WORKING – LIVING MIX: FROM URBAN DEVELOPMENT STRATEGY TO MARKET INITIATIVES

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- BULLEWIJKPAD IN AMSTERDAM
- TOWARDS WORKING-LIVING MIX IN BULLEWIJKPAD
- CONCLUDING REMARKS
PROBLEM STATEMENT

- PIONEERING EXPERIENCES > WORKING - LIVING MIX
  - // URBAN AGENDA, HOUSING POLICIES
  - MIXED-USED DEVELOPMENTS > AMENITIES
  - SMALL DWELLINGS, SHARED SPACES, SERVICES
  - NEW PARTNERSHIPS, HYBRID GOVERNANCE

- CONTEXT
  - DEMOGRAPHIC SHIFT
  - LABOUR FLEXIBILITY, KNOWLEDGE ECONOMY
  - DENSIFICATION, ATTRACTIVENESS
  - COMMODIFICATION OF HOUSING > PROFITABILITY >< AFFORDABILITY, SHORTAGE
RESEARCH QUESTION

- STATE POLICY VS MARKET FORCES?
  - PIONEERING PROJECT IN A FORMER OFFICE AREA
  - AMSTERDAM: HOUSING PRESSURE, RECOVERY OFFICE MARKET, ATTRACTIVENESS FOR YOUNG PROFESSIONALS AND INTERNATIONALS

HOW TO MANAGE THE TENSION BETWEEN MARKET AND LOCAL GOVERNMENT RESPECTIVE AGENDAS IN ORDER TO IMPLEMENT PRE-DEFINED TENURE AND WORKING-LIVING MIX IN TRANSFORMATION AREAS?
ANALYTICAL FRAMEWORK

THEORETICAL/CONCEPTUAL FRAMEWORKS → POLICY ANALYSIS → CRITERIA → CASE-STUDY TYPOLLOGIES AND SELECTION

DOCUMENTS → VISITS

INTERVIEWS

IMPLEMENTATION AND UPSCALING OF WORKING-LIVING MIX
ANALYTICAL FRAMEWORK

- **[WHO]** ACTORS AND ORGANIZATION IDEAL TYPES > GOVERNANCE

- **[WHY/HOW]** POLICY CYCLE IDEAL TYPE > DEVELOPMENT PROCESS

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[Diagram of Analytical Framework]

Brandsen et al., 2005
AMSTERDAM/HOUSING MARKET

- ISSUES
  - MARKET RECOVERY IN 2015-2016
  - HOUSING SHORTAGE > SCARCITY OF AFFORDABLE HOUSING
  - HIGH LAND/PROPERTY PRICES

- AGENGA 2025 > POLICY 40/40/20 (MIDDLE-INCOME)

- SPATIAL QUALITY: SUPERVISOR/AESTHETICS COMMISSION

- SOCIAL HOUSING > 40%
AMSTERDAM/LABOUR MARKET

- **ECONOMIC GROWTH:** 2%
- **RECOVERY OF THE OFFICE MARKET // TRANSFORMATION INTO HOUSING**
- **YOUNG PROFESSIONALS, INTERNATIONALS, FREE-LANCERS**
- **> 50% EMPLOYMENT OPPORTUNITIES IN NON-DESIGNATED WORK LOCATIONS**

« *A DYNAMIC AND URBAN LIVING – WORKING ENVIRONMENT, SURROUNDED BY FACILITIES AND MIXED WITH OTHER ACTIVITIES* »

(SP CITI ET AL, 2017 – TRANSLATION: AUTHOR)
AMSTERDAM/URBAN DEVELOPMENT

- 80% PUBLIC LAND > LAND-LEASE

- KOERS 2025: TRANSFORMATION AREAS
  - WORKING-LIVING MIX > DENSIFICATION, EXPANSION HOUSING SUPPLY
  - ATTRACTIVENESS?

