop out” of society and builds alternative arrangements.

3.2.4 WHICH FACTORS CONTRIBUTE TO THE SUCCESS?
Alexandra de Jong (2003) analyzed in her master thesis about the social economical value of temporary re-use which variables contribute to the success and at which level (Figure 15). Visible is that the position is of less contribution to the success of temporary use. In range of low to high value: position & concept, form (design) & urban area, building. Identified in this research is that of absolute value is the initiator of the project.

![Figure 15; The social economic value of temporary re-use (Jong, 2012)]
From the literature study of Jong (2003) is concluded that temporary use can be of additional value, aspects as process and content can contribute to sustainable area development. Success factors worth mentioning are: the flexibility of the smaller projects and thinking out-of-the-box, which prove to be beneficial for the process. The projects are more demand-oriented and the stakeholders in those projects are more end-user focused. Through a higher level of involvement of the community as for example resident the temporary use is more accepted and people even participate. Contribution suddenly arises to the identity or image of the area. Temporary re-use itself can contribute to the social rise of people and the economical value, the profit (Jong, 2003).

3.2.5 HOW CAN SUCCESS BE MEASURED?
Added value could be measured combining the values based upon the urban area and the added values of temporary adaptive re-use;

<table>
<thead>
<tr>
<th>FACTORS OF MEASURE</th>
<th>METHOD FOR MEASUREMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicative</td>
<td>The image is improved, this will probably attract more people to the neighborhood</td>
</tr>
<tr>
<td>Social</td>
<td>Creation of more gathering points than before, social interaction</td>
</tr>
<tr>
<td>Economical</td>
<td>Higher prices, working business model temporary initiative</td>
</tr>
<tr>
<td>Qualities initiator</td>
<td>Earlier succeeded projects</td>
</tr>
</tbody>
</table>

**Figure 16; Measurement of added value (Own illustration)**

3.3 RECAP VALUES MEASURED
These success factors can be used to analyze temporary projects and the outcome of the project in the empirical part of the research; whether it was a successful implementation. Note: the critical, necessary and context variables still have to be specified for this research, abstract to specific.

<table>
<thead>
<tr>
<th>Definitions</th>
<th>Explanatory description</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added value</td>
<td>“If it adds new missing functions or improves communication of the area, social livability and cohesion, economical value or physical appearance”</td>
<td>Program and use value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Comparison facilities in the past vs. current facilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Communicative and image value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improvement area? More visitors to the area, flow of people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Physical and environmental value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Photos of the area before vs. photos of public space and buildings nowadays</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cultural and social value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>More people visible on the streets, creation of more meeting or gathering points</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economical value</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Higher sale or rent prices</td>
</tr>
<tr>
<td>Successful temporary initiative?</td>
<td>“The accomplishment of an attractive place for people and improvement of communicative, social, and/or economical aspects in the urban area”</td>
<td>Communicative</td>
</tr>
<tr>
<td></td>
<td></td>
<td>image</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social</td>
</tr>
<tr>
<td></td>
<td></td>
<td>gathering point, social interaction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economical</td>
</tr>
<tr>
<td></td>
<td></td>
<td>higher prices, working business model temporary initiative</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Qualities initiator</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Earlier succeeded projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dependent on involved stakeholders, determine the success</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Necessary</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Logical variables</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Context variables</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Set variables</td>
</tr>
</tbody>
</table>

**Figure 16; The measurement (Own illustration)**
RESEARCH PLANNING 4.

EIFFELToren – Parijs
4. Research Planning

4.1 Research Planning

To summarize the phases of research:

1. **Exploratory context phase** – research proposal
   A. Define research field, context, objectives & methods
      I. Problem field analysis
      II. Search possible cases
      III. Definition relevance & problem field
   B. Formulate research question

2. **Theoretical research phase** – literature
   I. Conceptual model
   II. Build theoretical framework by literature review
      i. Selection case criteria
   III. Case selection
   IV. Start literature study (continues until phase 4)

3. **Empirical research phase** – case studies
   I. Analyzing cases
   II. Interviews stakeholders
   III. Mapping outcome, categorizing all data required
   IV. Comparison of the data
   V. Conclusion data

4. **Design phase**
   I. Develop instrument for temporary adaptive re-use
   II. Assessment theory & practice
   III. Answer to the main research question will be formulated

5. **Report phase**
   I. Report
   II. Presentation
### 4.2 PROVISIONAL TABLE OF CONTENTS OF FINAL REPORT

