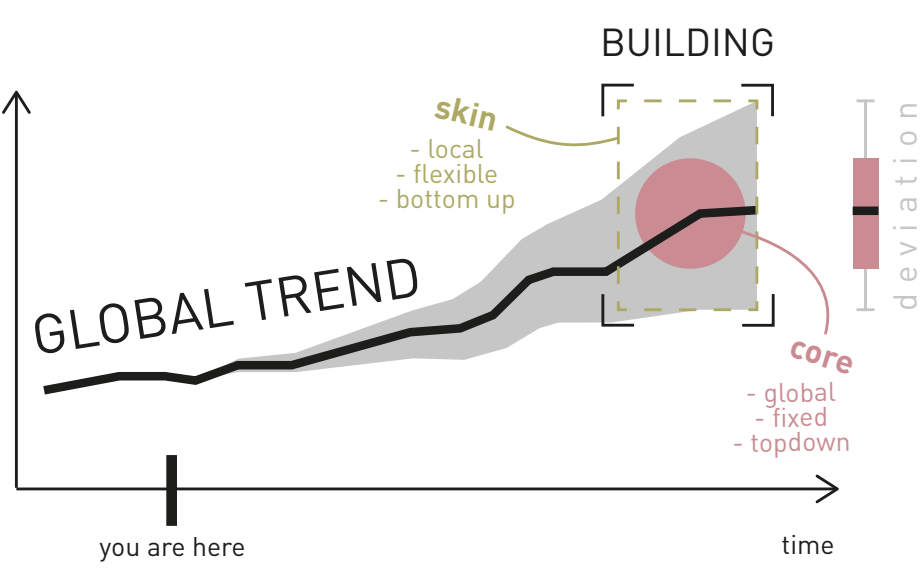


Unfinished Business represents a strategy for the Hakfort area, bringing together global developments and local needs, while taking into account an uncertain future. This new approach is needed, because the individual is increasingly incapable of identifying oneself with the enormous complexity and global trends of today's world. Yet these ever-changing global developments form the starting point of this strategy, recognising their influence and relevance and use them to empower local communities.

It is about constantly looking forward, but at the same time acknowledge that we don't foresee the future. Design should accommodate a range of future possibilities. A flourishing environment houses people and communities that feel understood and experience support from this environment in realising their potential. This potential is always present, as sociologist Richard Sennett points out: "human beings don't prefer doing nothing. They prefer to do things that give meaning instead."

This proposal aims to support every possible initiative and individual by creating a fair playing field with various entry levels. To ensure a people-centred, inclusive environment we devise three principles that form the fundament of our design strategy. These principles are generic in their essence, but become specific when combined with the local circumstances, culture and ambition.

The Unfinished Business strategy leads to real estate that is based on robust global trends and flexibly, accommodating local, bottom up developments. The ultimate goal is to contribute to an inclusive society and foster existing production potential in local communities.



DESIGN PRINCIPLE 1: EMBRACE GLOBAL TO EMPOWER LOCAL

Globalised production has unavoidably created winners and losers. The global economic playing field is not levelled enough for people of all social classes to compete equally. On a local level however, the social value created by small entrepreneurs, despite being hard to quantify, can be of great importance to the living quality of a neighbourhood. On the city scale, sustainable development needs an economic basis, ideological aspirations aside. Big companies can act as an economic platform, as a magnet, creating traffic flows from which local companies and communities can profit. Smart grouping can result in winners on both sides.

DESIGN PRINCIPLE 2: FORESEE AND FACILITATE CHANGE

Where buildings used to have a fixed function for decades, nowadays their programs are changed frequently. Sometimes these changes are predictable when one looks at the greater, global picture. Global developments are slow and can be anticipated before they manifest on a local level. The offshoring of labour intensive jobs as a consequence of globalisation is an irreversible process (not regarding robotisation and certain president's protective measures). City developments should anticipate and accommodate irrefutable trends and, moreover, be based on them. Local consequences are less predictable on the long term and therefore require more flexibility. Developments should incorporate therefore a flexible shell around their core structure.

