



The Role of Public-Private and Third Sectors for delivering Conservation Outcomes of Urban Heritage projects

Exploring the significant importance of community-led planning practices in relation to sustainable adaptive re-use for conservation efforts of Rotterdam's built heritage stock



Abstract

Central in this research paper the dynamics of heritage conservation efforts as part of sustainable urban development. PPTP's that take into account new, as well as historical uses, concerning tangible and intangible values of heritage buildings with historical, social and cultural significance for long term conservation aims. In addition to how built heritage interacts with urban communities to strengthen the urban fabric and city identity, as part of sustainable conservation efforts of the built heritage stock by employing the strategies of adaptive re-use. The composition of PPTP's is all determinative for facilitating these projects towards both sustainable conservation efforts and socio-cultural benefits. A better balanced-mix is needed to secure long-term sustainable conservation by taking into account complex social and economical dynamics at play in the context of these projects. The 'right' stakeholders should be involved in order to create the 'right' mixture of partners to be able to achieve these outcomes. Above all, the aims and motives of the partners should ultimately be closely aligned by choosing locally involved developers over traditional ones, that choose profit over quality any day, because it is just not sustainable on a long term prospect.

Keywords: Public,-Private, -and Third sector Partnerships, Adaptive Re-use Strategies, Community-led, Shared Value Creation, tangible -and intangible values.

Preface

This master thesis is about the 'The Role of Public-Private and Third Sectors for delivering Conservation Outcomes of Urban Heritage projects'. The research of this study has been executed in the municipality of Rotterdam. This thesis has been written as the last step to fulfil the graduation requirements of the Master Human Geography and Spatial Planning' as part of Geosciences at the University of Utrecht. The choice of the subject was a matter of personal interest in understanding the dynamics of heritage management as a part of urban development. This thesis examined the relationship between Public,- Private, -and Third sector Partnerships for delivering conservation outcomes, while emphasising socio-cultural values for sustainable shared value creation.

The past 16 months have been a fantastic learning experience, which turned out to be an incredible time. Utrecht University provided me with various valuable experiences and lessons and has opened various theoretical windows to the exciting world of planning practices. The privilege of having conducted my research of preference has been both a challenge and a significant learning experience. Many beautiful memories have been created, which I will gratefully and happily reminisce upon. First of all, I would like to thank my supervisor, Dr Patrick Witte, for guiding and supporting me through this process. Patrick, I am very thankful that you gave me this opportunity. His accurate feedback and fast responses helped me reach this fantastic milestone. I would also like to thank Ron Visscher for providing me with practical guidance during the process.

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I hope you enjoy reading this master thesis.

Chriege Cnossen

Rotterdam, 7th August 2020

Summary

Reason for investigation

The role of the government as the primary guardian of our heritage sites and buildings is shifting towards the inclusion of the private sector to assist their growing tasks to provide public goods and services. According to the New Urban Agenda (2016): *'Quality' had become a significant concern at local and national levels for policy-makers, where the growth of cities based on industrial models need a distinctive character*" (Evans et al., 2016). The decline in demand for government-owned heritage buildings as housing particularly poses a challenge due to changes in ownership patterns. Patterns of ownership can have a massive impact on the cultural heritage assets across a group of buildings, that were otherwise consistently managed by governments' *PPPs can be a highly effective mechanism or basis for successful partnerships with shared aims* (Corrigan, 2005). *PPPs can present themselves as significant opportunities to facilitate the supply of public services and goods*'. However, these partnerships are not yet widely applied to the heritage field (Macdonald & Cheong, 2014).

Research purpose

To explore the importance of private and third sector community-led planning practices concerning government-led formal planning, by examining a multidisciplinary approach in sustainable adaptive re-use strategies. Governed byways of the multidisciplinary collaboration of Public-Private and Third sector partnerships (PPTP's) in Rotterdam, The Netherlands. Central in this research paper the dynamics of heritage conservation efforts as part of sustainable urban development. PPTP's that take into account new, as well as historical uses, concerning tangible and intangible values of heritage buildings with historical, social and cultural significance for long term conservation aims. *How can Dutch adaptive re-use projects of built heritage be facilitated by Public-Private-and Third sector Partnerships towards conservation efforts, while emphasising socio-cultural values for sustainable shared value creation?* This research investigates the latest developments regarding the subject by reviewing scientific literature by the first means of desk-research and secondly by field-research by in-depth interviews with key informants, concerning the management of built heritage resources in the dynamics of Rotterdam's urban development processes.

Conclusion

This study argues, the quality of adaptive re-use projects of built heritage depends on the rate of involvement of urban communities living in the historic buildings and spaces. Besides the quality of these projects concerning social, cultural, environmental benefits highly depend on the kind of owner and their aims and motives for starting adaptive re-use projects, concerning built heritage resources. The type of project initiator is essential in the delivery of conservation efforts and the rate of shared value creations and are distinguished by having either a private, - public, or third sector background, aims and motives. The adaptive re-use adjustments of either conversion or addition are necessary to ensure the survival of the heritage. The demand for the use of the program is a central element in formulating mutual trade-offs in these collaborations and should be utilised by a need-orientated approach. Spatially it concerns how it is adapted to the place, context and aesthetic qualities. Not all elements of the heritage building need to be preserved because it serves another purpose as well; the parts without significant value should be cut away by spatial interventions to make room for new elements and new functions. The new components are needed for financial revenue and serve to provide the heritage buildings better with quality restorations and future features. The future yields mainly depend on the 'fit' of the project in the environment and are ultimately dependent on wanting

to serve the community and the city. For the future revenue of adaptive re-use projects and to determine the right fit of new elements, experienced architects are essential. To facilitate adaptive re-use projects towards conservation efforts and shared value creation. Community-led planning practices with a need-orientated approach are essential for conservation efforts and shared value creation in combinations with community-led planning practices. Those, allowing citizens to transfer local expertise and knowledge of the urban space by space-making and in relationship to heritage by processes of heritage-making by co-creation.

Lastly, the composition of PPTP's is all determinative for facilitating these projects towards both sustainable conservation efforts and socio-cultural benefits. A better balanced-mix is needed to secure long-term sustainable conservation by taking into account complex social and economical pressures at play in the context of these projects. The 'right' stakeholders should be involved to create the 'right' mixture of partners to be able to achieve these outcomes. Above all, the aims and motives of the partners should preferably be closely aligned by choosing locally involved developers over traditional ones, that want profit over quality any day, because it is just not sustainable on a long term prospect.

Recommendations for municipalities

First, better policy frameworks are needed to safeguard the built heritage stock and the livability of the urban environment for profit maximisation aimed developers.

Second, policy and frameworks to protect newer forms of urban heritage or heritage buildings with non-striking architectural spatial features need to be considered. For these buildings can enhance social cohesion, feeling of belonging and strengthen the identity of urban the fabric present in historic districts as well as urban districts.

Third, the municipality should consider providing clear and beneficial incentives for market parties to create additional steering power for delivering public services and goods.

Fourth, the essential role third sector partners and stakeholders can provide in PPTP's collaborations should be provided with a stronger position in these partnerships for their inclusion opens up possibilities of more sustainable and long-term outcomes of these projects.

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IV Code tree NVivo analysis	Fout!	Bladwijzer	niet gedefinieerd.

List of concept definitions for introduction

The World Heritage Convention classifies heritage in 2 categories, natural heritage and cultural heritage: 1) Built cultural heritage consisting of; a group of buildings, a monument or a place of historical, aesthetic, ethnological value; 2) Natural Heritage as urban historic districts: Contains extraordinary geographic, physical ethnological features, different types of areas of significant aesthetic or scientific value that are the most important for conservation (UNESCO, 1972).

"Heritage building": means a building possessing cultural, architectural, aesthetic, historical values which are declared as a heritage building by the Heritage conservation committee and Planning Authority in whose jurisdiction such building is situated" (Dimova, 2019).

"Heritage district": means an area comprising heritage building or buildings and districts or related places that share wholly or partly certain common cultural, physical, social significance worth conservation and preservation" (Meskell, 2018).

"Conservation" of heritage buildings, structures, areas and districts of historical, aesthetic, environmental, cultural or architectural significance involves reconstruction, maintenance, restoration of preservation based on requirements (Alkhalaf et al., 2018).

"Preservation": holds a process for necessary maintenance in order to maintain the building or district to prevent or retard deterioration in its present state' (Brkovic & Stephens, 2016).

"Restoration": is returning built heritage to its former known state, by removing accretion or by introducing material compatible or by resembling existing components' (Ashworth, 2011).

The 'Third sector' or Third sector parties, is a term that covers various organizations with different purposes and structures, belonging neither to the private sector (Profit-making enterprises) nor to the public sector (the state). However, they often work alongside or with government agencies and might even receive government commissions or funding but are independent of the public sector. They are non-profit and aimed at generating a financial surplus to be able to invest in cultural, social or environmental objectives (Anheier et al., 2019).

Introduction

Today, the importance of heritage conservation for cultural, economic, and social developments is widely recognized (Macdonald & Cheong, 2014). There are many pressing challenges facing the historic urban environment. With the most critical forces that directly drive these challenges and impact the preservation of historic urban environments are urbanisation, globalisation, and decentralisation of governments (UNESCO, 2016). The fast growth of urban areas is accompanied by threatened heritage resources of those areas, that asks for a comprehensive and holistic approach of the urban context over the limited view, traditionally regarding monuments (Landorf, 2009). Urban sites are undergoing rapid changes, while their previous functions abandoned or new perspectives of uses are emerging for them. In recent times, the latter is becoming increasingly crucial in Dutch planning practices of the Randstad, where a shortage of urban space has been under increased pressure due to demographic rates of urbanisation, that of the environmental impact of them and also impacting the affordability of living space important for healthy cities (CBS, 2020). The changing demographic trends of growth and decline are symptoms of broader cultural, social and economic factors that shape the economic -and urban development of cities.

'Quality' has become a significant concern at local and national levels for policy-makers, where the growth of cities based on industrial models need a distinctive character" (Un-Habitat., 2012). The reduction of government publicly managed services have led to a vast amount of cultural heritage buildings that require finding new or contemporary uses by the governments (UNESCO, 2016). The decline in demand of government-owned heritage buildings as housing particularly pose a challenge in the Netherlands, due to changes in patterns and use of ownership can have a massive impact on the cultural heritage assets across a group of buildings, that were otherwise consistently managed by governments (Allen, 2003). Historic urban areas have proven to be extremely dynamic places of economic development by growth rates often double than that of other urban areas, and as a result urban heritage has become the pivot point of urban marketing strategies -and development (CGI, 2010).

The role of the government as the primary guardian of our heritage sites and buildings is shifting towards the inclusion of the private sector to assist their growing tasks to provide public goods and services. There is a distinction between heritage PPPs that focus on single buildings and those that involve multiple buildings; that comprise large areas of land and multiple neighbourhood blocks. In both cases of PPPs, they are foremost focused on urban revitalisation rather than on conservation, which poses a complex challenge for maintaining conservation efforts (Beeksma, 2018). For these larger heritage PPPs, the involvement of complex social and economic issues can play a pivoting role and multisectoral coordination to secure sustainable long-term conservation is essential (Eggers 2006).

1.2 Public,-Private,-Partnerships for heritage management

According to Corrigan (2015): *'PPPs can be a highly effective mechanism or basis for successful partnerships with shared aims. PPPs can present themselves as significant opportunities to facilitate the supply of public services and goods'*. However, these partnerships are not yet widely applied to the heritage field. Partnerships are means of sharing resources, risks and rewards, including socio-cultural benefits (Corrigan, 2015). Balancing risk and responsibility is an integral element of PPPs, so it is crucial that governments first develop the policy framework and marketplace incentives needed to attract private investment and ensure adequate public governance to secure the conservation outcomes (Macdonald & Cheong, 2014).

However, reliance on the public sector for complete financing in urban conservation is unsustainable and not viable; on the one hand, but on the other hand, the private sector will also be unable or willing to take on the costs and risks of urban regeneration alone. Therefore, multisectoral partnerships are needed to establish long-term success (Ashworth, 2011). According to Ashworth (2011),

conservation efforts in the form of PPPs must identify the various values present and involve local owners and communities who contribute to these values. (Ashworth, 2011). The importance of elements also include a large number of *tangible values* attributed to buildings such as aesthetic, scientific, and historical significance, and *intangible values* including the importance of specific uses, traditions, and other spiritual and social values rooted to the community that uses or occupies the place (now or in the past) (Macdonald & Cheong, 2014). In case PPP projects are governed by influential NGO (non-governmental organisations) presence and an able government, they would have a dual effect to support both economic prosperity and at the same time be able to provide in the demand of public services and goods (PBL, 2016).

1.3. Dealing with heritage in the context of planned development.

Only recently, the practical methods and mechanisms used to achieve conservation outcomes of heritage, have become the subject of literature. In particular, the conservation of historic urban environments poses urgent and specific challenges embedded within environmental, social, and economic development strategies (UNECE, 2018). The methods of adaptive re-use provide for specific opportunities to discerning the intangible values to create attraction to new-born spaces and to determine the values of heritage buildings and comprise of multiple strategies of re-use for existing building stocks. Moreover, to be successful, it requires a city development strategy that understands and integrates the cultural values of every place as part of urban heritage conservation management (UN, 2016). Those who were able to establish a 're-connecting' link between the new and old parts of a city are successful examples of specific adaptive re-use strategies (Bullen & Love, 2011).

The Historic Urban Landscape approach (HUL), the management of heritage resources take place is constantly changing and dynamic urban environments (CGI, 2010). It is based on the identification and recognition of a layering and interconnection of natural and cultural, tangible and intangible, international and local values present in any city. The HUL approach indicates that values should be taken as a point of departure in the overall management -and urban development. Heritage is a highly malleable concept that is continuously in flux and whose substance and meaning are continuously being redefined by society.

The HUL approach goes beyond a 'monument-only' focus and designed as a method for managing and conserving historic resources evaluated within and- concerning their urban context (CGI, 2010). To understand the shifting relationship between heritage management and spatial planning in the Netherlands: the translation of de HUL approach is adapted and specified to fit the dynamics of the Dutch heritage field of planning practices (Janssen et al., 2017). In where heritage functions are approached on three different scales as part of the spatial domain throughout time, namely: the Sector, Factor, and Vector' scale. In these forms of heritage management, success doesn't depend upon a focus on the newest approach, but rather on heritage professionals' capability of dealing with the multiplicity, that involves making the right choices. It asks for a need to be more selective to be able to identify which of the three approaches fits best with that situation (Janssen et al., 2017).

In the latest shift, heritage as a vector entails the change in focus significant in this paper: from artefacts to people. The heritage as Vector approach both suits and fuels the current emphasis on co-creation and the do-it-yourself mentality promoted by retreating governments caused by increased decentralisation, visualised in (Figure 1).

Figure 1. Welfare state reform and heritage management: from institutionalisation and marketisation to socialisation (Janssen et al., 2017).



1.3 Research objective & Research questions

To explore the importance of private and third sector community-led planning practices in relation to government-led formal planning, by examining a multidisciplinary approach in sustainable adaptive re-use strategies. Governed byways of the multidisciplinary collaboration of Public-Private and Third sector partnerships (PPTP's) in Rotterdam, The Netherlands. Central in this research paper the dynamics of heritage conservation efforts as part of sustainable urban development. PPTP's that take into account new, as well as historical uses, concerning tangible and intangible values of heritage buildings with historical, social and cultural significance for long term conservation aims. In addition to how built heritage interacts with urban communities to strengthen the urban fabric and city identity, as part of sustainable conservation efforts of the built heritage stock by employing the strategies of adaptive re-use.

1.3.1 Research questions

How can Dutch adaptive re-use projects of built heritage be facilitated by Public-Private-and Third sector Partnerships towards conservation efforts, while emphasising socio-cultural values for sustainable shared value creation?

- I. What are the latest developments for integrating heritage conservation efforts as part of urban development?
- II. How are market forces balanced in providing public aims and services for socio-cultural benefits?
- III. How can existing tangible and intangible heritage values be identified for sustainable conservation outcomes?
- IV. What kind of existing set of approaches and strategies can help assist in formulating mutual trade-offs between economic and socio-cultural based outcomes?

The first sub-question is aimed at the planning practices of urban heritage management of the Netherlands. In addition to the practical dimension of the municipality of Rotterdam. The context chapter is made up of a combination of desk -and field research and is defined in chapter 4. Desk research provides the latest developments in academic literature policy and approaches relevant to heritage management in a spatial context of urban development approaches and field-research the dynamics of Rotterdam at play. *The second sub-question*, is aimed at how private market parties currently meet the additional task of providing in public aims and services in the urban development of heritage projects *The third sub-question*, is aimed at how tangible values of built heritage concerning aesthetic, scientific, social, and historical significance can be identified for project input. By exploring what different the aims and motives of Public, Private, and Third sector partnerships are and the role

of a partners ownership of heritage. *The fourth sub-question* is aimed at the methods strategies are utilised by experts of Public-Private-and Third sector partnerships in planning practice for adapting built heritage.

1.4 Scientific and Social Relevance

Stated in the literature is a need for information about PPP's employed in the heritage field of practice in the Netherlands as a useful contribution to it, however, needed in the form of English-language literature as there is a limited amount available (Ferri & Zan, 2015).

Firstly, according to Dimova & Cesari (2018) conservation efforts in the way of PPPs must identify the various values present and involve local owners and communities who contribute to these values (De Cesari & Dimova, 2018). Including intangible values of important specific uses, traditions, and other spiritual and social values rooted in the community that uses or occupies the place (Macdonald & Cheong, 2014). Also, as Johnston (1994) argues, attaching meanings and identities to specific localities is also integral to the production of a 'sense of place'. Studies show that people's *sense of place* is made up of locally constituted meanings and values, over and above nationally recognised heritage ones (Jones, 2016).

Secondly, better framing and differentiation of the needs, aims and mechanisms of PPPs as practical methods and tools used to achieve these conservation outcomes in the field of heritage are needed. The few PPPs that were foremost addressing heritage assets are proof of often complex and unique partnerships that can be beneficial vehicles to attract more investment in the private sector (Finlayson, 2002). Multi-actor engagement is vital, and partnerships in one form or the other are inevitable. Better framing and differentiation of the needs, aims and mechanisms of PPPs as practical methods and mechanisms used to achieve these conservation outcomes in the field of heritage are needed (Meskell, 2018).

