

Lab XX_Work

A consolidation of the research

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Situation of the
twentieth-century belt

1 Introduction

In the years to come, the City of Antwerp wishes to attract more residents, activities and workplaces to the twentieth-century belt, the area outside of the ring motorway. This growth and densification must be used to renew this part of the city and make it more attractive. Lab XX is the first research into the potential of the twentieth-century belt. The renewal of the city centre and the nineteenth-century belt in the past decades taught us that production companies and small industry tend to leave the city when the area is transformed. In the twentieth-century belt, there currently are still a lot of manufacturing companies mixed in with the residential fabric, in addition to business parks. Lab XX investigates how we can retain these companies in this area, how we can ensure that they are integrated in a more qualitative manner in their environment and how their number can be increased.

Production and the city

Cities are naturally strongly linked with economic development because they owe their existence to trade and economic activities. Urban production has always been the most important stimulus for urban growth, especially during the industrial revolution and in the early twentieth century. During the post-war period, economic activity gradually shifted from a production economy to a service economy. At the same time, Western European cities became places for consumption, rather than for production. The city centre was promoted as a place to live, a place for leisure activities, tourism and shopping, largely at the expense of the remaining small-scale industrial production companies.

The gradual disappearance of industrial activities in the city centres as a result of the increased land value, the increased pressure on space, measures aimed at reducing nuisance and a fixation on the spatial separation of functions has had various consequences for the community. Separate functions occupy more land and generate a greater mobility flow. Monofunctional neighbourhoods tend to underutilise the exchanges that are possible based on shared amenities, energy and space. The disappearance of workplaces in our residential environment also has a social impact. Work becomes an abstract concept for children in monofunctional neighbourhoods.

Nowadays urban planners and city sociologists agree that material production must once again have a place in a sustainable city, even in a post-industrial economy. The city needs new urban forms of production: small-scale industrial production, urban craftsmanship, sustainable business parks... This constitutes a challenge for the urban planner. How can we integrate economic activities again or better in the viable and sustainable twenty-first century city?

Opting for the twentieth-century belt

In the past twenty years, Antwerp, like other major Flemish cities, has experienced a remarkable renaissance thanks to urban renewal. These efforts primarily focused on the city centre and the nineteenth-century districts. The growing urban population shows that

large cities in Flanders once again have become an attractive place to live. Now attention is focusing on the urban areas beyond the city centre.

In Antwerp the focus has shifted to the twentieth-century belt. This area runs from the ring motorway and extends from Hoboken to Merksem, including Linkeroever. This belt contains the older district centres and the industrial areas along the River Scheldt in Hoboken, Wilrijk and along the Albert Canal. The largest parts of the built-up environment were built after World War II and the residential areas have often been juxtaposed in a random manner, as a result of a serial allotment reasoning. The twentieth-century belt is part of a metropolitan area, which can be sustainably renewed and densified as an alternative residential and working environment to cope with the suburbanisation sprawl.

In Antwerp, more people live in the twentieth-century belt than in the city centre. Large parts of these post-war residential areas require an upgrade now that the first generation of residents are selling their homes. In the past decades, substantial investments were made to develop the know-how for the renovation of the historic and nineteenth-century city centre. Now the time has come for more pioneering work, namely to start renewing the twentieth-century suburbs. That is why the city established Lab XX.

Lab XX is design-based research, involving multiple design teams that develop a vision on the twentieth-century belt simultaneously, each from a different research perspective. The design-based research that was conducted within Lab XX researches the area's potential. Lab XX shows which choices we could make and to which type of spatial environment these choices may lead. The result of Lab XX consequently is not a definitive plan of how and where we must work on the city's densification. It mainly highlights what is feasible and how densification can be combined with qualitative urban renewal.

In Lab XX, the emphasis was on creating space for housing and space for the required amenities for new residents. Space for work was discussed for the first time in the cases, but merely in an illustrative manner. During the discussion of Lab XX's results, it became clear that the increasing densification of the twentieth-century belt would lead to the displacement of workspaces and more specifically of the manufacturing industry.

This concern led to a follow-up study, called Lab XX_Work. Lab XX_Work is a research by design from an economic perspective, which examines the following question: how can we create additional employment, with attention to low-skilled workers, in the twentieth-century belt? This research tries to better understand the meshing of living and working on the one hand and the densification and renewal of business parks on the other hand. In addition to this, we want to see how this can be implemented. How will the process be organised? How can the project be (co-)funded? What is the government's role in this?

This text is based on:

- Introduction, *How to re-work the productive city*, Isocarp Antwerp 2015.
- L. Pols, H. van Amsterdam, A. Harbers, P. Kronberger, E. Buitelaar, *Menging van wonen en werken*, Planbureau voor de Leefomgeving, Den Haag/Bilthoven, 2009.



Lab XX has a publication, which sets out the mission, the research and the initial reflections.



Brabomills n.v.

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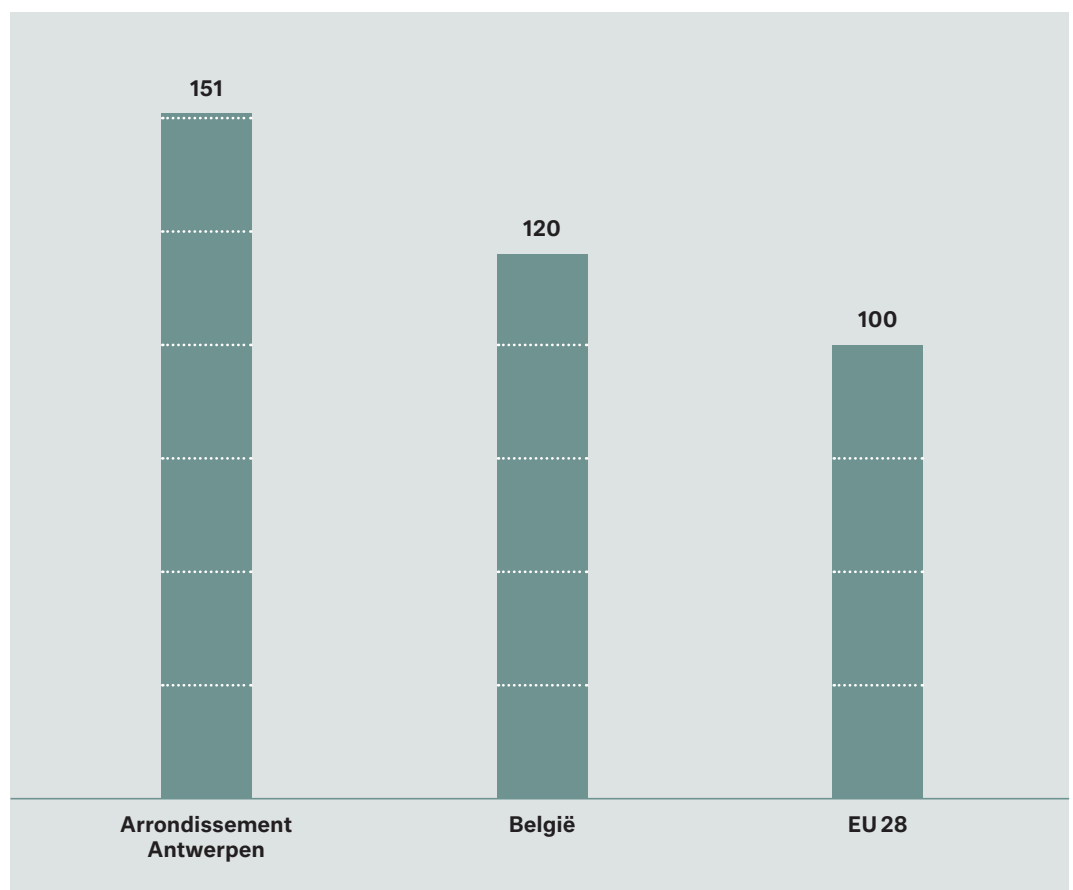
J. de Bruyn

2 Challenges for a productive city

[See below, p. 9] Antwerp is the engine that drives the Belgian economy. The GDP per capita in Antwerp is much higher than the Belgian average. Traditionally the port, with the chemical industry and the logistics sector, plays a decisive role in this.

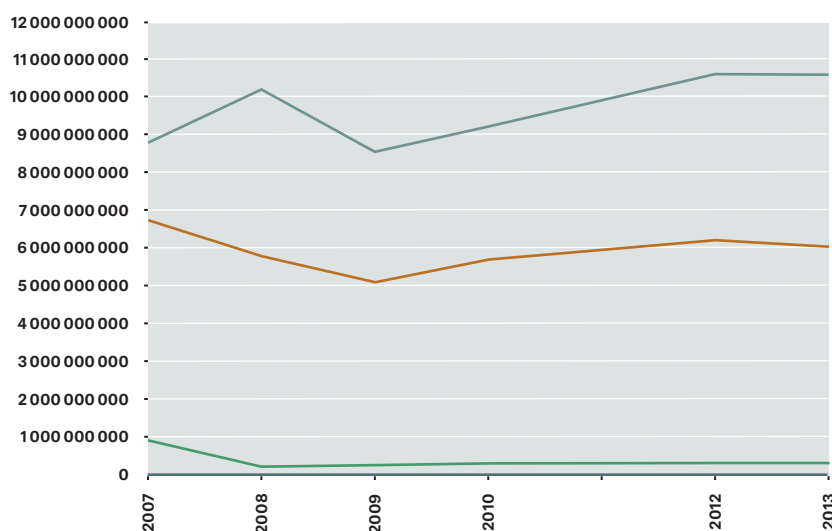
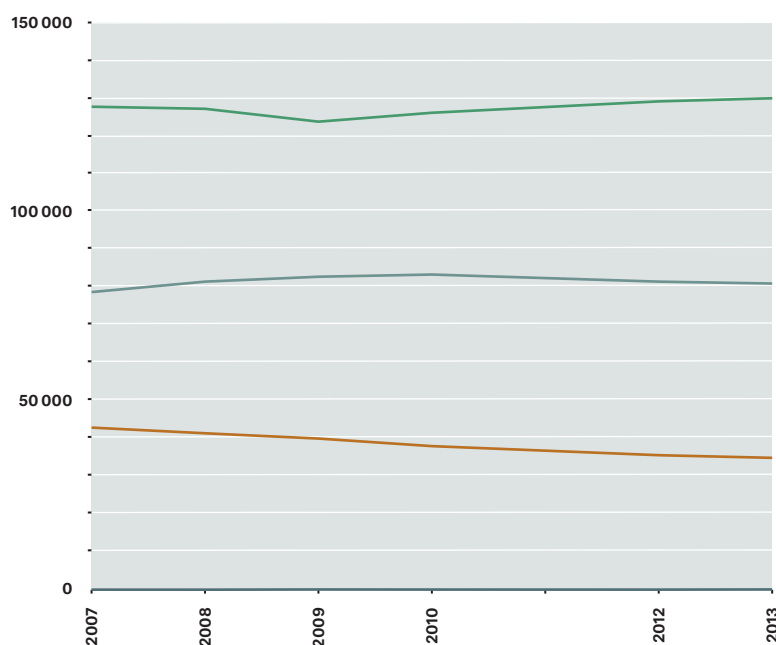
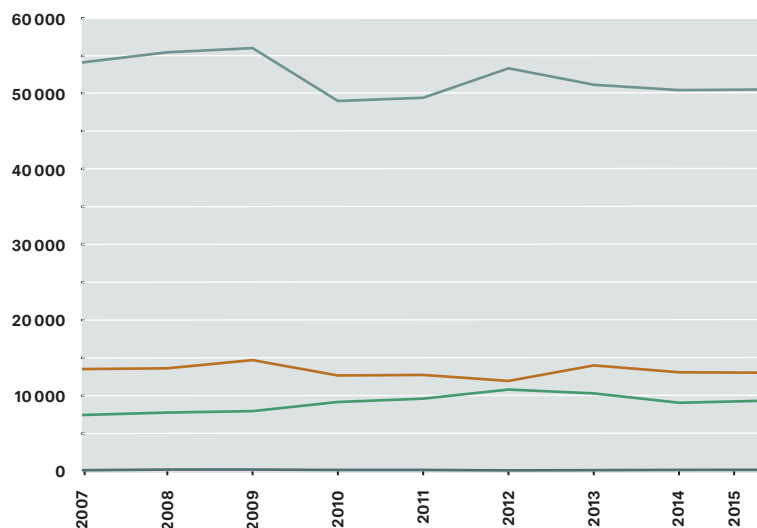
[Overleaf, p. 10] Although Antwerp is more diversified to the secondary sector compared with other cities, the tertiary sector is dominant, like in other cities. In our increasingly globalised economy this development is set to continue for the time being. At the same time, glocalisation and the growing awareness of the importance of local industry as a stimulus for the service industry, is also a phenomenon. Cities and regions with location factors that make a difference in the global economy do especially well in this context.

Although Antwerp's industry still accounts for an important share in the total number of jobs in the city, the number of jobs in industry is decreasing. The added value of the industry however is on the rise, albeit with a slight decline as a result of the economic crisis in 2008. This illustrates the enduring importance of the industry as an economic pillar of the city.



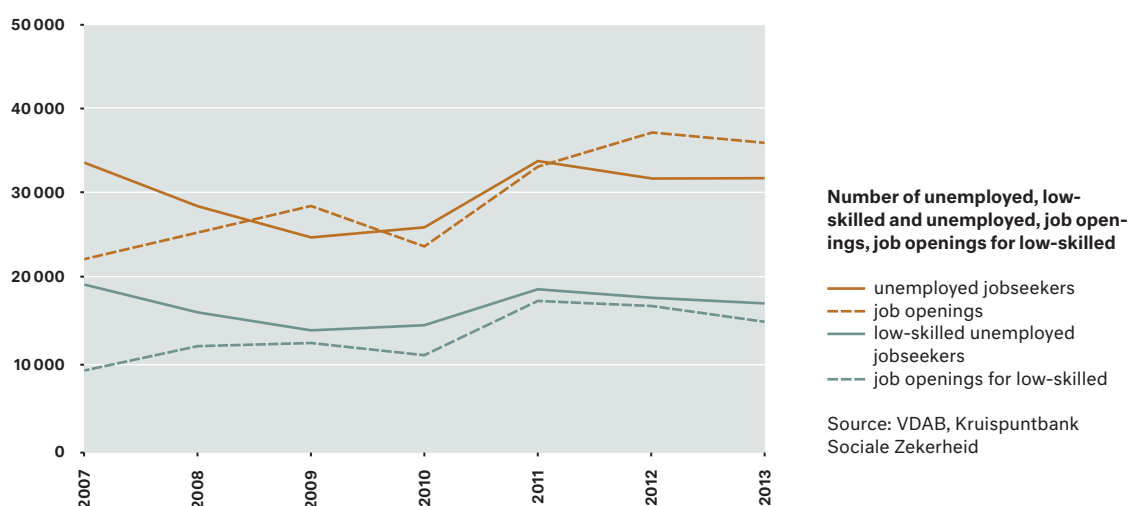
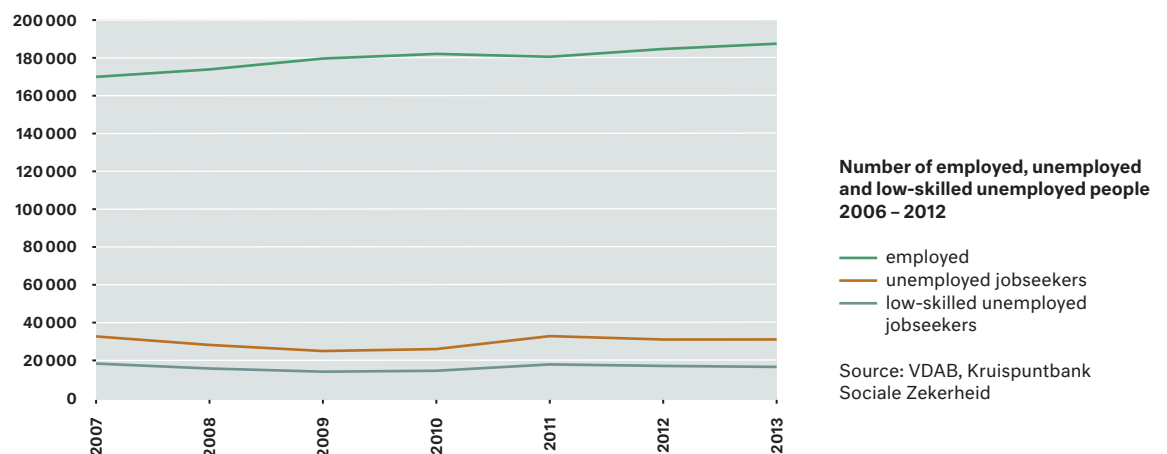
The volume index of GDP per capita in Purchasing Power Standards (PPS) is expressed in relation to the European Union (EU28) average set to equal 100.

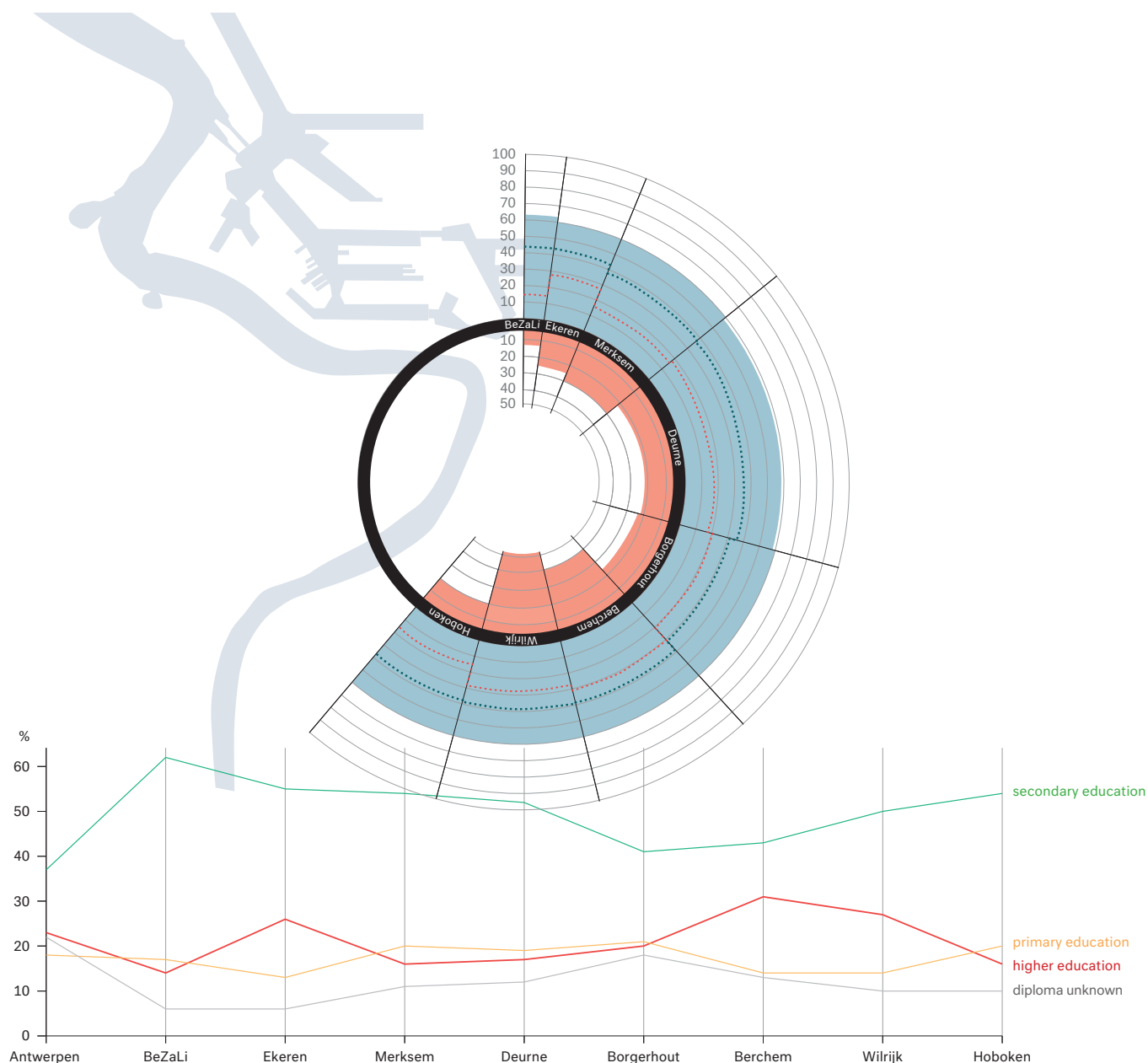
Source: Eurostat



[See below, p. 11] Moreover, industry, contrary to what the figures suggest, still has plenty of job openings. Unfortunately, the right profiles are not always available on the labour market. As in all major cities, Antwerp has significant and diversified employment, with a scope that extends well beyond the city's limits. At the same time, the city has high unemployment rates, mostly in disadvantaged groups. This economic mismatch constitutes a major challenge for the city, also because the city has to cope with strong demographic growth. The population is becoming younger and more diverse as a result of migration, suburbanisation and rising birth rates.