DESIGN PRINCIPLE 3: PLAN TOP-DOWN TO FOSTER BOTTOM-UP

Designing requires planning. A top-down, birds eye view helps to identify relevant themes on a larger scale. Evenly important local stories and individual experiences are discovered when zooming in. New buildings and environments are only sustainable when they are embraced and fostered by the local community. We have to counter the alienating effect new real estate developments often have. So before constructing new buildings, we have to build movement around a place. By fostering bottom-up initiatives already during the planning and design phase, locals can contribute to the development, creating a stronger sense of belonging and appropriation.

GLOBAL TREND 1. BIGGER CITY - URBANISED LIVING

Globally, 65% of all people will be urban residents by 2050. The need for large scale housing of people challenges the human scale and diversity of our urban environments. All over the world residential areas are sprawling, resulting in mono-functional, dull landscapes. Re-incorporating functions like production in this dense urban fabric will be a challenge, but essential to the diversity and liveability of the city. Moreover, the influx of urban residents is becoming less invariable and predictable (just look at the recent refugee crisis). This requires a more flexible and agile real estate market and city planning.

GLOBAL TREND 2. OFFSHORE & ONLINE - CHANGING PRODUCTION & CONSUMPTION

A globalised economy has made production cheap, accessible, big scale and located offshore. The big question is how goods will reach urban consumers in a sustainable way, with transport increasingly putting pressure on the urban and natural environment. Technological innovations are changing the consumer market and especially the distribution industry. With physical shops replaced by internet retailers, city's and shopping centers will change. Will the social aspect of shopping disappear? How are we going to meet in public space?

GLOBAL TREND 3. THE CIAM MASH-UP - MIXING PEOPLE, FUNCTIONS & FLOWS

"It's either cars or people", as Jan Gehl famously states in 'The Human Scale'. Polluting and noisy cars couldn't share the same space with pedestrians. But will this always be? With the electrification of mobility, can new types of vehicles (e.g. electrical cars, bikes, or everything in between) perhaps reintegrate into the clean and safe pedestrian domain? Urban plans like the Bijlmer have shown us the shortcomings of CIAM's strict separation of housing, working, recreation and traffic. A new balance should be found between these four functions, on which liveability greatly depends.

LOCAL STRATEGY 1. A SCALED DOWN AND DIVERSIFIED BIJLMER

Amsterdam wants to build 50.000 houses in the next 10 years. We need to choose the right scale and density for each neighbourhood. The Hakvoort site is situated next to the Bijlmer, an infamous example of mono-functional city planning with an inhuman scale, from which we can draw valuable lessons. An earlier response to the Bijlmer high rise resulted in the Heesterveld apartment blocks in 1982, as an attempt to scale down the huge Bijlmer city planning. Still being a mono-functional residential development, people soon began to disperse it due to the resulting empty and obscure public space. Integrating different functions in the realm of production and consumption into this residential area is essential to the enrichment and revival of the neighbourhood.