- INDUSTRIAL AREAS > E.G. BUIKSLOTERHAM
  - OBJECTIVES: 30/70 WORK/RESIDENTIAL, CIRCULARITY
  - 90% UNBUILT > NEW TENDERS

- OFFICE AREAS > E.G. AMSTEL III
  - OBJECTIVES: 50/50 WORK/RESIDENTIAL, LIVEABLE
  - NO TENDER OR MASTERPLAN > COLLABORATION

(source: Gemeente Amsterdam, 2018)
(source: Wonam et al, 2018)
BUURTVISIE (GUIDELINES)
- 1ST PHASE = RESIDENTIAL > NEXT PHASES: OFFICES, CREATIVE COMPANIES, PUBLIC PROGRAM, FACILITIES, SPORT

DEVELOPMENT STRATEGY AMSTEL III (FORMAL)
> OBJECTIVES FOR BULLEWIJKPAD
- CREATIVE INNOVATIVE DISTRICT
- LIVING + SMALL SCALE OFFICES
- USERS’ WELL-BEING
- « HEALTHY URBAN DISTRICT »

KAVELPASPOORT FOR EACH PLOT (FORMAL)
- CONTRACT WITH SPECIFIC ARRANGEMENTS

(source: www.maps.amsterdam.nl, diagram: author)
- MUNICIPALITY + 3 MARKET PARTIES > URBAN STRATEGY AGENCY (PROCESS) + LANDSCAPE ARCHITECT (CONTENT)

- **QUALITATIVE** GUIDELINES (E.G. TARGET GROUP, PROGRAM, PUBLIC SPACE, …) > KICKSTART MEASURES

- **QUANTITATIVE** RULES (E.G. BUILDING SHAPE/SCALE, RELATION BUILDINGS/PUBLIC SPACE, COMMERCIAL PROGRAM, …)
KARSPELDREEF, 4

- Office building to be demolished
- 2 residential towers (total: 28,510 M²)
- 274 dwellings from 40 to 80 M² (usable area)
- 10% social / 60% mid-rent / 30% free-rent
- Commercial units, parking
BULLEWIJKPAD/STAKEHOLDERS

MARKET
- INSTITUTIONAL INVESTOR [INV]
- PRIVATE DEVELOPER [DEV]

EXPERTS
- ARCHITECT [AR]
- URBAN STRATEGY [URB]

STATE
- MUNICIPALITY [AMS]
- SUPERVISOR [SUP]
1. FIRST DESIGN, OPTIMISATIONS, AND ADAPTATIONS TO NEW POLICIES

DRIVERS 0:
MACRO: COMPETITION CITIES
MESO: OFFICE VACANCY,
URBAN AGENDA, HOUSING
SHORTAGE, RECOVERY
HOUSING MARKET

GOALS 0.1:
AMS: START TRANSFORMATION
INV: MIDDLE-INCOME RENTAL
HOUSING

DECISIONS 0.1:
INVEST IN S-E, DEMOLISH/
REBUILD

ACTION 0.1:
INV BUYS THE BUILDING

UNCERTAINTY 0.1:
LAND-LEASE PRICE ?

2016
1. FIRST DESIGN, OPTIMISATIONS, AND ADAPTATIONS TO NEW POLICIES

**DRIVERS 0:**
- MACRO: COMPETITION CITIES
- MESO: OFFICE VACANCY, URBAN AGENDA, HOUSING SHORTAGE, RECOVERY HOUSING MARKET