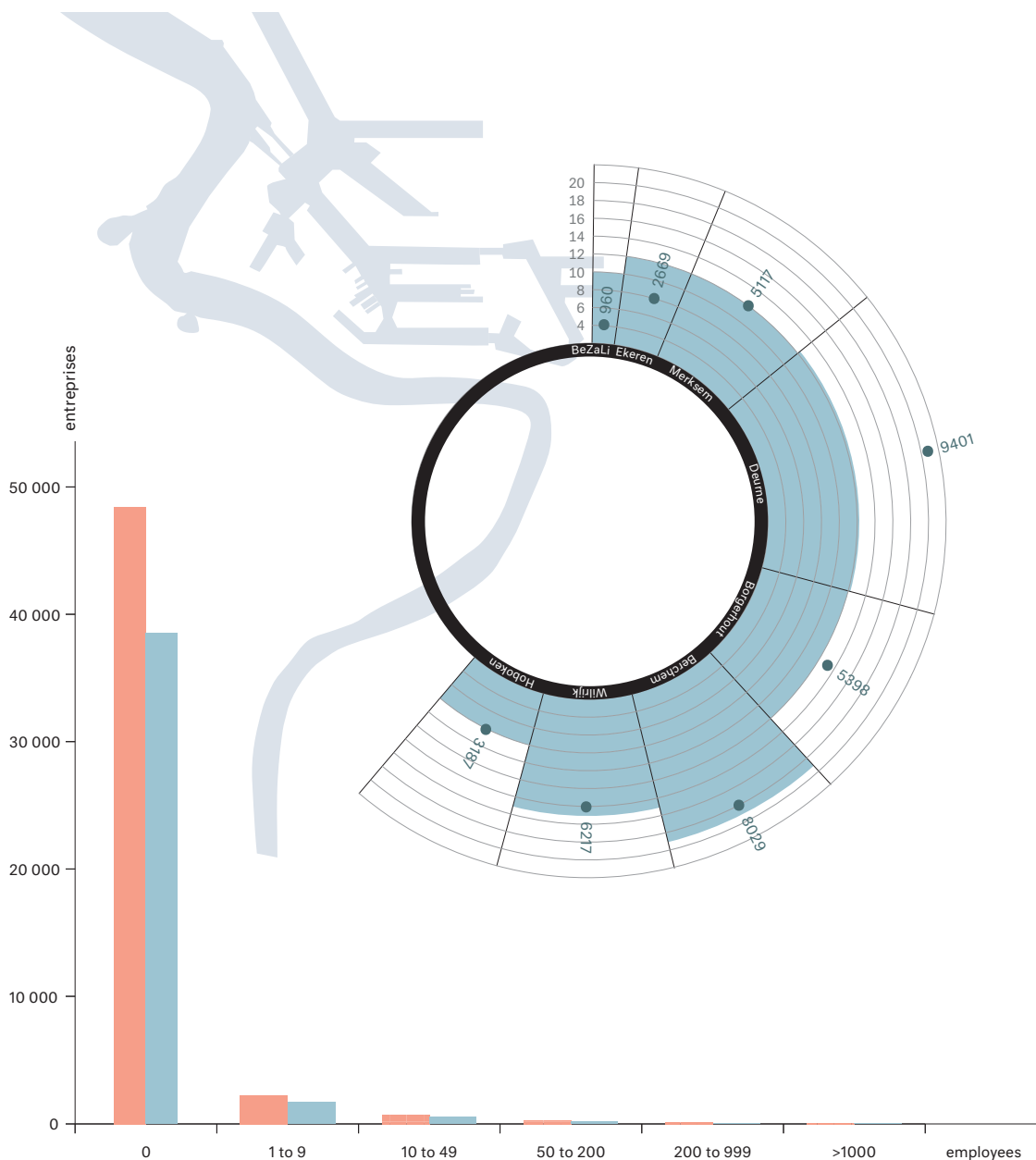
At the end of February 2015, 29,208 of the 36,534 jobseekers in Antwerp belonged to at least one of the disadvantaged groups. This means that eighty percent of all jobseekers in Antwerp belong to at least one disadvantaged group. The city's policy targets these vulnerable groups and tries to help them find a job through training and by guiding them to jobs.





The graph of employment figures and educational levels shows that attention must mainly focus on low-skilled workers. In Hoboken, Deurne and Merksem, only 62% to 64% of the active population is employed. A vast majority of this group (84%) does not have any higher education. In Borgerhout, the educational level is slightly higher but here too unemployment is high. In Ekeren, Wilrijk and Berchem, the educational level is noticeably higher.

In almost all the districts the number of employed people outnumbers the employment in the district. The commute pattern is substantial there and it is also interesting to note that it is not only the highly educated workers who commute (to the knowledge centres) but that low-skilled workers are also unable to find a job nearby.



Number of entrepreneurs by district

- enterprises for 100 inhabitants
- number of enterprises by district
- district of Antwerp
- other districts

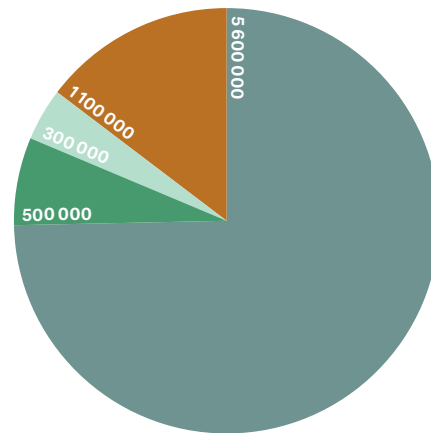
Source: Flemish government, CORVE, VKBO
Editing: Plusoffice

In Wilrijk and Berchem the number of entrepreneurs is high. Combined with the higher education level in these districts, this points to a large number of registered self-employed in the liberal professions. In Hoboken, by contrast, the percentage of entrepreneurs is very low (8%). Stimulating local entrepreneurship is a major challenge here. With 9,401 businesses, Deurne is the district with the most businesses. The map shows that these are mainly concentrated in Deurne Noord. The majority of these businesses is very small.

Surface area (m²) for business parks in Antwerp (excluding the port)

- industrial area in use
- areas where the main function is not in line with the zoning guidelines
- vacant buildings
- unused areas

Source: Arcadis and Buck-consulting commissioned by the city of Antwerp



Arcadis and Buck Consulting conducted a study on the future of industry and logistics in Antwerp, as well as developing a forecast for the surface area needed for business parks. To this end, they analysed the current availability in industrial or SME parks. Their analysis showed that 25% of this space is either used by other functions or is not used at all for a variety of reasons.

The analysis of the demand in this study can be subdivided into an internal demand, the demand for space for companies that are already established in Antwerp and wish to expand their business or relocate, and an external demand, namely businesses that wish to establish themselves in Antwerp. The internal demand amounts to 15 hectares, external demand to 20 hectares. This study shows that another 35 hectares of surface area is required for industrial purposes. But this space is not available in Antwerp.

Lab XX's research showed that in 2030, and in view of the expected population of Antwerp, the city needs 140 hectares of additional space for community amenities and 170 hectares for additional open space. This does not include any surface area for the additional housing requirements. Antwerp's surface area is not expected to increase. So the demand for additional space can only be met by making more intensive use of the existing space.

In spite of the fact that Antwerp continues to be the driver of the Belgian economy, the secondary sector is coming under pressure. The number of jobs and the added value are declining. Moreover, this secondary sector also guarantees a lot of employment and value in the tertiary sector. In addition to this, Antwerp has a relatively high number of unemployed and unfilled vacancies. So there is a clear mismatch.

We can therefore conclude that Antwerp faces two major challenges: to make more intensive use of the existing surface space of its residential area and secondly, to make more intensive use of the industrial area as well as tackling the mismatch between job-seekers and vacancies.

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3 Lab XX_Work: research by design, creating space for businesses

The city organised a competition, selecting three design teams and tasking them to develop and test their vision based on four cases. The process was deliberately kept short: five months. The status quo of the research was discussed every month in workshops. Scholars and other authorities (for example, the neighbouring municipalities) were all invited to participate in the discussion. In between the workshops, the teams engaged in discussions with multiple experts and entrepreneurs.

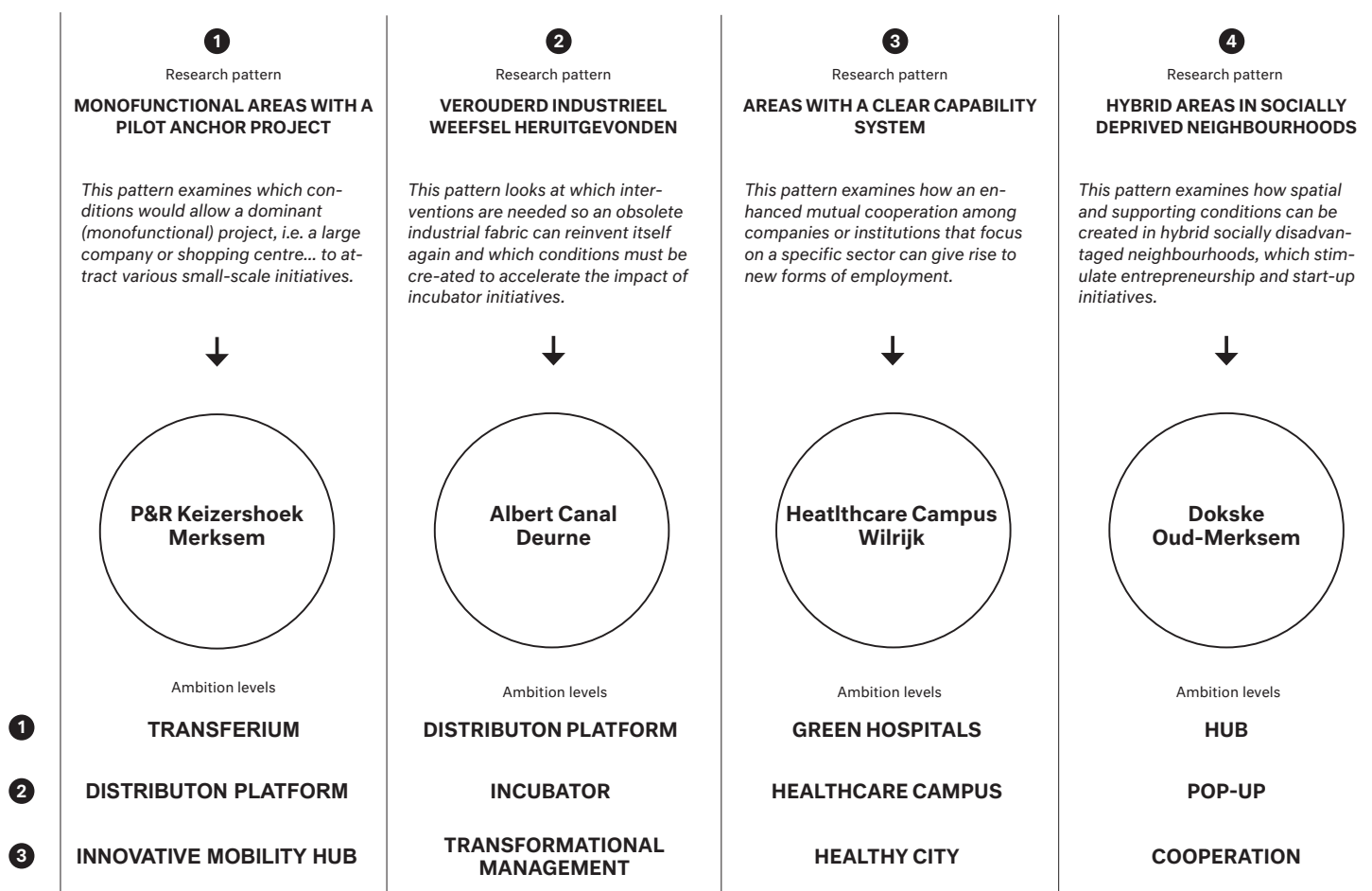
The different approaches and strategies of the firms became clearer as the project progressed. Team BUUR/WES/Connect & Transform formulated strategies based on the company's wider environment, as a dynamic interaction of stakeholders, factors and ambition levels. Team Maat ontwerpers/IDEA/LDR offered tools and specific roles, which gives companies the opportunity to develop themselves locally, in their own neighbourhood or on the fringe of urban business parks. Plusoffice/ArcK thinks the clustering of large groups of small enterprises within the residential fabric is a worthwhile strategy and a step up to *coworking 2.0* for the smallest SMEs.

BUUR, WES and Connect & Transform **18 – 31**
Creating the conditions for a new urban economy

Maat ontwerpers, IDEA and LDR **32 – 49**
Creating space for work

Plusoffice and ARCK **50 – 63**
Co-working 2.0

Four research patterns, four case studies and three ambition levels



Each case helps develop one pattern. Three ambition levels were developed per case.

Source: BUUR

BUUR, WES and Connect & Transform: Creating the conditions for a new urban economy

Vision

Designing the productive city does not only mean freeing up space for companies. It also means creating optimum conditions for a sustainable and resilient economic system. The key question is how this system operates in its environment and how it can be turned around to attract and offer a space for economic transformation, which in turn generates jobs.

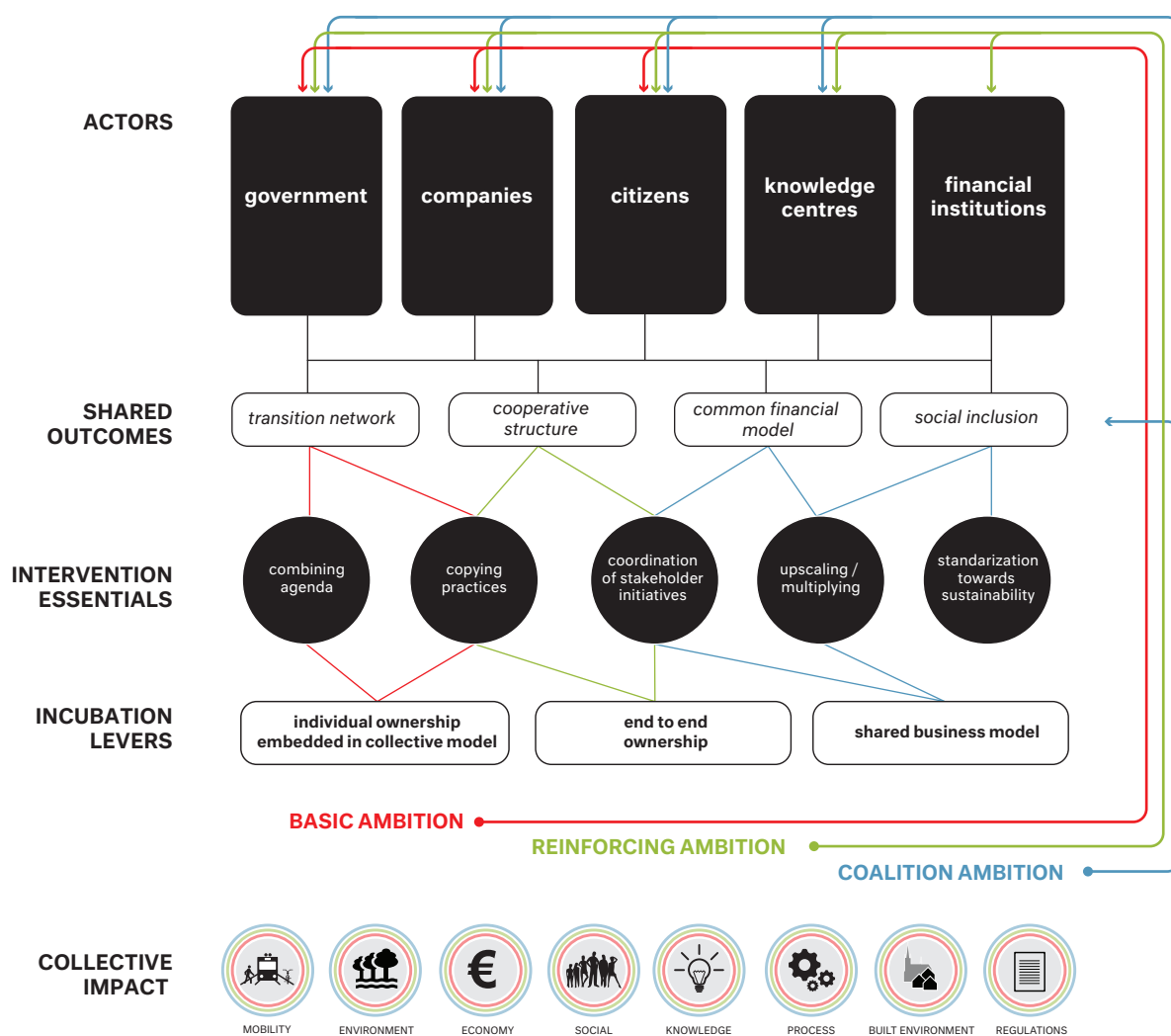
In the future, job creation will take place through various dynamics, depending on the context, the simultaneous presence of a number of characteristics and relationships. In the initial phase of the research, the opportunities for relationships around the future nodes or junctions of the rocade (a new tangential tramline connecting Hoboken with Merksem) are examined based on a spatial and social-economic analysis of the context. This exploratory research is then used to define four research patterns.

- *Monofunctional areas with a pilot anchor project* examines which conditions would allow a dominant (monofunctional) project, i.e. a large company or shopping centre... to attract various small-scale initiatives.
- *Reinventing industrial areas in decline* looks at which interventions are needed so an obsolete industrial fabric can reinvent itself again and which conditions must be created to accelerate the impact of incubator initiatives.
- *Areas with a clear capability system* starts from the observation that capability systems exist, whereby various companies or institutions focus on a specific sector (fashion, automotive, care sector), such as various care institutions, mobility companies, academic spin-offs or technological networks. This approach examines how an enhanced mutual cooperation can give rise to new forms of employment.
- *Hybrid areas in socially deprived neighbourhoods* examines how spatial and supporting conditions can be created in hybrid socially disadvantaged neighbourhoods, which stimulate entrepreneurship and start-up initiatives.

In order to create the spatial context for strengthening the urban economy and employment, the individual ownership of the various stakeholders must be broken. Experience has taught us that the dialogue between various stakeholders is promoted when their imagination is stimulated. Hence the use of ambition levels. The successive ambition levels in every case vary depending on the degree to which mutually reinforcing chain relationships can be established:

- Basic ambition: relationships that create singular added value, based on immediate opportunities and quick wins.
- Reinforcing ambition: relationships that create multiple added value, based on joint investments or formal collaborations. This ambition follows the reasoning of insourcing and outsourcing between the various stakeholders involved.
- Coalition ambition: relationships that create multiple added value with a broadened spectrum of stakeholders, based on the development of new, shared business models.

INTERVENTION LADDER



Schematic representation of
the intervention ladder method.

Source: BUUR

In order to implement a process that leads to the desired level of ambition and the desired cooperation, the intervention ladder method was developed. This guideline reveals the possible scenarios step by step. The following questions are asked:

- Which stakeholders are needed to achieve a breakthrough project? Which stakeholder takes the initiative?
- How is a transition network created?
- Which different stakeholders can enter into which relationships in function of new, immediate opportunities? Which interventions are needed to achieve this (connecting agendas, copying practices)?
- How can various stakeholders organise themselves in a cooperative relationship or around a cooperative structure for joint investments? Which investments are needed to achieve this?
- Which stakeholders would be able to draw up a joint financial model to engage in relationships around a shared business model? Which interventions are needed to achieve this?
- What are the individual and shared results?
- Which stakeholders are needed to create more sustainability to achieve social inclusion through multiplication and scaling?

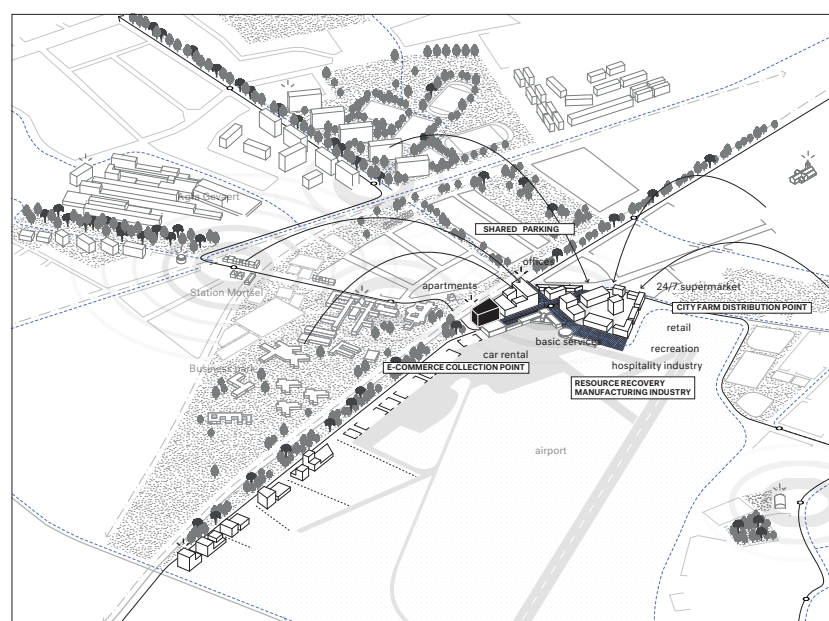
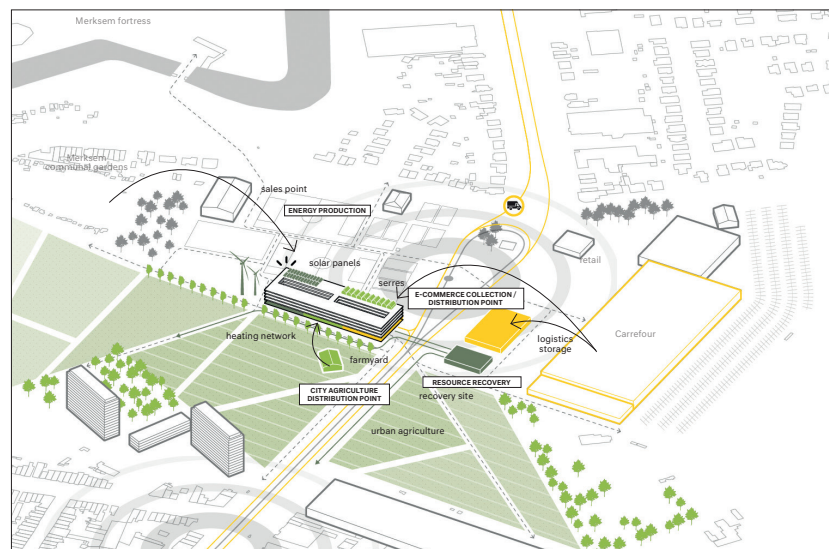
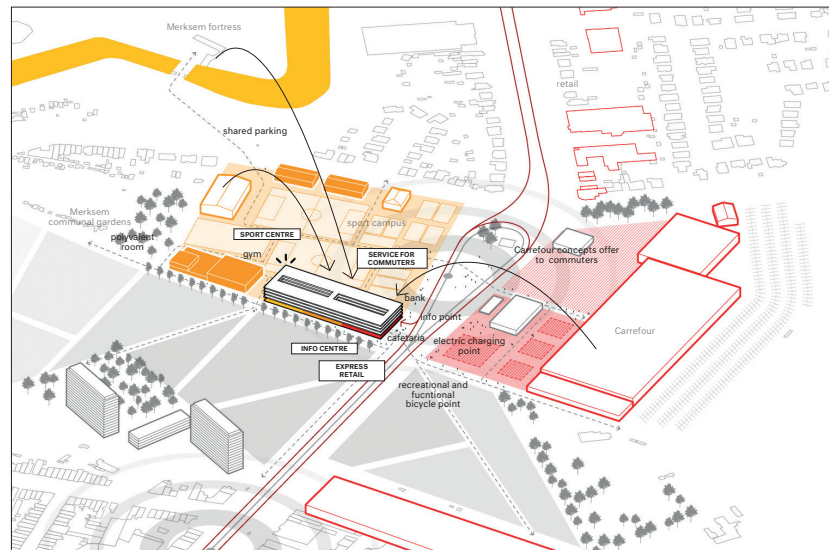
Cases and patterns

Monofunctional areas with a pilot anchor project

In the short term, the city of Antwerp has planned to build four Park & Ride buildings, on the fringe of the city where major motorways intersect with the end of the radial tramlines.