LOCAL STRATEGY 2. HAKVOORT HUB - A NEW COLLECTIVE FOCUSPOINT

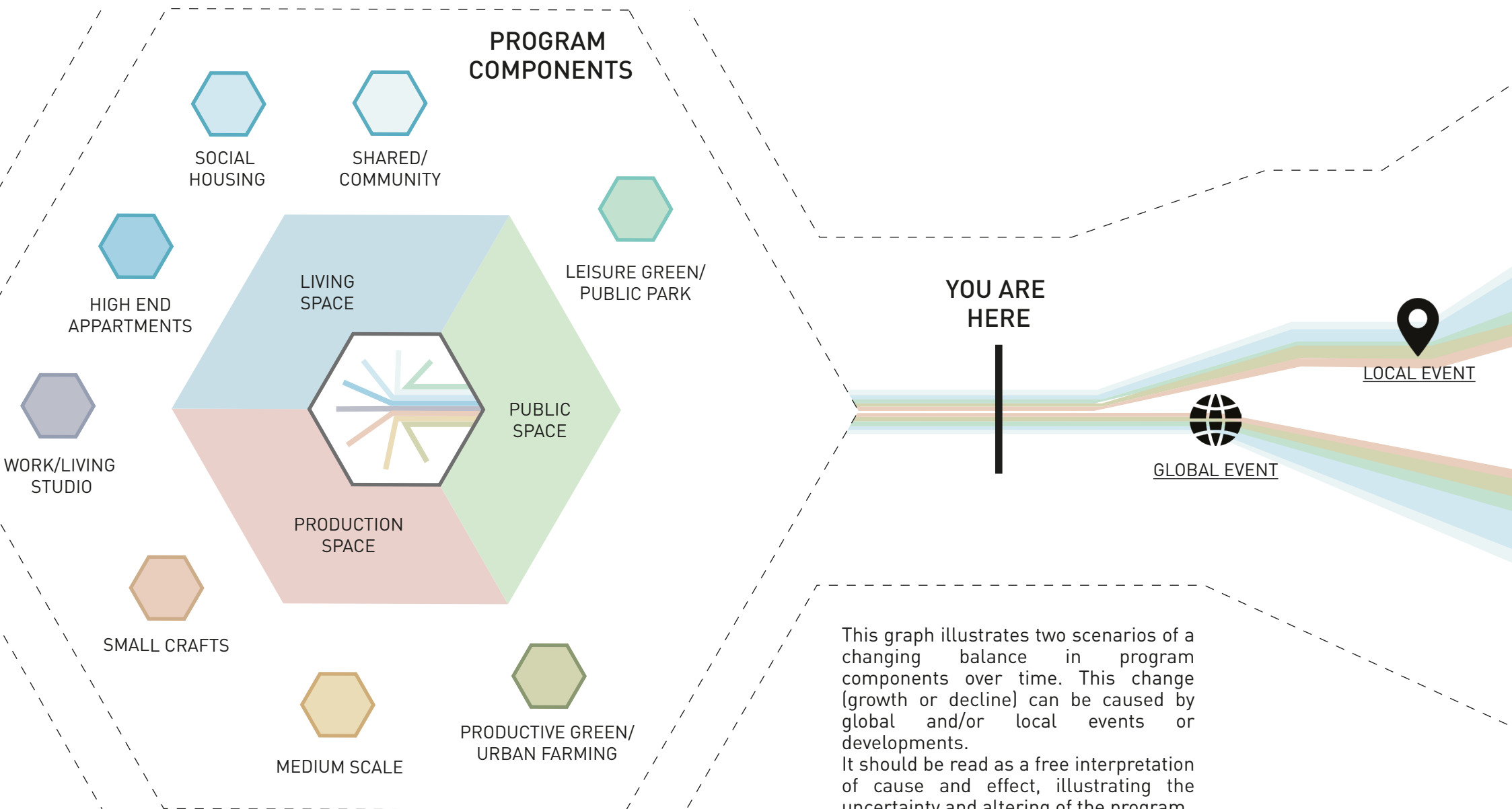
Considering the global decline in the physical, urban manifestation of the consumer market, we must find new ways for incorporating production and consumption into residential areas. We envision a new production/consumption 'hub' replacing the old shopping center, based strongly on new forms of product distribution. 'Last mile delivery' hubs and pick up points can become new collective focus points in our cities. Big companies like Albert Heijn are already teaming up with online retailers like bol.com to focus customers around these pick up points. A surrounding sphere of local production companies can profit from the generated traffic flows. A high customer frequency and confluence of diverse cultures creates ingredients for a vibrant public space.

LOCAL STRATEGY 3. DIFFUSE AND CONNECT

The Bijlmer's mono-functional buildings were created and inhabited by a narrow part of the social classes. The CIAM-based planning resulted in a separation between neighbourhood and private dwelling, creating a place without sense of community and genius loci. Apart from incorporating lessons from the Bijlmer, the Hakvoort site offers a chance to better incorporate the physical scale of the Bijlmer into the city fabric. By creating a transition zone, the hard boundaries of the Bijlmer can be softened, and with them the negative connotations of this neighbourhood. The Hakvoort site could become a hub connecting a diversity of people, functions and flows, fostering interesting new encounters between social classes who normally wouldn't meet.

The Unfinished Business Strategy combines three **design principles**, **global trends** and **local strategies** into a unified plan, incorporating local conditions and **community** needs.

The plan is shaped around a solid **core** which houses functions that financially secure the plan. A surrounding **adaptable plinth** houses local, small scale production and grows more organic.