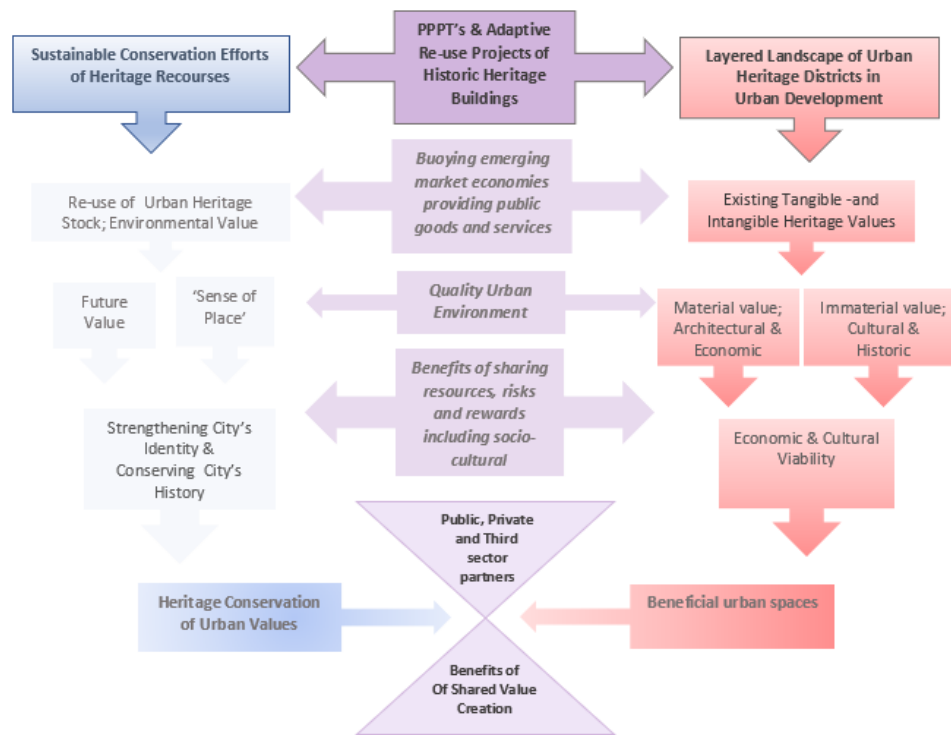
Thirdly, according to Polsese & Stren (2001): "one of the main goals of sustainable urban policy is to *entwine parts of the city into a cohesive whole, to bring people together, and to increase public services and accessibility spatial and otherwise to public services and employment*".

Adaptive re-use of cultural heritage emphasises a sustainable way of providing alternatives to high-quality areas for various urban parties, like the communities, businesses, government agencies, and stakeholders (Tan, 2015). Sustainable areas are those created to support sustainable living, with a prime focus placed on economic, social and environmental sustainability (Macdonald & Cheong, 2014). According to Elnokaly & Elseragy (2013): This is of distinguished importance in historic districts, which tend to carry out and symbolise a diverse set of ideals of the city's identity, including its history and culture on the one hand, and its local economic viability on the other.

1.5 The conceptual framework

The conceptual framework provides with an overview of the central research concepts of this paper. The central research question is represented in the first layer of the framework. The concept of PPPT's (purple) connects heritage management (blue) with the spatial context of the urban environment (red)—followed by the central research concepts of the first, second, third and fourth sub-question, sequentially in the four middle layers (in purple)-visualizing the explorative nature of the relationship between the two domains. Which concern two separate domains until both are re-connected and combined the hourglass, representing the dynamic of practice, visualized in figure 2. The conceptual framework provides with the relevant and necessary theoretical insights as a base needed to answer each of the research questions, above, and presents the concepts that will be defined in the theoretical framework.

Figure 2. Conceptual Research Framework part 1: Public-Private-and third sector Partnerships (PPP) of adaptive reuse projects linking heritage conservation with the spatial domain



Each layer is extracted from the previous layer for more specified sub-concepts to provide with a more precise overview of the essential elements in need of further theoretical defining. The second layer represents the balance needed in PPTPs of proving in public aims and services, the third layer the quality of the urban environment and the expected benefits, the fourth layer the expected benefits of PPPT's by shared value creation. Lastly, the fifth layer represents the balance needed in practice where beneficial urban spaces can be achieved by conservation efforts of urban heritage values coming together in the hourglass of planning practice and heritage management.

The top of the hourglass represents the 'planning' triangle and connects here with the 'heritage' triangle. The hourglass represents the dynamics of heritage management as part of urban development in practice, and combined should lead to the conservation of urban values part embedded in the heritage buildings which in turn should provide with beneficial urban spaces for all actors involved. The hourglass will further be defined in the theoretical framework of chapter 2 and the context of Rotterdam in chapter 4 to link theory with the dynamics of planning practice of Rotterdam, the Netherlands.

1.6 Outline paper

The outline of this thesis is described according to the steps of the research carried out. Chapter 2, (the theoretical framework) describes the academic literature concerning the central concepts of this research presented in the conceptual framework, above. Here, the tangible and intangible values of heritage, of built heritage as part of urban development, and Public,-Private,-and Third sector partnerships developments are discussed. Following the project complexity of PPPT's and the potential of adaptive-re-use as a practical and sustainable redevelopment strategy for conservation efforts of built urban heritage is discussed. Resulting in the second part of the conceptual framework: further defining the hourglass (as the practical translation) and elaborating the central elements-and stakeholders needed and essential in the dynamics of urban development and heritage in planning practice. Finally, the synthesis describes the contribution this study can make to existing knowledge.

Chapter 3 (Methods) describes the research methods of this study, explaining investigator actions to ensure transparency. Chapter 4, (the context chapter) consists of a combination of desk -and field research. Desk research provides the latest developments in academic literature policy and approaches relevant to heritage management in a spatial context of urban development approached as a whole. Chapter 5 (the results), represents empirical insights of the different relationships between Public, private and third sector partnerships, value-oriented approaches and the methods for sustainable adaptive reuse strategies in the context of Rotterdam's urban development.

Based on this, chapter 6 (Conclusion & Discussion) concludes how public, private and third sector collaborations can be facilitated through adaptive reuse projects towards shared value creation and conservation goals of built heritage, which answers the central question of this research. The theoretical background of the leading research question is explored by desk research of academic literature regarding the extracted central concepts of the leading research question, visualized in figure 2 (above), and further explored in chapter 2.

Chapter 2. Integrating built heritage conservation in the dynamics of urban development

This chapter firstly describes the developments in academic literature according to the research subject of heritage values considered for societal benefits and the increasing importance of the social dimension and related tangible -and intangible values. Cultural heritage currently plays an essential role in spatial planning in where the use and re-use of heritage resources can have different meanings and values in different contexts (2.1). The different meanings and values of built heritage can be utilized through sustainable urban development by the 'four' pillar model and are explained accordingly. (2.2). Followed by how these different values of heritage present problems, dilemmas and opportunities for heritage professionals, because they are embedded in -and produced by communities (2.3). The emerging relationships of collaborative dynamics of citizens, the market and the government of sustainable urban development that require precise customization through restructuring, extension or transformation processes is described. After that, how the various stakeholders involved lead to even more complex collaboration processes of enhancement efforts for heritage redevelopment (2.4). The opportunities provided by adaptive re-use methods are introduced and how it can help discern the values of heritage buildings and potential for economic, cultural, historical, and social benefits by re-using heritage buildings in a combination of the central stakeholders needed (2.5). The chapter ends with a synthesis of the theoretical framework and the second part of the conceptual framework specified. This chapter determines the contribution of this study based on existing literature (2.6).

How can Dutch adaptive re-use projects of built heritage be facilitated by Public-Private-and Third sector Partnerships towards conservation efforts, while emphasising socio-cultural values for sustainable shared value creation?

This research focusses on the relationship between spatial planning and heritage management; the emerging relationship results in tension between a past-orientated focus and a future-orientated focus. This relationship is not stable but changes over time. The position of heritage in spatial policy and spatial planning is the theme of this thesis. The emphasis is on the policies, collaboration, and plans of municipalities and in particular on urban development. Cultural heritage currently plays an essential role in spatial planning. The concept of heritage can have different meanings in different contexts.

2.1 Use -and re-use of heritage resources

There is much research concerning the values and meaning produce by the historic environment as a result of many different disciplines and policy contexts. The purpose is integral to the production of

value concerning the historic environment. Still, the creation of meaning can be in many different forms, which are not typical of the core consideration of heritage management contexts.

The concept of cultural heritage is broader than archaeological sites, the historical monuments and buildings and has slowly evolved to include all evidence of human expression and creativity as both collections or individual objects: Instruments, photographs, books and manuscripts and documents, e.g. (Gilchrist & Butcher, 2016). Nowadays, cultural heritage also includes, the natural environment, underwater heritage and towns, because communities identify themselves with the natural landscape. Besides, the cultural heritage is not limited to what we can touch and see as material objects but also exists of immaterial elements such as rituals, traditions, performing arts, traditional craftsmanship, oral history, social practices, representations, and knowledge and skills transmitted from generation to generation within a community (Marta, ed. 2002).

Heritage resources have numerous cultural values for previous, present or future generations (e.g. aesthetic, historical, and scientific). A need to preserve values and to take advantage of the past is recognized (UNESCO, 2011b). Conservation of heritage can help future generations to understand history, understand and accept cultural differences and understand the evolution of our society through time (Avrami, 2019). Heritage resources offer opportunities to show the culture and identity of our society in the past and the present to future generations.

Heritage resources are considered to be essential for the enhancement of the livability and sustainability of cities (Pereira Roders & van Oers, 2011, p. 284). "Urban heritage (...) constitutes a key resource in enhancing the livability of urban areas, and fosters social cohesion and economic development in a changing global environment." (UNESCO, 2013). Well-organized heritage management can improve the quality of urban development and help to manage rapid urban growth. The presence of heritage resources in a certain area also offers opportunities for both social and economic developments (Baarveld & Smit, 2011, p. 2; Pereira Roders & van Oers, 2011). Baarveld and Smit (2011, p. 2) argue that the re-use of heritage buildings contributes to a sustainable environment. The (partial) re-use of buildings reduces demolition waste, leads to more energetic buildings and makes greenfield projects elsewhere superfluous (Bullen & Love, 2011).

2.2 Sustainable urban development dimensions

According to Elnokaly (2018): The most common model used today is the 'three pillars' model putting the problem in perspective by identifying three dimensions: social, environmental, economic and environmental (Elnokaly, 2018). At the same time, the definition of sustainable development elaborates on the notion of culture needed as the fourth element of sustainable development alongside the social, economic and environmental dimensions used (Nurse, 2006; Elnokaly & Elseragy, 2007b). Built heritage is perceived here as a critical element of the cultural heritage of urban environments.

However, the definition of built heritage remains dictated by traditional conceptions of historical and architectonic value that misses the cultural angle. Tweed and Sutherland (2007) refer to cultural heritage: "as an extensive category that includes a manifold set of phenomena. To some degree, because of its greater inclusiveness that heritage is now recognized as vital to many people's sense of belonging and cultural identity" (Elseragy, Elnokaly, & Abul-Ela, 2018). Culture is an important tool as well as a core aspect of the social fabric, promoting cohesion, and citizenship. Culturally informed urban development can lead to more participatory processes: cultures yield knowledge concerning the inhabitants of urban environments and citizens. The dynamic of manufacturing of collective and individual identities represents the fabric of culture (Duxbury & Hosagrahar, 2016).

Built cultural heritage has added value for the memory culture, as an important trigger and carrier of those memories (Smith & Bugni, 2006). The narrative value can then again contribute to this. Places and buildings are the translators of the stories from the past. Historical objects, buildings and places offer an authentic place to go and experience the story of the past. They are, therefore, an

important addition to written history, history teaching, archives, traditions, customs and rituals. The stories give the objects, buildings and place more depth (Smith & Campbell, 2017). As a result, awareness of the significance of the place and thus the support for conserving the heritage and respectful use of it is growing.

2.2.1 Tangible and Intangible values of built heritage

A particular challenge concerns the complex relationship of intangible and tangible heritage aspects embedded in the social dimension and remains relatively rooted in European contexts (Trichkovska, 2012). Intangible heritage and the meanings and practices surrounding built heritage are alive and constantly evolving. It must be integrated into the life of society in dynamic ways. Cities can enable processes to enhance a sense of belonging to local heritage through people-centred stories.

Tangible heritage has utility value, market value, cultural-historical value, experience value, status value and philosophical value. These values are certainly interrelated, but they can only be brought together to a certain extent under a common denominator - for example, money. A vital and committed form of heritage care pays attention to the value of heritage in the plural (de la Torre, 2013). According to Jones (2016): meanings can be unapparent to indifferent observers and therefore not noticeable in the fabric of urban places. The forms of social value, such as spiritual attachment, symbolic meaning and memories, can often not be precisely linked to historic buildings, places or monuments, representing the physical fabric.

Where shared value creation: *"focuses on the connections between societal and economic progress"* (Porter & Kramer, 2011). Even expressed in economic terms, conserving threatened cultural heritage would result in a positive financial result for society. Heritage assets can generate more income for the community, making an area more popular to live or work in (Ruijgrok, 2006).

2.3 The different values of Heritage: Problems, Dilemmas and Opportunities

The dynamic nature of social values often consist of intangible and fleeting qualities and are often in sharp contrast to known forms or values by representatives of the heritage sector, who take into account foremost aesthetic, historic, and scientific values. According to the academics, it is best for this reason to view upon social value best as a process of valuing heritage areas instead of a rigid category to be measured and defined. It concerns, aesthetic, historical and scientific values, that are mostly contested and fluid on closer observation (Jones, 2016).

The meanings and social values can have historical dimensions. However, meanings and social values can have historical dimensions, but they are far from directly related to historical value, mainly as defined by heritage professionals (Byrne et al. 2003; Schofield 2014). Instead, the communities producing the social meanings and values are also most often contested, fluid and transitory (Robertson 2009; DeSilvey and Naylor 2011, 13–14; Loh 2011, 239–241). Contemporary communities rework and reproduce the materiality and meaning of the historical landscape through performance and practice.

2.3.1 Social interaction & Values of built heritage

Heritage has an important socio-psychological dimension through social interaction and with architecture. The social-psychological perspective in this study relates to the way in which heritage is perceived by users and residents (Smith & Bugni, 2006). In the valuation of heritage, greater importance is attached to the narrative capacity and the memory value (Goossens, 2018). Indeed places deemed to be of relatively small historical value can be very important in terms of symbolic significance, oral history and memory (Jones 2004; Schofield 2005; O'Brien 2008; Harvey 2010).

How communities understand and value historic places is often rooted in genealogies, spiritual associations, oral narratives, and folktales, that generate specific, often localized, kinds of meanings (e.g. Macdonald 1997; Bender 1998; Riley et al. 2005). These also function as memory practices, which are actively 'engaged with the working out and creation of meaning' (Smith et al., 2012). Such memory

practices are a form of heritage 'work', but they rarely conform to the authorized linear chronologies that the heritage sector seeks to produce. Instead, social memory usually consists of a dynamic collection of fragmented stories that revolve around family histories, events, myths and community places (Smith 2006, 59–60; Jones 2010, 119–120). These stories continually rework in everyday contexts where they pass within and between generations. They are thus embedded in social relationships, providing a basis for the negotiation of identities and power relations.

2.4 Complexity of collaborative dynamics in adaptive re-use projects

Heritage management has become more complex over the years (Veldpaus & Roders, 2017). The involvement of heritage assets in redevelopment projects do add to the complexity of them with the addition of the various stakeholders (e.g. municipality, NGO's, developers, citizens) involved that all pursue their own interests, which often lead to conflicts (Baarveld & Smit, 2011, p. 2). More stakeholders are involved in heritage redevelopment projects (HRPs), leading to more complex collaboration processes.

An HRP requires the collaboration of various stakeholders, because of the need for relatively high investments and the high project complexity (Baarveld & Smit, 2011, pp. 2–3). The interdependency of the project's stakeholders is the main cause of this complexity (Baarveld & Smit, 2011, p. 10). Besides, numerous claims can arise in a place related to either special part of historic environments which can result in possible conflicts and tensions (Waterton 2005, 317; see also Schofield 2005; Avery 2009; Opp 2011). Here, identity and ownership invariably intersect with urban development in a complex fashion (Jones 2005). Every project is unique; therefore, management of HRP's are considered to be a challenge (Heijer, 2014).

The involvement of local citizens and local communities made heritage redevelopment even more complex. They already existed but never were heard. Citizens have become more empowered. In other words, heritage redevelopment has become more complex over the years. In particular, because governments are involving all stakeholders more and more, which is considered to be an enhancement of heritage redevelopment (Veldpaus & Roders, 2017).

According to Mensink (2019), the third sector is an emerging sector that is becoming increasingly central to the design and revitalization of overdue or decayed places in the city. The two main activities attributed to the third sector are services and advocacy. The latter means, for example, influencing policy (Anheier et al., 2019).

The 'Third sector' or Third sector parties, is a term that covers various organizations with different purposes and structures, belonging neither to the private sector (Profit-making enterprises) nor to the public sector (the state). However, they often work alongside or with government agencies and might even receive government commissions or funding but are independent of the public sector. They are non-profit and aimed at generating a financial surplus to be able to invest in cultural, social or environmental objectives (Anheier et al., 2019). These organizations are value-driven concerning specific political and social perspectives and often aimed at bringing policy changes in a variety of ways and offer possible input and collaboration opportunities (Anheier et al., 2019).

2.4.1 Public,-Private, -and Third Sector Partnerships

Today, area development increasingly requires precise customization because of the emphasis on restructuring, extension or transformation, because new relationships are emerging between citizens, the market and the government, and with it new forms of cooperation. However, private parties are more focused than ever on risk reduction. This era, therefore, requires different or improvement of the processes in an area development in order to be able to organize these in a sustainable manner (Bullen & Love, 2011).

In this paper the private, public and third sector are refined to the following stakeholders: 1)The private sector (market parties): developers, contractors, architects, constructional, consultancy and

research agencies in South Holland; 2) Public sector (government): the municipality of Rotterdam; policy officers and project managers; 3) The third sector (social innovation & civil participation): urban residents -and -communities.

2.5 Adaptive re-use methods for heritage buildings

The methods of adaptive reuse provide specific opportunities to discern the intangible values to create attraction to new-born spaces and to discern the values of historic buildings, and comprise of multiple strategies of reuse for existing building stocks, figure 1. Adaptive re-use links the different tangible - and intangible value domains represented through economic, cultural, historical, social, and environmental potential benefits of reusing historic urban heritage buildings (Della Spina, 2020).