The city is concerned about the lack of social control and the appeal of these parking buildings. That is why the plans provide for about 1,000 sq.m. of space on average at ground floor level, for an additional programme which can create added value for the users but also for the surrounding area.

All the stakeholders in the area around the P&R, i.e. shops, sport associations... mainly concentrate on their own business or activity and their reasoning is based on individual ownership. The profitability of the exploitation may therefore be compromised: who will want to pay to park in a P&R building if there is plenty of free parking available in the surrounding area? The case examines how this multifunctional project can be much more than a parking space for cars, how it can also attract new economic activity by capitalising on new trends in urban mobility, logistics and energy production.



Case P&R Keizershoek

Basic ambition
P&R as a transferium

Reinforcing ambition
P&R as a destination

Case P&R airport Deurne

Coalition ambition
P&R as a core-enhancing
innovative junction

Source: BUUR

Basic ambition: P&R as a transferium

For this ambition, the designers searched for quick wins with existing stakeholders in the surrounding area, looking at how their activities stand to benefit from the new car park.

When situated in a strategic and visible location, the parking infrastructure can also offer additional services, on top of parking facilities, to the hundreds of daily commuters during their switch from individual transport to collective transports, such as a 24/7 express supermarket, car sharing, a bank, a car wash, a charging station for electrical cars and bikes, a bike rental and repair station and so on. This additional programme will create a greater dynamic and social security in the parking building's vicinity.

The shared use of parking spaces for functions with a complementary time schedule (e.g. leisure/recreation) provides obvious added value to the sport cluster for example. As a result, additional space can be freed up for new developments in their current car parks. Besides this, the parking building can also have space for a complementary programme, for example indoor sport activities...

Reinforcing ambition: P&R as a destination

The reinforcing ambition looks at the P&R building as a distribution platform, that plays a role in the city's metabolism as a system. In addition to being a transferium, the P&R building can also become a destination, offering space to various activities that capitalise on the dual access from the city centre by public transport and from the periphery of the region of Antwerp through an efficient road network.

In view of the P&R building's strategic location on the fringe of the city, a distribution centre can be integrated. Lorries supply goods, which are then further distributed in Antwerp through sustainable transport modes (smaller electrical vehicles, cargo bikes). This logistics function can be combined with an e-commerce collection point, which a supermarket can also use for example.

Moreover, a programme can also be integrated in the P&R as part of the greater network of urban logistics where new employment opportunities can be created, by combining the manufacturing and the logistics industries. The parking building can thus become a point where value can be created in the supply chain of (waste) products (urban logistics), the resource recovery process (manufacturing industry) and the sale and distribution of upgraded products (urban distribution).

When public transport infrastructure is used for the transport of people, as well as goods and energy, a shared operating model also becomes an option, in addition to the exploitation of the parking building.

Coalition ambition: P&R as a core-enhancing innovative junction

The coalition ambition sees the P&R building as a core-enhancing innovative node or junction within larger networks in the urban context. However, the question remains whether it is advisable in this case to further develop the urban environment, considering its peripheral location. Is this scenario not more relevant in a context that already has a dense urban fabric?

That is why this ambition level has been applied to another location, namely the area around the airport. A P&R in this location can incorporate the existing parking spaces as well as create space for new developments. The existing offices (airport business centre), the commercial area (supermarket and specialised stores) and the logistics area (B-Post, Swissport Cargo Services Belgium...) can be reinforced in an attractive urban environment. The airport's surrounding area can be developed into a more sustainable urban cluster, with a cross-pollination between various sectors (logistics, retail, urban agriculture, manufacturing industry, leisure).

Reinventing industrial areas in decline

After the port of Antwerp, the area around the Albert Canal in Antwerp, Schoten and Wijnegem is the second largest business park in the province of Antwerp. The Albert Canal South business park has large plots, a wide range of economic activities, a lot of large companies with low energy production and low employment, a lot of underutilised space and vacancy. The employment in this area is heavily dependent on a few large companies. Each company organises its own business on its own plot. A number of companies take advantage of the city's benefits, while the other half focus on the link with the port and the motorway. Currently the relationship of these companies with the surrounding residential cores of Deurne-Noord and Oud-Merksem is very limited (in terms of employment or spatial relationships).

Basic ambition: Well-thought out site management

A first ambition level starts from the existing frictions in the zone, and searches for shared interests. It is possible to invest in new activities which the existing companies could use:

- A training centre which could also do something for the young people in the neighbourhoods around this area, who have fewer opportunities in the labour market
- The establishment of an energy corporation
- Attracting waterbound urban logistics
- 3D printing

This can be organised through well-thought out site management, which can form an urban cluster with the service hub of local facilities, such as housing, a day-care centre, a supermarket...

Reinforcing ambition: Incubator management

The reinforcing ambition starts from incubator management, searching for pilot projects and labs that require joint investments and which attract new businesses by reinforcing the specific context and the surrounding area.

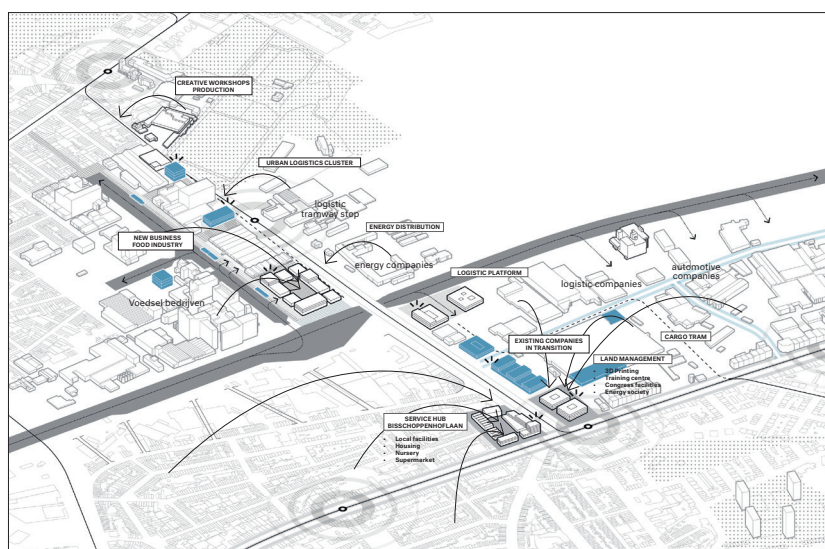
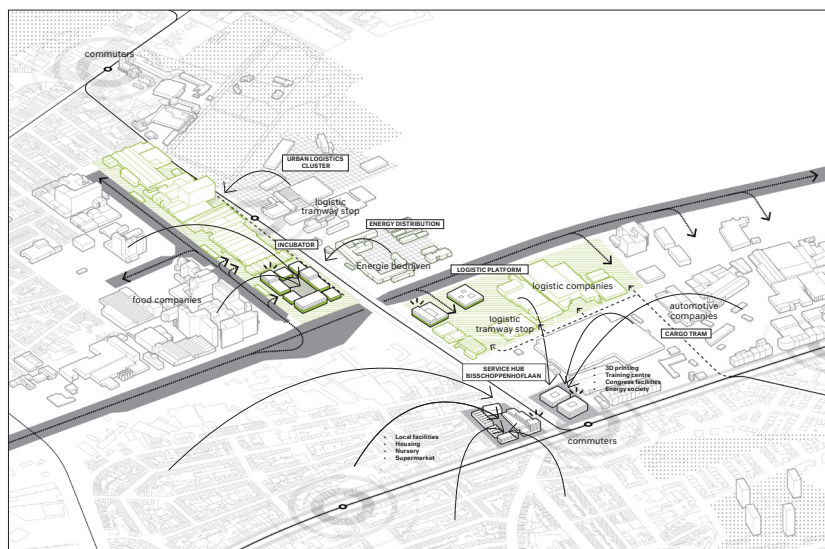
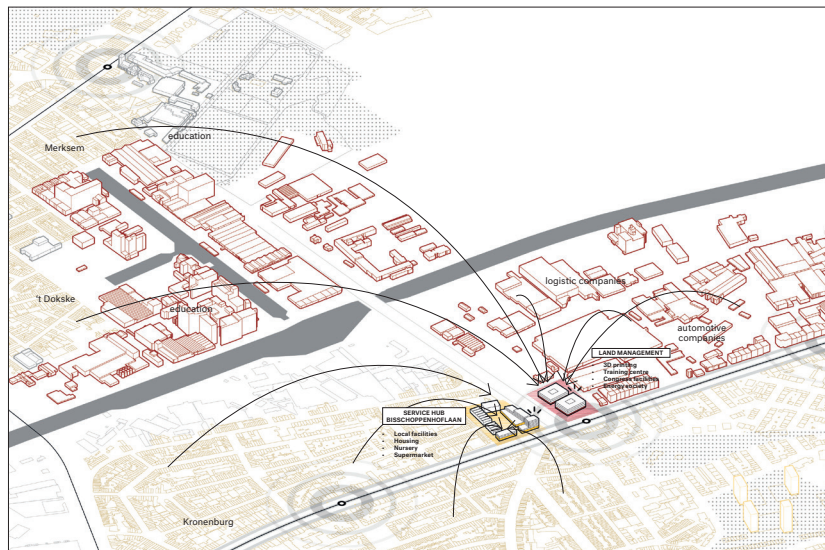
Thanks to the strategic location of the underutilised sites along the Albert Canal, which moreover can be connected to an urban distribution network with a future, efficient tram network, it is also possible to attract new activities.

Incubator management:

- Examines what is necessary to make the zone attractive for new companies and activities that use the specific context
- Searches for possible partnerships, shared networks and technologies, between different domains
- Establishes the link between authorities, companies, research and education, in terms of scaling, starting from the different sectors.

Coalition ambition: Transformational management

The coalition ambition searches for a new strategic vision for the site, starting from the core group of owners, reinforced with relevant social stakeholders. Incubator management can thus become transformation management. Various companies share business models and become interdependent based on a proximity reasoning. They jointly invest in strong (physical) supply, company or customer canvassing networks. An efficient tram network provides important support for the transport of people, goods and energy. This possibly will lead to a gradual transformation of the site, in the sense that existing large companies will either join in the innovation or relocate to a more isolated context, creating space again for new, innovative companies that are attracted to the specific context.



Case Albert Canal (Deurne)

Basic ambition
Well-thought out site management

Reinforcing ambition
Incubator management

Coalition ambition
Transformational management

Source: BUUR

Areas with a clear capability system

The care sector is one of the most important economic sectors in the Province of Antwerp, which is predicted to continually grow in view of the ageing population. Moreover, this sector employs both highly skilled doctors and researchers as well less skilled workers in the supporting services. New trends in the sector, driven by technological innovation and a tendency of decentralisation of custom care and assistance to patients, is forcing the stakeholders in the care sector to adapt the current policy and business models.

A typical feature of the area around Middelheim is the presence of several large-scale urban and regional functions, including a concentration of care-related institutions, such as the Antwerp University Hospital, a children's hospital, an open-air sculpture park, the University of Antwerp, a care and nursing home and so on. In spite of the vicinity of these various entities, the zone is not interpreted as one recognisable identity. A major reason for this is the presence of the R11. This major thoroughfare cuts through the area and limits the ecological and physical connection between the open spaces.

This case examines how joint investment and cooperation can lead to new activities and more employment in an area with a clear capability system.

Basic ambition: The circular management of care networks

In the basic ambition the limits and boundaries of the capability system constitute the starting point for searching for solutions, such as overlapping activities, sharing inventory management and so on. This scenario suggests that the hospitals evolve from a linear to a circular management of various resources such as water, waste, energy, food and materials. This transition will be motivated by economic factors, for example when the revenue stabilises while expenditure continues to rise or if subsidies for hospitals are reduced. The physical proximity of the hospitals can be an opportunity to invest in shared smart logistics.

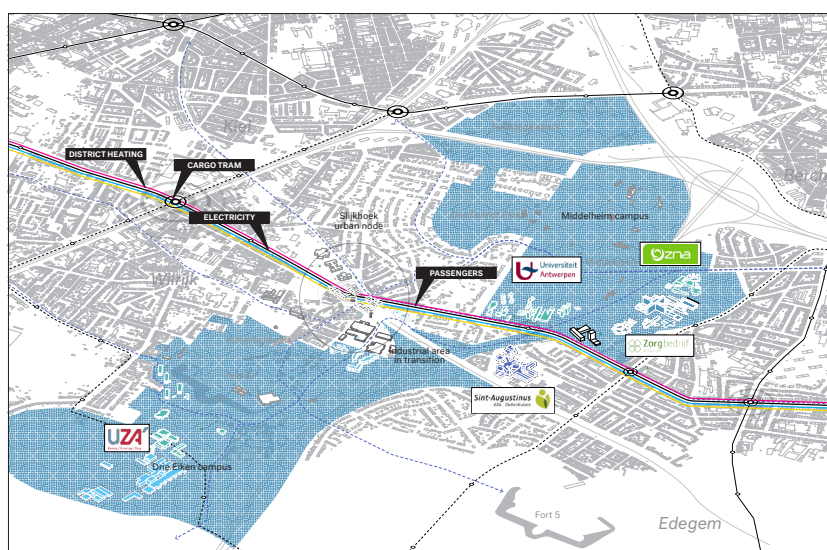
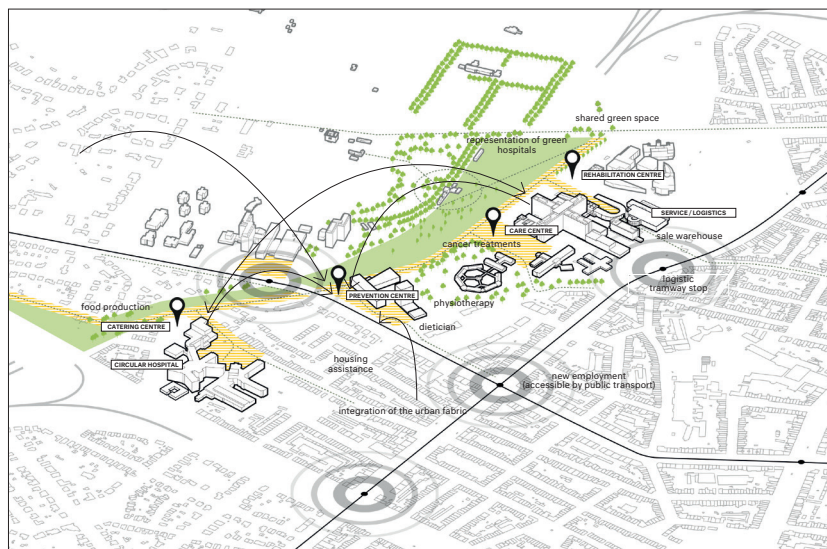
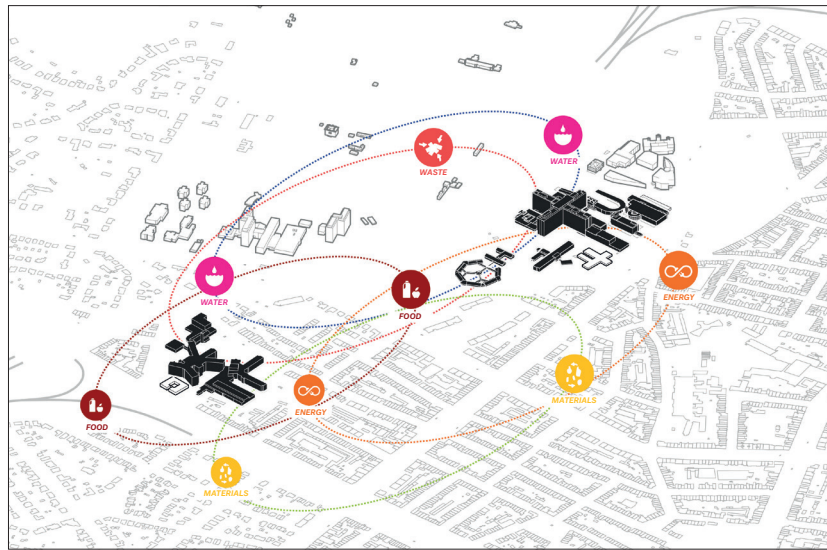
Reinforcing ambition: Development of a care axis, linking hospitals and other care institutions with one another

The reinforcing ambition examines how the expected trends prompts the various stakeholders to think about joint investments (e.g. expansion of capacity, changing regulations and so on) beyond the boundaries of their own premises.

In the scenario of the reinforcing ambition hospitals jointly invest in new and necessary care-related services such as the construction of a cleanroom, a cancer treatment centre, catering infrastructure, assisted living residences, a central hospital pharmacy, a cluster of independent care-related practices such as physiotherapy, dietician, and so on. By having all these services on site, the exchange with the hospitals facilitates and strengthens the area's positioning as a care campus. This requires a clear spatial framework. An efficient tram network guarantees qualitative sustainable mobility for patients and visitors and also offers opportunities for smart logistics and energy transport.

Coalition ambition: The rocade as an accelerator of a healthy city

The coalition ambition suggests jointly investing in a new economy by combining a wide range of activities. This scenario applies the same principle of the reinforcing ambition on a larger scale. Moreover, this large-scale urban care cluster is connected in a network to multiple care providers that are clustered around multimodal hubs in the twentieth-century belt. This spatial strategy for a *healthy city* facilitates the interaction between hospitals, related professions in healthcare, assisted living facilities, sports facilities and training and knowledge.



Case Healthcare campus (Wilrijk)

Basic ambition
The circular management of care networks

Reinforcing ambition
Development of a care axis, linking hospitals and other care institutions with one another

Coalition ambition: The rocade as an accelerator of a healthy city

Source: BUUR

Hybrid areas in socially deprived neighbourhoods

Historically, there has always been a strong relationship between the residential core of Merksem and the nearby industrial area. Today this relationship no longer exists. The oldest part of Merksem is a socially deprived area with a high deprivation index, low levels of education and a low employment rate, in spite of the nearby industry. Given the high numbers of low-skilled workers and the increasing number of obstacles to entrepreneurship (i.e., high-skilled, funding...) this is also an area with a small number of new enterprises. At one time, Bredabaan was the longest shopping street in Antwerp, but today the vacancy rate is high (approximately 1/3 of the stores are empty).

The business park currently is a monofunctional economic area, that is oriented towards the Albert Canal, with lots of heavy infrastructure and very few links to the centre of Merksem. The area contains a large variety of economic activities, including storage space for construction material, plants for food production, repair workshops for industrial machinery and other wholesale and logistics activities. Only a few of these businesses depend on the canal for their distribution.

Today the various existing government institutions have undertaken many initiatives in the field of social integration. In addition, there are also a number of civic initiatives, sometimes with government support, such as the Stroboertje community centre, the town grocer, the Dokske community garden.

Basic ambition: Cross-pollination between different initiatives

The basic ambition (or the Hub ambition) searches for cross-pollinations between the different initiatives that generate employment. Adding functions to the existing core players can strengthen social networks and encourage private initiatives. Some of these can coordinate bottom-up initiatives and thus become professional organisations generating more employment.

The scaling of these networks can be achieved through training, marketing campaigns and a clear plan of action. The social entrepreneurship of the local residents can also be stimulated.