**GOALS 0.1:**
- AMS: START TRANSFORMATION
- INV: MIDDLE-INCOME RENTAL HOUSING

**DECISIONS 0.1:**
- INVEST IN S-E, DEMOLISH/REBUILD

**ACTION 0.1:**
- INV BUYS THE BUILDING

**UNCERTAINTY 0.1:**
- LAND-LEASE PRICE ?

2016

**GOAL 0.2:**
- LOWER THE PRICE, KEEP IT PROFITABLE

**DECISIONS 0.2:**
- OPTIMISATIONS (HEIGHT, FACADES, MATERIALS, …)

**ACTION 0.2:**
- AR STARTS/REFINES THE DESIGN

**UNCERTAINTY 0.2:**
- OFFICE VS HOUSING MARKET ?

2017

TOWARDS WORKING-LIVING MIX > TIMELINE
1. FIRST DESIGN, OPTIMISATIONS, AND ADAPTATIONS TO NEW POLICIES

**DRIVERS 0:**
MACRO: COMPETITION CITIES
MESO: OFFICE VACANCY,
URBAN AGENDA, HOUSING SHORTAGE, RECOVERY
HOUSING MARKET

**GOALS 0.1:**
AMS: START TRANSFORMATION
INV: MIDDLE-INCOME RENTAL HOUSING

**DECISIONS 0.1:**
INVEST IN S-E, DEMOLISH/REBUILD

**ACTION 0.1:**
INV BUYS THE BUILDING

**UNCERTAINTY 0.1:**
LAND-LEASE PRICE?

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**GOALS 0.2:**
LOWER THE PRICE,
KEEP IT PROFITABLE

**DECISIONS 0.2:**
OPTIMISATIONS (HEIGHT, FACADES, MATERIALS, …)

**ACTION 0.2:**
AR STARTS/REFINES THE DESIGN

**UNCERTAINTY 0.2:**
OFFICE VS HOUSING MARKET?

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**DRIVER 1:**
MESO: HOUSING AGENDA > POLICY 40/40/20

**GOALS 1:**
AMS: ENSURE SHORT TERM ACTION
INV: TARGET YOUNG PROFESSIONALS AND EXPATS

**DECISIONS 1:**
TENURE MIX 10/60/30, SOCIAL > MEDIUM RENT
AFTER 15 Y., FOR SALE AFTER 25 Y.

**UNCERTAINTIES 1:**
AFFORDABILITY IN THE FUTURE?
DIVERSITY HOUSING SUPPLY?
RISK SEGREGATION?

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2016
2017
07/2017

TOWARDS WORKING-LIVING MIX > TIMELINE
2. GUIDANCE DOCUMENT, OFFICIAL STRATEGY AND INDIVIDUAL CONTRACTS

DRIVERS 2:
MACRO: HYBRID GOVERNANCE;
MESO: CHANGE LAND-LEASE PROCEDURE;
MICRO: NO TENDER, OTHER DEVELOPMENTS IN PROGRESS

GOALS 2:
AMS: ACTION > GUIDELINES, BRIDGE GAP PLOT/AREA
INV: ASSIGN PPP, FLEXIBILITY

DECISIONS 2:
DEVELOP COMMON LOCAL VISION WITH HELP URB + EXP.

ACTION 2:
“BUURTVISIE” DELIVERED

UNCERTAINTY 2:
ACTION VS VISION?

10/2017
2. GUIDANCE DOCUMENT, OFFICIAL STRATEGY AND INDIVIDUAL CONTRACTS

DRIVERS 2:
MACRO: HYBRID GOVERNANCE;
MESO: CHANGE LAND-LEASE PROCEDURE;
MICRO: NO TENDER, OTHER DEVELOPMENTS IN PROGRESS

GOALS 2:
AMS: ACTION > GUIDELINES,
BRIDGE GAP PLOT/AREA
INV: ASSIGN PPP, FLEXIBILITY

DECISIONS 2:
DEVELOP COMMON LOCAL VISION WITH HELP URB + EXP.

ACTION 2:
“BUURTVISIE” DELIVERED

UNCERTAINTY 2:
ACTION VS VISION ?

11/2017

DRIVER 3:
MESO: TENSION OFFICE/HOUSING MARKETS, DUTY FOR AMS TO THINK ON THE LONG-TERM

GOAL 3:
AMS: PROGRAMMATIC FRAMEWORK FOR AMSTEL III > LONG TERM VISION

DECISIONS 3:
GLOBAL VISION OFFICIAL DOCUMENT

ACTION 3:
DEVELOPMENT STRATEGY AMSTEL III

UNCERTAINTY 3:
DENSIFICATION LEADING TO MIX ?