In regard of both areas of the abandoned striking heritage buildings, it is vital for the quality of the living space that they are adapted to the new challenges and needs in a way that preserve their most significant contextually related essence and elements. In order to avoid loss of the many values they often possess, spatially as well as culturally. In where the cultural heritage buildings located in the centre are often redesigned in order to preserve them for future generations. This is most often due to their current state is not yet suit for a direct different completion and results in little gains of financial resources to maintain them for future generations. To give them a new purpose, while keeping the most significant parts intact, they can be giving a new life and streams of financial resources for conservation efforts (Othman & Elsaay, 2018).

There are four types of adaptive re-use methods: retrofit, demolition, ground-level conversion, and addition (Bullen & Love, 2011). In where the retrofit -and addition types are central in this paper due to their aims of conservation possibility's in a sustainable manner. The Retrofitting type, considers the important historic significance of old buildings and deals with a façade that is old. The demolition type, is one commonly used due to developers often want to demolish old buildings by deciding only upon their economic value as part of many architectural projects conducted. The ground conversion type, is a modern solution to acknowledge and integrate the historic significance of old buildings by converting the ground level for public access and use. This method it emphasizes and opens up public open spaces for neighbours and visitors, because it increases attractiveness for inhabitants or visitors and also creates a more walkable city by doing so. The addition type, represents adaptive reuse by implicating an addition, firstly helps to save old buildings with historic significance from demolishment, and second provides with a great solution for promotion of spatial components by providing opportunities in creating more m2 of living space in already dense cities (Bottero et al., 2019).

Adaptive reuse of cultural heritage is emphasized as a sustainable way of providing alternatives high quality spaces for various urban parties, like the communities, businesses, government agencies, and stakeholders (Tan, 2015).

2.6 Synthesis

The concept of cultural heritage is broader than archaeological sites, the historical buildings -and buildings monuments and has slowly evolved to include all evidence of human expression and creativity as both collections or individual objects (Trichkovska, 2012). Cultural heritage also includes, the natural environment and towns, because communities identify themselves with the natural landscape. In addition, cultural heritage is not limited to what we can touch and see as material objects but also exists of immaterial elements such as social practices, and representations transmitted from generation to generation within a community (de la Torre, 2013).

Social meaning and values can have historical dimensions, but they are far from directly related to historical value, mainly as defined by heritage professionals (Byrne et al. 2003; Schofield 2014). Places and buildings are the translators of the stories from the past (Smith et al., 2012). This strengthens its identity, but it also provides more opportunities for everyone individually - in terms of urban

communities, urban environments. Identity is central to the agenda from the start of the process.

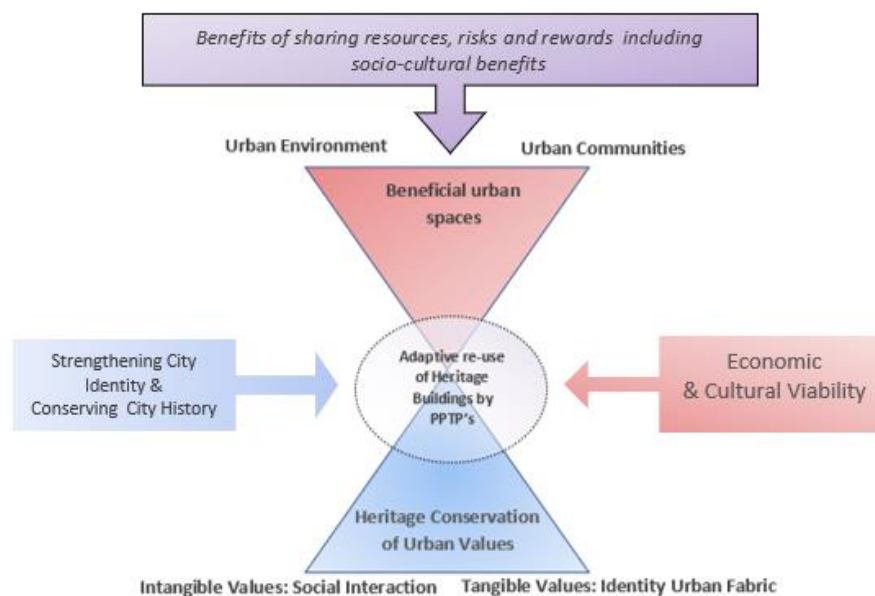
Culture Heritage conservation can help to visualize the diversity of the urban fabric and the cultural, social, and historical character of urban areas (Duxbury, 2014). This strengthens its identity, but it also provides more opportunities for everyone individually - in terms of all stakeholder involved in adaptive re-use projects, in where place Identity, made up out of the tangible-and intangible heritage values, is central to the agenda from the start of the process of heritage-making.

Planners, developers, and architects, both public and private, are currently central stakeholders in the domains of space and heritage, need to consider the importance of building energy reduction, sustainable design, and the historical significance of industrial -and even monumental heritage buildings, in order to create the beneficial urban spaces needed through adaptive reuse methods instead of the often used demolition of brownfields (Broström & Akram, 2015).

Adaptive reuse strategies have the goal of expansion of available living space and at the same time for conservation aims of these buildings and their historical significance for future generations (Bullen & Love, 2011). An area of sustainable development requires an eye for the long term. The connection to and respect for the long lines from the area's past is a basic condition for success.

By designing contextually, it is possible to create a quality in a place that 'really appropriates the community, which really covers its needs, and which really expresses its identity and pride' (Van Wesemael, 2008, p. 9). Naming identity requires the participation of all interests involved. This strengthens its identity, but it also provides more opportunities for everyone individually - in terms of urban communities, urban environments, public, private, and third sector stakeholders. Identity is central to the agenda from the start of the process. The conceptual framework will be further specified as the conceptual design model central In this research paper in chapter 4, the context chapter.

Figure 2. Conceptual framework part 2 (Based on the hourglass of the conceptual framework): the Hourglass of urban planning dynamics defined (Cnossen, 2020).



The potential for the relevance and added value of the multidisciplinary approach of PPTP's exist within its potential to effectively manage and execute the process and implementation of adapting historic buildings to a continuously changing societal context and needs. These are then placed in the complex dynamics of urban area development strategies of public, private and third sector agency collaboration. Local communities and citizens often do not get much influence in these projects, even though the inclusion of communities and local knowledge can have major benefits for a project's long-term success to implement (Bartsch & Wells, 2003; De Brauw et al., 2013; Mostert, 2003).

3. Methodology

This chapter combines theory and practice, explaining the research method. This method makes it possible to answer the main question of this study, which is: To answer the practice related dimension of the first research question: *How can Dutch adaptive re-use projects of built heritage be facilitated by Public-Private-and Third sector Partnerships towards conservation efforts while emphasising socio-cultural values for sustainable shared value creation?* Moreover, it has been sub-divided in the following research questions:

- I. What are the latest developments for integrating heritage conservation efforts as part of urban development?
- II. How are market forces balanced in providing public aims and services for socio-cultural benefits?
- III. How can existing tangible and intangible heritage values be identified for sustainable conservation outcomes?
- IV. What kind of existing set of approaches and strategies can help assist in formulating mutual trade-offs between economic and socio-cultural based outcomes?

The first sub-question is aimed at the planning practices of urban heritage management of the Netherlands, in addition to the practical dimension of the municipality of Rotterdam. The context chapter is made up of a combination of desk -and field research and is defined in chapter 4. Desk research provides the latest developments in academic literature policy and approaches relevant to heritage management in a spatial context of urban development approaches and field-research the dynamics of Rotterdam at play. *The second sub-question*, is aimed at how private market parties currently meet the additional task of providing in public aims and services in the urban development of heritage projects *The third sub-question*, is aimed at how tangible values of built heritage concerning aesthetic, scientific, social, and historical significance can be identified for project input. By exploring what different the aims and motives of Public, Private, and Third sector partnerships are and the role of a partners ownership of heritage. *The fourth sub-question* is aimed at the methods strategies are utilised by experts of Public-Private-and Third sector partnerships in planning practice for adapting built heritage.

3.1 Research topic

To explore the importance of private and third sector community-led planning practices concerning government-led formal planning, by examining a multidisciplinary approach in sustainable adaptive re-use strategies. Governed byways of the multidisciplinary collaboration of Public-Private and Third sector partnerships (PPTP's) in Rotterdam, The Netherlands. Central in this research paper the dynamics of heritage conservation efforts as part of sustainable urban development. PPTP's that take into account new, as well as historical uses, concerning tangible and intangible values of heritage buildings with historical, social and cultural significance for long term conservation aims.

In addition to how built heritage interacts with urban communities to strengthen the urban fabric and city identity, as part of sustainable conservation efforts of the built heritage stock by employing the strategies of adaptive re-use. PPTP's have yet to be widely applied to the heritage field (Corrigan, 2015). This research paper, therefore, explores the dynamics of heritage conservation efforts as part of sustainable urban development of the Randstad city of Rotterdam in the Netherlands.

3.2 Type of study

To answer: *How can Dutch adaptive re-use projects of built heritage be facilitated by Public-Private-and Third sector Partnerships towards conservation efforts, while emphasising socio-cultural values for sustainable shared value creation?* This research investigates the latest developments regarding the

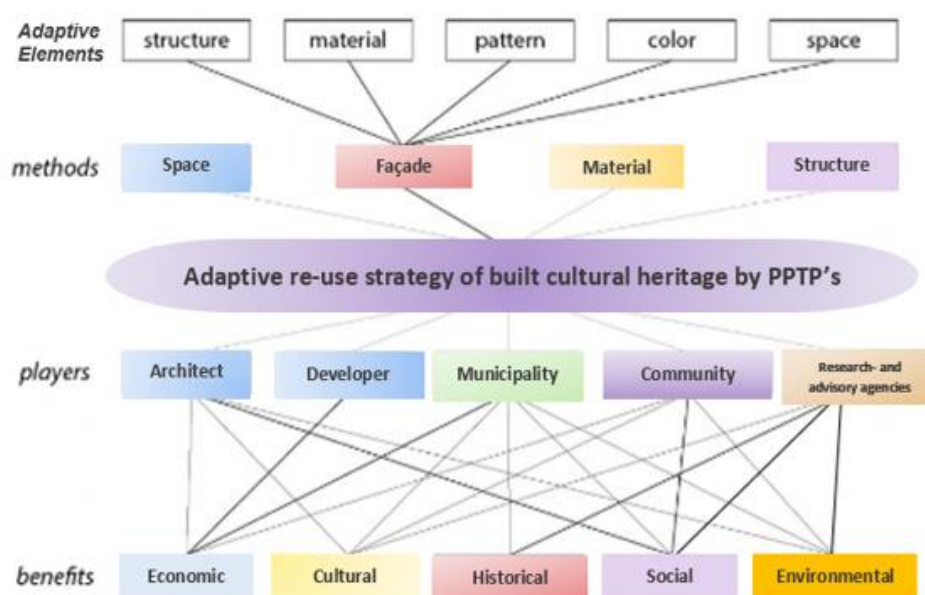
subject by reviewing scientific literature through desk-research and field-research by in-depth interviews with key informants, concerning the management of built heritage resources in the dynamics of Rotterdam's urban development processes. First, by an exploration of academic literature to provide with a base for the theoretical -and conceptual framework. Second, by a practice-oriented qualitative exploration of field research, gathering empirical data via in-depth expert interviews with key informants central in adaptive re-use strategies.

3.3 Research strategy

The research strategy is essential to answer the research question and to meet the research objectives. Grounded research strategy: builds a theory with a combination of inductive and deductive research & Case study strategy: often used in empirical research where the context is essential (Perry & Jensen, 2001). The research strategy of this study is both deductive and inductive because of the defined pre-categories from scientific theories to form a theoretical foundation to be able to begin the exploration of Rotterdam's planning practice. In order to have a solid basis for building upon and providing a central guideline for the explorative field research. In where the conceptual framework and topic list are based on the theoretical insights provided by academic literature review. The field related research aimed at conducting in-depth expert interviews with key informants who are leading stakeholders related to the research objective, and with many years of experience. The actual analysis of empirically collected data inductively executed. In this case, for refinement of the guidelines of concepts central in the topic lists to conduct the expert interviews.

The reason for this particular research strategy is to be aware of several dimensions of the phenomenon to be studied, because the social and cultural dimensions of tangible -and intangible heritage values for sustainable conservation efforts of adaptive re-use projects of built heritage, first had to be specified in practice. In this case, how the rising social dimension for heritage management is related to conservation efforts of heritage in the dynamics of sustainable urban development. The dimensions are not included to perform verifying, theory-testing upon; instead, they are merely "put on trial" within a real empirical context for contextual re-specification, refinement or elimination.

Figure 1. Relational Framework of built heritage values of benefits and key players in practice (Cnossen, 2020).



In addition to refinement of choice, concerning which key informants and with what specific practical background are needed to gain the empirical qualitative data needed to answer the research questions central in this paper. The guideline for the key informants needed is provided by the scientific literature

of ‘adaptive re-use strategies of built heritage’ discussed in paragraph 2.5.4. (p. 13). Key informants who are central in connecting tangible-and intangible heritage resources and values in relation to Public, Private,-and Third sector partnerships. Visualized in *figure 1*, and functions as the operationalization of the central stakeholders and values central in sustainable urban development strategies of adaptive re-use of heritage recourses in Dutch planning practice and dynamics.

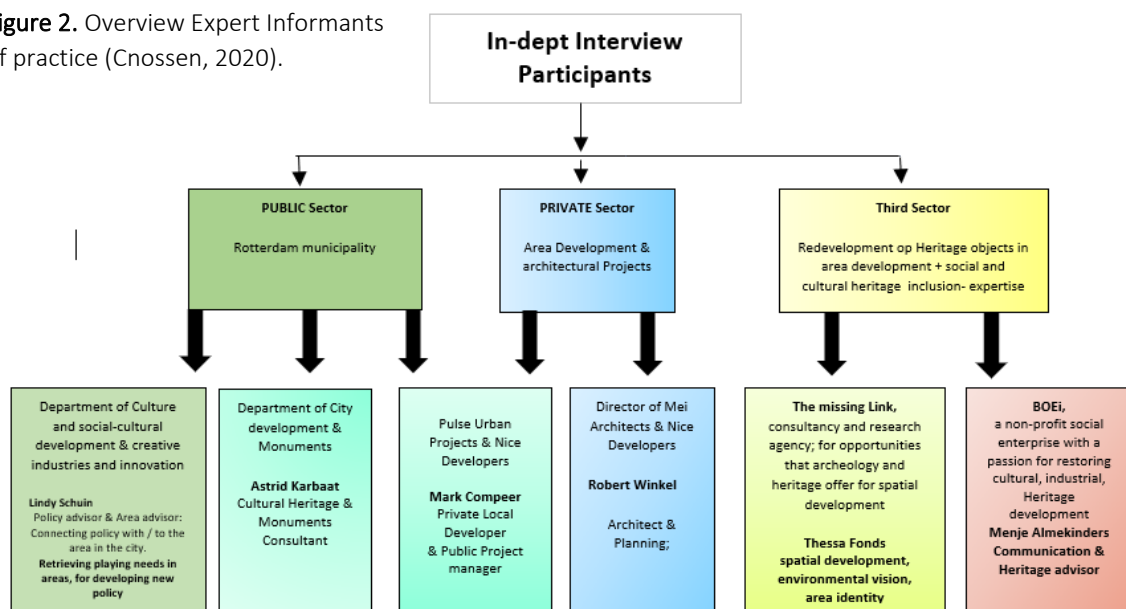
3.3.1 The Snowballing Method

The preparation of the field research started with establishing a starting base of network contacts by first of all reaching out to the planning field of practice where contact was established with the agency ‘Space Masters’ (Ruimtemeesters). This agency provides the public and private sector with answers to spatial and legal issues and capacity problems as steering stakeholder in practice. ‘Ruimtemeesters’ has provided with the starting points for conducting the semi-structured in-depth expert interviews concerning the contacts of Thessa Fonds from The Missing Link and Mark Compeer from Urban Pulse Projects & Nice Developers. After these initial two in-depth- expert interviews, the network for expert informants was extended by applying the snowball method by asking for the right expert informants needed available in their network, based on the relational framework connection insights of theory with the insights needed from crucial players in practice, visualised in figure 1.

3.3.2 Expert interviews & Characteristics

The in-depth interviews were semi-structured and focused on policy, cooperation and practical process and implementation in regard to the subject, topic list and expertise; among other things to increase the chance of new insights relevant for academic research and literature. The in-depth interviews were conducted in the Dutch language to help increase the reliability and validity of the insights obtained for the respondents all being Dutch natives. As a result, the transcripts are also written in the Dutch language to process the data to be as reliable -and validable as possible.

Figure 2. Overview Expert Informants of practice (Cnossen, 2020).



Six highly relevant in-depth interviews have been executed with key figures of practice, as visualized in figure 2. The number of interviews executed may seem like a lower frequency than standard. However, this is not the case and will now be explained. Every in-depth interview has been executed with carefully chosen expert informants who are currently major key players in the dynamics of urban development

and heritage management of practice. Besides, usually, an in-depth interview exists of thirty-forty minutes. However, every in-depth expert interview I have conducted consists of at least seventy-eighty minutes. Also, every single interview has been prepared with two-day desk research allowing the researcher to get familiar with the specific background and recent developments concerning their background in the discipline, domain, activities, and accurately, the latest policy documents, to which every topic list has been adjusted according to the specific information needed per expert informant. The expert interviews have been prepared extensively, improving time use efficiency for the amount of time available regarding the experts' schedule. With an average of two-day desk research per expert informant. Which is reflected in the amount and lengths of the audio files (ranging from 65 minutes to 80 minutes) converted to literal transcripts. With the average length of 45 pages per expert interview conducted and can be found in appendix III, and in appendix II the topic lists for every expert informant separate, because of the highly contextualized nature of them to the informants' expertise and insights needed.

3.3.3 Substantiation of in-depth interviews – Research Area

The empirical data collected from the in-depth interviews served to provide insight into the situation in Dutch practice, concerning heritage management and practices of conservation and adaptive reuse. The researcher has searched for new insights of approach or methodologies that have been designed or developed in practice to display additional insights into innovative approaches from Dutch practice, delineated by the province of South Holland and the urban environment of Rotterdam. In order to be able to display a consistent result based on the insights, in-depth interviews were conducted with private, public and third sector stakeholders in partnerships of heritage and area development. All respondents relate to the practice of urban development, area development, cultural heritage and monumental heritage and architecture & planning in the municipality of Rotterdam. Also, all spoken respondents are either part of the public, private or third sector.

3.3.4 Execution of research strategy

The field research is built upon the elements around the core elements extracted from the literature review of adaptive reuse methods. The first set-up of the topic list is based on the insights obtained from existing theories and approaches relevant to the central research topic. However, not in a systematic manner; instead, remaining open towards new dimensions other than the pre-categories. The introduction text, purpose, the topic list and subsequent semi-directional questions for the in-depth interviews based on the topic central in the research questions and research objective and can be found in the topic list in [Appendix II](#).