The **typology** consists of an ensemble of buildings of various sizes, forming a morphological transition between the Bijlmer and the surrounding neighbourhoods.

The **process** enables maximum flexibility and adaptation possibilities. A system of **prototyping** and **curation** are used to create and maintain a strong identity for the Hakvoort area.

This graph illustrates two scenarios of a changing balance in program components over time. This change (growth or decline) can be caused by global and/or local events or developments. It should be read as a free interpretation of cause and effect, illustrating the uncertainty and altering of the program.

COMMUNITY

"Our office is easily reached by car, that's nice. But the neighbourhood looks very monotonous, although it's culturally very diverse."

"There's lots of cars coming by to get cleaned. But for the rest: nothing to do, just hanging around."

"We want smaller, last-mile delivery hubs in the city. This would be an ideal location; its great reachability is brilliant."

"Plenty of people want to contribute around here. Like me: I like to garden, so I'm involved in some guerrilla gardening."

"I feel at home here, because of the people. Buildings are ugly. I really miss some Surinamese shops and a market."

"I hardly ever stop here, wouldn't know why. Once I visited the IMO carwash, not something you really do for fun."

"I just want to work on my bikes. The city centre isn't affordable anymore. The vibe here is relaxed with plenty of social contact."

"I've been vending here for 27 years and a lot has improved. But we're not there yet. It could be some much more lively."

"Our whole family lives here, in different flats. We don't want to leave but possibilities to live together are scarce."

"Sorry, wij kunnen u niet helpen. Wij spreken geen Engels."

T Y P O L O G Y

1. MARKET HALL Flexibility +++

The Market hall houses initiatives in their earliest form, temporal or more permanent. This building can be the area's facilitator, living room and incubator. It offers space for experimental functions with high social value. The hall is the final stage of a process of prototyping during the planning and construction period.

- Small production space (e.g. local food stalls, small crafts, community projects)
- Public [event] space (e.g. community event, concert, lecture, food market)

2. APARTMENTS Flexibility +/-

Housing is the financial carrier of the total real estate development, consisting of various types of apartments that are convertible by removing and replacing non bearing walls.

- Single family apartments
- Possibly smaller apartments or shared community housing
- Accessible rooftop with shared functions

3. EXTENDABLE PLINTH Flexibility ++

The plinth carries space that can be added gradually in the form of roof extensions, preferably with qualities that relate to the public space and the local community. With a combined height of four floors the extensions provide a wide range of possible uses. A process of curation monitors the added value of a single function as well as the ensemble.

- Small or medium scale production
- Combined production + shop
- Studio houses

4. CORE Flexibility +

The core of the program houses production space and is used by established and globally active firms, preferably in a growing market or related to the internet-economy. Around the core, the plinth edge is more flexible. It's usage can amplify the core's functions.