12/2017
2. GUIDANCE DOCUMENT, OFFICIAL STRATEGY AND INDIVIDUAL CONTRACTS

**DRIVERS 2:**
- MACRO: HYBRID GOVERNANCE;
- MESO: CHANGE LAND-LEASE PROCEDURE;
- MICRO: NO TENDER, OTHER DEVELOPMENTS IN PROGRESS

**GOALS 2:**
- AMS: ACTION > GUIDELINES, BRIDGE GAP PLOT/AREA
- INV: ASSIGN PPP, FLEXIBILITY

**DECISIONS 2:**
- DEVELOP COMMON LOCAL VISION WITH HELP URB + EXP.

**ACTION 2:**
- “BUURTVISIE” DELIVERED

**UNCERTAINTY 2:**
- ACTION VS VISION ?

11/2017

**DRIVER 3:**
- MESO: TENSION OFFICE/HOUSING MARKETS, DUTY FOR AMS TO THINK ON THE LONG-TERM

**GOAL 3:**
- AMS: PROGRAMMATIC FRAMEWORK FOR AMSTEL III > LONG TERM VISION

**DECISIONS 3:**
- GLOBAL VISION OFFICIAL DOCUMENT

**ACTION 3:**
- DEVELOPMENT STRATEGY AMSTEL III

**UNCERTAINTY 3:**
- DENSIFICATION LEADING TO MIX ?

12/2017

**DRIVER 4:**
- MESO: INFLUENCE SUP/AESTHETICS COMMISSION ON ARCHITECTURE IN NEW DEVELOPMENTS

**GOALS 4:**
- AMS: CONTRACT PLOT-BY-PLOT, ARCH. QUALITY > CRITICAL MASS NEWCOMERS

**DECISIONS 4:**
- HEIGHT AND ENDING OF THE TOWERS, COMMERCIAL UNITS, BALCONIES,…

**ACTION 4.1:**
- “KAVELPASPOORT” (CONTRACT PLOT)

**UNCERTAINTIES 4.1:**
- PUBLIC PROGRAM AND AMENITIES ?

END 12/2017
3. IMPLEMENTATION OF THE 1st PHASE AND AMBITIONS FOR THE NEXT PHASES

**DRIVERS 5:**
- MACRO: COMPETITION CITIES
- MESO: ATTRACTIVENESS
- TRANSFORMATION AREAS

**GOAL 5:**
- SHORT TERM IDENTITY

**DECISION 5:**
- ATTRACT PEOPLE TO S-E

**ACTIONS 4.2:**
- PERMIT, LAND-USE CHANGE

**UNCERTAINTY 4.2:**
- CONSTRUCTION PRICES

**ACTION 5:**
- PLACE-MAKING EVENTS

**ACTION 4.3:**
- DEMOLITION

TIMELINE:
- 04/2018
- 07-08/2018
- 12/2018
3. IMPLEMENTATION OF THE 1st PHASE AND AMBITIONS FOR THE NEXT PHASES

**UNCERTAINTY 4.2:** CONSTRUCTION PRICES

**DRIVERS 5:**
- **MACRO:** COMPETITION CITIES
- **MESO:** ATTRACTIVENESS
- **TRANSFORMATION AREAS**

**GOAL 5:**
SHORT TERM IDENTITY

**DECISION 5:**
ATTRACT PEOPLE TO S-E

**ACTION 5:**
PLACE-MAKING EVENTS

**ACTION 4.3:**
DEMOLITION

**ACTION N:**
BULLEWIJKPAD PARK

**GOALS N:**
BACKBONE FUTURE NEIGHBOURHOOD, LINK BOTH SIDES METRO, LONG TERM IDENTITY

**DECISION N:**
HIRE LANDSCAPE ARCHITECT