The interviews have been semi-structured because the conceptual themes were the only consistent elements of guidelines when conducting the interviews, Appendix I. The questions, below the themes visible mainly served as directional questions to clarify the nature of the themes and the data that is searched for within these themes besides of the contextualisation per expert informant can be found In [appendix II](#).

The topic list further specified on exploring the social domain concerning new empirical insights of social heritage concepts. To investigate to what extent or form are the following "concepts" reflected in the practice of the heritage domain and if they are recognisable or not. Overview of these can be found in [Appendix II](#).

Subsequently, the social heritage concepts included in the elaboration of the results, concern only those confirmed in the in-depth interviews in terms of their degree of importance and relevance. These were then further explored based on new guiding insights in combination with the previous insights from the literature.

On 17-07-2020, the first expert interview with Thessa Fonds of The Missing Link Agency was executed, and consists of 80 minutes of audio by video call using the software of Microsoft Teams, [Appendix III](#)

On 20-04-2020, the second expert interview with Marc Compeer was executed telephonically, and resulted in 74 minutes of recorded audio by the software application of Cube ACR, [Appendix III](#)

On 13-05-2020, the third expert interview with Astrid Karbaat was executed and resulted in 65 minutes of recorded audio. For this, the topic list was used in combination of the most recent Heritage Agenda of Rotterdam (Langenberg, 2016), [Appendix III](#).

On 26-05-2020, the fourth expert interview with the Policy advisor of Culture and Creative Industry and Area advisor of culture was executed telephonically. The audio consists of 65 minutes of recorded audio by the software application of Cube ACR. For the topic list, and preparation research into the latest published policy document 'city in transition and changing culture' was used (Kasmi, 2019), [Appendix III](#).

On 11-06-2020, telephonic exchange with Menje Almekinders of BOEI. In this case, it has been more of an exchange of information regarding the new social practices and how to manage and implement these in redevelopment projects for adaptive reuse, [Appendix IV](#).

On 26-06-2020, the last and final expert interview with Robert Winkel was executed. The audio consists of 72 minutes of recorded audio by the software application of Cube ACR, [Appendix III](#).

3.3.5 Practical Illustrations and Case study of the Lloydpier

The insight of the in depth expert informants provided with empirical data concerning illustrating practical examples concerning the research subject, because the context is highly important. It defines the specific circumstances of each project that are unique again and again. Besides, the illustrations serves to clarify and demonstrate the empirical insights gathered.

The illustrations and case study were selected according to the following criteria: *'The heritage building or area located in an urban environment in the province of South Holland; The project consists of at least three partners, of which 1) Public, 2) Private, and 3) Third sector partners and community stakeholders. The heritage building is possessing a form of historical, social, social, aesthetic, giving it meaning, ensuring economic heritage value converted into a profitable model for maintenance and conservation efforts.'* The criteria have been part of the introduction of the topic list and carefully reviewed with every expert informant part of this research. In addition the empirical data gathered has led to the case study of St. Jobsveem located at the maritime historic district of the Lloydpier in Rotterdam.

3.4 Data Analysis

The interviews in this study were recorded with the Cube ACR recording app and by the sound recorder of Microsoft Teams. The audio data was transcribed literally and uploaded into NVivo, a support program for processing qualitative data. Simple transcription rules have been used to ensure readability (Dresing & Pehl, 2013).

First of all, the entire transcript was read through, with notes of the relevant passages taken to get a general impression of the interview. After that, a categorisation was made on the basis of the most important observations. This is based on theories from existing literature on which the conceptual model and topic list are based, supplemented by ideas from the empirical data, which is analysed inductively. The categories are defined on the basis of concepts that define the text passages, which makes it possible to assign different passages to an overarching observation (Mayring, 2010).

The code tree with nodes in NVivo reflects the central themes provided by the expert informants and reflects the explorative nature of which the data is analysed, and can be found in [Appendix VI](#). Afterwards, the central themes of the empirical data were further defined and selected concerning only the relevant themes in relation to the research questions central in this study.

The main quotes highlighting certain empirical findings later were used to illustrate the main themes in the results chapter. Data collection and analysis of this have alternated during the research phase. At the end of an interview, the data was encrypted and analysed immediately. Based on the new insights and relevant results, the categories have been adapted in some cases. As a result, the topic list has also been sharpened up here and there. With these sharpened, the researcher was able to ask more concrete questions during the subsequent interviews.

The data collected has been inductively analysed and led to the thematic structure of the results chapter, and can be found in [Appendix VI](#). Lastly, to define the themes even further, the research questions, have provided with the final theme selected to be included in the results chapter.

3.4.1 Validity, Reliability and Ethics

To guarantee the quality of the research, the validity and reliability of its research crucial (Boeije, 2009). An investigation is valid when the method used measures what is intended to be measured. By using various contexts and also interviewing different participants within these contexts contributed to the validity (Creswell, 2017). Besides, the operationalization of the concepts is a theoretical framework to measure what is intended, and the correct conclusions must be drawn from this (Boeije, 2014). During the interview participants' answers were summarized, with which the researcher has checked whether he or she answers these correctly has interpreted. After all expert interviews, the transcript draft version was sent to the participants providing for the opportunity to comment on the interpretations of the data gathered. An investigation is reliable when a repeating investigation is equal results (Bryman, 2012, p. 47). For this reason, the interviews are in advance so many as possibly structured (Boeije, 2009). By transcribing and encoding, it was possible with the analysis and processing of answers to create results and provide insight, which also contributes to reliability (Creswell, 2017). Finally, there is an account in this study respected ethics, in particular in the form of protecting respondents (Boeije, 2014). The interviews, therefore, asked whether participants wanted to remain anonymous. When this was the case, this interview was made anonymous.

3.5 Timeline

The cross-sectional study is research that investigates a specific phenomenon at a specific point in time. This time horizon is often used in studies that adopt a survey strategy or a case study strategy. This study investigates the relationship between architectural and cultural heritage buildings of the urban environment with the changing relationship, interactions, and meaning for a city's identity and urban fabric over some time of February 2020 to August 2020. The time for this study was set beforehand due to the nature of it, a master's thesis. However, it can be concluded that this research investigates a specific phenomenon at a specific point in time. It thus includes in-depth expert interviews with key informants and a case study strategy.

4. Context of the Netherlands; the municipality of Rotterdam

In order to answer the first sub-question: *What are the latest policy developments for integrating heritage conservation efforts as part of urban development?* This chapter is aimed at the planning practices of urban heritage management of The Netherlands delimited to the context of the municipality of Rotterdam. The chapter is made up of a combination of desk -and field research. In where the insights of the field research executed are only described in paragraph 4.4 and have contributed to the structure of this chapter further consisting of desk-research Aimed at defining the latest policy approaches and instruments relevant for conservation efforts of heritage management integrated into urban development strategies. In where heritage management concerns approaching built heritage on a Sector, Factor, or Vector scale. Also, the insights of the changing collaborative dynamics concerning space-making and heritage-making processes are described. Lastly, the

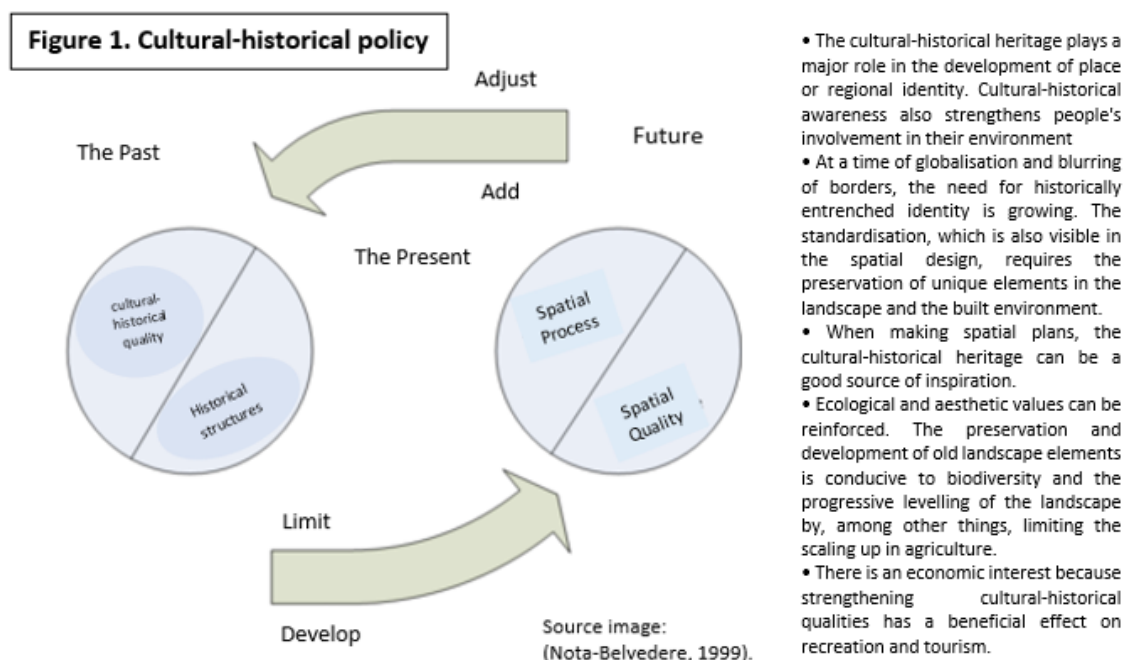
conceptual model is presented at the end of the chapter representing the collaborative dynamics of sustainable urban development with built heritage.

4.1 The Dutch Heritage Act

The Dutch Heritage Act (2016), stipulates how our heritage is dealt with, designates the responsible parties, and specifies how supervision is to be exercised. The new Heritage Law provides with a comprehensive definition of heritage, provided by the Ministry of Education, Culture and Science of the Netherlands (2016): "*Heritage resources are tangible and intangible resources inherited from the past, have been created by humans or the interaction between humanity and the environment over time. People identify cultural heritage as a reflection and expression of continuously developing values, beliefs, knowledge and traditions. Cultural heritage provides a reference framework for the current and future generations*" (Hammersma, 2016).

4.2 The Belvedere policy note

The policy note Belvedere of 1999 is a Dutch policy paper on the relationship between cultural history and spatial design. To give cultural-historical value more priority in the spatial design of the Netherlands is the objective of the note. The government recognises that cultural history can be an inspiration for (landscape) architecture and spatial design, thereby also strengthening the position of cultural-historical heritage. The current tension between the cultural-historical heritage and the dynamics of spatial design thus recognised, for finding a new balance between development and conservation. The ancient structures and landscapes are at stake because without them fulfilling vital functions in society, there is a danger of losing cultural-historical heritage. Instead, the note having a status of law, it is seen as guiding inspiration to concrete spatial plans and design for local -and provincial policies (OCW, 1999). The policy note expressing the view that cultural heritage should be better exploited and conservation should be more than just careful conservation. The nota recommend the strategy 'preservation by development', also known as cultural planning, the aim of preserving cultural-historical quality by integrating it into spatial development, see figure 1—the relationship between cultural history and spatial planning of the Nota Belvedere (OCW, 2005).



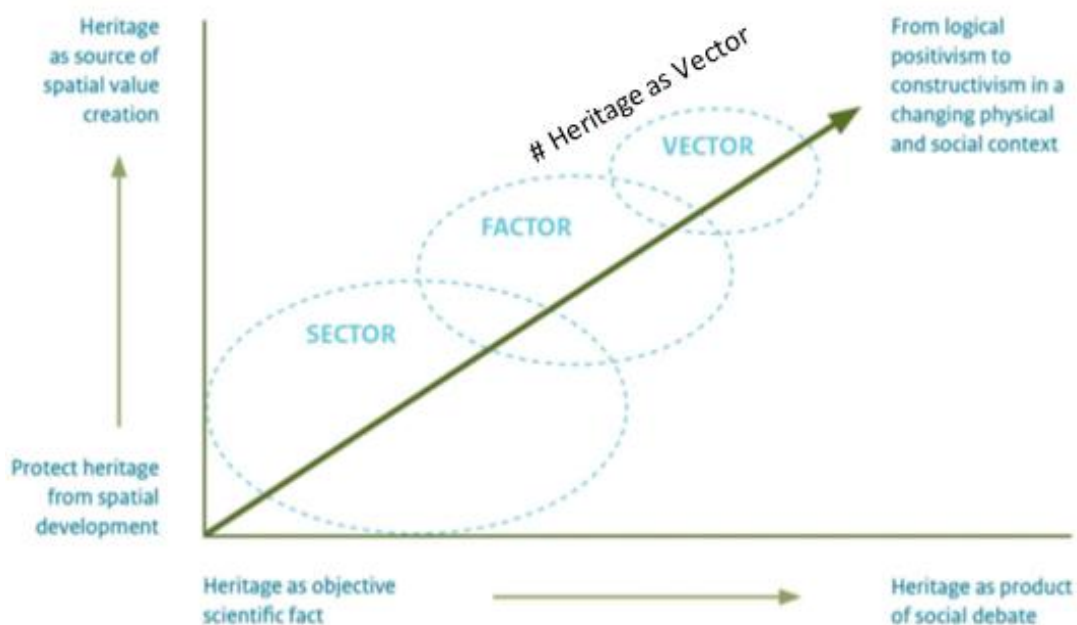
4.2.1 Cultural-historical value map instrument

The Belvedere policy has become part of the spatial quality policy. In several National Notes, the ideas from the policy note Belvedere are found. The responsibility for the basic landscape quality in the other valuable cultural landscapes is laid down by provinces and municipalities. However, every intervention must pay explicit attention to the significance of the cultural-historical heritage. The policy note of Space indicates that one wishes to make more use of design disciplines that take cultural history as the basis of inspiration. In the Netherlands, a cultural-historical value map is a cartographic representation of existing and disappeared landscape types and cultural-historical relics in the landscape. The map of the Belvedere areas is a so-called 'layered card', i.e. a card that is the result of the merging of in this case three basic sectoral cards. The construction of a basic map of archaeologically valuable areas has begun, followed by a basic map of historical and urban values (which includes the city and village views and the main estates and outdoor towns). The third map was a basic historical-geographic values map (OCW, 2005).

4.3 Three scales of heritage approaches

Shortly introduced in the introduction chapter, the Vector approach of heritage will now be defined, and its relevance for assessing important cultural values regarding economic, cultural, historical, environmental and social domains of society. Since the second world war, heritage management and spatial planning have been approached in different ways. It distinguishes three successive approaches that today co-exist alongside each other, namely the sector, factor and vector approach, visualized in Figure 2. The intrinsic historical significance central in the sector approach remains relevant, instead of in a way where space is made for the economic significance in the combination of the intangible and tangible values featuring the vector approach (Janssen et al., 2017). In the most recent, vector approach, heritage is a guiding element for urban development projects and where the past inspires the future, therefore relevant in this paper. Heritage as a Vector is viewed upon as a force that can connect with other powers and forces in many different ways and results in a tremendous public value in a much broader field supplying it with a historical narrative (Renes et al., 2015).

Figure 2. Heritage as a source of spatial creation (J. Janssen et.al, 2017).



The vector approach is aimed at achieving more differentiated cultural value creation of economic, historical and the social layers of heritage: made up out of the various ways groups and people attach value to heritage and identity with it. Heritage is seen as a tool to foster collaborative planning -and engagement processes. By analysing a landscape's life history moving from monument collections towards a connection of landscaped and historical sites, that is 'multi-layered'. Both the private sector and local governments' ability to support and perform heritage management is decreasing, due to deregulation, budget cuts, and privatisation that is taking hold in different scales (Renes et al., 2015). As a result, different challenges now arise for various heritage approaches.

The vector approach provides opportunities for more bottom-up -and organic development strategies because it has an essential social orientation (Bregman, 2016). It focuses on cooperation between different groups of people involved in a specific area where the retreating government fuel the emphasis on co-creation by including civic stakeholders through forms of active dialogue, as an attempt to link the narrative of heritage with society in a broader way (Janssen et al., 2017). As a result, the traditional hierarchy of non-experts and experts is shifting: plans are emerging mainly from the memories and stories of local inhabitants, combined with the experts' knowledge (Albert, 2012). Heritage can thus be understood as Vectors within the new playing field.

The usage of heritage and surrounding conflicts in planning practice most often based on significant value differences (Ashworth, 2016). Currently, the use of space is thus about much more than only the functional design. Specifically, of the local scale: it is a process of placemaking with meaning and values and thus in part are becoming part of the heritage-making process—the difference not only concerning the past into the present but also the future. By linking past and present qualities, the future can be designed. The added value of sustainable area development is for social and societal value creation for higher spatial quality in combination with the preservation efforts of built heritage. The current interweaving of the heritage domain to heritage-making and that of spatial planning to place-making, which is then influenced by the emerging socio-cultural development in the daily handling of the living environment. Concerning, the increased importance of participatory- and local values included in local practices of places, spaces and assignment of meaning to them as part of differentiated cultural value production. Which is represented in the addition of the new social layer of the heritage placed upon the former two dimensions of the social domain and the spatial domain (Knoop et al., 2016).

4.4 The urban dynamics of Rotterdam at play

With the national rise of the monuments policy in the Netherlands, Rotterdam has naturally developed it too. In Rotterdam, it has always been a kind of development-oriented monuments policy. Because of it, there is always somewhat of tension between; on the one hand wanting to preserve and remember because it tells a historical story, but on the other hand wanting to develop the city further. According to the policy expert, it meant: that there must always be room for developments, which has been the traditional approach in Rotterdam. It mainly suggests that Rotterdam has a very high drive striving for innovation, which is in the genes of the city. At some point, the strive for innovation was significantly central in the dynamics of its city development dynamics, so much so that it became a routine action, which means that the drive to build is very much in the municipal policy and also in giving space to developers. Reasoning, entrepreneurs should also be able to build, but very gradually, a different balance has emerged in the city because of it.

Rotterdam is a highly dynamic city, not only because of the war and reconstruction, which has undoubtedly contributed to it, it has led to the demolition of striking historic buildings, by reasons of private developing parties to start building anew all over again. After the demolition of a striking historic building discussion arose about the shameful loss of them for the city and led to the call of residents and historical associations to handle and be more careful with the historic buildings stock of the city.

Moreover, for this reason alone, the policy frameworks should also be better defined to be able to prevent non-justified demolition of significant historic buildings. The municipal council thus initiated several debates on this subject. Consisting of many counsellors, but also people from the field such as architects, residents, representatives of specific associations, heritage association or an architects' platform. With the underlying question:

"What kind of city council and what kind of heritage policy does the City of Rotterdam have and can't we strengthen it?" (Karbaat, 2020).