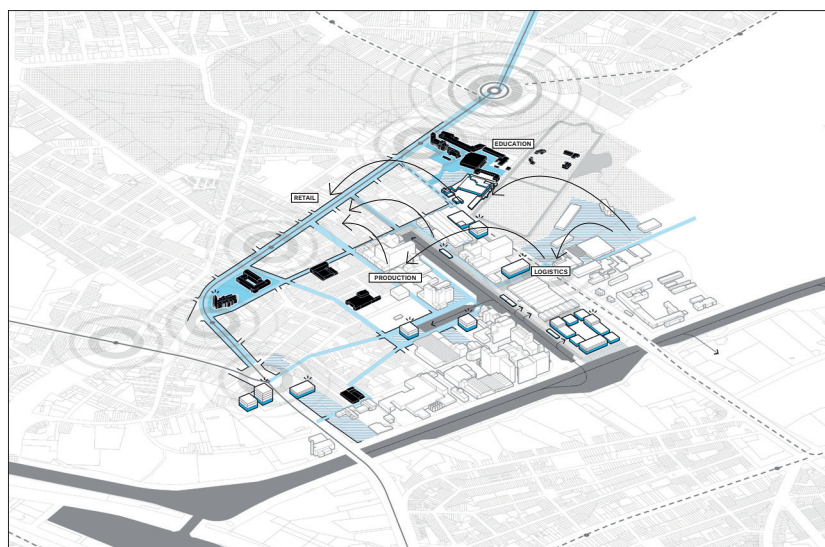
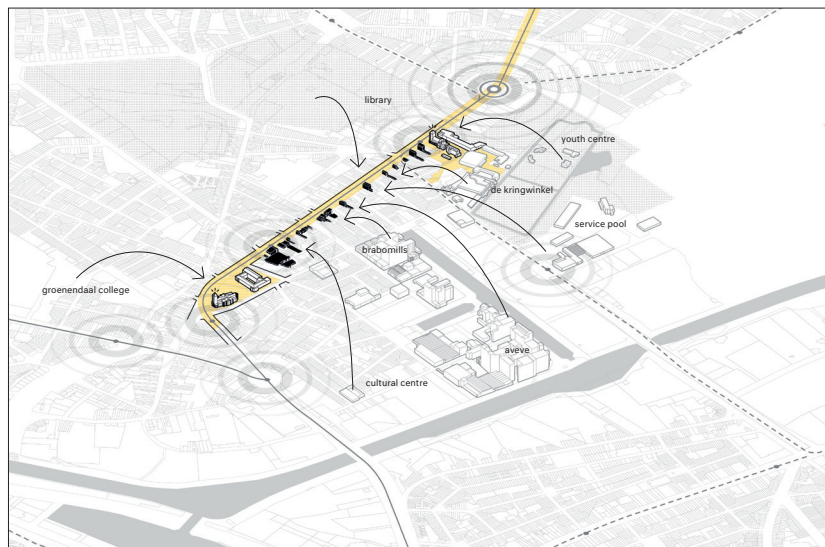
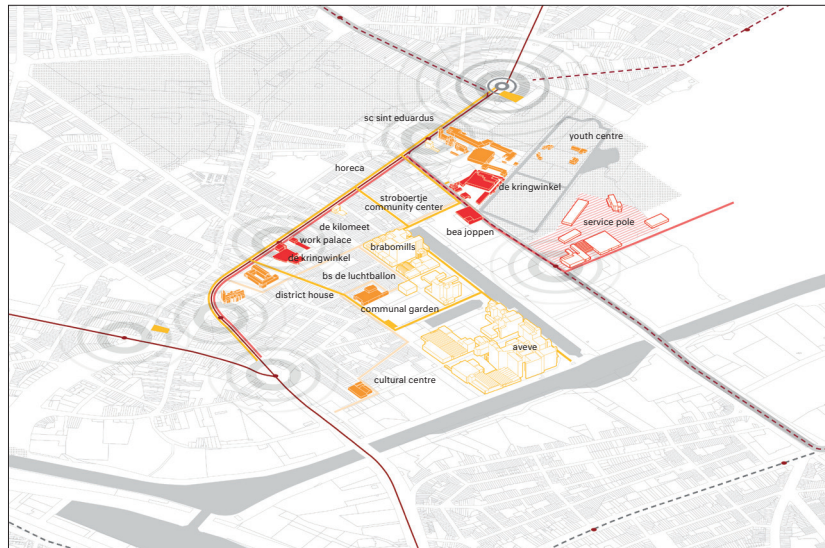
Reinforcing ambition: Opportunities for pop-up initiatives in the hospitality industry and the remake sector

The pop-up ambition brings together stakeholders in the area to stimulate knowledge and competence building by creating the conditions for accelerating entrepreneurship. The availability of the vacant units along Bredabaan offers opportunities for coordinated pop-initiatives in the hospitality industry and the remake industry, offering an attractive context for new working methods (start-ups, WeWork). If combined with a clever marketing campaign, Bredabaan can put Merksem on the map as a zone for the remake-recycle industry, attracting customers, creative designers, social entrepreneurs and new employment.

Coalition ambition: Productive city: retail combined with the manufacturing and logistics industries, on an urban scale

In the coalition ambition local stakeholders set up co-operative structures to locally develop a range of customers. This ambition suggests an integrated approach for the neighbourhood's revitalisation with an emphasis on productive, economic and commercial spaces, social-economic activities, the revival of public space, neighbourhood amenities and the densification of housing.

Such an approach requires a structural organisation that brings together the various stakeholders to define key issues for each of the above elements. The demand for this may come from the development of successful pop-up initiatives in the remake-recycling sector along Bredabaan. The combination of the logistics industry, manufacturing industry and retail can be the ingredients of a productive city. The business park along the Albert Canal could offer the specific conditions for this, with the possible combination of road and water transport and, provided an efficient tram network is built, with the connection to an urban distribution network.



Case Highstreet Bredabaan – Albert Canal (Merksem)

Basic ambition
Cross-pollination between different initiatives

Reinforcing ambition
Opportunities for pop-up initiatives in the hospitality industry and the remake sector

Coalition ambition
Productive city: retail combined with the manufacturing and logistics industries, on an urban scale

Source: BUUR



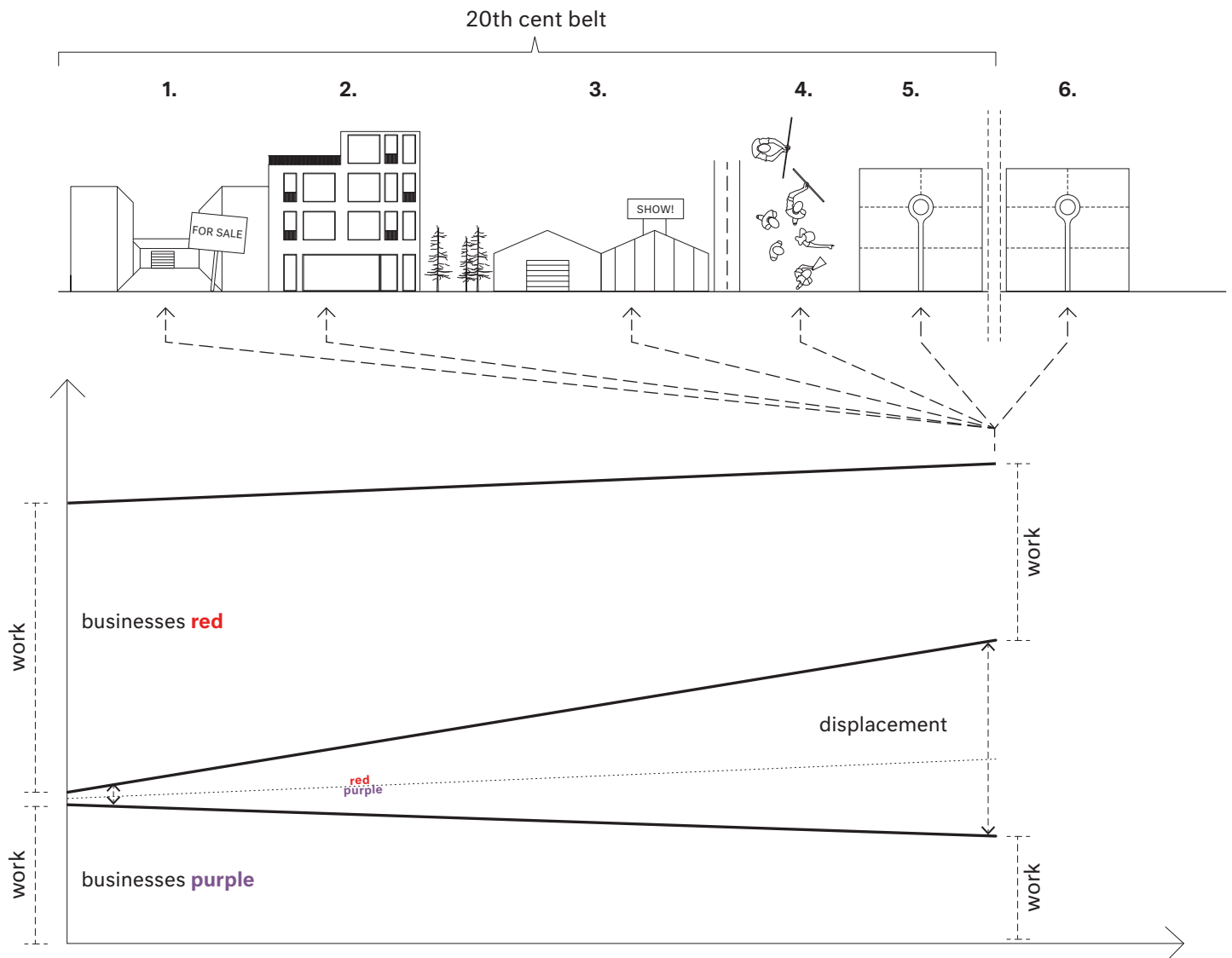
Top: Monofunctional areas with a pilot anchor project: P&R as a distribution platform (see p.21-23)

Bottom: Reinventing industrial areas in decline: The business park is reinforced through incubator management and waterbound logistics (see p.24-25)



Top: Areas with a clear capability system: Development of a care campus that connects hospitals and health care facilities with each other and an efficient mobility network (see p.26–27)

Bottom: Hybrid zones in socially deprived neighbourhoods: Opportunities for pop-up initiatives in the hospitality industry and remake sector, embossed in the fabric of Merksem (see p.28–29)



Displacement in practice:
 (1) vacancy, (2) building up with housing, (3) reallocation to showrooms, (4) opposition from neighbours, (5) relocation within the city, (6) relocation to outside the city

Source: Maat

Maat ontwerpers, IDEA and LDR Creating space for work

Vision

Blue collar employment is increasingly banned from the city, for various reasons, to more peripheral locations. There is less and less space, both figuratively and literally, for industry, production, manufacturing business, logistics, recycling. The residential environment is protected from the adverse effects of business activities (environmental pollution, emissions, noise nuisance, traffic, ...). At the same time, the zoning ensures that the business activities are protected from the adverse dynamics in the residential environment. Industrial and SME zones were demarcated to safeguard industrial activities, but when examined in more detail, it becomes apparent that the offering in Antwerp is quite limited. The demand for local business activities, meanwhile, is met outside of the city.

Time to create space again for economic activity and not only in industrial areas. Many companies, especially the new urban manufacturing companies, have a limited environmental impact, generate less traffic and focus on the urban labour market and consumer market. Such businesses belong in the city. They develop their own economic logic of customers, raw materials, personnel, capital and knowledge in the city and they also provide an answer to a number of challenges which the city faces, such as traffic congestion, closing cycles, a more efficient use of space and social inclusion.

However, the risk of displacement mechanisms is that unilateral urban-consumptive demand (for housing and amenities) will primarily stand to benefit from densification. The productive areas will end up losing. It is vital that space for work becomes important again and that this is linked to the demand for additional housing and amenities and the improvement of the quality of life in the existential residential areas. At the same time, this means the various stakeholders in the city must have better defined roles. What matters is creating space for work.

Creating space for employment means refuelling people's desire to do business in the city again. This can be done by combining different mechanisms that eliminate the *burden* or the *obstacles*. Six instruments focus on the spatial planner's field of action. They should start from a planning perspective, as well as studying real estate, legal, cooperative and financial aspects. In many cases, the instruments can be combined. They can be logically linked to reinforce each other, to spatially embed a project or to provide the right support. The instruments are used to transform four challenges into four offensive strategies.

Cases and strategies

Industry as city-maker

Challenge

Businesses are often considered a nuisance in a residential area. Maintaining this economic activity is far from easy. Expanding these activities or establishing a new production company in a residential environment is even more complicated.

Policy-makers, owners and to a lesser extent tenants consider housing a weaker function, which must be protected against the disrupting economic activity. In a sense, a cordon is drawn up around houses to protect them from nuisance. This principle leaves very little margin and space for entrepreneurship.

Businesses and housing are not two conflicting functions. They can co-exist as good neighbours. In fact, neighbourliness should allow the business and the local residents that live around it to benefit from the interaction between the two in the neighbourhood. The question remains what aspects of the company can be an asset and how these can be shared with the neighbourhood. Also, what aspects are annoying or distracting and how can these be mitigated or compensated.

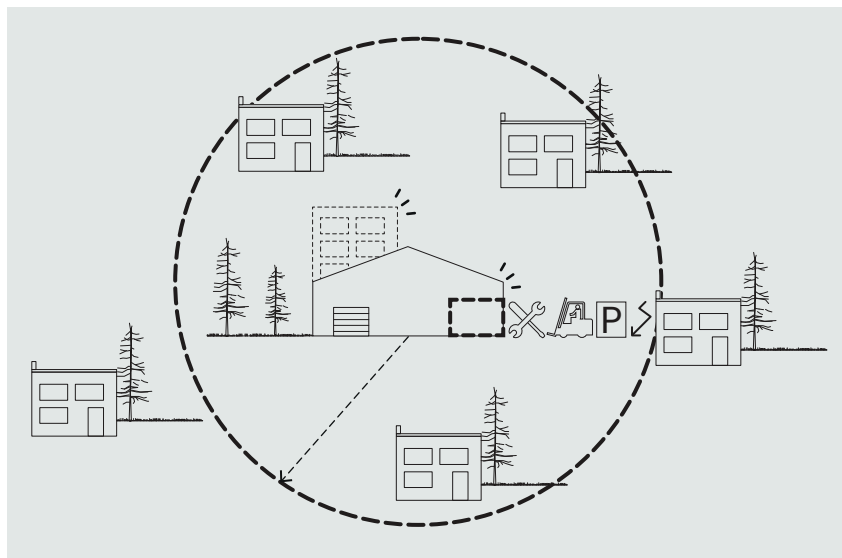
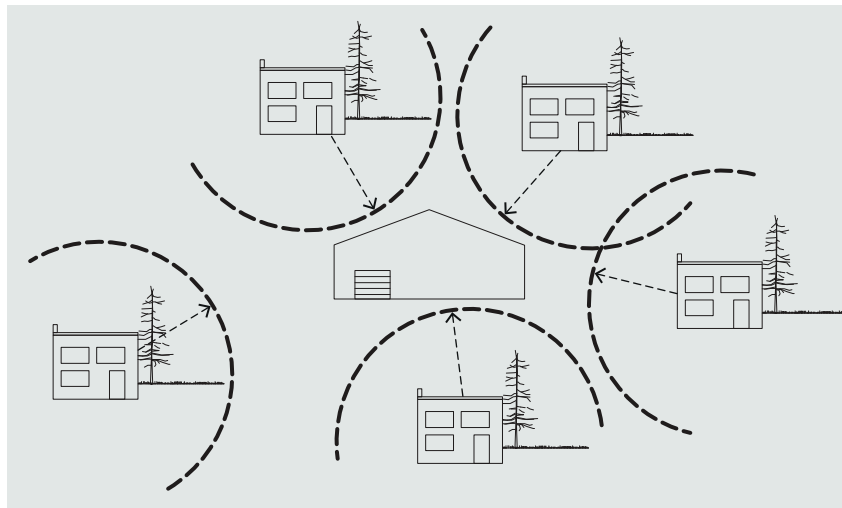
Strategy

The strategy 'Industry as city-maker' wants to identify areas where small-scale businesses co-exist successfully alongside housing in the urban fabric while also improving the quality of the urban fabric. In first instance, this must convince neighbours of the advantages of the nearby business. By establishing a relationship between the building and the environment, the burden for the local residents can be reduced. Agreements on how to do this can be bundled in a declaration of commitment with the support of the pacemaker. Regular consultation, good communication and good agreements are vital for ensuring good neighbourly relations.

At the same time, the burden also must be reduced for the company. Otherwise good neighbourly relations are not that interesting for the company. Regulation facilitates a lot of business activities in residential areas. When evaluating applications, the government can also be more flexible about applications from companies that have signed a charter with the neighbourhood to offer advantages to the neighbourhood in compensation for any potential nuisance.

This can be combined with areas with fewer regulations, as in Amsterdam for the hospitality industry and for shopping. The city wants to increase the space for entrepreneurship in these areas by reducing the regulatory burden. In zones with fewer regulations, it is therefore possible to experiment with a different application of the existing laws and rules. Alternatively, these can also be combined in an umbrella permit. The role of the city or municipality is crucial in this framework.

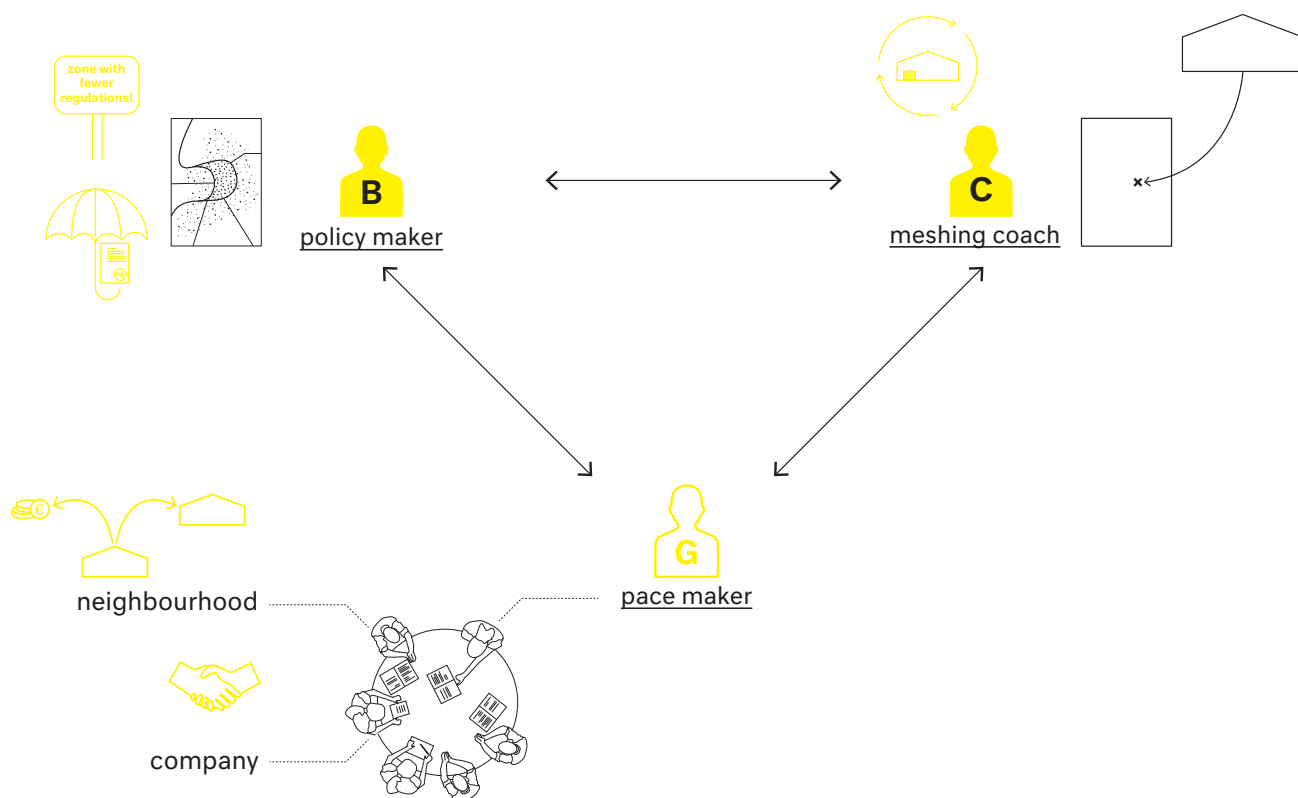
Unless reuse of the site is very unlikely, the idea is to limit zoning changes from economic activity to housing as much as possible. One solution could be to further explore and test land swapping, as is done for agricultural land, or company compensation as an instrument.



Challenge: not consider housing and business activities as two conflicting functions

Strategy: Industry as city-maker: businesses and the neighbourhood can co-exist through the functioning, the design and the sharing of workspaces.

Source: Maat



Three roles support the establishment of a workspace:
 policy-maker, meshing coach,
 pacemaker

Source: Maat



Case: Antverpiastraat, Hoboken:
An underutilised building block is transformed into the location for a company that actively searches to establish a relationship with the neighbourhood.

Source: Maat

The dynamic fringe

Challenge

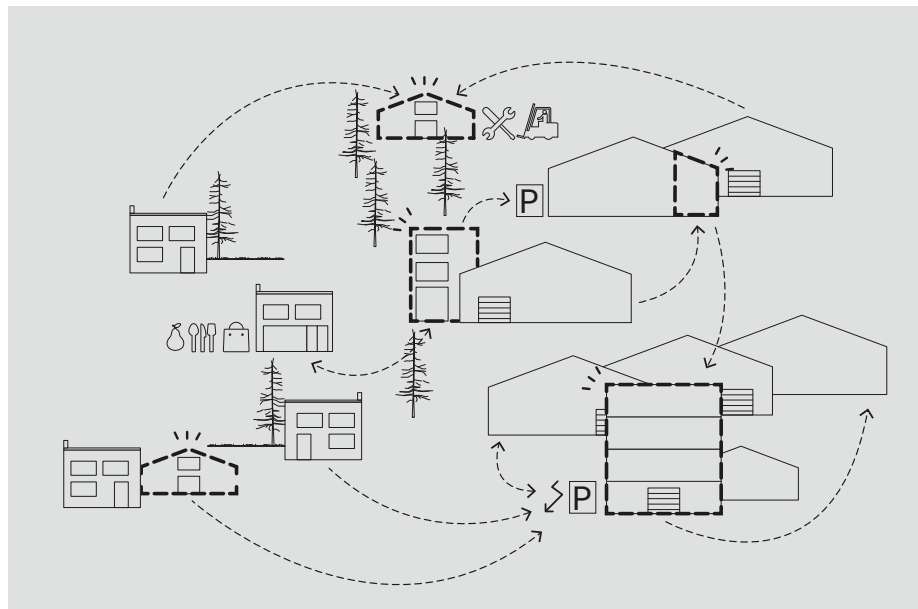
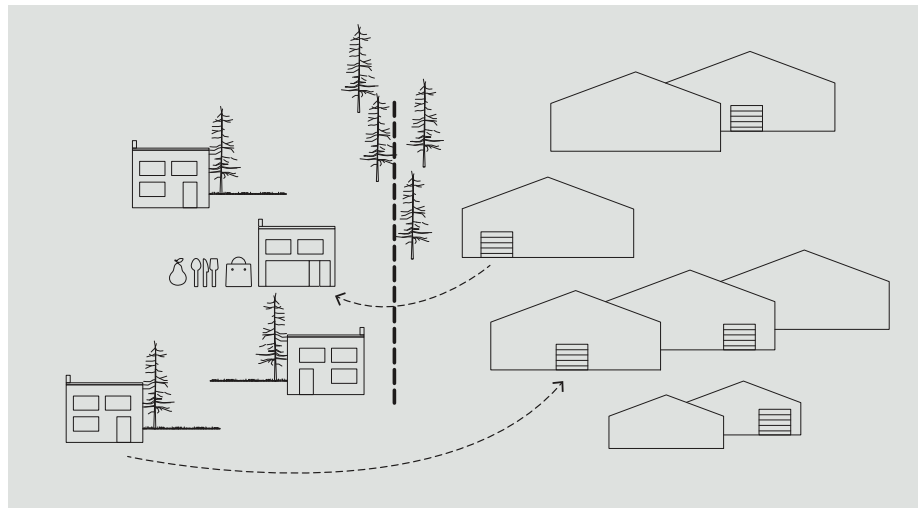
The existing functions in business parks that are not in line with zoning guidelines, such as retail or shops, often do not contribute to reinforcing or improving the business environment. On the contrary, the existing non-business functions target externals and do not create much interaction or added value for the existing production companies.