- Large scale production or distribution
- [Short term] Parking space

C O N S T R U C T I O N

THE AGE OF WOOD

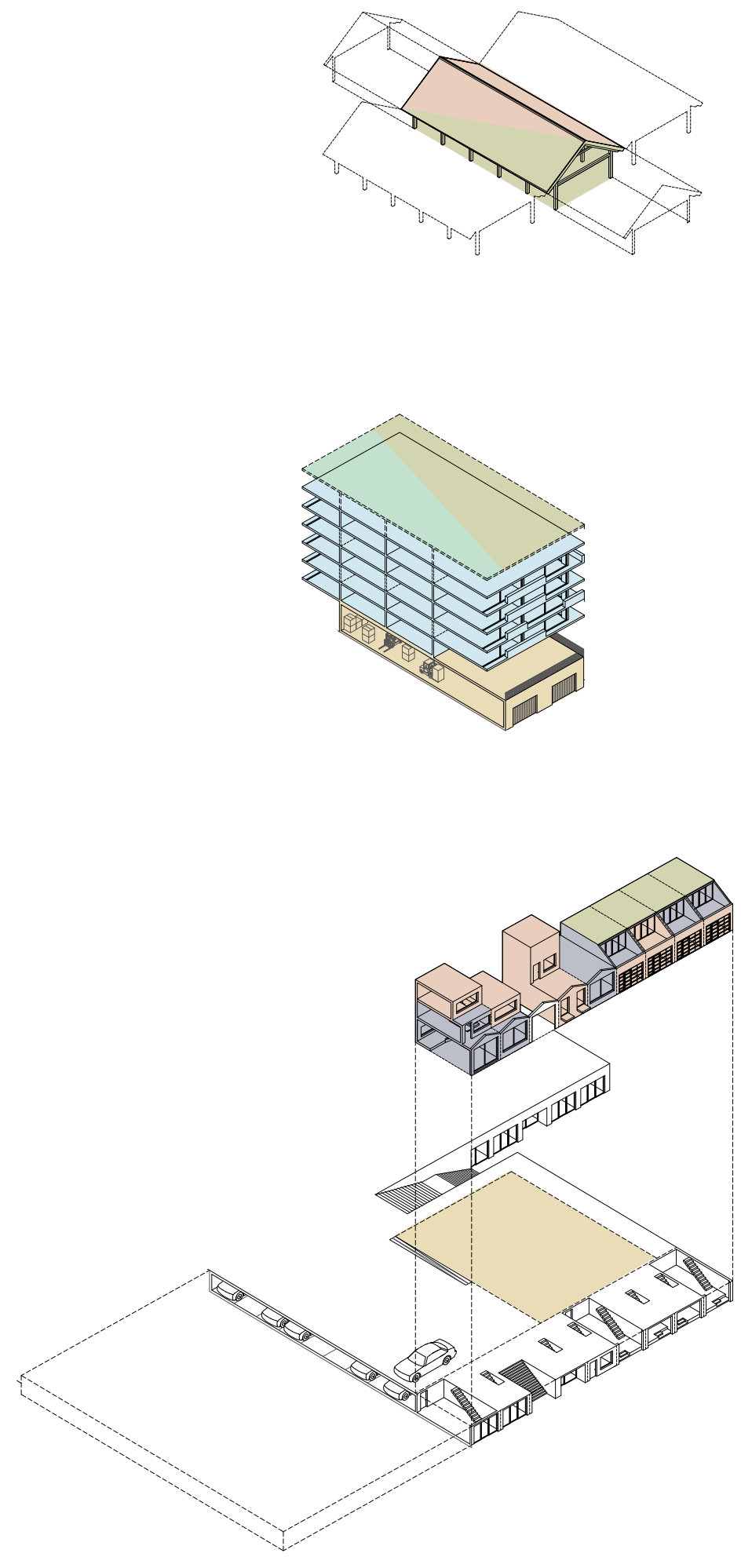
After the Stone Age, the Iron Age, it's time for the Age of Wood. With ever densifying cities, construction in city centers becomes more and more complicated. Big inner city construction sites can burden neighbourhoods with enduring noise, dust and building waste. Transport of building materials can clog surrounding roads with concrete trucks, causing damage to roads and contribute significantly to local air pollution. Shortening construction time by prefabrication obviously contributes to a solution for these problems. The pre-eminent construction material to use is wood. Wood construction is one of the most innovative industries of today. Every day new wooden high-rise buildings are announced. Due to the extremely high construction speeds, municipalities and developers increasingly favour wood construction. Solid wood construction outperforms other building systems in terms of speed, adaptability, thermal performance and health.

HEALTH

Increasing energy saving ambitions and regulations are leading to rigidly insulated, airtight buildings. Interior climates are fully dependent on highly complicated ventilation and heating systems, often incomprehensible for inhabitants or users. These systems are regularly not functioning in practice how they should on paper, leading to insufficient ventilation and unhealthy interior spaces. In the building industry, there is a growing awareness for these health-related consequences of the use of certain building techniques and materials. Using wood structures and eco insulation materials, breathing building skins can be created.

ADAPTABILITY

A 'flexible building' sounds nice, but this means disturbance in and around the building in the future. Designing for adaptability requires thinking about the impact of future adaptations on present residents or tenants. Again, building speed and impact reduction are key to future construction. Future extensions raise questions on the level of building physics. Thermal bridges are often problematic in traditional constructions. In this plan's extendable plinth, prefabricated (solid) wood construction is the ideal method to tackle these issues. This creates a flexible zone around a more solid building core, built on a concrete structure, carefully dimensioned to house various future functions.