As a result of these organized debates, several additional points now included in the latest heritage agenda. Rotterdam has grown as a city, and with growing relationships with its citizens. Making it a city for of the "Do-ers" (in Dutch: doeners), making the city, renewing it, developing it, because the economic or social questions are what give rise to it.

'Heritage is becoming more and more integral in the current era of (Meta) modernism, in which the story and identity of heritage, not just the built heritage, is central. To also give heritage back to the citizen, to show it in public spaces" (Fonds, 2020).

In recent years, the tension between renewal, cultural and conservation efforts have become increasingly visible. The pressure on space is becoming increasingly exciting in Rotterdam. For that reason, we are now working hard to provide the tools for this conversation, and the first step that has been taken is to develop new policy frameworks. The underlying extension of the reason for establishing and expanding the policy frameworks is that the municipality of Rotterdam is increasingly divesting real estate. Since last year the municipality is developing reference values for the city. The aim of the instrument is to better facilitate the conversation with urban development and social development.

"Besides, market parties often look at other values in area development. Both reasons contribute to the fact that the municipality is short-lived in those collaborative discussions" (Expert 5).

4.5 The cultural historical value map of Rotterdam

The primary purpose of the cultural-historical value map of Rotterdam is to show the history of the city. By drawing attention to these unique qualities of the city, the identity of Rotterdam is strengthened. This awareness is needed because so far little account has been taken of cultural history in Rotterdam. By drawing more attention to cultural-historical values, they can be incorporated into new development plans that prevent them from being lost (Municipality, 2008). The cultural-historical value map of Rotterdam must, therefore, be the focus of the larger urban structures. The city does not use the map at a property level only because cultural history encompasses more than just architecture. The map, therefore, aims to map the structure of the district transcending historical-urban and historical-geographical values (Smith, 2020). The cultural-historical value map does not have to be 'finished'. It is precisely the intention that the explorative card will form a gateway to multiple layers of information. In addition to the visible cultural-historical values, the map could also show stories and memories of Rotterdammers. In this way, the map comes to life more and more insight into the importance of places in Rotterdam is created. It also leads to an increase in cultural-historical awareness among the people of Rotterdam (CBW, 2017).

4.6 Establishing value connections for adaptive re-use strategies

Fundamental connections between the spatial, heritage and social elements can be established if all three elements can create value (Werksma 2002). People, planet (heritage) and profit are the three dimensions of the social element (Elkington, 1998). Sustainable area development occurs when the value is added to people, planet and profit. The added value becomes sustainable when the

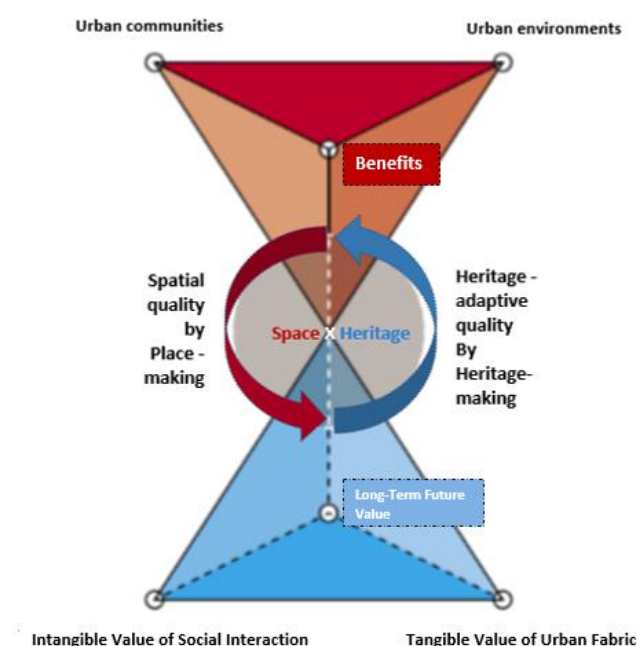
contemporary needs of the end-users who reside, live or work in that area are catered. However, meeting current needs should not compromise the ability of future generations. Kees Duijvestein (2004), has linked the people, planet and profit of the social element to the spatial element as a pioneer in the field of sustainable development and construction. In this connection to the spatial domain, the spatial quality must be based on economic, social and environmental quality. In which the spatial element also composes three dimensions; amenities, use-value and future value represented from the present (Hooimeijer et al., 2001).

The use-value refers to the accessibility, the practical use and the allocation of space, and the experience value is a reference to the subjective experience of that space. Both the spatial and social element requires a balance between the three different separate dimensions (VROMraad, 2011). The spatial and social element then come together in sustainable area development, which is, therefore, a balance between the spatial experience value, use value, future value and the social People, planet and profit. High spatial quality should be the result of sustainable area development. The high spatial quality then adds value to the dimensions; future, use and experience.

4.7 Synthesis

The conceptual design model below is based on the first two parts of the conceptual framework of presented in chapter 1 and chapter 2 of this research, and the third part of the conceptual framework presented below is based in part on the model of Kees Duijvestein (2004), who previously connected the people, planet and profit of the social dimension with that of the spatial dimension, as a pioneer in the field of sustainable development. The social dimension of people, planet, profit has been translated into (and in that order) urban communities, urban environment, and benefits and the spatial dimension of experience value, use value, future value has been translated into the tangible value of urban fabric -and intangible value of social interaction, Long-term future value. The long-term future value refers to the long-term appreciation of the spatial functions through time, which thus refers to a dot on the horizon; as the conditions for societal progress, sustainable development and conservation efforts. The complicated relationship of citizens with the designed environment, in which the built cultural heritage is central here for inducing these socio-cultural relationships.

Figure 2. Conceptual Model: Bridging theory towards the dynamics of practice (Cnossen, 2020).



In where the Urban Fabric: consists of 1) The social fabric as a collective identity of a locally specific community, the interpretation of adaptive reuse of heritage objects and 2) the identity of the city and place or neighbourhood itself: 'sense of belonging', the collection of the various characteristics of the environment, built heritage and area contribute to the 'sense of place' and appearance of the place linked to the cultural-historical qualities of a heritage building within the layered historical story of the landscape, which represents and radiates values of cultural-historical identity to urban communities, users and visitors of the urban environment.

The conceptual design model additionally serves as a summary of contemporary practical tools used and will provide with as a guideline for the execution of the field research regarding the in-depth expert interviews with policy advisors and project manager of Rotterdam municipality, Private developer and architect, and Third sector research -and consulting agency regarding translating the heritage socio-cultural and historical values of local communities for deployment in redevelopment projects as part of area development. The field research executed for the goal to gather additional insights still missing from existing literature, regarding the Dutch planning practice of Rotterdam, as discussed in the introduction earlier. The result of the empirical data collected is presented in the following results chapter.

5. The Results

This chapter presents the results of the qualitative analysis of the empirical data gathered by field research. The first paragraph 5.1 describes the different patterns of ownerships of heritage buildings at play, the aims and motives of PPTP's and how the ownership patterns in urban development effect conservation efforts and socio-cultural benefits of these projects, describing the dynamics and areas of tension between the partners at play. In paragraph 5.2 Shifts for emphasis on the qualitative side of redevelopment are described and with it, the rise of a different kind of developers and stakeholders, emphasizing socially -and culturally important themes and challenges. Paragraph, 5.3 examines how tangible -and intangible heritage values concerning historic buildings and areas can be identified by utilization the instrument of cultural-historical exploration, combining the three scales of heritage needed for integration of urban development as a whole. Paragraph 5.4, describes the set of methods and approaches needed for sustainable adaptive re-use strategies, concerning the conversion-and addition types, balancing the different needs of all stakeholders involved for aims of shared value creation by using proper communication, transparency, and accountability. Finally, paragraph 5.5 describes the case study of a successful example of a sustainably adapted heritage building by PPTP's concerning a national monument of the historic district the Lloydpier in Rotterdam. Where the cultural, social, historical, and environmental benefits are illustrated.

5.1 Ownership Patterns of Public,-Private, -and Third Sector partners

Traditionally, redevelopment plans arise from the drawing board and service optimization. Involving present socio-cultural capital in an area is becoming an increasingly important development motivation for the municipality. The municipality is increasingly shedding real estate, and more private parties are gaining heritage. The reduction of municipal property means decreasing control and control over the heritage in the dynamics of spatial development. Depending on how ownership compares, the municipality wants to continue to exercise entitlement over its handling of heritage in urban development. Heritage is offered on the market when market partners are needed to develop whether a new function is needed to preserve it. From the experience of the experts, in the redevelopment of heritage, from the public real estate branch and private developers, different choices are often made, which are detrimental to the provision of social, cultural and social added value.

'What is in it for me' is central to the cooperation processes, in which public project managers have a facilitating role and should not be oblivious that developers have to make a profit. The essence is to take all parties into each other's interests and goals as much as possible so that a shared ambition and value creation is created and if successful, it promises beneficial cooperation.

'What is 'value'? Value is not only financial value, but it is also about many other things. Value also consists of the social value, of the historical value: so that consists of the social added value that such a location can have for this municipality' (Compeer, 2020).

The municipality has developed the welfare policy, the well-being note: To ensure that any new construction fits well in its surroundings. According to the experts, it is imperative as a developer to be accountable. The welfare committee tries to ensure that the qualitative side of urban development is managed, as the systems available to the municipality ensuring that quality. The clients, or the owners, generally try to minimize the quality side as much as possible and preferably get out of it. The committee of prosperity can indicate it in such a situation; too little quality is delivered and that more needs to be deployed.

'The city wants quality, but it does not pay for it. The client pays for it and wants to make the quality as small as possible. Regardless, it will sell because there is a shortage of housing' (Winkel, 2020).

That is mostly the force field that's going on right now. Besides, according to the expert, there are still a lot of 'cowboy' developers focused on profit maximization. The construction and development world is one of the most conservative sectors in it and is very sensitive to disruption and part of a stronghold not easy to intervene with. Traditional developers are not concerned with delivering quality or shared values where they do not want to complicate things further by focusing on quality. The municipality does not have any hard frameworks in place for this, because the councillors fear that they will drive principals out of the city. However, when the city lacks spatial quality, it is ultimately the people who leave the city.

" We do not just need more houses, but better housing. That is important" (Winkel, 2020).

5.1.1 Ownership: A public or private initiative

According to the experts, there are two everyday situations where heritage can come to market. The first concerns heritage buildings ever purchased by private parties, for example, as a business location. However, if they go bankrupt, the property will be put back on the market via the bankruptcy goods. Each private party can purchase the heritage through the highest bid and therefore concerns a private transaction. In this case, the building and location are not owned by the government or municipality. Private parties usually buy heritage because they find the land exciting and have the money to buy land and buildings and to develop it.

The second concerns municipal activities of outsourcing to market participants such as developers, entrepreneurs or companies can react. Heritage buildings and land are marketed through competition, tender, specific selection or competition in which cross-conditions determine the relationship between quality and price. In the case of historic sites and built heritage, the preconditions are determined on the existing history and unique location properties. Quality here relates to the plan quality of the program: what is given back to society. The price relates to the operation of the building and land: what does it yield, the municipality gives market participants space how the preconditions are laid down in to monitor creativity unless it concerns monumental heritage with monumental legal legislation.

5.1.2 The different aims and motives of the partners

The tension of Public, -Private, -and Third sector Partnerships arises from substantial differences in the goals and motives of private and public partners and stakeholders and significant differences in time interest. The municipality has seen the most prolonged importance in time and is much more focused on delivering public goods and services with a socially-oriented approach. The developer has, in principle, a short-term interest and focused on financial profit. The investor has a longer-term interest and also pays attention to the current social themes and tasks from which they can gain financial advantage. It is the government's job to safeguard heritage -and regulate collaboration and cooperation better.

Public Partner: The municipality of Rotterdam: a long-term interest

The policy perspective of the municipality is aimed at attracting certain target groups to the city and aimed at retaining certain target groups in the city. In doing so, focusing on the current social needs of the city, such as providing social housing, middle-rent housing, a conceptually good plan, a good plan of action, involving the neighbourhood, the qualitative side of urban developments. Striving to deliver the highest possible spatial quality of the living environment. The municipality wants to protect the essential elements of history for the Public and collective interest. By preserving it and passing it on to future generations, citizens are attached to the heritage through the stories and memories associated with it. Heritage plays a meaningful role in and for the city, in which its preservation of spatial quality benefits the city. The municipality will provide the capacities and tools for areas where a form of area development is underway or where a new zoning plan is needed. The municipality has created cultural-historical value maps for each area through the instrument of the cultural-historical exploration.

Program & Exploitation

As a municipality, the sale of the land is looked at for feasible land exploitation, which should cover the costs of outsourcing. As a municipality, the choice is increasingly made to settle for covering land exploitation. Internal discussions on the balancing for the sake of a break-even land operation, so that post-impressions on plan quality can be used. No profit maximisation goals are pursued. The profit of municipalities often 'disappear' in general resources, such as municipal subsidy pots.

Private Developers & Contractors: A Short-Term Interest

Private developers generally have a relatively large organisation, and redevelopment projects often involve more risks. The size of the organisation, as so-called 'overhead', must be hedged by making a profit to cover those risks. The following aspects are central to this: the direct development costs, the general costs and the percentage of profit.

Program & Exploitation

In the case of a redevelopment project, a land, and real estate operation is based on consisting of costs incurred to redevelop the building(s) and also to build new dwellings, the foundation costs; the redevelopment costs and the direct construction costs, for necessary construction material and tools. Additional costs: hours spent by a project manager, architect and all consultants on the project that are needed and outsourced due to core capabilities, here, the profits are also taken into account, in this case, the percentage of winnings. According to the expert, it is visible that: "those percentages, they have a certain level and most often are those parties looking for profit maximisation. That is their primary goal. According to the experts, it frequently appears in practice that private contractors prefer to make a quick profit through purchase and resale without any redevelopment. Besides, many developers are committed to public framework conditions, in the event of redevelopment, to involve

history as a kind of incentive tool to cultivate goodwill with the municipality and to create support for allocation.

According to experts, the construction world is vastly condensed. Everything is expressed in money. Excel is therefore very popular because the majority of people develop from Excel. Excel includes all costs and the consideration made is: the experienced architect costs so much, but a young architect who has little experience easily costs half less. From Excel, it is estimated how much money will be earned, profits are maximised, and financial risks can be marginalised as much as possible in the process. For example, by involving a builder who builds very cheaply. In the project program, is where most, of the traditional parties, go very quickly towards profit-maximisation and sell or rent everything, at the highest possible prices. Foreign investors also buy up many homes, which means that the price only increases. It also indicates that the market does not meet the current needs of the community, where there is a high demand for social and middle rent or buy homes.

That is the standard approach method: cutting back on everything and cutting the quality out of it. Not based on assuming the current need, what value the neighbourhood needs, what the city needs, what do the people who are going to live there need. Excel is needed to monitor feasibility and a form of profit, but not profit maximisation. That is not a form of shared value creation. Shared value is based firstly on the interests of others, before the sake of their own. According to experts, the conservative construction sector does not take into account future generations. Not enough thought is given to the environment, not about air quality, about soil quality, not about flora and fauna, not about strengthening communities, but only about their interests, and as a result, current urban development, it is often going wrong.

Case 1. Redevelopment Old distillery: multi-building buildings a location (an anonymised case); the image is for illustration only and is not a representation of reality. From a traditional approach, developers and contractors are focused on building 'new-build cabins' where this goal has nothing to do with any attention to the location. 'Emphasising project quality costs more, and it yields less, in terms of financial result' (Compeer, 2020). For several heritage buildings on a site, developers usually cut them up by selling them separately for redevelopment, where the interplay between the buildings or the site loses a possible value. The contractor choose to address it in the following way: The developer has had to invest in it and wants to recoup money as soon as possible. The fastest and most profitable technical way is to sell this one by one to different parties who want to do something with a purchased piece of land with existing properties, this one by one to different parties. Abandoned, empty and without function or any development to resell in the market to the highest bidder. Generate as much profit as possible by, for example, building homes. The owner determines the direction of projects, and nowadays, it usually concerns the private developers.

'It is not that no developer has an eye for history, but there truly is a real difference in the type of developers out there' (Fonds, 2020).

5.1.3 Heritage Ownership & Conservation Efforts

Public policy: regulation and legislation: zoning plan for steering power

Depending on the situation, the municipality looks for instruments that can be used in the collection of instruments. Such as the zoning plan, a monument status or the spatial policy concerning welfare policy: the welfare law. In the case of area development and the addition of new construction, the municipality considers whether the development plans fit well in the environment. It is often a combination of instruments, which can be used.

Municipal possession

If necessary, a municipality can still impose public framework conditions through a zoning change. In this way, some of it can still be driven on what can happen to the heritage. However, only if the municipality still owns the land on which the building stands.

Private transaction of monumental heritage

In the case where the purchase concerns private developers or entrepreneurs primarily focused on maximising profits at the expense of delivering quality, the use and use of instruments are necessary—concerning hard resources, such as a monumental status which is a useful tool because it is part of the monuments and heritage law. Before monuments are allowed to be developed with, a permit is first needed. The municipality has the power to make demands here as the preconditions for (re)development. Without approval no development. Without the mandatory application for a monument permit, private parties are not obliged to discuss this.

Heritage is without a monument status on municipal territory

In this case, there are different degrees of instruments available. For example, there are buildings or an ensemble of buildings, which do not have monumental status, but which the municipality still says: we do not want them to be demolished and demolished. Then these buildings are laid down in the zoning plan, and the building in question is given a zoning plan, a postage stamp, a dual destination; history with demolition ban. The only public preconditions available are the conditions that are already in place. Relating to the zoning plan of the specific location and building.

Heritage without monumental status on private territory

It happens that a historic building has no protected status and is also not in municipal possession. As a municipality, it is challenging to regulate the development plans and to monitor the heritage. Furthermore, it can relate to a striking building with architectural qualities, which affects the spatial sightlines and identity of an area. It may also cover certain historical elements that are present in the building, such as a particular tile tableau. According to the experts, the only option is to try to enter into the conversation with the current owner and demonstrate the historical or cultural value through that conversation, based on only a trust base.