#### MANAGEMENT SUMMARY

1. **INTRODUCTION**
   - 2.1 SOCIAL AND ENVIRONMENTAL RELEVANCE
   - 2.2 SCIENTIFIC RELEVANCE
   - 2.3 PERSONAL MOTIVATION
   - 2.4 LEARNING OBJECTIVES

2. **RESEARCH PROPOSAL**
   - 2.1 PROBLEM FIELD
   - 2.2 PROBLEM STATEMENT
   - 2.3 KEY DEFINITIONS
     - 2.3.1 ADAPTIVE RE-USE
     - 2.3.2 TEMPORARY ADAPTIVE RE-USE
     - 2.3.3 THE LIFE-CYCLE
   - 2.4 RESEARCH QUESTIONS
     - 2.4.1 MAIN RESEARCH QUESTION
     - 2.4.2 SUB QUESTIONS
   - 2.5 TARGET GROUP & TYPOLOGY
   - 2.6 CONCEPTUAL MODEL
   - 2.7 OBJECTIVES OF RESEARCH
   - 2.8 RESEARCH METHODS
     - 2.8.1 TYPE OF RESEARCH
     - 2.8.2 METHODOLOGY
     - 2.8.3 LITERATURE STUDY
     - 2.8.4 CASE STUDIES
     - 2.8.5 THE ASSESSMENT FRAMEWORK
     - 2.8.6 CONNECTION QUESTIONS & METHOD
   - 2.9 RESEARCH PLANNING

3. **LITERATURE STUDY**
   - 3.1 THEORETICAL FRAMEWORK
   - 3.2 IN-DEPTH LITERATURE STUDY

4. **CASE STUDIES IN AMSTERDAM**
   - 4.1 CONTEXT AMSTERDAM
   - 4.2 CASE 1
   - 4.3 CASE 3
   - 4.4 INTERVIEW

5. **CASE STUDIES IN ROTTERDAM**
   - 5.1 CONTEXT ROTTERDAM
   - 5.2 CASE 2
   - 5.3 CASE 4
   - 5.4 INTERVIEWS

6. **COMPARATIVE ANALYSIS**
   - 6.1 ASSESSMENT ADDED VALUE / SUCCESFULL
   - 6.2 COMPARISON CASES 1&2
   - 6.2 COMPARISON CASES 3&4
   - 6.3 CONCLUSION
7. THE INSTRUMENT FOR TEMPORARY ADAPTIVE RE-USE
   7.1 THE DESIGN
   7.2 HOW TO USE?
   7.2 TESTING THROUGH CASES

8. CONCLUSIONS
   8.1 ANSWER TO MAIN RESEARCH QUESTION
   8.2 RECOMMENDATIONS
   8.3 REFLECTION

9. LITERATURE
   9.1 REFERENCES
   9.2 LITERATURE TO BE USED
   9.2 PICTURES OF RE-USE

10. APPENDICES
    APPENDIX 1 – STAKEHOLDERS
    APPENDIX
LITERATURE 5.

POP-UP store – SINGAPORE
5. LITERATURE

5.1 REFERENCES
PMB Gemeente Amsterdam.(2012). Tijdelijk Amsterdam. Amsterdam: ProjectManagementBureau
5.2 LITERATURE TO BE USED


5.3 PICTURES OF RE-USE

1. **TROUW Amsterdam**. Temporary use for club, restaurant and cultural activities.  
(Source: http://www.trouwamsterdam.nl/nl/club/)

2. **HAKA gebouw Rotterdam**. Adaptive re-use with temporary interior.  
(Source: http://re-habitar.blogspot.nl/2011/02/trabajar-con-reciclado-recycle-office.html)

3. **Conservatorium hotel Amsterdam**. Transformation of a hotel.  
(Source: http://roomed.nl/de-grandeur-van-het-amsterdamse-conservatorium-hotel/)

4. **Hermes Basel Zwitserland**. Pop-up store designed by Toyo Ito.  
(Source: http://jhjung.tumblr.com/post/106547196319/hermes-toyo-ito)

5. **Lusail pedestrian bridges Doha Qatar**. Modification of bridges by Octatube.  

6. **Trouw Amsterdam**. Temporary use for club, restaurant and cultural activities.  