On the other hand, there are also many unused plots in business parks. These are small, residual parcels among other plots in the business parks as well as buffers on the fringe of the business park or around individual companies. The environment policy imposes a certain distance to housing, due to potential nuisance. Such spaces are underutilised and can be used for other functions than economic activities.

Strategy

Instead of a hard separation with buffers, a soft transition between the city and the business park is also an option. The interface aims to further charge the business park, while facilitating a more qualitative environment by orienting more of the land towards the surrounding residential areas. The interface therefore should not be limited to landscape interventions but also search for ways of making this land relevant for the city.

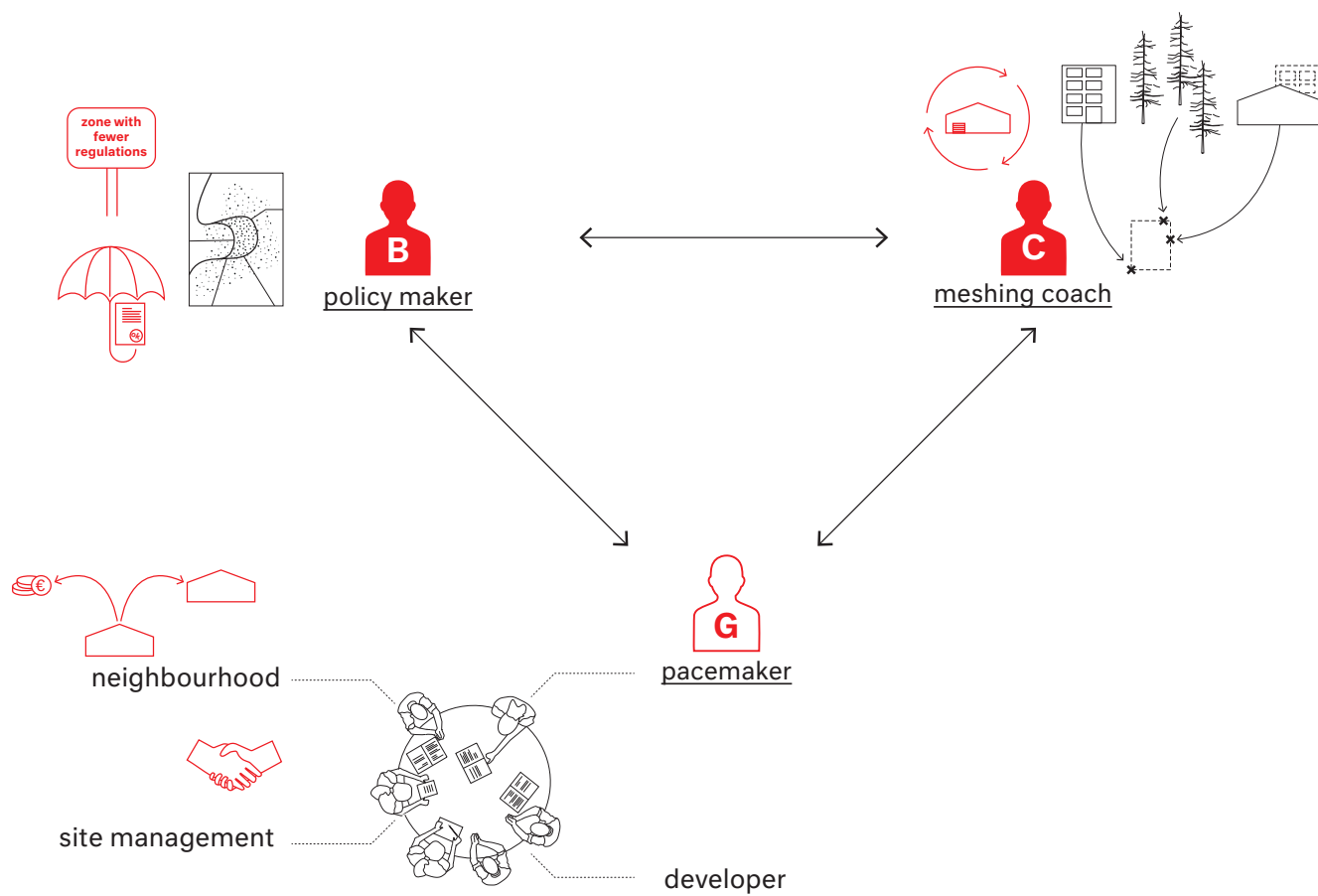
The non-business functions can be used, under certain conditions, to facilitate industrial densification. The densification first takes place in the residual areas, generating a financial return to address other aspects of the business park. The added value is functional (other types of function charge the business park, offering opportunities for the nearby residential areas), spatial (because the scarce space in business parks is used more optimally), financial (because the sale of the residual land yields a return) and commercial (other types of functions can offer services to production companies in the business park).



Challenge: the space in the business park is no longer systematically used for companies

Strategy: the interface creates a soft transition between the business park and the city.

Source: Maat



Three roles support the development of this interface: policy-maker, broadening coach, pace-maker

Source: Maat



Case Polderstad, Hoboken: A number of functionalities are established in the buffer constituted by the business park, which the companies and the nearby residential area can both use.

Source: Maat

The productive neighbourhood

Challenge

The majority of the companies do not establish lasting relationships, whether with customers or with other companies. Even supplier-customer relationships can be switched if another party does a better job.

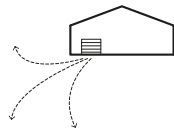
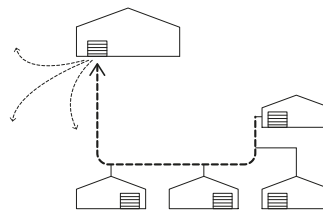
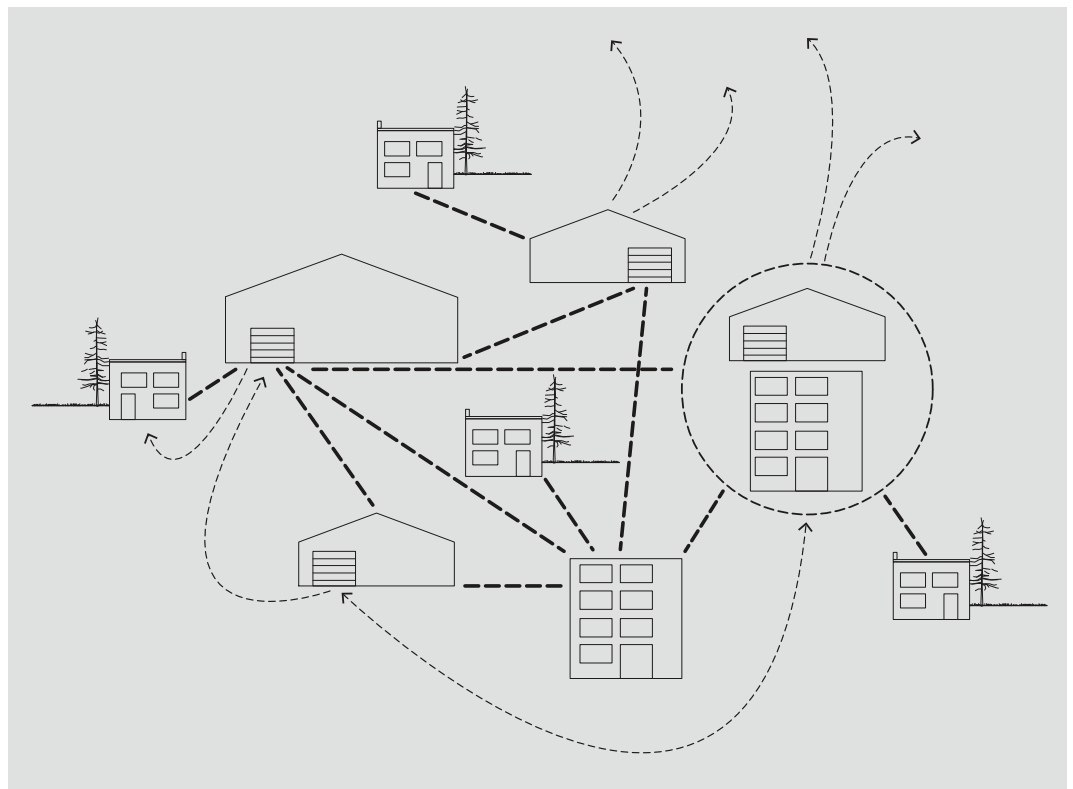
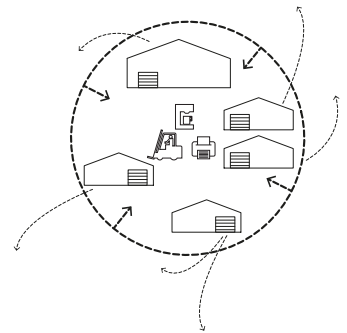
And yet there are various forms of collaboration between companies that explicitly search for added value, which allow companies to also connect more structurally with each other. The most literal form of such a collaboration is that of the *chain*. Companies organise their own production processes or flows in such a way that they are linked to those of another company, in a very intensive way. The companies still form separate entities, but the production chain resembles a single entity.

Another form of collaboration is co-working, whereby companies happen to be clustered together rather randomly (in a business park, for example). However, they try to generate added value in each other's proximity as a result of this location. They mainly do this to carry out several activities together (logistics, security, maintenance, waste collection...) or to share certain facilities (car park, restaurant, nursery, sewage installations).

Strategy

The company of the future is a company that holds the middle between production and services (repair, logistics, knowledge exchange, creative input, service...). These companies do not limit themselves to working with other companies but also include educational institutions, local traders, neighbourhood residents, self-employed entrepreneurs, hobbyists and neighbours in their network. Various stakeholders in the twentieth-century belt can provide productive services. They are partners, customers, employees, clients, pupils and sometimes even competitors. The entire neighbourhood can be part of productive networks, in which stakeholders support each other with expertise, amenities, knowledge, instruments, financial resources and space. A shared vehicle fleet can be created for example. As a result, the company becomes a car sharing antenna and the company's pool car can become a shared car with the neighbours, in some cases at a commercial rate.

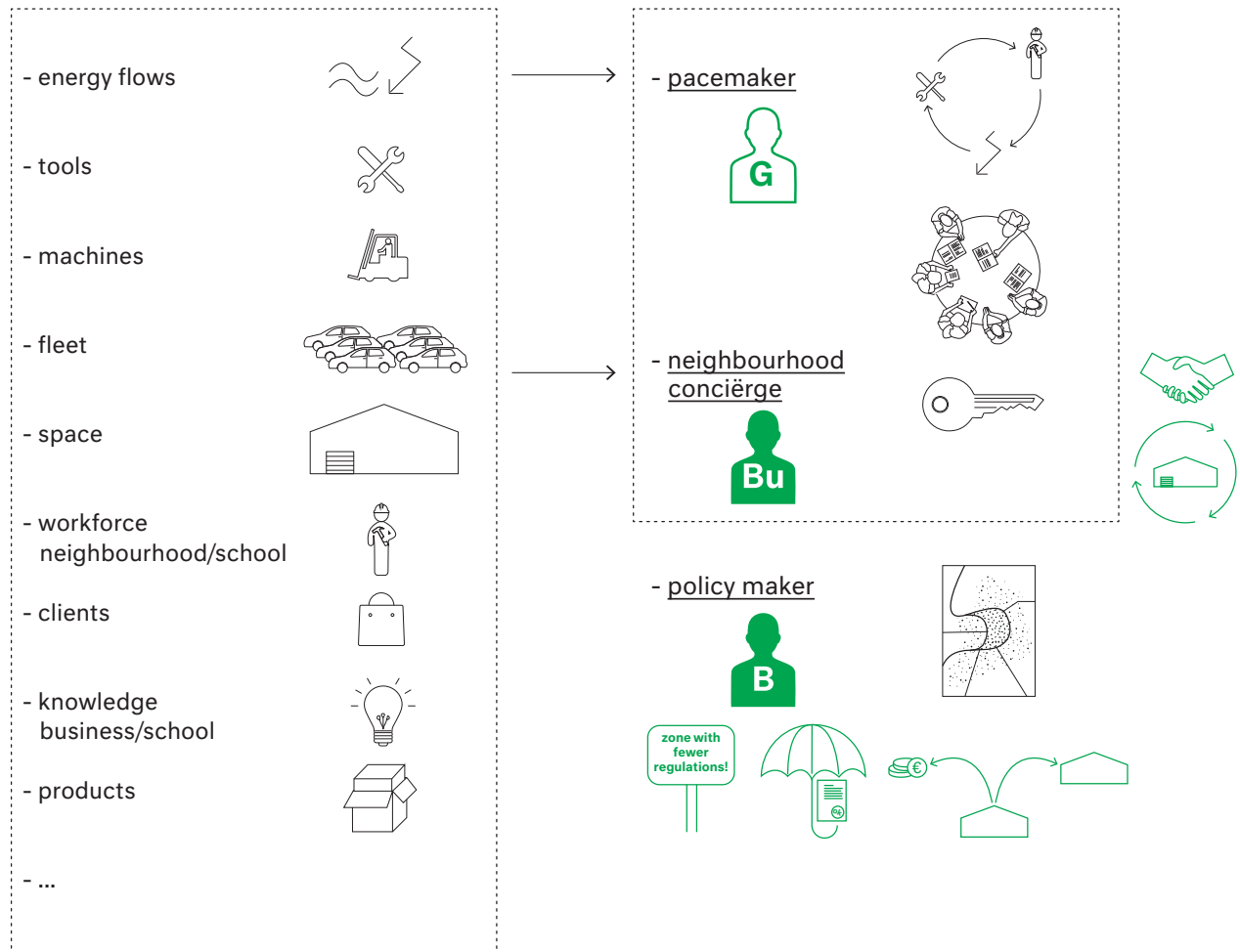
The *productive neighbourhood* wants to invest in these new networks and facilitate more cross-overs, within and outside of the confines of the prevailing economic system. The emphasis is on cross-pollinations between the supply and demand of the companies in the neighbourhood and the supply and demand of local residents. The *productive neighbourhood* groups several individual and small-scale initiatives, offering them an organised and dynamic platform.

Standalone businesses**Chain****Co-working**

Challenge: Most companies do not establish intensive relationships

Strategy: The entire neighbourhood can become part of the creative process of setting up productive networks, in which stakeholders support each other with expertise, facilities, knowledge, tools, financial resources and space.

Source: Maat



Three roles support the development of a *productive neighbourhood*: the policy-maker, the neighbourhood concierge, the pacemaker

Source: Maat



Case Valaar, Wilrijk: A community renovation programme is set up in a neighbourhood, on the scale of the entire neighbourhood. The local residents are the renovators.

Source: Maat

The yo-yo-broker: absorbing size fluctuation of companies

Challenge

Companies tend to choose a cheaper destination, outside of the city, which is easier to develop and reach when growth shocks force them to find another location. The chances are limited that they will find an alternative nearby at acceptable conditions. In that case, such spaces are soon used for other functions. What happens after a business space is freed up? Is it possible to prevent this business space from being used for housing, retail or as a neighbourhood car park and how?

The problem is the most acute when a company leaves its production location. But underutilisation and the de facto loss of space for work is also a factor when the company premises are no longer tailored to the economic activity in it. There is still (too) much vacant space in the twentieth-century belt. In addition to growth, companies also sometimes shrink. In many cases, a lot of space is not used, which could be put to good use for other functions.

Sometimes companies have a surplus of space on the premises, without being able to separate it or sell it. In some cases, they will try to rent out this space themselves, as a sort of cohousing for companies. This form of exploitation of (indoor) vacant space is not always evident, because access and security issues often pose a problem for opening this space to third parties.

Strategy

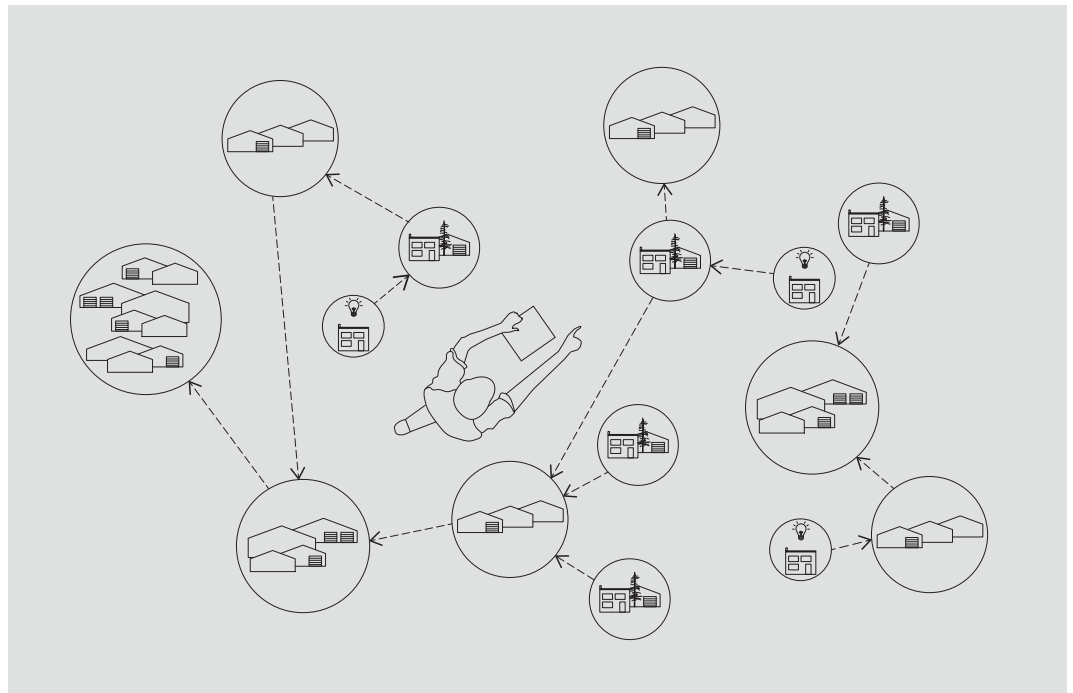
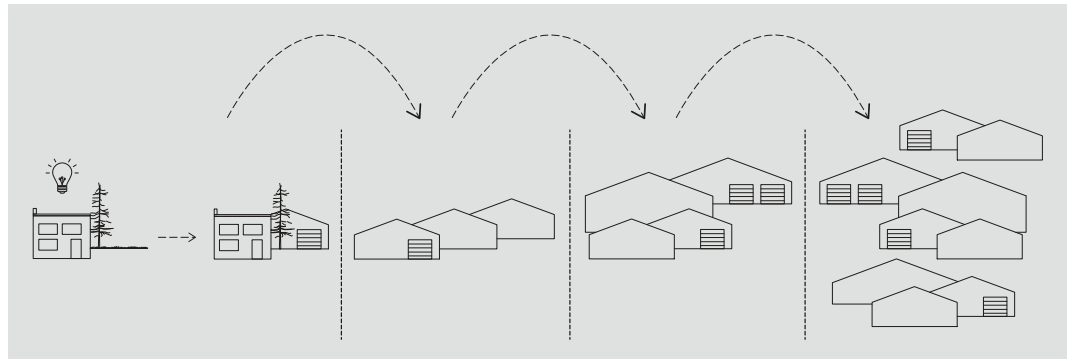
The yo-yo-broker makes sure that companies have the most suitable business premises in the city. The strategy starts by consolidating the available commercial properties in the city by preventing them from being used for something else. An investment fund acquires premises by purchase or transfer and then only makes them available to companies. This transfer management treats business space as a service and in a sense is comparable to the car sharing system (and not the rental of spaces). The business space is made available to the system's members (affiliated companies) so they can always be sure of having suitable business premises in the city.

The yo-yo-broker guarantees that companies always have premises in the twentieth-century belt but also makes sure that the premises are suitable. The premises must be readily interchangeable. This means that companies also have the option of leaving these premises or moving to other (smaller or larger) premises when their situation changes.

Business space can be included in the transfer fund through contribution in kind. The entrepreneur then receives shares from the fund. An alternative to shares can be some form of service rights. The entrepreneur receives a credit in the form of prepaid service charges for the fund.

An additional means of ensuring that companies do not relocate is the creation of the position of a relocation prevention adviser or the efficiency coach. This person will then examine the various possibilities so the company can remain in business in the same location after some adjustments.