Case 2: Collaboration of the Missing Link with a profit-motivated developer

The missing link was involved in redevelopment with heritage in the Bilt. The choice was made through three scenarios; what and where to develop precisely. Scenario 1 and 2: meanings to work with residents want to build against it. Scenario 3: concerned a median strip between neighbouring buildings, which means that they do not need to be involved. The developer indicated: if scenario one or two is chosen, the residents must be involved, then the project is built against it. So we drop it. That will take too much time and energy. For example, according to the expert, this is often viewed. Even though the urban planner also indicated that scenario two would have the most added value for the area. The developers' perspective concerns the following: the identity of a place is determined by-and created through their actual development projects from where developers depart. There is 'much say for residents' involvement according to many developers, but it usually only relates to the choice of colour. It does not go any further than that. According to the experts, too little account is taken of the users of an area by profit-oriented developers the present situation for plan development, according to whatever yield most profits. In contrary, public -and third sector parties, depart from the perspective of the existing place identity, and can be retrieved from the area, but is already there. Going from the past to the present and on towards the plans. "It also cuts real wood. It gives much insight into the area "(Fonds, 2020). The starting point of developers is that identity is determined by what they create through the form of development: from the present to a plan, based on the choice what potentially yields the most profit.

"So you can see that in our entire field that there are various opinions present" (Fonds, 2020).

5.1.4 Shift of emphasis on the qualitative side of redevelopment

Whenever a cultural-historical building is sold -or development is started, the municipality previously looked at the plan submitted and which plans yields most and expressed in money. According to the experts, a political movement is currently happening within the municipality, in which other questions are central in urban development: what is the best plan, qualitatively speaking. The determining factor is no longer which plan is most profitable. Where previously the price has always been the decisive factor in the municipals' consideration of designation of the development party in tenders, this has gradually shifted to a different balance: fifty % quality and fifty per cent price as development conditions. According to Mark Compeer, it is increasingly common nowadays that even eighty % of quality is required and only twenty % of the price or even more extreme.

'This is the time that we look at what is most profitable, from the total. So financially, socially, culturally and so on. The best plan option for the city' (Expert 5, 2020).

Both in the government and the market, there are signs the heritage stock is increasingly carefully treated. In recent years, more parties have been emerging, such as foundations and associations, but also private developers, who can acquire heritage for its preservation and use the unique heritage qualities as 'Unique Selling point'. The purchase motif shifts from an interest in the land to the heritage itself. The tipping point towards a more sustainable and social dynamic of urban development is visible due to the growing emergence of socially and sustainably engaged private developers and stakeholders in Rotterdam.

Image 2. The Nice developers: Marc Compeer (right) and Robert Winkel (left) (Nicedevelopers, 2020).



Case 3. In the Lloyd Quarter, Mark Compeer and Robert Winkel develop their neighbourhood where they live(d) and work. As locally engaged developers, they are familiar with the area, where the area is still lacking and are part of the network in the area and the main stakeholders.

'We only build a city in which we want to grow old ourselves' (Compeer, 2020).

Nice Developers was born out of the frustration of profit-oriented developers, who often prefer profit maximisation at the cost of socio-cultural value creation. Paying attention to the history of the place, use it precisely to give an area and or buildings a strong identity. They are aimed at delivering social and spatial quality with their projects. According to Mark Compeer, this is possible by merely using lower profit margins, which means that it can suddenly contribute to policy objectives, such as housing middle income earners, where there is high demand in the market.

However, this is not picked up by market players in the construction sector. Nice Developers, however, pursue the goal of preserving indispensable professions in the city, such as nurses and teachers. All kinds of population layers, which are necessary the identity and sense of togetherness of the city are central to Nice Developers. The Nice Developers are intrinsically motivated to look not only at profit margins but also the other values:

'That is our city, that is where we do it for and for all the groups that require public services. We have already started developing for those middle-income earners. It is simply possible' (Winkel, 2020).

Locally involved investors

According to the experts, as a developer, a broader focus can be placed on social value creation by bundling with other parties, such as investors and financiers. Investors are needed to tilt large development projects in order to focus as much as possible on the qualitative side.

'If we had asked investors to invest in sustainable wooden high-rise buildings less than five years ago, the answer would have always been a 'No', because it was considered too risky' (Compeer, 2020).

However, due to the social debate about CO2 emissions from construction, this is shifting. In the 'Sawa' project, for example, there is a broader scope than the existing network, with ten of the ten investors, ultimately four sharing social value and a comparable vision. The network is expanding more and more.

"That is beautiful, that is good, and it will only continue to grow" (Compeer, 2020).

Socially and sustainably interested investors

According to the experts, private investors engage in a kind of "Green Washing", which no longer considers it essential to invest in weapons, but in wooden buildings for example. The motivation is financial, but it is a positive one because it allows to score on, for example, the GRAS Index as a kind of index for corporate social responsibility.

"The more you invest in socially responsible themes, for example, in a wooden building, such as SAWA, you score as an investor, which makes you more attractive to those pension funds and gets more invested capital" (Compeer, 2020).

Central stakeholders for sustainable area development with heritage and local identity

The Missing Link and BOEI, act in Public, Private, and Third sector partnerships as the link -and mediator for cultural-historical values of built heritage -and area with processes of area development. According to the experts, third sector partners are also employed for expert advice on the appreciation of the archaeological, spatial added value of heritage and area-identity as a driver of sustainable, conservation-oriented area development. The Missing link for, example, is founded to help developers deal with archaeology because developers (construction sector) consider archaeology to be a problem. BOEI concerns a non-profit organisation with the ambition to find solutions to the social problem: abandoned Dutch heritage. The organisation wants to offer vacant heritage a permanent place and function in society, taking into account sustainable development aspects, such as energy, environment, health, quality of use and future value.

Untapped opportunities in value creation through contrasting perspectives

According to the experts, one time the municipality is the client and the other time the area developers. The owner determines the extent of the qualities and capacities utilized of agencies such as The Missing Link. Whether this is at the beginning of a project or the end also depends on the owner. The different types of perspectives lead to discussions about the valuation of heritage and how much budget is available, are usually at the heart of the collaborations. It includes advice and research agencies such as The Missing Link and BOEI in the process on the part of the disrupter and tries to keep the research within the given budget. "It is essential that a balance through deployment - and search, is created for: what tools are available to purely profit-oriented developers to be able to steer towards delivering more quality.

Involvement of the 'right' stakeholders

Developers or municipalities always involve an urban planner and or architect in development projects. The urban planner is very sensitive to the qualitative side of projects and to increase public support. The architect is a significant stakeholder in adaptive redevelopment projects from before the commitment to the added spatial and economic value creation. The right architect and urban planners (as specialised architects) can contribute positively to the social support and feasibility of the projects by mapping out where the development opportunities exist. All the experts indicated the importance to map the cultural-historical history for both the heritage; the building and the building, exceptionally well'(Compeer, 2020).

Emergence of new bottom-up heritage managers

The emergence of new bottom-up heritage managers through entrepreneurship, citizen initiatives and self-organization of community collectives, which are united as third sector parties. The self-organizing ability of creative Incubators in cooperation with third sector parties with the starting point of heritage sites. Foundation 'Kunstaccomatie' Rotterdam (SKAR), organizes artists' studios in vacant real estate and heritage. These rents are rented from the municipality or private parties, and nowadays SKAR buys up its own properties and adopts the 'monastery' and 'cluster' principle. The religious principle refers to the traditional interpretation of closed workshops, and the cluster principle is aimed at open and thematic breeding ground. An excellent example of this is 'De Waserij' in Rotterdam.

Case 3. Public, Private and third sector (SKAR & Creative sector) in collaboration with the thematic breeding ground in Rotterdam's heritage: The Wasserij. Bottom-up facilitated. The Laundry once served as a laundromat of the former Bergweghospitaal. In autumn 2019, the building will reopen and accommodate innovative fashion practices. Young entrepreneurs and artists who wanted to cluster themselves have gone to the SKAR foundation for help. Together we looked for an ideal interpretation of the heritage location of an old laundry, where a thematic breeding ground has now been set up. "So in that sense, you can already say from here it works so. It's heritage, it's neighbourhood identity, it's a new interpretation, and there's also an independent revenue model underneath" (Policy Expert, 5). The Laundry started with the municipal subsidy, but the idea behind it is that at some point they can run independently. Entrepreneurs are also established there. SKAR is the manager of the breeding ground and has set up a layered system of financing the space. "You have more established companies, who pay more than the young companies, like the start-ups. It is a kind of ecosystem that keeps itself in balance.

Image 3. The Wasserij (SKAR. et.al., 2019).



Summarizing, the municipality has seen the most prolonged importance in time with a socially-oriented approach. The developer has a short-term interest and is focused on profit maximization. The starting point of developers is that identity is determined by what they create through the form of development, from the present to a plan based on the choice what potentially yields the most profit. 'What is in it for me' is central to the cooperation processes.

Traditional developers are not concerned with delivering quality or shared values where they do not want to complicate things further by focusing on quality.

Depending on the situation, the municipality looks for instruments that can be used in the collection of instruments: the zoning plan, a monument status or the spatial policy concerning welfare policy: the welfare law. However, the municipality's steering power towards quality and conservation efforts are highly dependent on ownership rates of the location and property. Dependence on private owners results in a reduction in the power of control of the municipality to safeguard urban heritage buildings.

The determining factor is no longer which plan is most profitable, but which has the best plan 'quality' and is the best option for the city. To a different balance: fifty % quality and fifty per cent price as development conditions. The tipping point towards a more sustainable and social dynamic of urban development is visible due to the growing emergence of socially and sustainably engaged private developers and stakeholders of urban development in Rotterdam.

Third sector parties, advisory -and research agencies are crucial in balancing adaptive re-use projects for emphasizing cultural-historical value creation, which is history-based and community-led. In addition, the emergence of new bottom-up heritage managers through entrepreneurship, citizen initiatives and self-organization of community collectives, are united and can be seen as third sector parties.

5.2 The spatial historical and cultural characteristics of the heritage: three scales of heritage

To create a new zoning plan for area development with heritage, initiated in PPTP collaborations, the instrument of Cultural-Historical Exploration (CV) of research is central. The municipal or private client almost always outsources this to historical advisory and research agencies as central third sector stakeholders of inclusive and sustainable developments in which history, identity and citizen are central. The spatial historical and cultural characteristics of the heritage determine the historical identity and recognition of the place in which the built heritage serves as its carrier. Churches, like old school buildings, often stand in prominent places in the district as part of the spatial sightlines. According to the experts, these buildings are places where communities come together, past and still, that has a significant value. If that church or school is demolished, there will be a loss of cultural and social value as part of the neighbourhood identity. If it is redeveloped or it gets a new function, and the existing social capital is included, it can still be the place for the existing network to come together.

The CV instrument is eligible to include the three different successive scales of heritage. In which these three scales complement each other and strengthen each other in the order of 1) object as the sector'- , 2) the context as a factor and 3) heritage as sector scale; as a guiding element of heritage as a driver of area development. According to the experts, the three scales map the contemporary stratification and shift of heritage as part of the spatial domain.

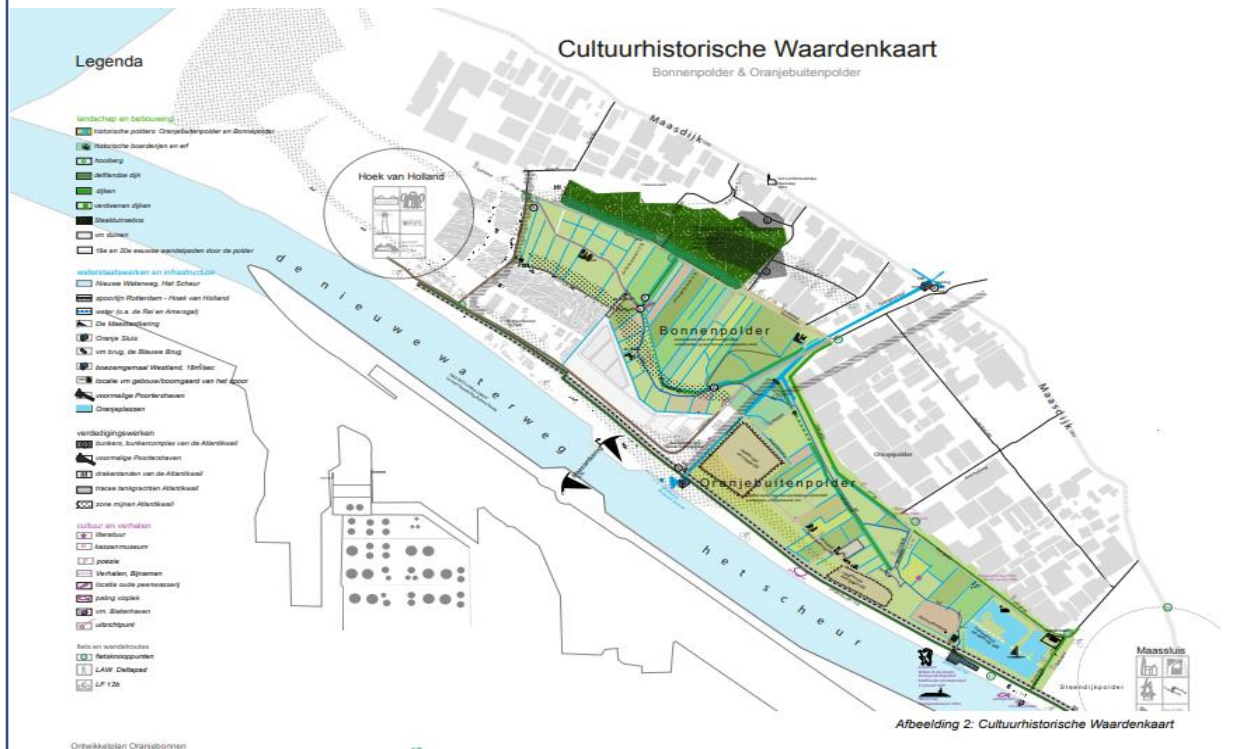
Layer 1. Built heritage approached on a sector scale; by mapping the cultural history of the building and tells the historical story for valuing the heritage properties by experts, such as policymakers or cultural-historical research agencies. According to the experts, On this scale, the most essential (monumental) heritage elements are identified for conservation purposes. What cultural-historical - building historical knowledge is available about this building is central.

Layer 2. Built heritage approached on a factor scale; relates to buildings in context, where spatial identity is rooted in the historical characteristics, recognition and significance, as part of the spatial and social cohesion of the public space of the area. According to the experts, this layer builds on the inventoried cultural-historical knowledge first layer. By mapping the historical development of and spatial characteristics, which represent the most important of that history. In which architectural heritage expresses the spatial contours of the buildings and the historical street pattern in which they are located. From a social point of view, the heritage has added value as a bearer of the recognizable identity of the place; for personal feelings of belonging and coming home. Also, as a link between social networks where communities come together and foster cohesion.

'That is where you start, and you start talking to people to put that layer over it and bundle it together. There too, some people have much historical knowledge of areas, which can be used and collaborated with it' (Karbaat, 2020).

Case 1. The Orange Bonnenpolder: Intangible spatial heritage dimension, which only still exists in the human memory of it. From concept to a development plan with area identity and social heritage capital. Top-down approached, but with the inclusion of the community.

Image 1. Oranje Bonnenpolder (Rotterdam, 2020).



The map contains aspects that once took place in the area and are no longer visible, but those people still feel that there. That is also that intangible element such a place can have, the social side of cultural-historical value. The municipality has approached the use of cultural-historical exploration for the cultural-historical value map in this project. In other people's terms, intangible aspects have been taken into account concerning objects that are no longer there but have had meaning for the stakeholders in the area. In this case, it was 'the Blue Bridge' that is no longer there. For the people, however, it was the memory of the place where they used to learn to swim and with great pleasure from jumps. According to the expert, it is an intensive and time-consuming method of research that almost cannot be done for every project. The expert indicates that this project has been tackled excitingly and an attempt to map the history from literature and archival research as the objective side.

Layer 3, serves as a guiding element where the cultural-historical past inspires the future, according to the experts. This approach focuses on collaboration between different groups of people involved in the heritage building and area and builds based on the previous two scales. Due to the topicality of the socialisation of heritage, approaches and instruments are evolving. In the form of pilot projects, the CV instrument is experimented with in order to be able to take stock of this third layer by making more widespread use of its social dimension.

"If you map out the existing needs well, it can help with such a whole development to be able to get it on track for a better fit and also towards the future" (Karbaat, 2020).

Case 2. The new vision of churches of Rotterdam: Pilot valuation method together with the denominations. First, make an inventory not afterwards. Top-down facilitated. The reason for this is the growing vacancy of churches, and to prevent demolition, it is better to know in advance what is going on. For example, some societies need more space. Perhaps this can be linked. It was a need-oriented approach, which was looked at not only purely from the building but really with the community and representatives of that community.

Image 2. Meeting of the denominations Church vision (Rotterdam, 2020).



The municipality started to take stock of all religious buildings and which of these are monumental and which are not. The denominations that use the religious buildings were then contacted. Evenings are organized to engage with the societies to pick up; what exactly is going on, and is it financial in terms of maintenance?

Does it have to do with the size of the community, many or few members, does it decline? Also, additional surveys and interviews have been done. One

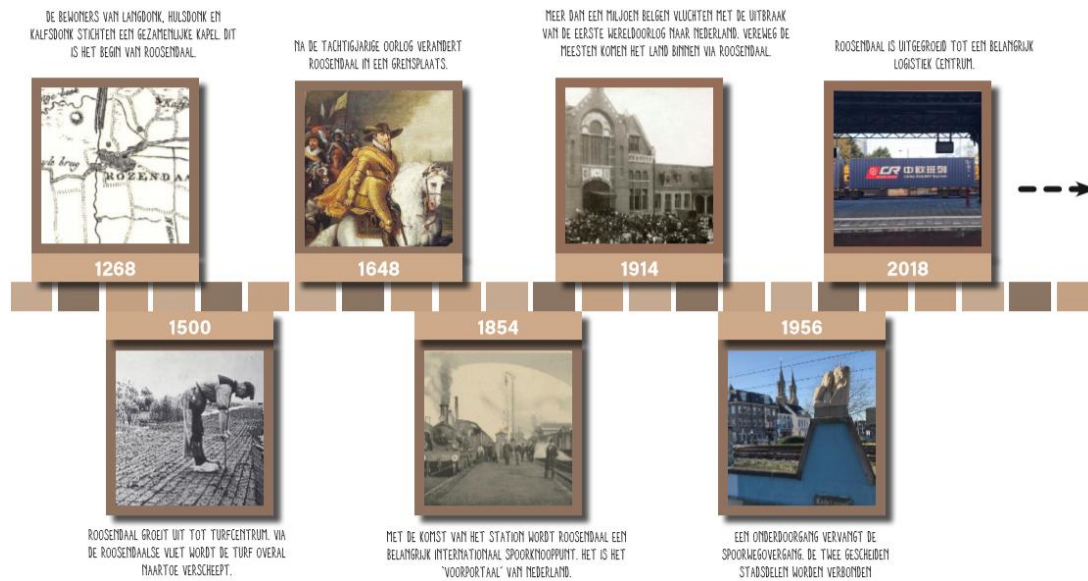
conversation is not enough. The goal quickly became apparent that a mutual community had to be established in which the municipality acted as a joint connector or mediator. Denominations can learn a lot from each other, but if there is no network, the church can create it. This way they can help each other and the city, so that there is increased collective understanding. It is important to involve the environment. The expert thinks that this is happening more and more how the church vision has been addressed in a more positive approach, by talking to the owners and trying to understand what's going on there.