SCENARIO X >

EUROPEAN PRINCIPLES INCORPORATED IN CITY PLANNING

P R O C E S S

DESIGN & RESEARCH

PROTOTYPING STAGE 1

CONSTRUCTION - HAKVOORT

CURATION

PROTOTYPING STAGE 2

ADAPTATION

SCENARIO Y >

DEMOLITION HAKVOORT

DEMOLITION HUIGENBOS

CONSTRUCTION - HUIGENBOS

ADAPTATION

time >

P R O T O T Y P I N G

Bottom-up initiatives are an important part of placemaking; strengthening and anchoring the identity of a place. By using prototyping, these initiatives can be tested and developed on location, through an iterative process. It is a method of understanding the relation between the local people and their desired environment. Especially in relation to productivity, prototyping small-scale spaces and initiatives is a perfect way to connect inhabitants to the developments in their neighbourhood.

Developers could be asked to invest in this early stage of placemaking. Having a strong, positive identity adds social value to a community and commercial value to the final real estate development. The necessary investment can grow gradually along with the success of the prototyped initiatives.

Prototyping starts very early and very small, creating a low threshold to participate. With the help of local quatermasters, early initiatives can gradually evolve into a community of productive inhabitants. They can use the provided space as a means of bringing their goods and experience to a bigger public. These activities contribute to an attractive and recognisable public space

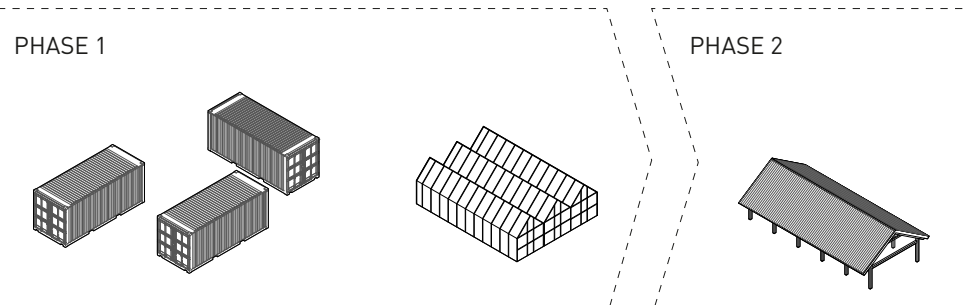
PHASE 1. TEMPORAL AND GROWING

Initial structures are set up to serve as simple shelter for initiatives in their most basic form. First entrepreneurs and enthusiasts serve as the local 'quatermasters'. The Heesterveld community functions as a valuable example and source. This initiating phase can start already during the design & planning phase at the Huijenbos site, while the Hakvoort site is being demolished and transformed.

PHASE 2. CONSOLIDATION

During construction it is important that the established identity and temporary structures are not completely demolished. They must have a place in the future.

The successful initiatives move to a more permanent structure that emphatically connects with the existing public space. The typology of this structure, the market hall, is in essence a roof offering space for the continuation and evolving of diverse initiatives.



C U R A T I O N

Curation is a means of ensuring a continuous, healthy balance between the building's occupants. It is based on a democratic set of conditions, which can be composed by the developer together with municipality, inhabitants and neighbourhood representatives. Through monitoring and reviewing, this set changes over time.