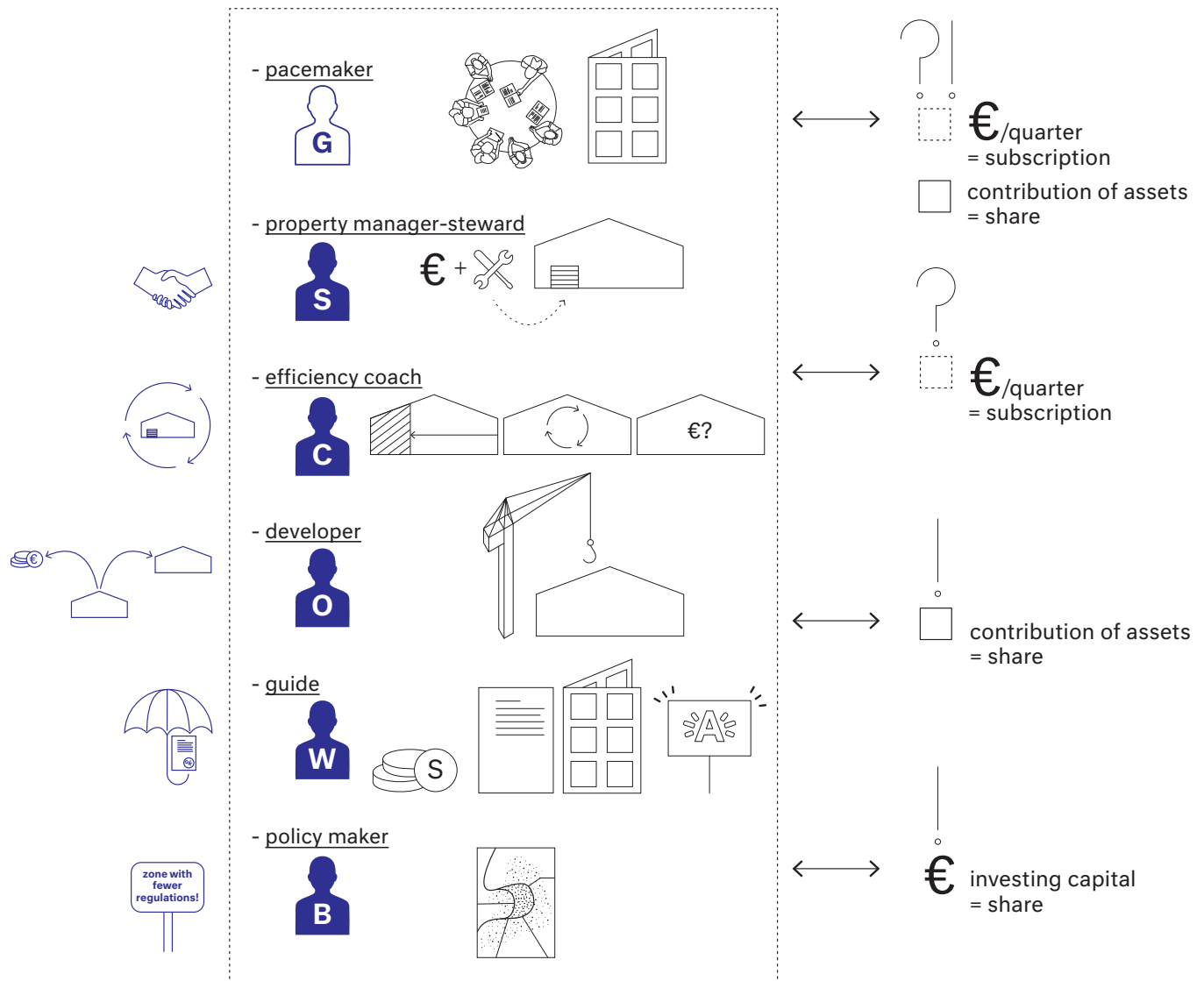
A new role pattern is then created. The company becomes the user of a suitable space and a client of the company fund. A service contract with a short time frame and with easy termination modalities can thus be considered. These modalities only apply when the premises are the property of the company fund.



Challenge: when facing a tipping point, companies tend to choose cheaper and easier sites outside of the city

Strategy: the yo-yo-broker ensures that there are suitable premises for companies.

Source: Maat



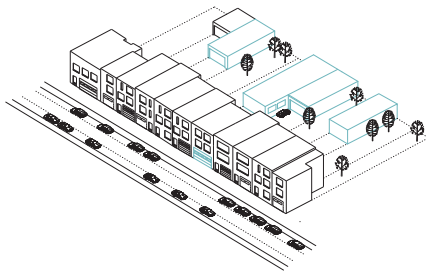
Six roles support the yo-yo-broker's job: policy-maker, pace-maker, property manager-steward, efficiency coach, developer, guide

Source: Maat

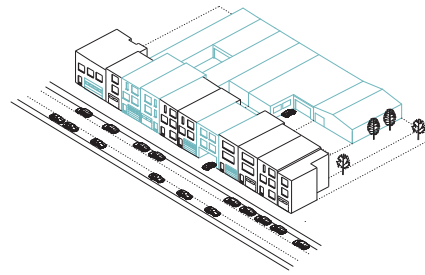


Case: Tram depot, Hoboken: An abandoned tram depot is converted into a work shed with units of different sizes so companies can grow in one place.

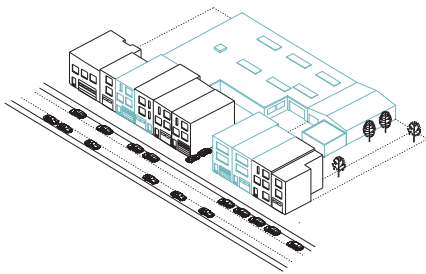
Source: Maat



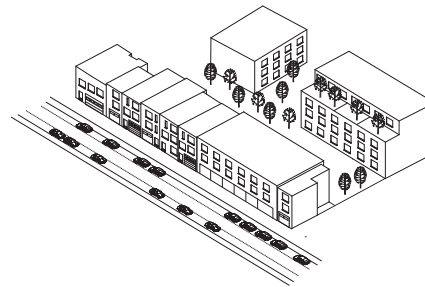
Historic meshing of housing and working



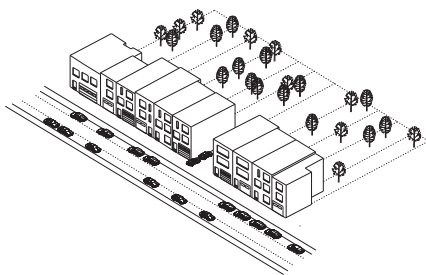
Displacement of housing when companies are growing



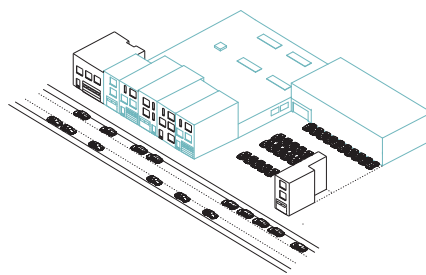
The company encounters the limits of the inner area



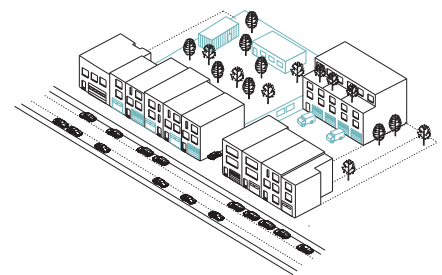
Due to real estate pressure workspaces disappear entirely when building new projects



strategy 1
opening up inner areas



strategy 2
destination as company site



strategy 3
hybrid living-working

Double displacement between businesses and homes

— living
— working

Source: Plusoffice

Plusoffice and ARCK Co-working 2.0

Visie

The discussion about work in Antwerp cannot be separated from the social aspect and the composition of the city's population. This team's focus on micro-entrepreneurs (0-10 employees) is among others inspired by immigrant entrepreneurship, in which social networks play an important role. Starting from the premise that *a job is the best way out of poverty and social exclusion*, the team carries out a close reading of local initiatives, micro-enterprises and the way in which they are built, how they operate and how they grow out of social networks.

We can learn a lot from the many initiatives that developed naturally. The innovation of the smallest entrepreneurs and the specificity of their mutual networks are interesting characteristics to explore. The approach of Plusoffice is based on bottom-up systems and self-organisation, co-creation and participation. We examine micro-networks and non-traditional enterprises, which still account for large parts of the economy. New strategies and spatial organisational systems are developed based on this knowledge.

Initially, small enterprises randomly choose a place in the city. However, as the local network develops, their location becomes strategic. In-depth interviews with a specific test group of companies in the field of research helped map the profile and the growth process of the entrepreneurs within a specific network. The role that these networks play in the company's growth, the way it is embedded in the neighbourhood and the relations with other stakeholders suggest that there is potential for the qualitative integration of employment in the city.

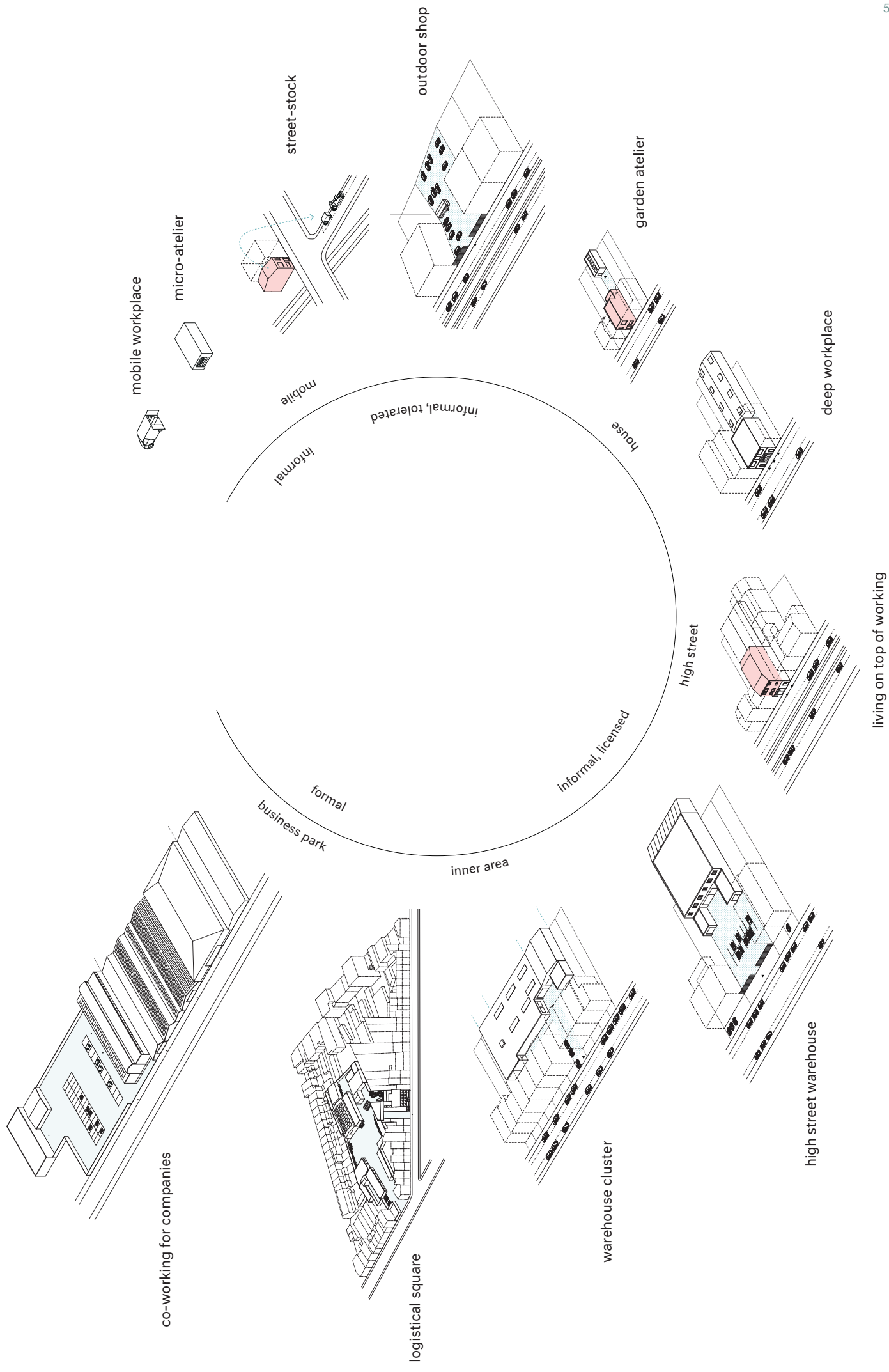
The minority of entrepreneurship in the twentieth-century belt takes place in the so-called formal areas, which are intended as business areas. The informal entrepreneurship in the residential areas uses a variety of physical infrastructures, from vans that are used as mobile workshops to a company that occupies an entire inner area of a building block. Many of the small enterprises in the urban fabric do not even have a workspace. Instead they operate out of a van, from a kitchen table or occupy the public space. Garage units are used as storage or micro-workshops, for example for gardeners or plumbers who are just starting out, house painters and so on...

A double displacement mechanism occurs. Housing, which initially often is part of the business environment, disappears as the company grows. But reverse displacement also occurs. When obsolete industrial sites are freed up in the city, they are almost always transformed into housing.

This double displacement raises questions about whether spatial alternatives exist. Can we develop a strategy in which neither housing, nor the economic activity prevails but in which hybrid forms and flexibility are incorporated? This mix may not be viewed from a naïve belief in mixing for the mere purpose of mixing. Instead, this is about the explicit need for mixing, for establishing fundamental relationships whereby symbiosis or dependence are part of the spatial relationships, within an economic reality and adapted to contemporary challenges in the spatial context.

Co-working 2.0 clearly wants to distinguish itself from the co-working that manifests itself in hip coffee bars and in the creative industries. There is a potential for stacking, shifting and densifying, which is comparable to co-housing strategies, but for productive initiatives, and without denying the distinguishing features of this type of player.

These small players derive their strength from their number and the fact that they are clustered. The smallest companies especially need and find added value in this clustering and the associated networks. This is particularly clear from the profiles of companies and from the fieldwork.



These clusters can be diverse, from collaborating within the same sector, sharing infrastructure, following a cycle to specialising based on one activity. Clustering creates added value for a more efficient use of space, for specialising and expanding activities, for coordinating training with the companies that will hire the trained employees, from bridging gaps between various worlds, various areas, between experts and hobbyists. This gives rise to trickle-down effects and unexpected coalitions and is the preliminary condition for closing circles.

There are six different types of clusters:

1. *Sector-specific clustering* takes a shared market and customer base as a starting point. In effect, this is a collaboration between stakeholders within their own sector, often in a local network.
2. *Lifecycle-specific clustering* is based on the various *stations* in a product's lifecycle: production, marketing, collection, repair, reuse, recycling and so on.
3. *Infrastructure-specific clustering* ties in with the growing SME in the residential fabric, which wishes to expand without having to move to a suburban business park. The spatial reorganisation involves searching for added value, for the company and the surrounding buildings, by sharing infrastructure or materials.
4. *Action-specific clustering* starts from a shared act, e.g. stocking, repairing or transporting. This is an extremely pragmatic way of collaboration, which strives for more efficiency and professionalism. The emphasis is on the sharing of specific skills and needs.
5. *Chain-specific clustering* comprises a spatial-organisational strategy for SMEs that operate in a particular niche and which primarily need to position a specific object (product). The guiding principle is the reinforcement of the links between various steps in the production chain so the manufacturing process of the object is highlighted.
6. *Domain-specific clustering* starts from a common, social domain (art, technology, science), within which various small and large players all operate. This strategy builds bridges between training, research and the business community in one domain.

The development of these clustering types in four strategically selected cases highlights countless typological challenges and spatial issues. These have been examined on three ambition levels, from a problem-solving to a coalition-forming or culture-changing level. The levels are not chronological but depend on the partners' commitment, on the desired speed... The policy instruments and development mechanisms that arise from this are the outcome of the investigation. Four of the six clustering types have been applied to a case.

Cases

The community workspace

Bisschoppenhoflaan in the north of the district of Deurne mainly has large-scale activity, adjacent to an industrial area. Along this avenue lies a building block that mainly consists of apartment buildings, some companies and trades.

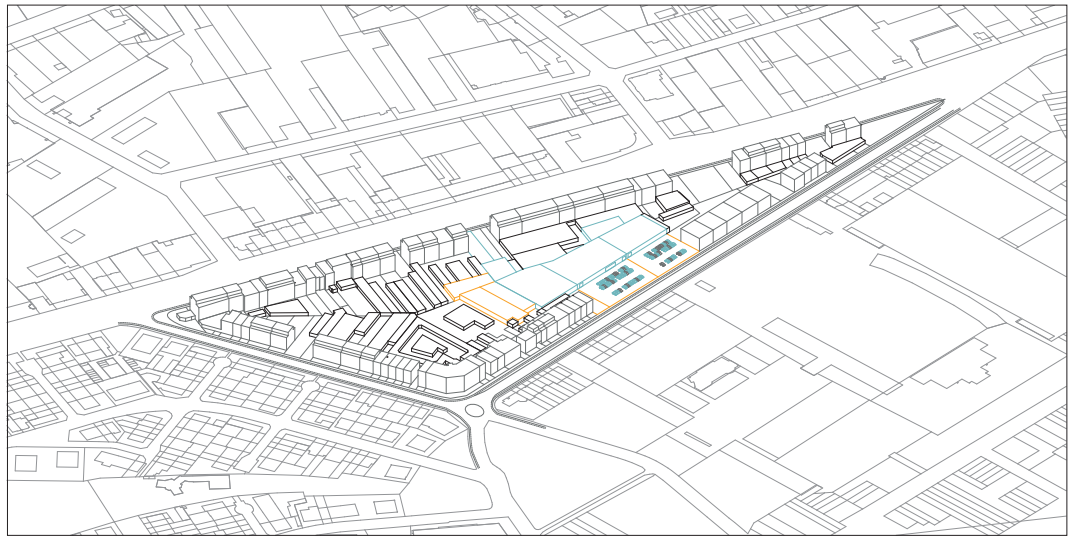
Plastiek Van Wauwe, which trades in plastic building materials, is the largest company in the building block and has been established here for over twenty years. A large majority of the employees live in the immediate vicinity. When the company recently applied for a renewal of its environmental permit, it became apparent that the company was too large for the building block. Consequently, the advice was given to relocate to an SME park. With this case, we examine how a company can create added value for the surrounding area and thus obtain more guarantees about being able to stay.

Infrastructure-specific clustering aims to improve the communication between the company and the residents and the company and community management as well as promoting coalitions of these stakeholders. In order to create the space for a somewhat larger company, a more efficient use of space as a result of cross-parcel thinking is an important element. Currently a large part of the building block is occupied by the garages of residential buildings, with a larger footprint than the disputed company premises.

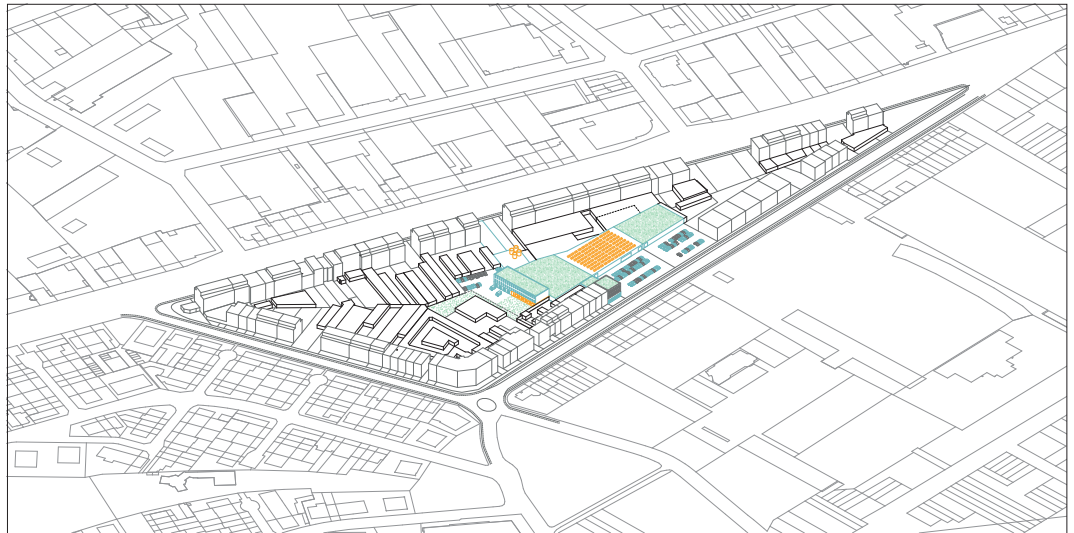
The objective is to increase the spatial quality for the neighbourhood and the company. Consultations with existing companies showed that companies gladly want to invest in their infrastructure if they are offered more legal certainty in exchange. Based on the consultations, three ambition levels were defined:

1. A more flexible interpretation of regulations will contribute to larger companies if they share space or partly incorporate public functions. On the company's initiative, part of the infrastructure is made available to external users by the interim manager on a part-time basis. The cluster finder allows the SME to go find a (social) partner to share a space.
2. A project is set up onsite for a shared car park and shared energy management for the company and the adjacent or surrounding apartment buildings. The collectivity metre helps to assess the added value for the surrounding area when awarding permits.
3. In order to achieve long-term gains for the company and the residents all the stakeholders will unite in a Community Work Trust. The aim of the CWT is to maintain access to employment in the area. Decisions are always made in function of a win-win for the company and the local residents. The grey mass of garages is replaced with shared spaces for small and large workspaces for new SMEs, leisure infrastructure, sport facilities and open space for the local residents and outdoor workspace for the garage entrepreneur.

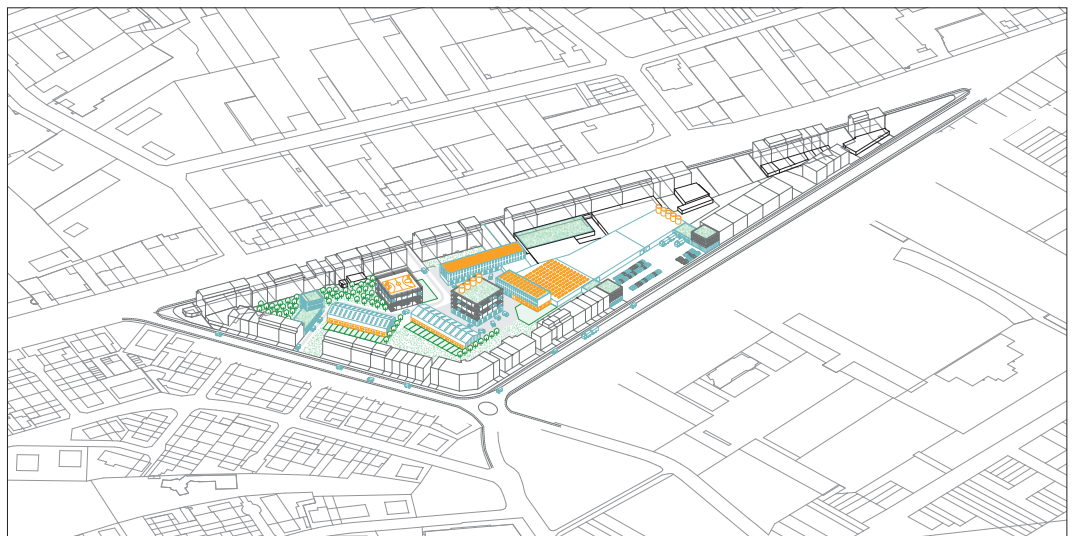
The community work space
First ambition level



The community work space
Second ambition level



The community work space
Third ambition level



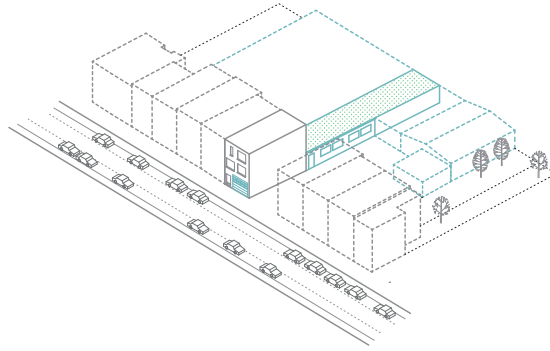
The Small Mobile Enterprises Flock

The Kreglinger neighbourhood in Deurne has several houses with a piano nobile and narrow deep gardens and a garage or a passage on the ground floor. Several gardens are occupied by warehouses from companies who bought parts of the adjacent gardens to expand. The companies who own the large warehouses are mainly self-employed in the construction industry or car trade and wholesalers in niche markets.