**DRIVER N:**
MICRO: SEGREGATION BOTH SIDES METRO LINE, DESERTED OFFICE AREA > LACK LIVEABILITY

**UNCERTAINTY N:**
WHO IS GOING TO PAY?

**02 > 04/2018**
**07-08/2018**
**12/2018**
**BY 2023**
TOWARDS WORKING-LIVING MIX

SPECIFIC CHALLENGES
- SUPPORTING ACTION VS LONG-TERM VISION (RISKS, SCALES, TIMELINES)
- BRINGING A CRITICAL MASS OF NEWCOMERS > AMENITIES (LAST DEV.?)
- CREATE AN IDENTITY FOR BULLEWIJKPAD > GREEN SPACE (INVESTMENT?)

RISKS AND OPPORTUNITIES
- WORKING-LIVING MIX AND DENSITY (EXTERNAL FORCES? PUBLIC SPACE?)
- TENURE MIX > AFFORDABILITY ? DIVERSITY HOUSING SUPPLY ? SEGREGATION WORSENED ?
CONCLUDING REMARKS

- MIXED-USE DEVELOPMENTS > BETWEEN MARKET & POLICY DYNAMICS
  - MARKET FORCES: PRICES, TENSIONS, GOVERNANCE (ACTION, INVESTMENT)
  - EVOLUTION HOUSING POLICY (AFFORDABILITY, DIVERSITY, SEGREGATION)
  - CONTINUATION URBAN AGENDA (FUNCTIONS AND DENSITY)
  - CYCLIC AND ITERATIVE PROCESS > ADAPTATIONS

- PIONEERING EXPERIENCE > UPSCALING?
  - SYSTEMATIZED IN NEW POLICY >> NEGOTIATIONS BETWEEN PARTNERS
  - HYP: NEGOTIATIONS PREFERRED GIVEN COMPLEXITY, RISKS (DECREASE)
  - > EMERGENCE NEW HYBRID ACTORS, PARTNERSHIPS
THANK YOU FOR YOUR ATTENTION...

...AND SPECIAL THANKS TO:

[UPPSALA 27.06.2018] ENHR / CONSTANCE UYTTEBROUCK, HILDE REMOY, JACQUES TELLER
AMSTERDAM/HOUSING MARKET

- STATISTICS
  - SMALLER DWELLINGS IN THE NEWLY BUILT STOCK
  - GROWTH HIGH INCOME >< LACK MIDDLE-INCOME HOUSEHOLDS
  - 52% ONE-PERSON HOUSEHOLDS
  - 29% POPULATION 20 – 34 Y.O.

- SOCIAL HOUSING > 40%
  - FINANCIALLY INDEPENDENT/ NON PROFIT HOUSING ASSOCIATIONS

(source: OIS, 2017)
CASE-STUDY SELECTION: CRITERIA

- **ORGANIZATION** TYPE (MARKET, MIXED, COMMUNITY)
- **INVESTIGATION** SCALE (BUILDING OR BUILDING BLOCK)
- **HYBRIDITY** (UNIT, SHARED SPACES, MIXED-USE BUILDING/BLOCK)
- **BACKGROUND** (NEW CONSTRUCTION, CONVERSION)
- **PROGRESS** (OCCUPIED, PERMIT STAGE)
- **PROGRAM** (TARGET PUBLIC, TENURE TYPES, DWELLING TYPOLOGIES, …)
AMSTEL III [AREA]

BULLEWIJKPAD [PLOT]

KARSPELDREEF, 4 [BUILDING]

(source: Gemeente Amsterdam, 2018)
GLOBAL DEVELOPMENT STRATEGY

- NO TENDER > « CO-PRODUCTION »
- MIXED-USE AREA > DENSIFICATION
- INVESTMENT IN PUBLIC SPACE: PARK FROM AMC TO ARENA