"If you map that out well, it can help with such a whole development to be able to get it on track for a better fit and also towards the future" (Karbaat, 2020).

Co-creation for area identity and heritage values

According to The Missing Link, the basis for the inventory of cultural-historical exploration; with the development history and what is still visible there, is supplemented by their methods of the residents' perspective in relation to heritage. Session 1: The basis of inventoried cultural-historical exploration; development history and what is still visible of it and supplemented here with the environmental perspective of the local residents on the heritage. They are utilizing values maps as tools to engage in conversation and consisting of illustrative images, such as a mill, a monument and so on. This also relates to the more general stories and symbolically translated, about which activities in the area are central. This can be a hammer if, for example, it is a work area. See the example in Figure 1. All maps are collected and distributed to smaller divided residents groups. Of which each group may designate only three cards, which are seen as the main carriers of the story.

Image 3. Illustration example of the values cards 5 for identity determination in co-creation (TheMissingLink, 2020).



In session two, a brainstorming session is held with the group of residents; which of the first selected values cards from session one, get a place in the collectively formulated story of the place, as starting point building blocks for the development plan. See figure 4. The result is translated into visual mood boards with addition to the co-creation session's report of the storylines and is always linked back to co-creation group. Using heritage as a form of science, which is not just about the building, but per all stakeholders jointly determined what the main story to be propagated, or story as discourse is.

"History does not stop Suddenly if you no longer call it archaeology..."(Fonds, 2020).

Stories are needed to identify with a place

In this method, heritage serves as a guiding concept throughout the development process as the common thread. The concept can be tightened up or adapted to new insights or perspectives. Urban design qualities are introduced into this approach method and involved for the architectural skills to translate historical identity as a common thread in the story of the place into the design. In which the involvement of residents and local residents is central to the processes.

Summarizing, The CV instrument is eligible to include three different successive layers of heritage. Layer 1. by mapping the cultural history of the building and tells the historical story for valuing the heritage properties. On this scale, the most essential (monumental) heritage elements are identified for conservation purposes. What cultural-historical -building historical knowledge is available about this building is central. Layer 2. relates to buildings in context, where spatial identity is rooted in the historical characteristics. This layer builds on the inventoried cultural-historical knowledge first layer. Layer 3. serves as a guiding element in which the historical and cultural past inspires the future.

This approach focuses on collaboration between different groups of people involved in the heritage building and area and builds based on the previous two scales. A need-oriented approach is deployed here. In co-creation, heritage is utilized as a form of Utilizing heritage as a form of science, which is not just about the building, but with the conformity of all stakeholders jointly determined: what is the main story to be propagated, or story as discourse. In where the heritage stories (discourse) serve as a guiding concept throughout the development process as the common thread and can be sharpened -or adapted to new insights or perspectives, and involvement

of residents is central to the processes. The tangible and intangible heritage values are identified by using the instrument of cultural-historical explorations and the method of co-creation with residents by co-creation sessions and value cards.

5.3 Heritage as a guiding concept for sustainable area development

The historical stratification of the city is essential because most people attach themselves much better and feel more comfortable in a place with historical layering. Especially in areas where people have grown up, heritage conveys that identity and gives a different picture to the living environment. Heritage buildings are very different from the modern construction of the last 25 years, which often share the same architectural style. Historical research and consulting firms such as The Missing Link are an essential link for identifying the core of the story of the place in collaboration with the area. Through co-creation sessions with local residents and urban planners as a stakeholder. The Missing Link brings out the existing power of history from the environment. History serves as a starting point for area development processes.

'Identity of a place only arises by talking to each other. Otherwise, it is not there at all' (Fonds, 2020).

In order to gain strategic insight into the area and each other's interests and values, together with the local residents, the core values of the area are coordinated, which reflect the story of the place. Identity can be inventoried by asking the right questions: what lies, what is there? Start by having a say in mapping the story of the place, by thinking together with the current inhabitants. Also, indicate the plans are in the process of development but have not yet been determined; therefore, there is room to think about it together. Ask the question centrally: What are the core values of the area and which ones need to be taken into account. According to the experts, it is imperative to know the neighbourhood and know what is going on. Its added value lies in the power that is present in the places itself and the existing values in the area. That means; bring the ideas of interested parties in the area itself.

"I think that is the future, what is already there, so why not use the already existing quality" (Policy Expert 5).

If the added values of history are not taken into account, in which a fit is looked at spatially but not substantively, then a link to history is missing. There won't be one. Without involving the qualitative side of the plan concept, it results in a mismatch, because it has not been thought through properly. According to the experts, this goes wrong all the time, that projects are being put up that have absolutely no connection with the local history of a place. There is no logical 'fit' and will lead to a mismatch in the local context.

"Very often, private corporations say: demolition is cheaper; therefore, do not renovate. It is, therefore, also looking for a balance in it" (Karbaat, 2020).

The public statement: 'demolition' is cheaper than renovating' is refuted by the expert Robert Winkel as an architect and locally involved developer. Robert, therefore, indicates that demolition is not immediately cheaper from renovating, take up the challenge as a designer to carry out rezoning for the same budget as that of new construction. In addition to the cultural and historical added value of heritage buildings, these buildings are already half the construction ready. That means 50 per cent less CO2 emissions than if an entirely new object is built. New construction and concrete buildings have a huge carbon footprint on the environment. According to the expert, this plays into a critical additional sustainable motivation for conservation efforts. Besides, most existing heritage buildings have been built well and solidly in the past, which gives an extra added value to redevelop or redesign them. '

'The challenge is precisely within the amount there is to make it feasible, which is, of course, to touch the art and, for example, as much value creation as possible' (Winkel, 2020).

At the moment when heritage is (re)developed, it must be worn and have a connection with the social capital and network that is present in one place. In addition to the story, consideration should be given to how to involve as many stakeholders as possible. It is detrimental to do this process only at a late stage of the project, and it would be better to start talking to each other at the beginning of the project. Images help enormously to shape the identity and to be able to communicate it to any interested party. The three different heritage scales come together in forming the new development vision in redevelopment projects, from inventory to balancing conservation elements, to space for new elements and lasts to the application to unique and local environmental factors of the area and current inhabitants. The adjustments are necessary to ensure the survival of the heritage.

"If you know how the building works, you can convince the people, the neighbourhood, the monuments committee, all stakeholders in the project, by finding out the real good story of how the location works" (Compeer, 2020).

5.3.2 The programme: a programmatic and spatial aspect

After the cultural-historical inventory of building and area characteristics, it looks at the demand of the program or its use. What is needed for total value creation there should be looked at: social and socio-cultural for middle-dwellings are provided, a good program for the neighbourhood and that the designs have an appropriate appearance. The goal should be to make people happy so that people and the neighbourhood become better and happier (Compeer, 2020).

After the actual inventory of building and area characteristics, it looks at the demand of the program or its use. The programme consists of a programmatic and spatial aspect. Programmatically, it is necessary to look at what the need is. According to the expert, that is where, "most, the traditional parties, go very quickly towards profit maximisation and sell or rent everything, at the highest possible prices" (Compeer, 2020).

Foreign investors also buy up many homes, which means that the price only increases. It also indicates that the market does not meet the current needs of the community, where there is a high demand for social and middle rent or buy homes. This is also about the added value of the project fit because they retain the identity and add something to the city. Spatially, the added value consists of what can handle the place and what fits in the place, context and aesthetic.

"Can you also see, the added value of the history in the project? What happens in history and translate it back into the project. For your children, all you have to do is want to create projects that have that identity in them. (Compeer, 2020).

Case 1. Transformation of the Unilever site in Vlaardingen in collaboration with the municipality, developers, architects and participation with residents and stakeholders. At the Unilever site in Vlaardingen, a large part of the buildings have been cut away to create more space for new construction, which is needed to give the old building (heritage) proper new functions.

Image 1. Plan concept for the transformation of the former Unilever site (StudioForNewRealities, 2020).



The truly, valuable historical characteristics, preserve them but also dare to cut away the rest so that more air and space is created and perhaps also with transfixes. Possibly add new construction and therefore also new function possibilities. New construction has a financial value, which is necessary to provide the old building (heritage) with a proper function and to finance any restoration of it.

5.3.3 The Art of "daring to cut away."

Not everything has to be preserved if there are parts in the buildings and or the area, which has a robust historical appearance that is sufficient to maintain its identity. With new construction, it is then possible to see how it fits in with that identity. Once that history is adequately researched and mapped, then it is a search, also about giving a new function; what is technically possible? What is valuable? What is worth preserving? Or is the choice made even to restore it, so that those historical qualities come true better? Moreover, lastly, where is there room for change to apply, for example, a new function often requires spatial interventions. By removing an element if necessary, this may create the space for something else to emerge or arise, which in the longer term can contribute to its sustainable preservation. Architects are essential stakeholders for the 'right' assessment, which is valuable to preserve and which elements can be cut away: "It is also the art of daring to cut away and not to want to preserve everything, without added value' (Compeer, 2020). Besides the fact that it is essential to cut away elements without value, it is also important to dare to add new elements; for example, an old-building can transform by adding new buildings in layers.

'The art is very much in: How do you combine aspects, including those new aspects? It should fit together, and it should fit into the context and fit into the area (Compeer, 2020).

Case 2. The tender of the slaughterhouse site in Haarlem: the appreciation of the essential characteristic historical elements of the monumental heritage buildings. Many parties are working together in this transformation, the municipality, area developers, design offices, consultants, and current and future users of the area are actively involved. In past times there was a central slaughterhouse, which was centralized because of hygiene aspects. Instead of at home, people went to have their cattle slaughtered there. This building has been serving as a slaughterhouse for a long time. However, over the years the original building has grown along with it, through extension and extension elements, figure 1.

Figure 3: The slaughterhouse site (Heeswijk, 2020).



Figure 4. The plan concept for transformation (Heeswijk, 2020).



The added value of the architect in PPTP collaborations is highlighted here. Architects have the skills to reconstruct the building to what is original and in what year are the other parts built.

'In which of these are still of value, for example, the construction of 1930 can be a highly valuable extension but perhaps not that of 1980' (Compeer, 2020).

Future value and function determination

To determine a new function, we need to look at what is technically possible and cost-feasible. Consideration is, what is the value that is held up and is it necessary to restore the old building even so that history is emphasized more strongly. Then where is there room for transformation, to apply a new function and to make spatial interventions. Which can be in the form of adding multiple layers, placing a dormer, as long as it fits into the context and in the area and sometimes it does not fit then it must not be acted upon.

"Especially in such an urban area, the contrast between new -and old construction can, of course, work fantastically" (Compeer, Karbaat, Winkel, 2020).

Future returns due to the 'right fit.'

Looking at future yields, it depends on the 'fit' as an added value in the environment. The project ultimately serves the residents and future residents; that's what it is all about. It concerns a policy perspective, but according to the expert, also a developer should want the project to serve both the community and the city as a traditional developer. By not cutting back on an experienced good architect, economic value also adds to the physical building, purely on square meters. If an architect indicates that instead of three layers, for example, ten layers can be added, that does a lot with the feasibility of the project, in the sense that this is financial value. The architect has a lot of added value in a spatial sense in these projects.

5.3.4 Community-led: A bottom-up strategy of shared value creation

For a social appreciation and added value, locally engaged developers and or municipality engage in conversation with future residents and the local residents of the area. Two target groups need service: the ones who already live there and the new residents. It is essential to start at the area, the neighbourhood with the local residents of the project, who can be invited. By engaging in conversation with the surrounding area is the start to get to know the local residents. The second group are the potential home buyers as future residents. For this group, a 'residential workshop-like idea' is used. How do the target group want to live, what type of house and appearance and what is vital in this: common areas or gardens, parking, mobility, the possibility of including a self-contained study as a second space; so that in the future children or parents can move in. The needs only become clear by listening carefully to the living wishes in conversation by making contact.

Open communication & accountability

It is crucial to take stock of these because these are people with ideas and creativity with the expertise of the area. According to locally involved developers, it is essential to:

"Not to be arrogant and traditional parties are often. In a sense: 'we are the professionals, we know it all, and we steer those neighbourhoods. They can read it in the local paper when the environmental permit is complete. If they do not agree, they can file a complaint, and we will see them there (Winkel, 2020)'

According to the experts, the bottom-up approach with residents creates a very different kind of conversation, and a common language can be developed. There is a mutual understanding of what is essential for the area, and there is the possibility to share it. It dramatically increases the carrying capacity of development in the environment. Here too, transparency and communication are crucial.

"You can think for so long in your attic room about what would be a good project, but you cannot do it. You need to go out there and figure this out. No matter how good the plan is, whatever you think you have, dare to test it and put it down. Be open, but also listen carefully to the residents is very important" (Compeer, 2020).

It is essential to communicate through conversation, clearly and openly where the frameworks of possibilities lie so that the ideas can be inventoried and expectations can be managed. Volunteers are often appointed as representatives, who think along on behalf of the neighbourhood throughout the project. The expert indicates that residents associations often have very relevant comments on, which can be of enormous value on the fit of the project so that it can be fitted into the existing neighbourhood and identity.

'Shared value creation is the opportunity for the municipality and for developers to realize a beautiful project together. It is also an opportunity for traditional developers; they can add a valuable product to their portfolio and credentials' (Compeer, 2020).

5.4 Case study of the Lloydpier as Rotterdam's maritime historic district

The former warehouse and national monument Jobsveem, also called St. Job, on the quay of the Rotterdam Lloyd pier has undergone a radical change. A Public, Private, and Third sector collaboration consisting of the Municipality of Rotterdam, developers, Mei Architects & Planning, Architectural historian of the Cultural Heritage Agency of the Netherlands, users and future residents.

Image 1. History of the Lloydpier (lloydkwartier, 2020).



5.4.1 The transformation challenge: conversion -and addition type of re-use strategy

A warehouse is made to store things. The question concerning this type of buildings is: how to provide for the daylight needed? According to the experts, this is a typical quest and balancing game of giving and take in which the balance between preservation of visible heritage characteristics and the extent of the spatial interventions and the required addition of new building elements, which complement and do not dominate. According to the experts, the transformation of the warehouse is still: "A very illustrative example" (Karbaat, Compeer, Winkel, 2020). The warehouse has been transformed to fulfil a new future permanent function as a residential facility for the city. Initially, a warehouse is relatively closed, but to be able to comply as a residential facility, more daylight had to be created.

"You keep the identity and add something to the city. Design the public space in such a way that the historical identity is also reflected in it" (Compeer, 2020). It is important because public space is the link between the various heritage buildings in the area' (Winkel, 2020).

Transformation process

First of all, a cultural-historical exploration has been made, which is a critical printed document. It mentions the values that are important for the building, on the architectural, historical and cultural-historical aspect—spatial and technical aspects. Then it is essential to look at how history reinforces all aspects of the building—the entrance of Jobsveem. Old historical photos of the First World War printed and placed on both sides. These are also placed in the stairwell to make the history extra tangible and legible. Stairs designed in such a way that they always skip a layer, so that the spatial scale also feels more abundant with black and white colour nuances, matching the industrial origin. The installations left visible to emphasize this character. According to Robert, the historical identity is emphasized and

strengthened, through everything possible and the same applies to the part with new construction. The goal is: Creating symbiosis in the design by applying the identity down to the last points in the home product is very important.

The happy residents' community of St. Jobsveem

The heritage propagates the maritime trade history by preserving its spatial scale in size, length and legibility. By applying it on a large scale to new construction, linking it to the history of the area. It takes on extra meaning and is anchored in history, which also makes it attractive to want to live here. People wanted to experience the warehouse feel. The domestic product of these buildings means that the residents are very connected, form a community and meet in the open space of the area. Placing a Christmas tree together and organizing music evenings. The residents of St. Jobsveem are so happy with the building, their houses and apartments that they even made a book about it together. About living in St. Jobsveem. The book is called Jobsveem Loft.

'The goal should be to make people happy so that people and the neighbourhood become better and happier' (Winkel, 2020).

Summarizing, to gain strategic insights into a place -and each other's interests and values, the core values of the area are coordinated together with the residents, will reflect the story of the place, through co-creation sessions with residents and urban planners as stakeholders for bringing out the existing power of history from the environment. History serves as a starting point for area development processes. Whenever built heritage is (re)developed, it must be linked and connected to the social capital -and network that is present in a place.

The challenge is within precisely the amount available to make it feasible and to touch as much value creation as possible. At the start of redevelopment projects, the necessary knowledge is gathered by immersing in the location. Archival research is required by a cultural-historical exploration study, both of the building and the area for the development history. In providing for a new function, keep the essential historical characteristics and dare to cut the rest away, to create more air, space and room for the addition of new elements.

New construction has a financial value, which is necessary to provide the old building (heritage) with a proper function and to finance the restoration. It comes down to how the old and new aspects are combined. Key is it has to fit in logically, in the social-cultural context and history of the area. To keep the identity intact but also be able to add new elements to the city, it is essential to design in such a way, history is represented in the buildings and the public place, for a design of symbiosis.

The bottom-up approach with residents creates a very different type of conversation, and a common language can be developed. There is a mutual insight into what is vital for the area, and there is the possibility to share this. It dramatically increases the carrying capacity of developments in the environment, and residents often have very relevant input. Lastly, it ultimately comes down for the people to be happy within their living environment.

6. Conclusion

The current study was intended to find out how adaptive re-use projects of Public,-Private,-and Third sector partnerships can help in the delivery of conservation aims of built heritage as part of urban development. According to the central research question: *How can Dutch adaptive re-use projects of built heritage be facilitated by Public-Private-and Third sector Partnerships towards conservation efforts, while emphasising socio-cultural values for sustainable shared value creation?* In addition to the first sub-question existing academic literature has been reviewed concerning: *What are the latest developments for integrating heritage conservation efforts as part of urban development?*

The analysis of the existing literature showed that the notion of heritage conservation is broadening in meaning -and by the number of actors needed in multisectoral partnerships of adaptive re-use projects for sustainable conservation efforts of built heritage. Built heritage is to be adapted according to contemporary urban issues of increasing pressures on living space -and to strengthen the city's historic

identity-and that of the urban fabric by a well-managed multidisciplinary collaboration of Public,-Private,-and Third sector partnerships. By conserving built urban heritage, it can contribute to the strengthening of the 'city's historic identity' -and 'urban fabric'. Heritage redevelopment can be enhanced by involving more stakeholders concerning the municipality, developers, architects, historic research-and advisory agents, and the urban communities.