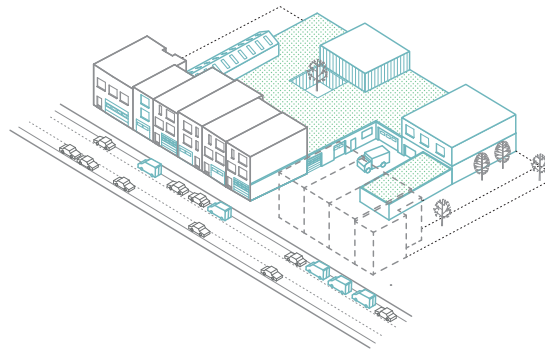
The large number of entrepreneurs-residents means entrepreneurs have a political voice in the debate between the municipal services and the local residents. Entrepreneurs who operate in the same sector do not necessarily have to be physically located near each other. However, they stand to benefit from a relative proximity and a strong network within a sector-specific cluster in order to exchange customers, suppliers and expertise. That is why it is important that we can set up a network (a flock) of entrepreneurs in this type of urban fabric where the space for entrepreneurs is intrinsically available, and can offer them the infrastructure that facilitates entrepreneurship in a residential neighbourhood. The following three ambition levels are defined:

1. The demand for residential quality, in contrast with the opening up of inner space in the nineteenth-century building blocks, is met in the twentieth-century neighbourhoods with a vertical strategy, namely floor management. This is an exchange between the company and the dwelling on top of it, for example by building a roof garden to replace the former garden which was too small. Entrepreneurs can thus stay or start up their business in the residential fabric (near customers, sites, other colleagues/competitors...).
2. The work pocket is the SME zone of the twentieth-century belt. In this enclave it is possible to ignore parcel boundaries. Loading and unloading is collectively organised, shrinkage and growth are dealt with internally by allocating the right space to the right SME.
3. Amenities can systematically be included in programmes for urban development projects, which facilitate a swarm of small mobile companies. An example of this swarm management is the integration of docking stations in construction or renovation projects with the aim of guaranteeing space for storage, a van or a small workshop in the residential fabric.

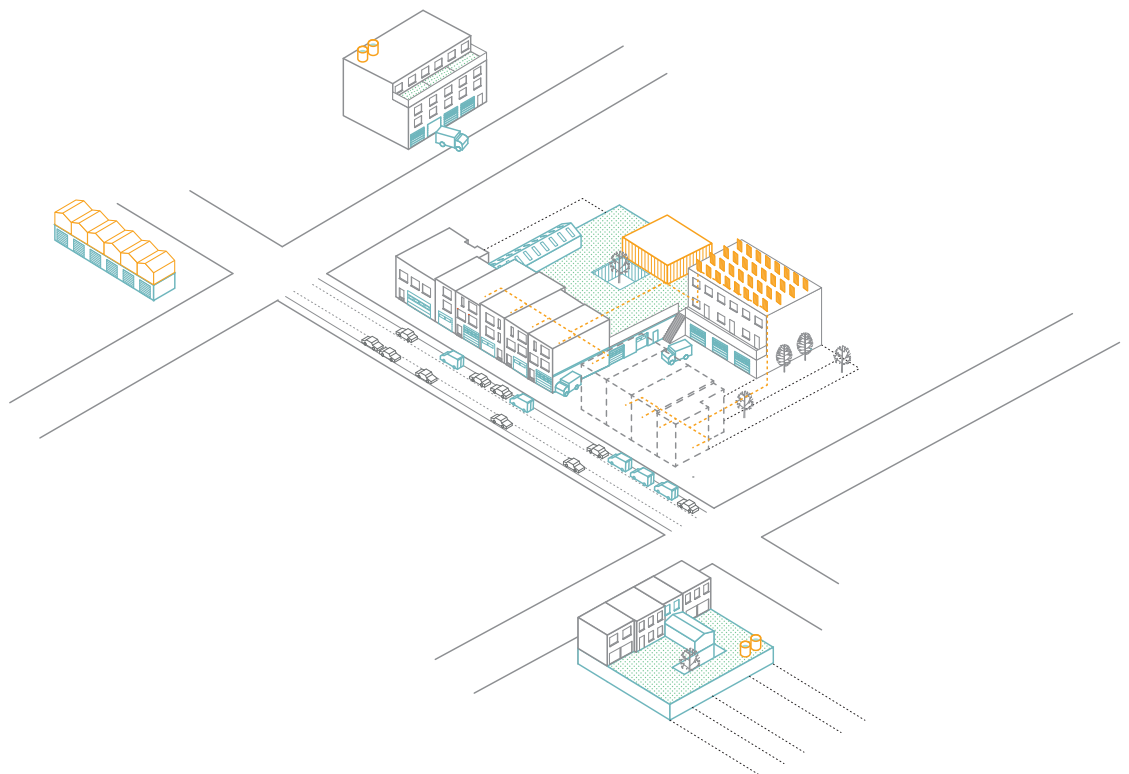
**The Small Mobile
Enterprises Flock
First level of ambition**



**The Small Mobile
Enterprises Flock
Second level of ambition**



**The Small Mobile
Enterprises Flock
Third level of ambition**



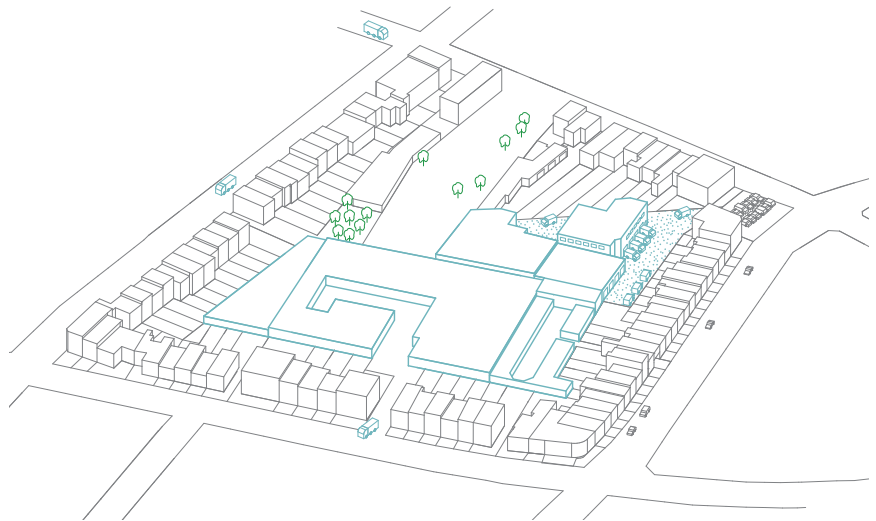
Source: Plusoffice

Estate of the art

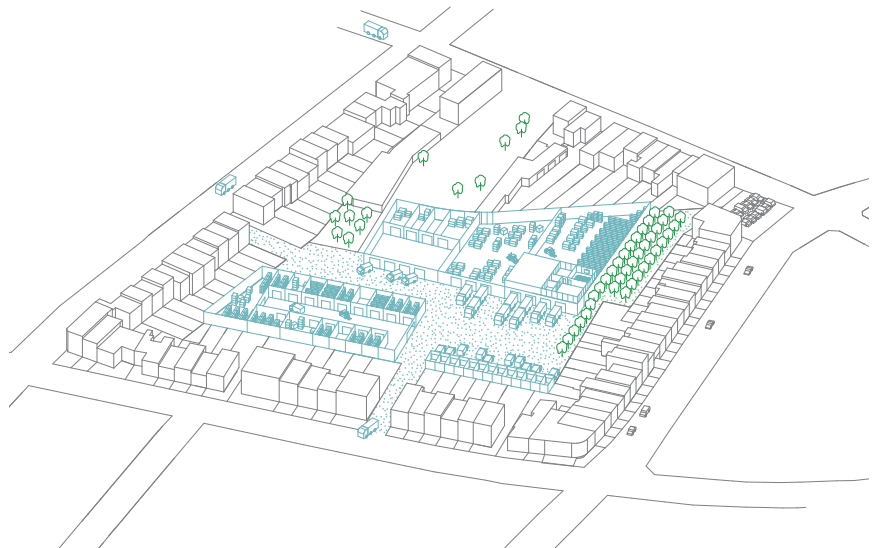
In between the centre of Wilrijk and Boomsesteenweg, a busy access road to Antwerp, there is a building block which is surrounded by landbound dwellings with gardens. Each of the four streets provides access to the inner area, which is completely devoured by companies which do not have a (physical) relationship. In addition to a number of companies such as a contractor and a party materials rental company, the Boekstraat also offers access to a small business park. The warehouses there are rented to a publisher. The site's owner follows a passive rental strategy. The infrastructure is slightly outdated, not very specialised and has been vacant for over six months.

The premises assume their own identity by action-specific clustering. Together with SMEs from various sectors, it can specialise in a shared activity or method of operation, in this case storage. By offering specialised infrastructure another type of an entrepreneurs' network is formed. Organising one activity together increases the infrastructure's efficiency and resiliency. This case is developed in three levels of ambition:

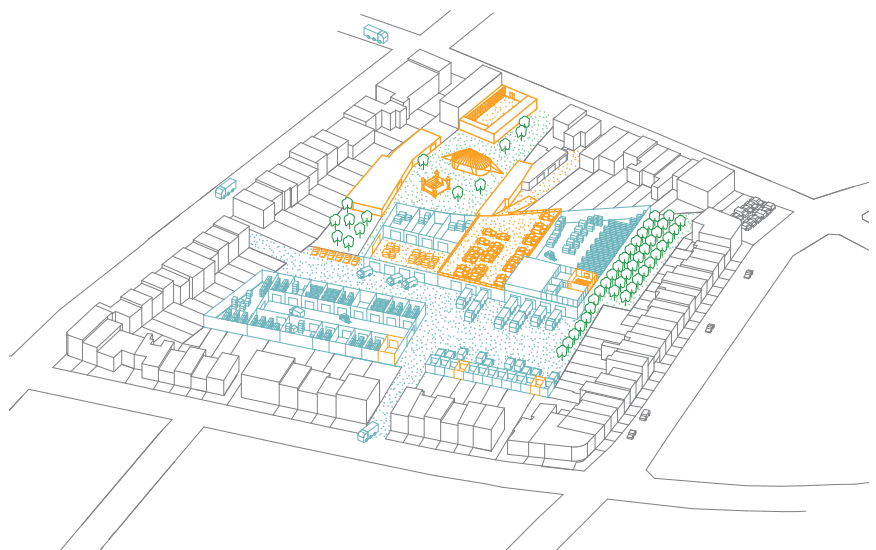
1. The owner uses the cluster finder to investigate interesting ways of specialising his spaces. In view of the good location and the presence of suitable warehouses, the owner actively goes in search of enterprises which mainly require storage, offering shared facilities as added value.
2. A sanctuary for entrepreneurs is created with grants from the cluster fund. The entrepreneurs reorganise the inner area to achieve optimum efficiency in terms of storage and attract other entrepreneurs thanks to the wide offering.
3. Entrepreneurs and neighbours unite in a Community Work Trust. When one entrepreneur leaves, the infrastructure still is in the hands of the trust. The preservation of employment is linked to social economy for neighbourhood residents. The CWT manages various types of storage spaces and shared infrastructure for entrepreneurs and neighbourhood residents.



Estate of the art
First level of ambition



Estate of the art
Second level of ambition



Estate of the art
Third level of ambition

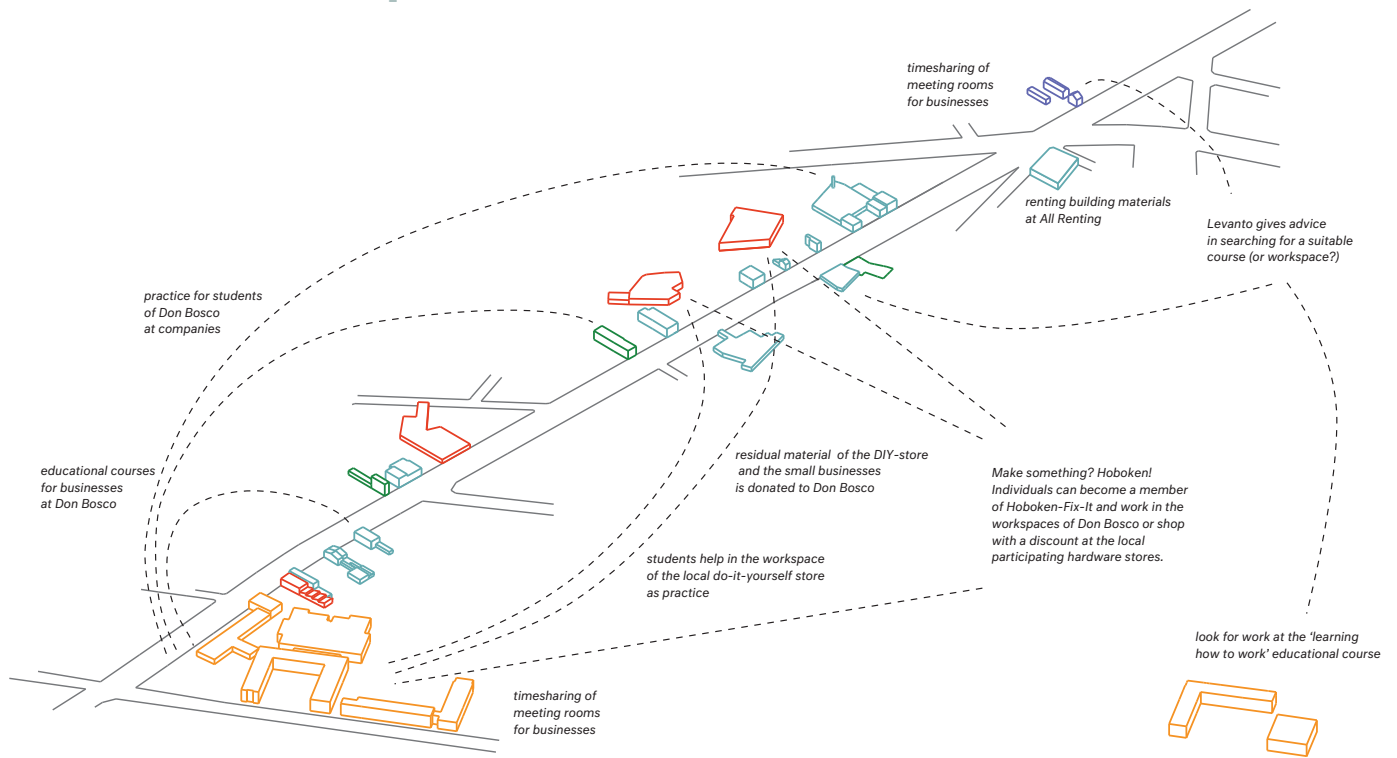
Source: Plusoffice

The entrepreneurial neighbourhood

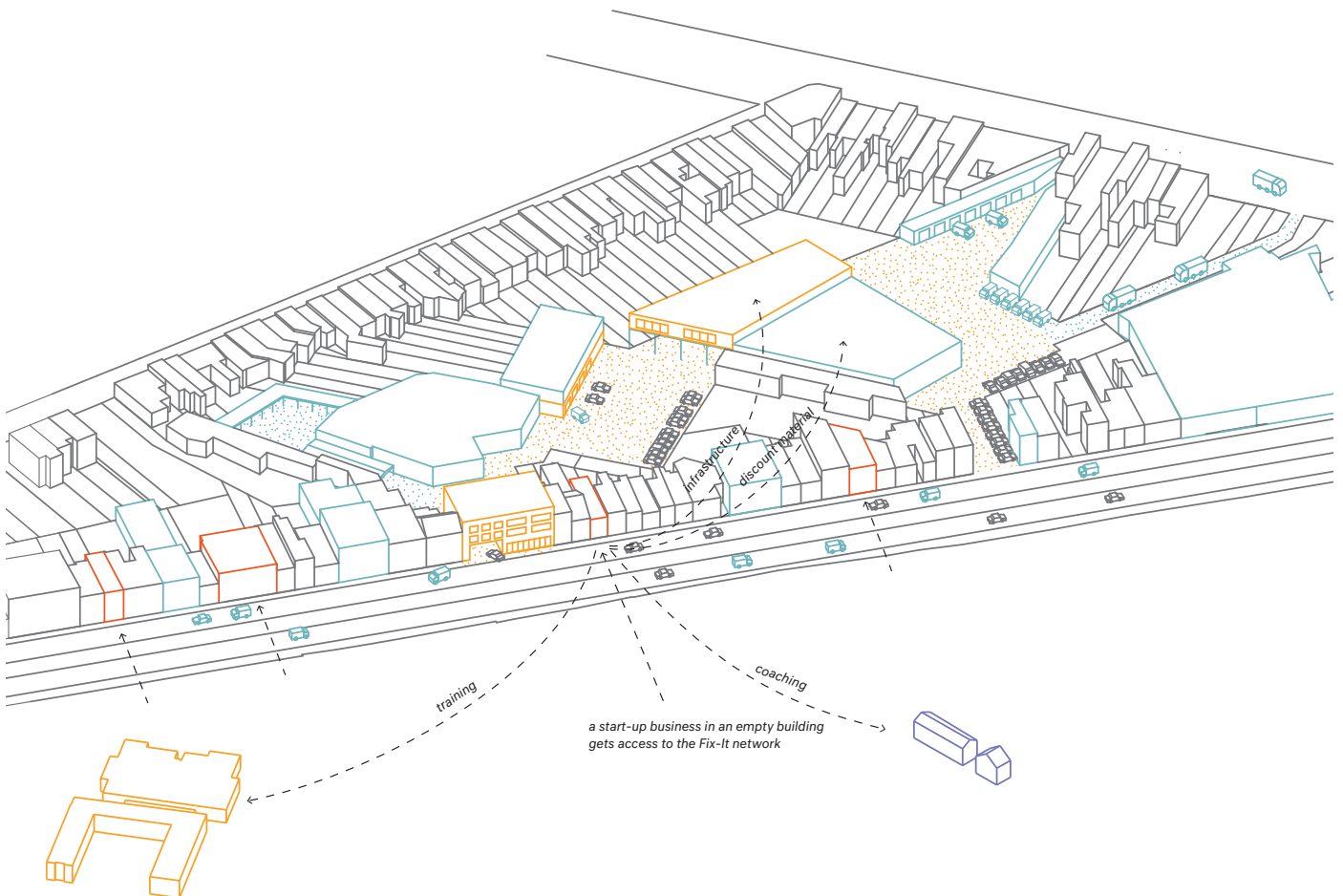
The Zwaantjes neighbourhood in the north of Hoboken is characterised by a young population and a strong population increase during the past decade. Sint-Bernardsesteenweg, a major thoroughfare, has a mix of two paved road typologies: wholesalers whose premises are situated behind large car parks and narrower parcels with dwellings and warehouses behind them. The ageing of the commercial properties and the vacancy of these premises is high. There are several DIY stores, including well-known chains such as Brico and Gamma and independent businesses. A large number of the entrepreneurs are originally of immigrant origin and for the most part are engaged in the manufacturing and repair industry, in the car industry and the construction industry.

In order to promote entrepreneurship in the neighbourhood, with the participation of all the population groups, it is important to create a strong network, in which private individuals, schools and companies are involved. Knowledge exchange around a specific domain plays a key role in this. A large and diverse group of stakeholders can be united through domain-specific clustering around a common interest or field of knowledge. The objective of this clustering is to bridge the gaps between education and the business community, between hobbyists and experts... An interesting local initiative is the Fietsfixer, a youth organisation in Hoboken that trains young people and puts them to work as bike repair teams. This was developed in two levels of ambition:

1. Vacant spaces can be used as temporary public space or commercial space. In the same vein, the interim manager in the twentieth-century belt goes in search of additional workspaces. Entrepreneurs are given access to the educational and entrepreneurial network in lieu of subsidy with training by the Don Bosco Institute and Karel de Grote Hogeschool Hoboken, coaching by Levanto and De Werkwinkel, use of the school's workspaces, ...
2. An incubator for makers is developed in a new *SME* zone, where private individuals and hobby makers can also work. It is a place to have appliances, furniture or bike repairs by a craftsman who works in a flexible garage unit and uses the square as a workplace. Or residents can repair things themselves there, in the open workshop, using material sources from DIY shops and equipment from Don Bosco. Used items and materials are collected in recycling workshops, where they are repaired and sold. The residual materials are made available to the students of Don Bosco in the workshop. Levanto and De Werkwinkel have their offices on the street side and assist jobseekers in finding a job or a training.



The entrepreneurial neighbourhood First level of ambition



The entrepreneurial neighbourhood Second level of ambition

Source: Plusoffice



Collage: productive high street

Source: Plusoffice



Collage: The hybrid building block

Source: Plusoffice

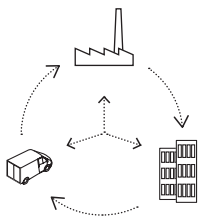


4 Instruments and roles

The above research of the three teams has led to a lot of ideas for creating space for work. These ideas have been streamlined in a number of instruments and roles. Roles are tasks that one of the stakeholders can carry out. These stakeholders can be both public and private persons. The instruments can be subdivided into development instruments, that help develop the space for production and policy instruments that drive developments based on the policies set out by the government. Below is a list of the instruments and roles. In the further process of Lab XX_Work, the most promising tools and roles will be further developed.