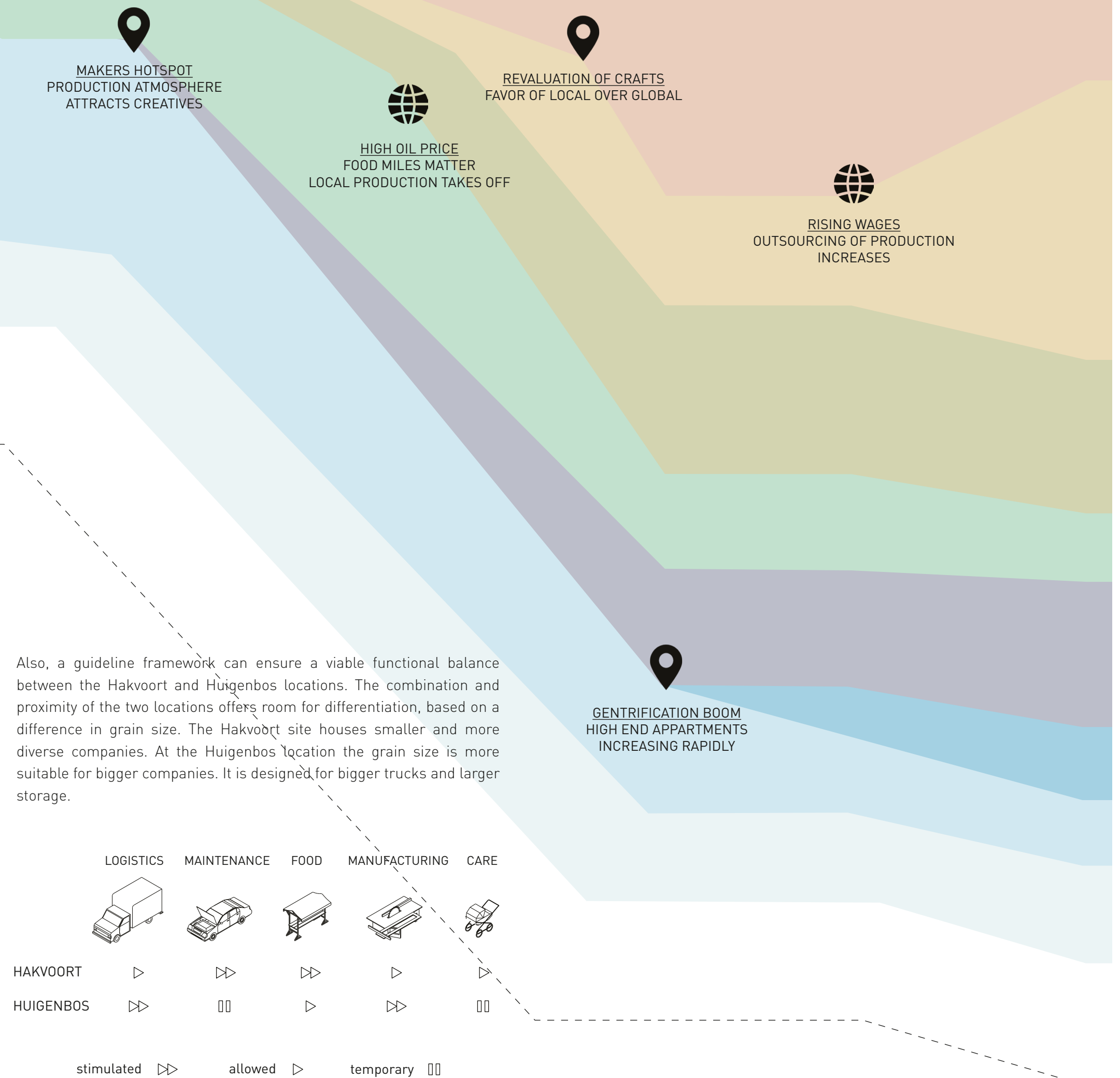
The conditions apply to the whole plan, but mainly concern the activities of the 'productive' side of it. Since the need for apartments is evident and housing prices are high, the apartment buildings are the financial carrier of the plan, and contribute to the costs of the 'production' plinth. In return the inhabitants can be given a voice in the choice of functions in the plinth of the building. This way the plan is both financially and community-wise more connected.

To spark a true inclusive urban development, a new value measurement system must be used. A local producer possibly contributes much to the community, in terms of local jobs or liveliness, a social value which is hard to quantify.

A framework of clear guidelines stimulates a healthy balance between the social and financial return of different functions. High social return means lower rent.