The cultural-historical exploration provides the tool to inventory the tangible -and intangible heritage elements in the context of urban space. In the combination of the 'Sector, Factor, and Vector' approach for heritage management, a theoretical base is provided by the academic literature to research the dynamic of practice (Janssen et al., 2017).

The use of urban space is thus about much more than spatial functionality -and design. Particularly, on a local scale, it is defined as a process of place-making, with values and meanings, and is thus becoming part of the 'heritage-making' process (Knoop, 2016). Where social meaning can be assigned to heritage as part of differentiated cultural value production (Schwarz, 2019), and is represented in the addition of a new 'social' layer placed upon the layers of heritage -and spatial elements of built heritage. Heritage conservation can help to visualise the diversity of the urban fabric and the cultural, social, and historical character of urban areas (Duxbury, 2014).

Adaptive re-use as a method provides with specific opportunities needed to discern the different tangible -and intangible value domains represented through economic, cultural, environmental, and social benefits by re-using historic urban heritage buildings (Grimsey, 2004). Two types of adaptive re-use are relevant for sustainable conservation efforts, the Retrofitting type and the Addition type.

Based on this research, the first paragraph concludes how adaptive re-use projects of Public,-Private,-and Third sector partnerships can facilitate conservation efforts of built heritage as part of sustainable urban development by shared value creation. The first paragraph answers the central question of this study by answering the explorative research sub-questions, after which specific findings are explained in more detail (6.1). The second paragraph provides the discussion concerning the reflection on theoretical research and the choices made in this study concerning methodology are explained (6.2). Followed by the opportunities for follow-up research that emerge from this study (6.3). The chapter ends with recommendations for municipalities (6.4).

6.1 Public,-Private,-and Third sector Partnerships for sustainable adaptive re-use of built heritage

This study argues, the quality of adaptive re-use projects of built heritage depends on the rate of involvement of urban communities living in the historic urban buildings and spaces. Besides the quality of these projects concerning social, cultural, environmental benefits highly depend on the kind of owner and their aims and motives for starting adaptive re-use projects, concerning built heritage resources. The kind of project initiator is essential in the delivery of conservation efforts and the rate of shared value creations and can be distinguished by having either a private,- public, or third sector background. Field research has been executed by extensive in-depth expert interviews with key informants, combining the explorative nature of this study with an iterative cycle of desk research and field research for deepening of the theory and empirical insights.

How can Dutch adaptive re-use projects of built heritage be facilitated by Public-Private-and Third sector Partnerships towards conservation efforts, while emphasising socio-cultural values for sustainable shared value creation?

- » How are market forces balanced in providing public aims and services for socio-cultural benefits?

- » How can existing tangible and intangible heritage values be identified for sustainable conservation outcomes?
- » What kind of existing set of approaches and strategies can help assist in formulating mutual trade-offs between economic and socio-cultural based outcomes?

6.1.1 The balance of market forces in providing public aims and services for socio-cultural benefits

This study has shown that there are significant differences at play in the aims and motives of public, private, and third sector partners in adaptive re-use developments. The private parties, concerning traditional developers and contractors, who are mainly aimed at profit maximisation of redevelopment projects by choosing the number of profit rates over that of the amount of quality delivered by these projects with a short term interest of value creation. Quality concerns how much is given back to society in terms of value creation and benefits. The public parties, concerning the municipality and their project managers, are concerned with delivering the highest amount of quality of adaptive re-use projects with a socio-cultural-orientated approach. They pursue a long term interest of value creation for the collective interest of the city inhabitants -and the environment by wanting to protect critical historical elements of the city for strengthening the city's identity and unique urban fabric.

However, this study has shown that the municipality is increasingly dependent on private parties for the highest amount of resources is available at them. It is strengthened even further by the increasing disposal of heritage real estate by selling or offering them on the market by the municipality. Ownership plays a significant role in how these partnerships deliver well-managed adaptive re-use for conservation efforts and socio-cultural benefits.

This study has also shown that most traditional developers see heritage as a problem and are not concerned with conservation efforts and the delivery of project quality for shared value creation. The steering power of the municipality for safeguarding the city's cultural-historical identity depends on the number of instruments are available to steer for conservation efforts of heritage quality -and spatial quality. Third sector stakeholders have a significant role in bridging the gap of urban development processes to local scale residents by co-creation.

Besides, an essential shift of balance is witnessed in Rotterdam. First by the municipality is increasingly emphasising the quality side of projects over profits rates. Where the balance before ranged from a fifty-fifty balance, the balance increasingly is determined by the most quality of development plans where profit rates are marginalised towards twenty per cent as development conditions for market parties. Secondly, the shift occurring also concerns the rise of private developers who are opposed to the profit maximisation of traditional developers at the cost of the spatial -and historic heritage quality of the city. These new group of developers and financially independent nonprofit organisations are crucial in tipping the balance towards achieving the best quality possible for the urban communities, conservation efforts of the existing built heritage stock and the city as a whole.

6.1.2 Identifying the existing tangible and intangible heritage values for sustainable conservation outcomes

This study has shown that the policy instrument of the cultural-historical exploration is an essential tool for identifying both the intangible as the intangible values and characteristics of built heritage. Intangible values refer to the 'non-visible' social and cultural heritage elements, and tangible values refer to the 'visible' spatial elements of aesthetic, cultural-historical, and even economical.

The starting point of the inventory of the historical stratification always starts with the location. Starting with the building, then moving outwards to the location of the building in the context of the area, followed by moving even further outwards to the environment and local residents. It concerns three layers to be identified by utilizing the instrument on three different scales of heritage and spatial abstraction. The first layer concerns the task of inventory the cultural-historical values of the building

and can be linked to the theory of *approaching heritage on a sector scale*. It concerns two central elements: 1) valuing the most essential (monumental) heritage elements concerning the most critical visible cultural-historical features by experts; by using archive research.

The second layer relates to buildings in context, where spatial identity is rooted in the historical characteristics and can be linked to the theory of approaching heritage on a Factor scale. Recognition and significance, as part of the spatial and social cohesion of the public space of the area, are central. This layer builds on the inventoried cultural-historical knowledge first layer. From a social point of view, the heritage has added value as a bearer of the recognizable identity of the place; for personal feelings of belonging and coming home. Also, as a link between social networks where communities come together and foster cohesion.

The third layer concerns the cultural-historical elements of the area that are rooted in people's memories and functionality of the building and location and can be linked to the theory of approaching heritage on a Sector scale. It serves as a guiding element in which the historical and cultural past inspires the future.

This study has shown that it mostly concerns intangible elements and in some cases heritage that is no longer there, but still has value because it is rooted in people's memories and is inventoried by policy officers by using the tool of communication, surveys and interviews (the case of the 'Oranje Bonnenpolder'). Besides of the social-historical exploration tool, this study has shown, that third sector stakeholders, are essential partners for identifying the identity of the residents in a combination of the historical identity of the area in context.

To bring out the existing strength of the area: the method of co-creation sessions with local residents are deployed by using value cards signifying the central elements of the area. It is here that the heritage stories (discourse) serve as a guiding concept throughout the development process as the common thread and can be sharpened -or adapted to new insights or perspectives. It has become apparent that the involvement of residents is central to the processes because they provide the essential input and knowledge needed for outcomes of sustainable conservation efforts for a better project -and future-fit. The role of the municipality is shifting towards a facilitator, connector, and mediator role in these collaboration processes.

6.1.3 Existing set of approaches and strategies to assist in formulating mutual trade-offs between economic and socio-cultural based outcomes

This study shows that urban environments that contain historical stratification provide for the enhancement of the urban environment. Communities feel more comfortable -and identity better in a place where historical layering is present. Built heritage or heritage districts are central in conveying a particular identity and also for providing in these needs.

The experts use history as a starting point for urban development projects where the cultural-historical identity should be reflected throughout the entire project as a guiding concept for future value and sustainable benefits. Identity concerns the values present in the area and already existing. However, these do need to be first identified and inventoried in order to be employed in adaptive re-use projects.

In order to gain the strategic insights of built heritage, the area and the local residents needed well-thought choices are vital in the process, concerning the core values of the area and which of those certainly need to be taking into account for aims of shared value creation. It refers to the built heritage or hidden historic qualities of the area in combination with including the primary users and local residents of a specific area.

Whenever the present local cultural-historical values are not included in urban development, a vital link is missing and can result in the loss of value. Besides a 'misfit' or 'mismatch' in the local context and comes down to the loss of identity. There must be a connection established with the social network

and capital present, and in the process, as many stakeholders as possible should be included to create as many benefits possible on a social, cultural, economic, historical and environmental scale.

This study shows that identity can only arise and exist by communicating with one another; otherwise, it is not present. Identity can be inventoried by asking the right questions to urban communities and invest time for getting to know the neighbourhood and precisely what is going on. To gather the knowledge necessary the cultural-historical instrument is needed to look back in history concerning the building, the area and its developing history for the inventory of the 'whole' story of how a location works.

6.1.4 Concluding

The adaptive re-use adjustments of either conversion or addition are necessary to ensure the survival of the heritage. The demand for the use of the program is a central element in formulating mutual trade-offs in these collaborations and should be utilized by a need-orientated approach. Spatially it concerns how it is adapted to the place, context and aesthetic qualities. Not all elements of the heritage building need to be preserved. It serves another purpose as well; the elements without significant value should be cut away by spatial interventions to make room for new elements and new functions. The new elements and functions are needed for financial revenue and serve to provide the heritage buildings better with quality restorations.

The future yield mainly depends on the 'fit' of the project in the environment and is ultimately dependent on wanting to serve the community and the city. Experienced architects are central for prospects of future revenue to adaptive re-use projects and to determine the right fit of new elements. In order to facilitate adaptive re-use projects of built heritage towards conservation efforts and shared value creation, it is essential to deploy a need-orientated approach in combinations with community-led planning practices that allow for citizens to co-create and transfer their local expertise of the area and of the meaning of the heritage in terms of values related to the social dimension of both heritage and space. Lastly, the composition of PPTP's is all determinative for facilitating these projects towards both sustainable conservation efforts and socio-cultural benefits.

6.2 Discussion

6.2.1 Theoretical reflection

The potential implications of my research for theory in the dynamics of practice will be based upon improving cooperation processes in the specific field and locations of the heritage sector by strengthening the existing forms and framework of PPPs in favor of urban heritage conservation outcomes.

This study has been aimed at providing with additional insights into how PPP's are applied to the heritage field because these partnerships are not yet widely applied to the heritage field (Macdonald & Cheong, 2014). Earlier research stated that: *'PPPs can be a highly effective mechanism or basis for successful partnerships with shared aims. PPPs can present themselves as significant opportunities to facilitate the supply of public services and goods. Partnerships are means of sharing resources, risks and rewards, including socio-cultural benefits (Corrigan, 2015).* This study has shown that is correct, however only when the 'right' mixture of partners and stakeholders are involved. Besides, it was stated in academic literature that: *'Balancing risk and responsibility is an integral element of PPPs, so it is crucial that governments first develop the policy framework and marketplace incentives needed to attract private investment and ensure adequate public governance to secure the conservation outcomes (Macdonald & Cheong, 2014).*

This study has shown that this is indeed crucial because well-managed PPTP's are highly dependent on the policy frameworks and adequate public governance to secure the conservation

outcomes needed. However, this study has also shown that this is not yet fully adequate present in the municipality of Rotterdam. Also of marketplace incentives, mostly are based on the marketplace's opportunity to develop projects, compromising to conditions established by the municipality.

This study has established that the main incentive used is thus for market parties to be able to earn an additional profit on the projects executed instead of incentives to place more emphasis on the quality and socio-cultural benefits of the projects. Confirming, PPPT's are foremost focused on urban revitalization rather than conservation (Beeksma, 2018).

Also of: 'reliance on the public sector for complete financing in urban conservation is unsustainable and not viable; on the one hand, but on the other hand, the private sector will also not be willing or able to take on the costs and risks of urban regeneration alone' (Ashworth, 2011). The results of this study have confirmed these outcomes of earlier studies because of the steering problems happening and start by the ownerships ratio's that are defining the number of steering problems. Developers view upon heritage as a problem foremost and would prefer to choose demolition because it is profit technically the most straightforward way towards profit maximization. As a result, the complex challenge of steering these partnerships towards creating shared value creation by sustainably adapting built heritage for all partners and stakeholders involved, still seems to be a very actual problem present in the dynamics of urban development.

Lastly, according to Eggers (2006): for these more substantial heritage PPPs, the involvement of complex social and economic issues can play a pivoting role and multisectoral coordination to secure sustainable long-term conservation is essential. Has been confirmed by this study, because the examples of the results, illustrated possibilities of well-managed adaptive re-use projects of built heritage, by approaching these from a need-orientated perspective and bottom-up. This study has shown that the essential and central stakeholders of these projects concerns stakeholders of 'locally involved' developers, experienced architects, public project managers, third sector stakeholders concerning historical research -and advisory agents and urban communities.

A better balanced-mix is needed to secure long-term sustainable conservation by taking into account complex social and economical at play in the context of these projects. The 'right' stakeholders should be involved in order to create the 'right' mixture of partners to be able to achieve these outcomes. Above all, the aims and motives of the partners should best be closely aligned by choosing locally involved developers over traditional ones, that choose profit over quality any day, because it is just not sustainable on a long term prospect.

6.2.2 Methodological Reflection

This study has been executed by extensive in-depth expert interviews with key informants, combining the explorative nature of this study with an iterative cycle of desk research and field research for deepening of the theory and empirical insights.

However, this form of research makes it more difficult to analyze individual characteristics and elements provided by the conceptual framework and existing academic literature. It could explain why this research provides with a broader way of insights over that of separate and specifically zoomed-in research concepts. Which could have been strengthened by researching into a mixture of different experts and backgrounds, instead of unambiguous background characteristics and domains.

This study investigates a rather complicated research objective, consisting of a multitude of core elements essential for highlighting the current shifts happening in the spatial and heritage domain. At the start of the study, this research involved a rather complex dynamic consisting of processes for heritage management, the spatial quality of space, and processes for including the community for long-term outcomes. The research subject proved to be even more complicated during the investigation because of the rising social dimension of built heritage and heritage management.

However, an effort was made to put as much of the research objective in perspective to

highlight what is currently taking place in planning practice as well as to provide with additional practical insights in areas of tensions taking place in the complex dynamics of heritage buildings as part of sustainable urban development.

Also, a lot of the policy instruments needed to provide with a better balance concerning conservation efforts of heritage are still in an experimental phase or still in development. In order to be able to deal with the consequence of increased decentralization of Dutch governments, emphasizing the need for multidisciplinary collaboration even further, and also of increased socialization and participation happening in the spatial and heritage domain.

Besides, this study took place during the outbreak of the Covid-19 virus, which means the in-depth expert interviews were mostly not conducted face-to-face, but by telephone or through video-call, in where some respondents were not overly comfortable by these. Therefore, emotions possibly came across less clearly, so that the researcher could not take this into account or anticipate to it. Despite the lock-down, it did enable the researcher to execute explorative and qualitative research.

6.2.3 Recommendations for future research

The particular scope of the study allowed aspects of the investigation to have been neglected. From the timing of this research, as well as the urban scope, reasons have been found for further research: concerning the influence of the social heritage dimensions in the spatial context for conservation outcomes through community-led public, private, and third sector partnerships.

First of all, more research is needed for ways of providing better incentive frameworks for traditional private parties to deliver a better quality of urban development projects concerning adaptive re-use of built heritage. Besides how urban communities could be involved more inclusively in these partnerships for a better fit of these projects in the context and environmental factor of these areas.

Secondly, additional research of other Dutch municipalities might be useful for illustrating how these frameworks could be better established, for example concerning the municipality of Amsterdam. Who has dealt with the increasing pressure on living space in the city for a more extended period in comparison of the municipality of Rotterdam and thus might lead to relevant insights of policy, able to steer towards increased sustainable urban development.

Thirdly, the current tensions between PPPTP's, mostly caused by market parties (in this research), need to be examined more closely to gain relevant insights of what type of incentives could be provided to tip the balance even better towards an emphasis on socio-cultural benefits. Fourthly, this research has included only a small section of how the increasing social dimension of both heritage and space influence the increased circumstances of the socialization shift taking place in society. Specific insights are needed to provide with an additional overview of new approaches or methods to include the expertise of local areas of communities and how these can be involved and considered as 'true' partners concerning neither a top-down or bottom-up approach but an approach in where all partners and stakeholders are taken seriously.

Lastly, additional research of the meaning of urban heritage or heritage buildings with non-striking architectural spatial features needs to be considered for enhancing the social cohesion and feeling of belonging and strengthen the identity present in historic districts as well as urban districts.

6.2.4 Recommendations for municipalities

Rotterdam municipality is currently working hard to provide with the additional policy and frameworks needed to give more room to bottom-up and community-led projects and initiatives. Overall in providing for a better urban environment where the inhabitants are the foremost aim of enhancements by urban development. This study has shown that many of the pilot projects and experimentations are aimed at need-orientated approaches and for ways to broaden the historical-cultural exploration maps as a vital instrument for identifying the rising importance of space-making and heritage-making processes.

First, better policy frameworks are needed to safeguard the built heritage stock and the livability of urban environment profit maximization aimed developers. Better frameworks are needed for the municipality to be less dependent on the financial resources of market parties and their willingness to provide for spatial and heritage quality of the city. Besides to provide in more steering power for dealing with areas of tension arise concerning ownership patterns of heritage, which can lead to loss of value concerning the quality of the urban living environment.

Second, policy and frameworks to protect newer forms of urban heritage or heritage buildings with non-striking architectural spatial features need to be considered for these buildings can provide for the social cohesion and feeling of belonging and strengthen the identity present in historic districts as well as urban districts.

Third, the municipality should consider providing clear and beneficial incentives for market parties to create additional steering power for providing in public services and goods, in which these market parties can create additional profits by positioning themselves through efforts of sustainable and socio-cultural development practices.

Fourth, the essential role third sector partners and stakeholders can provide in PPTP's collaborations should be considered to be provided with a stronger position in these partnerships for their inclusion opens up possibilities of more sustainable and long-term outcomes of these projects. In where the identity linked to heritage buildings should be considered as the main starting point for the right 'fit' in context. This way, the essential elements of heritage can be preserved for future generations and at the same time provide in current societal needs present.

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