Development tools

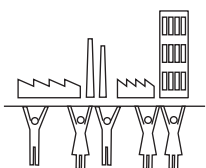
1 Community Work Trust



By analogy with the Community Land Trust, which aims to ensure access to affordable housing, the Community Work Trust was developed. Its objective is to ensure access to entrepreneurship in the neighbourhood. Its strategy is more or less the same as that of the community land trust. The Community Land Trust (CLT) is a not-for-profit organisation which owns, develops and manages properties for its partners (local residents, community organisations and so on). The CLT retains ownership of the land, meaning dwellings can be sold cheaply to the residents. The only condition is that the residents must invest part of the capital gains after sale in the trust again.

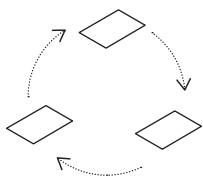
The Community Work Trust is committed to ensuring that workspaces and amenities for the local residents become a full-fledged part of the neighbourhood. The capital gains are contained in the additional and high quality (community) infrastructure on the one hand and in cheaper and legally secure business locations on the other. The CWT relies on the inflow of capital and land from residents, entrepreneurs, government grants and philanthropic organisations to manage SME zones. The initial investment for starting a business is thus significantly reduced, allowing the company to invest in the CWT's operation. The company thus becomes an inextricable link of the neighbourhood while also offering benefits to the community. Social economy can thus become an integral part of the trust, for example by generating economic benefits for the locals.

2 Cluster management



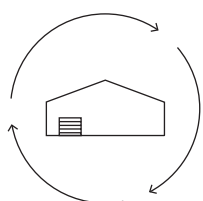
Cluster management brings together the right stakeholders for launching projects that can be spatial, energetic, economic, social and so on, within very different types of clusters than the traditional division into sectors. An SME can use a cluster finder to purposefully search for a partner to share space for example instead of merely choosing a space from a database, such as the existing venue finder. A spatial example exists in Maastricht, where the alderman for economy contacts businesses with un(der)utilised plots to check whether they would consider making them available for new business as well as checking which companies would make ideal partners in that case. An energetic initiative is the Afrikaanderwijk Cooperative in Rotterdam, which helps local entrepreneurs and residents join forces to save on energy for example by organising joint purchasing schemes.

3 Interim management



Similar to the use of vacant spaces as temporary public space or commercial space (pop-up shops and pop-up parks), interim management in the twentieth-century belt actively goes in search of additional workplaces that are immediately available or which might generate added value for all the parties involved after being reshuffled. This interim management can be useful for vacant buildings, but it can also contribute to the economic reactivation of underutilised infrastructure and compensate for growth problems elsewhere, sometimes temporarily, sometimes permanently. This interim management serves as an extension to already existing instruments. The current vacancy management mainly focuses on commercial properties in key shopping areas. Other temporary use of spaces and open areas mainly relates to cultural events or temporary public space, rarely to productive space. The parking broker who makes available the car parks of shops and businesses after hours first and foremost offers a service to locals, with ordinary cars. In Shoreditch, London, container workspaces are created for start-ups and 'makers' who require storage space on temporarily vacant land.

4 Temporary use



Although the space for economic activity is scarce in the twentieth-century belt and there is likely to be even less of it in the future as a result of displacement, there are still quite a lot of vacant buildings, sheds and parcels. In many other cases, they are underutilised. Owners prefer underutilisation to renting out this space to companies. Rentals create a long-term claim on these sites, meaning owners can valorise them less easily. Letting companies use these sites also seems to entail too many risks (pollution, nuisance, impact on heritage...). As a consequence, a lot of suitable spaces remain unavailable.

The temporary use of such places therefore seems to make sense, especially because a lot of smaller manufacturing companies are not searching for places to operate from in the long term. In the case of start-ups, there is often a lot of uncertainty about whether the company will continue to exist. The specific spatial needs of growing companies tend to change dramatically. As a result, they often need a different space. The temporary use of spaces by companies makes sense and can be easily encouraged. This can be done by financially penalising underutilisation on the one hand. On the other hand, temporary rentals can be encouraged with grants, through bonuses or other benefits for land owners (possibly even by simplifying the reconversion of the land).

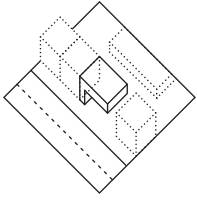
5 Trust



Start-ups often find it difficult to organise themselves. Entrepreneurs who are just starting out are not familiar with all the administrative and financial aspects of developing a company. This is often an obstacle for many small-scale initiatives, also in the manufacturing industry, or causes them to shift to the informal market where they have trouble developing relationships with other local players and entrepreneurs outside of the grey economy. Small bottom-up initiatives as a result never make it past the stage of good intentions, neighbourly assistance or a temporary intervention. Such interventions mainly require a simplified organisational framework and guidance to facilitate and simplify cooperation and to find the necessary start-up funds.

The Foundation or Trust provides a clear framework for various small-scale activities and local entrepreneurship initiatives. The trust has a number of practical advantages: it can apply for grants, charge a fee, hire employees, make legal agreements, apply for permits and so on. Such an umbrella structure cuts the red tape for small businesses, relieving the administrative burden, as well as offering legal certainty and serving as a formal point of contact for the government. The trust also provides an opportunity for organising public participation and involving a wider group of stakeholders, entrepreneurs and local residents.

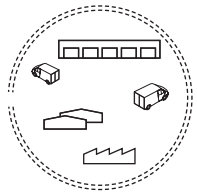
6 Vespa XX



In the twentieth-century belt, a public municipal company such as AG Vespa can stimulate the development of workplaces and hybrid typologies. This mainly consists of the further development of existing business premises in the twentieth-century fabric given that this is not the SME's core business. The municipal company actively goes in search of SMEs with underutilised land or buildings and is in charge of the densification building process. Both partners, the municipal company and the SME share the profits and work on developing the desired qualitative housing and workspaces. Potential future conflicts are thus avoided. The municipal company thus becomes a facilitator which can use development expertise and financial flows to improve the quality of the urban fabric.

The Vespa project of the twentieth-century belt is not the (award-winning) housing project of the nineteenth-century belt. Vespa XX can reintroduce hybrid forms, thus becoming an ideal partner for achieving clusters that involve the most stakeholders, such as infrastructure-specific and domain-specific clustering, which involve entrepreneurs, educational institutions, residents, recreational associations and so on. It goes without saying that a link with cluster management can further help refine the project for AG Vespa with the most interesting hybrid programmes.

7 Work pocket



The work pocket is probably the SME zone of the twentieth-century belt: a smaller zone in the residential fabric, in inner areas, along main roads... which are clearly used as workplaces without avoiding the relationship with the surrounding environment with buffer arrangements or distance rules. A sanctuary where entrepreneurs can operate, in other words, where materials can be safely stored and where a more flexible interpretation of regulations facilitates collaboration across parcels and between stakeholders.

Just take the example of a sector-specific clustering which can strongly position itself to customers and suppliers within the small work pocket. Or what about the action-specific clustering which creates opportunities for sharing materials and tools within an enclosed work pocket thanks to more stringent access control. This instrument can be a subsidy instrument, whereby resources can be specifically earmarked to encourage owners/entrepreneurs or brokers to develop a safe haven for entrepreneurs.

Policy instruments

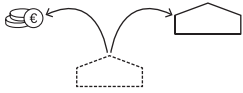
8 Activation zone



The spatial policy heavily focuses on establishing possible uses. Such procedures are quite complicated (the long duration of the making of a spatial implementation plan (RUP)) and are used on a very limited basis. Instead of setting out the use and design of the business site through the permit, they are used for achieving other strategic objectives. And yet there are often various reasons why areas should be explicitly indicated in order to implement an adapted and supportive policy for activities that are different from those in the other, surrounding neighbourhoods.

The activation zone defines a neighbourhood where more should be possible and where businesses receive support. The definition of the zone facilitates a more targeted spatial policy, which is linked to specific stimuli. Examples include creating an environment with fewer regulations for businesses, whereby businesses and the residents of a neighbourhood know that a policy is implemented that is oriented towards business, that adequate guidance will be provided, that agreements and contracts can be made between the various stakeholders, or that financial compensation in the form of grants, specific premiums, resources for community action can be given, and so on. Finally, explicit measures can also be linked to the activation zone, to facilitate the purchase of real estate for businesses.

9 Enterprise compensation



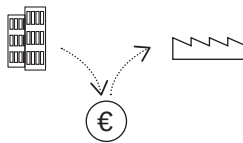
The various densification mechanisms ensure that the supply of suitable space for businesses is gradually decreasing in the twentieth-century belt. The loss of space is currently only compensated by developing space, through government interventions, in business parks that are to be planned for the future and designed in function. Such an intervention is only possible through a planological change in the zoning plans, combined with a targeted issue of business plots. These mainly consist of land to be acquired by the government, and which often also has to be remediated, prepared for construction and equipped with the required infrastructure and so on.

In other words, a lot of public funds are invested in setting up business parks while the available land in residential areas in the twentieth-century belt for landowners is gradually disappearing.

Enterprise compensation as a mechanism can adjust the redevelopment of business premises as space for other functions. Various forms of compensation are possible:

- Paying a lump sum per square metre of business premises that disappear whereby the resources are used to build new business parks.
- Combining the rezoning in a single site (zone for business activities is transformed into a residential area) with rezoning in another site (a residential area becomes a zone for economic activity).
- Making minimum space for economic activity compulsory in all redevelopment plans.

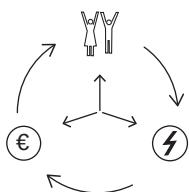
10 Cluster fund



The zone which is designated *residential area* in zoning plans in principle already has a strong mix. After all, it is intended for *housing, commerce, services, crafts and small businesses*.... In reality, however, the mix is hampered by the financial framework. The real estate value of residential property is several times higher than that of a workspace.

Stimulating a mix and preventing the displacement of workplaces as a result of the growing population also requires some form of minimum financial support. A cluster fund is created on the municipal level, to provide financial support for collective clustering initiatives. The fund is fed with the added value from future residential densification projects in a city. It is an added value tax on residential development, which is reinvented in the creation of a sustainable living and working environment.

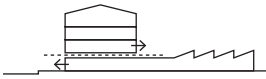
11 Collectivity meter



During discussions with entrepreneurs it became clear to which extent they consider the environmental legislation as a highly restrictive regulation. A lot also depends on the interpretation by the relevant municipal services and this is something that is very difficult to assess by the entrepreneur. The categories in environmental legislation are based on what the company manufactures or processes, not on the methods it uses and how polluting or disruptive this is in the area in which it operates. The added value the company generates for the surrounding area is not taken into account, i.e. employment, social commitment, spatial qualities, mobility, sustainability, the environment...

The collectivity meter is a tool that assesses the exchange between SMEs and their surroundings in terms of energy, waste, heat, space and so on, taking all this into account when evaluating an application for a permit. The idea is not to amass as many points as possible and still ensure that a polluting company, which is still a burden for the environment, receives a permit anyhow. The collectivity meter is used to qualify matters, but never eliminates other conditions.

12 Floor management



The de facto presence of hybrid forms in the twentieth-century belt and especially the historic centres of the districts requires a policy that recognises and facilitates qualitative hybrids, for example by vertically splitting the management and use of a property. The relationship between a business in the inner area and housing in the front of house gives rise to a lot of spatial conflicts, as well as posing a threat for the residential qualities. The vertical split between the use and management of a building is primarily intended as a mechanism to oppose the displacement as a result of residential development.

The demand for residential quality, in contrast with the opening up of inner space of building blocks in the city centre, is met with an exchange between the company and the dwelling on top of it. The former stands to gain as a result of better access, guaranteed space on the ground floor level... while the other has more options.

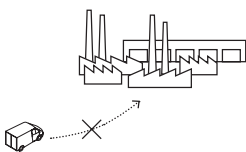
13 Umbrella permit



Except for a building permit, many companies require a host of other permits, including environmental permits, operating or exploitation permits, social-economic permits, permits of occupying public space, for temporary activities or events or even specific work permits. Each application requires a lot of effort (time, resources, external support, understanding the procedures...) but also slows down business. As a result, businesses do not focus on their core business, namely doing business. In addition, each application involves a procedure that the local residents can oppose. These procedures create legal uncertainty or operational uncertainty for these entrepreneurs. One umbrella application will relieve the regulatory pressure and guarantees a more flexible approach.

The umbrella permit means the company must only apply for one umbrella permit which consists of an agreement between the applicant, the authority granting the permit and the company's environment. It sets out the scope of the activities which the company may undertake, without any further permits. Each new activity will be reported, but no longer monitored. Entrepreneurs can thus easily stop or change activities, respond to direct actions or events. The permit can be linked to a number of spatial arrangements and to mandatory investments. At the same time, the idea is to create a clear procedure for the government and neighbourhood in order to ensure that they still have a say.

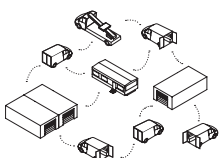
14 Access management



Investing in SMEs in the urban fabric means investing in a policy for the industrial parks. These areas are valuable spaces, where high-quality infrastructure, accessibility, a more flexible interpretation of regulations, legal certainty and so on are all present. Often they are filled in less efficiently, for example with shared business premises for smaller businesses.

Sometimes it is better to use these high-quality locations as a sort of reserve, instead of focusing on permanent occupation and short-term solutions. The smaller players in these shared business premises are often the type of company that is relatively easily to integrate in the residential fabric, with all kinds of quality gains. This implies that access management in the industrial parks should be a conscious choice, as it can have a direct impact on the necessity of problem-solving thinking within the residential fabric.

15 Swarm management



Managing and facilitating the swarm of small and often mobile entrepreneurs that already operates out of the city means offering a range of dispersed facilities and implementing a policy that supports mobile enterprise. Policy-makers can intervene on various levels. Firstly, entrepreneurs today are confronted with a parking policy that is far from supporting: in areas with resident parking, there are only a few streets where vans with a residential parking permit may park. In that sense, there is potential for introducing an entrepre-

neur's parking permit, that is similar to the resident's parking permit. In addition to access to parking facilities for their van and other larger business vehicles, such as parking in the car park of other companies in the evening, this permit also gives access to a network of facilities for waste collection, hygiene (e.g. for food trucks), water, storage and so on. In London, the Parking for Vans web app comes with a map for mobile entrepreneurs, showing loading and unloading areas, public restrooms, first aid facilities and so on. This infrastructure policy intervenes physically but also regulates and possibly even stimulates the right to operate in a given area. On a second level, the swarm of this type of enterprises can also be explicitly supported with physical interventions. The government can retroactively develop these, where there is still space available. However, this infrastructure can also be implemented through guidelines for private or para-public developments, like with resident parking. New residential developments provide for an underground parking garage and bike shed (sometimes with overcapacity to solve neighbourhood problems). However, they do not have garage boxes or parking spaces for larger vehicles with good logistics squares which could be used for entrepreneurship and by small mobile enterprises.

Roles

16 Policy-maker



There is a lot of demand for business space in the city. As a city, this means you can also be selective when it comes to picking the type of activity that you do/do not want in a residential area (without therefore barring all types of activity). However, ensuring that the right company is in the right place requires an understanding of the supply and the demand. Keeping track of the requests for space in one department, and processing applications for permits by other departments means that information about the demand of companies for space (e.g. registered with the economy department) and supply (the sheds which the urban planning department is aware of) is not centralised in one department. As a result, there is no referral function. Supply and demand do not always match as a result. In order to ensure they do, and that this is linked to the spatial vision which the city has for its development, the existing information must be centralised. That is the policy-maker's central role.

Keeping information about how space is used and about the demand for space in business parks will help the city gain a better insight into the dynamics of business parks and the opportunities for densification. A spatial scan of underutilised sites will help map the available space. Opportunities for further densification and the admission of other functions than economic activity is another task of policy-makers. The city also examines which heritage can be deployed faster, using specific instruments for this, such as pre-emptive right/duty, expropriation or the activation zone.

17 Neighbourhood concierge



The *productive neighbourhood* or the various partners and stakeholders separately establish a liaison officer. He or she can ensure that companies, schools, workshops, care institutions and so on become accessible outside of their operation hours and can supervise this access. This can be useful for returning borrowed material, for deploying the required resources, the use of space, but also for practical aspects such as access control, insurance, compensation and so on.

18 Pacemaker



Existing manufacturing companies, small-scale start-ups and local neighbourhood residents who have an idea they would like to commercialise often end up encountering far too many practical obstacles when developing their business plans. Entrepreneurship requires knowledge about the business activity you wish to develop as well as about increasingly complex regulations, procedures and obligations. This regulatory pressure or the lack of knowledge means all too often people give up and do not become entrepreneurs. Establishing connections and links, developing networks, putting areas on the map and managing its dynamics: that is how a pacemaker actively creates space for work.

Some examples of what a pacemaker might do:

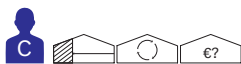
- In specific places, such as pioneering neighbourhoods (with a lot of start-ups, or an entrepreneurial network), or in a very rundown neighbourhood where the existing companies find it difficult to operate, it is worth actively investing in support for companies. A local supporting approach can be developed by appointing a person, who operates separately from the enterprise office in the municipal administration. In an ideal situation the pacemaker also has a business in the district. The pacemaker's activities can then be reimbursed, based on the added value he or she created for local businesses or can be funded with an operating grant from the local government.
- It is in business owners' interest to engage in a relationship with the neighbourhood. By involving the neighbourhood through all kinds of communication and promotion channels, it is possible to increase the tolerance of the local residents and improve one's own future prospects. Launching this conversation between entrepreneurs and local residents does however require expertise and a well-thought-out creative approach.
- It is in business owners' interest to make maximum use of their land. By involving other companies and the environment around them, it is possible to increase the potential for densification and collaborations between various stakeholders. The pacemaker is used to fuel the dialogue, and work as a negotiator to achieve a proposal that has the support of all the stakeholders.
- The pacemaker in a sense functions like a director in the neighbourhood: he or she organises the search for physical and organisational networks, dynamic stakeholders, start-ups and talent, as well as specific places and facilities (temporary or not). The pacemaker organises regular consultations between the various stakeholders in the neighbourhood that are actively involved in a neighbourhood enterprise and facilitates the e-neighbourhood network, helps start up the administration, helps raise funds, coordinates with the city. He or she is like a small business owner among the other entrepreneurs in the neighbourhood enterprise.

19 Meshing coach



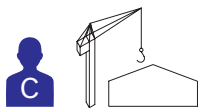
Based on every company's individual operations, it is possible to check which links or alliances make sense and generate added value for the neighbourhood. The meshing coach searches for possible win-win situations. The emphasis is always on finding space for work. However, this is combined with other spatial and substantive benefits. The link with temporary forms of use is explicitly included because this type of use always requires additional support.

20 Efficiency coach



Companies do not always need to move to new premises. Often the optimisation of their current premises can reduce unnecessary and costly moves as well as allowing them to work better in their current location. The efficiency coach in other words is a prevention adviser, preventing unnecessary moves or inefficient work. Certain locations are used on a temporary basis in an effort to optimise space.

21 Developer



The contributed buildings must sometimes be redeveloped or remediated. The developer upgrades rundown business premises or remediates existing sites so they can be used again. He also tries to meet specific spatial needs in terms of transfer management. He can also use the company compensation mechanism for this.

22 Property Manager-Steward



The property manager-steward bridges the gap between companies as users and other shareholders in order to manage the available sheds, buildings and locations and arrange the practical aspects of compensation in the fund.

23 Guide



The guide offers additional support to companies for all their legal and financial questions in relation to a move. He actively uses the umbrella permit for complex procedures to eliminate obstacles.



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5 Concluding remarks

Antwerp can no longer call itself a city if it does not create additional space for entrepreneurs. This additional space cannot be created by tapping into greenfields. Instead the space must be created by means of increasing the spatial yield of the existing built-up space. That is why business parks in Antwerp must be reserved for companies that are too large or too polluting to be incorporated into a residential environment. The other companies must be able to integrate themselves in the fabric. We must focus on two aspects in order to achieve this: the legal framework and the thinking patterns.

Firstly, the regulatory framework does not allow companies to choose a location in the centre of the city. The spatial framework does however offer them the opportunity to mesh themselves. This in essence is a feature of the residential zoning in the regional plan. However, the environmental-technical framework creates a more rigid framework, which often complicates this process. If we want to stimulate meshing and thereby increase the spatial yield, the environmental legislation will have to be adapted to the current technological possibilities. The collectivity meter, for example, will leave a margin for assessment of a clear interaction with the environment when evaluating an application for an environmental permit. The umbrella permit attempts to reduce red tape and the administrative burden for businesses.

Secondly, neighbourhood residents, business owners, politicians, owners, brokers and officials often tend to consider the negative aspects of meshing. Solutions must be found for these negative aspects. The majority of the instruments and roles in Lab XX_Work look at ways for forming a coalition between the neighbourhood and the company.

If we want to achieve a meshed city, then we need to stop focussing on the physical space. The greatest turnaround we need to achieve is to create mental space. Instead of starting from the negative aspects, the mindset of the neighbourhood, businesses and officials must be set to “a company can and must mesh with the urban fabric”. This is the only way to achieve shared value, through specific instruments and roles, such as the coaching roles, the pacemaker, the guide...

In a process such as Lab XX_Work, research by design and working with cases is important for achieving a changed mindset. By showing how a company can become a qualitative part of the urban fabric, owners, real estate developers and officials are inspired to think beyond the standard solution they are all familiar with.

The outcome of the cases are not typical examples, nor are they spatial choices. The cases helped to define the right strategies, instruments and roles. The result of this research is a wide range of ideas to actively motivate companies and help them find a place in Antwerp's urban fabric. This wide range of ideas is an extension of the government's toolkit. It also makes it possible to capitalise on opportunities.

Lab XX_Work is research, not a policy. This report is only a reflection of the research, not a detailed interpretation. In a next phase, we will analyse and evaluate the wide range of available instruments, strategies and roles with all the stakeholders. The most interesting results, with the highest chances of success, will be studied in further detail. As a municipal authority we want to firstly focus on creating the mental space. We need to start by raising the awareness of the stakeholders we identified. A first step in this process consists of publishing the results of this research. Ultimately, this research will also be used to update the Spatial Structure Plan of the City of Antwerp.

Lab XX_Work is an attempt to break through the fixed thinking and action patterns and to evolve towards a more positive and relaxed attitude to the presence of businesses in the urban fabric.

Colophon

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