7. **Pop-up store Singapore**. Temporary retail.  
(Source: https://www.insidefestival.com/news/inside-awards-are-open)

8. **Mercat Amsterdam**. Temporary restaurant.  
(Source: http://www.amsterdamnow.com/en/mercat/)
APPENDICES

Mercat – AMSTERDAM
## 6. APPENDICES

Appendix 1; SEARCH CASES

---

### FIRST ANALYSIS CASES FOR SELECTION

<table>
<thead>
<tr>
<th>NAME INITIATIVE</th>
<th>LOCATION (CITY-AREA)</th>
<th>INITIATOR</th>
<th>TYPE OF TEMPORARY USE (FUNCTION)</th>
<th>TIME-FRAME</th>
<th>SHORT DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>TROUW</td>
<td>Amsterdam – Oost</td>
<td>Olaf Boswijk</td>
<td>Club, restaurant, cultural activities</td>
<td>6 years, lease extended every 2 years</td>
<td>Intention was always to be temporary</td>
</tr>
<tr>
<td>Radion</td>
<td>Amsterdam – Nieuw west</td>
<td>Broedplaats ACTA building</td>
<td>Student housing, cultural activities, restaurant, club &amp; bar</td>
<td>10 years</td>
<td>The time-frame of the whole building is 10 years, can be different initiatives</td>
</tr>
<tr>
<td>Westergasfabriek</td>
<td>Amsterdam – West</td>
<td>Different</td>
<td>Cultural activities, restaurant, club &amp; bar</td>
<td>Depends on initiative, permanent and temporary</td>
<td>Example: pop-up restaurant (time-frame 5 months)</td>
</tr>
<tr>
<td>De broedplaats NDSM-werf</td>
<td>Amsterdam – Noord</td>
<td>Wouter Valkenier, Gijs de Waal &amp; Pim Evers</td>
<td>Cultural activities, restaurant &amp; bar</td>
<td>Depends on initiative, permanent as well as temporary</td>
<td></td>
</tr>
<tr>
<td>Hannekes boom</td>
<td>Amsterdam – Centrum richting noord</td>
<td>Wouter Valkenier, Gijs de Waal &amp; Pim Evers</td>
<td>Cultural activities, restaurant &amp; bar</td>
<td>5 years</td>
<td>Winners of contest Gemeente Amsterdam for temporary horeca-plus 2010</td>
</tr>
<tr>
<td>Tolhuistuin</td>
<td>Amsterdam – Noord</td>
<td>Municipality of Amsterdam</td>
<td>First: Museum, Now: Restaurant, Bar &amp; Music hall</td>
<td>½ year</td>
<td>First idea to demolish the building, now it is a cultural hotspot</td>
</tr>
<tr>
<td>Canvas op de 7e Volkskrantgebouw</td>
<td>Amsterdam – Oost</td>
<td>Urban resort</td>
<td>Hotel, meeting rooms, club &amp; restaurant</td>
<td>8 years (2007-2015)</td>
<td>Supposed to be temporary, rent lease is unknown. 2014 should have been the last year according to newspapers</td>
</tr>
<tr>
<td>Strand Blijburg</td>
<td>Amsterdam – IJburg</td>
<td>Municipality of Amsterdam</td>
<td></td>
<td>Permanent?</td>
<td></td>
</tr>
<tr>
<td>BAR</td>
<td>Rotterdam – Oude noorden</td>
<td>?</td>
<td>Cultural activities, restaurant &amp; bar</td>
<td>2011 -</td>
<td>Travelling bar, now located at the second location</td>
</tr>
<tr>
<td>NAME INITIATIVE</td>
<td>LOCATION (CITY-AREA)</td>
<td>INITIATOR</td>
<td>TYPE OF TEMPORARY USE (FUNCTION)</td>
<td>TIME-FRAME</td>
<td>SHORT DESCRIPTION</td>
</tr>
<tr>
<td>-----------------</td>
<td>-----------------------</td>
<td>-----------</td>
<td>---------------------------------</td>
<td>------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Bahn</td>
<td>Rotterdam - Centrum</td>
<td>Ed Jansen, Martin Roedolf, Dirk Schmidt</td>
<td>Club</td>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>Bird</td>
<td>Rotterdam - Oude noorden</td>
<td>Philip Powel – Jazz stichting</td>
<td>Restaurant, club &amp; bar</td>
<td>3 years (Policy 2013-2016)</td>
<td>Subsidy until 2016, probably the reason of existence</td>
</tr>
<tr>
<td>De watertoren</td>
<td>Rotterdam – Kralingen, Crooswijk</td>
<td></td>
<td>Restaurant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Verkadefabriek</td>
<td>Den Bosch</td>
<td>?</td>
<td>Cultural activities, restaurant, club &amp; bar</td>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>The creative factory</td>
<td>Rotterdam - Maashaven</td>
<td>Municipality of Rotterdam?</td>
<td>Creative workspaces, events</td>
<td>Permanent but various initiatives</td>
<td></td>
</tr>
<tr>
<td>NRE terrein</td>
<td>Eindhoven - Centrum</td>
<td>Municipality of Eindhoven?</td>
<td>Cultural activities, restaurant, club &amp; bar</td>
<td>Permanent but various initiatives</td>
<td></td>
</tr>
<tr>
<td>Roest</td>
<td>Amsterdam - Oost</td>
<td>Different</td>
<td>Cultural activities, restaurant, club &amp; bar</td>
<td>Permanent but various initiatives</td>
<td></td>
</tr>
<tr>
<td>Nutrecht</td>
<td>Utrecht</td>
<td>?</td>
<td>Cultural activities</td>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>Club closure</td>
<td>Amsterdam - Jordaan</td>
<td>Joey Muilwijk, Oliver Louw</td>
<td>Club</td>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>De cacaofabriek</td>
<td></td>
<td></td>
<td></td>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>De caballero fabriek</td>
<td></td>
<td></td>
<td></td>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>Westelijk handelsterrein</td>
<td>Rotterdam – Het nieuwe werk</td>
<td></td>
<td>Cultural activities, restaurant, club &amp; bar</td>
<td>Permanent but various initiatives</td>
<td></td>
</tr>
<tr>
<td>Lichttoren</td>
<td>Eindhoven - Centrum</td>
<td></td>
<td>Bar &amp; restaurant</td>
<td></td>
<td>Exacte naam? Mr. Frits?</td>
</tr>
</tbody>
</table>
**First Analysis Cases for Selection**

<table>
<thead>
<tr>
<th>Name Initiative</th>
<th>Location (City-Area)</th>
<th>Initiator</th>
<th>Type of Temporary Use (Function)</th>
<th>Time-Frame</th>
<th>Short Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ketelhuis Strijp S</td>
<td>Eindhoven - Strijp S</td>
<td>Bar &amp; Restaurant</td>
<td>Permanent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel de goudfazant</td>
<td>Amsterdam - Noord</td>
<td>Asked by the owner</td>
<td>Restaurant</td>
<td>Permanent</td>
<td>Different initiatives; Radio Royaal</td>
</tr>
<tr>
<td>Fenix Food Factory</td>
<td>Rotterdam - Katendrecht</td>
<td>7 permanents and various others</td>
<td>Restaurant &amp; bar</td>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>Charles Kitchen</td>
<td>Rotterdam – Centrum</td>
<td>Charlotte Damen</td>
<td>Lunchroom</td>
<td>1 year Coolsingel – now another location</td>
<td>In the future maybe a permanent concept</td>
</tr>
<tr>
<td>Radio Royaal</td>
<td>Eindhoven – Strijp S Philipsterrein</td>
<td>Niels Wouters (also owner Goudfazant)</td>
<td>Restaurant &amp; bar</td>
<td>?</td>
<td>?</td>
</tr>
</tbody>
</table>

*Figure: First analysis possible cases (Own illustration)*
### Appendix 2; STAKEHOLDER RELATIONS

<table>
<thead>
<tr>
<th></th>
<th>Program related</th>
<th>Communicative</th>
<th>Physical</th>
<th>Social</th>
<th>Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipality</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Upgrading an area, making it more attractive for the city or neighborhood scale</td>
<td>Prevention of decay and decline a neighborhood</td>
<td>Livability is a goal in itself</td>
<td>x</td>
</tr>
<tr>
<td>Developers / Investors</td>
<td>x</td>
<td>Related because it influences the price of own buildings</td>
<td>Related because it influences the price of own buildings</td>
<td>Related because it influences the price of own buildings</td>
<td>Revenue</td>
</tr>
<tr>
<td>Users of the urban area (tourists, citizens)</td>
<td>Probably there because of a certain function or program?</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Residents</td>
<td>Missing or new functions</td>
<td>Related to improving the neighborhood, depends on the image of the area</td>
<td>Prevention of decay and decline a neighborhood</td>
<td>Livability is a goal in itself</td>
<td>Stimulate local economy</td>
</tr>
<tr>
<td>Owner</td>
<td>x</td>
<td>Related because it influences the price of own buildings</td>
<td>Related because it influences the price of own buildings</td>
<td>x</td>
<td>Stimulate local economy and revenue</td>
</tr>
</tbody>
</table>

*Figure; Stakeholder relations (Own illustration)*
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