RENTAL PRICE REWARDING SCHEME

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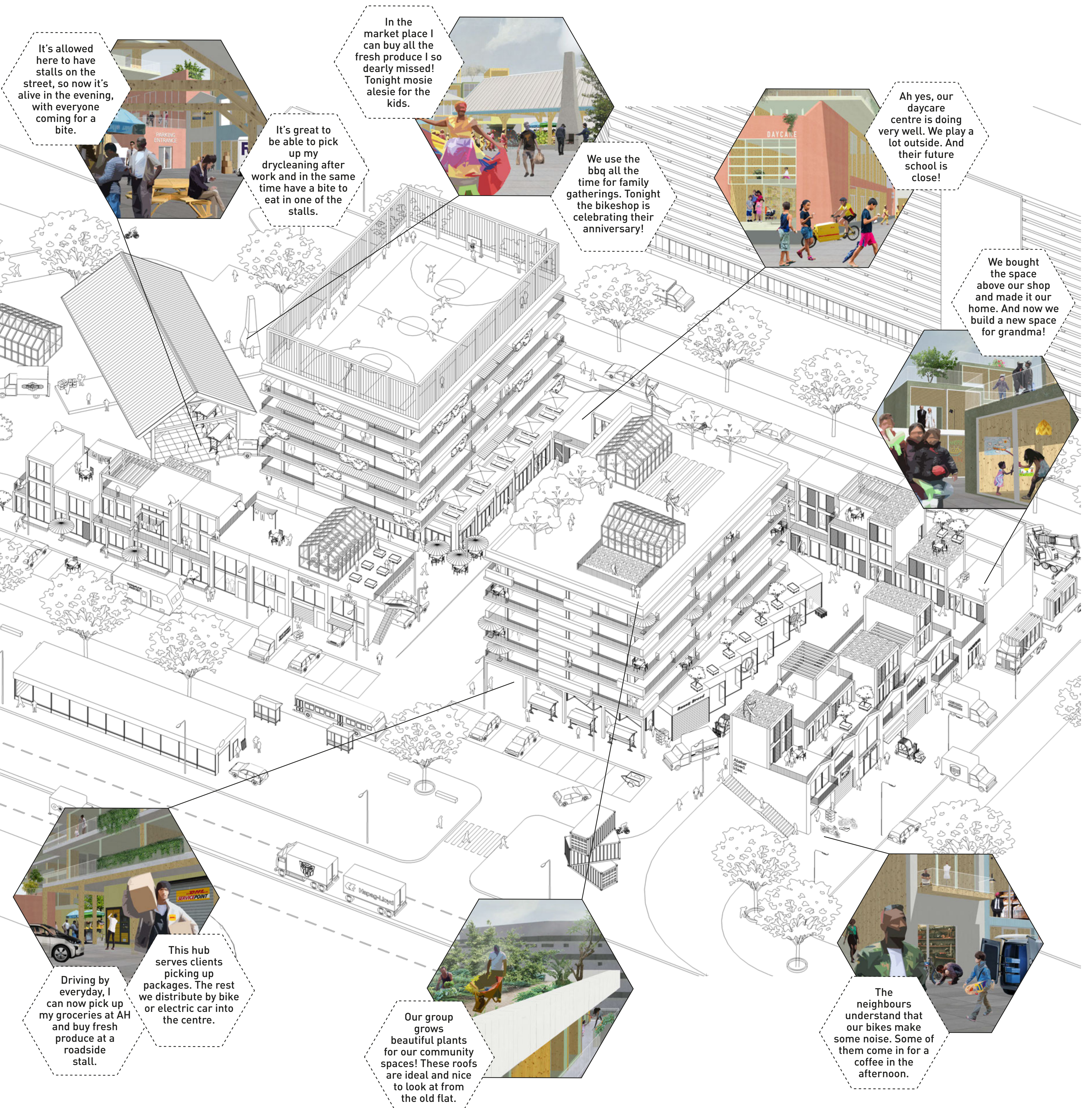
Also, a guideline framework can ensure a viable functional balance between the Hakvoort and Huijenbos locations. The combination and proximity of the two locations offers room for differentiation, based on a difference in grain size. The Hakvoort site houses smaller and more diverse companies. At the Huijenbos location the grain size is more suitable for bigger companies. It is designed for bigger trucks and larger storage.

	LOGISTICS	MAINTENANCE	FOOD	MANUFACTURING	CARE
HAKVOORT	▶	▶▶	▶▶	▶	▶
HUIGENBOS	▶▶	◻◻	▶	▶▶	◻◻

stimulated ▶▶ allowed ▶ temporary ◻◻

SCENARIO X

- COMMUNITY HOUSING
- SOCIAL HOUSING
- HIGH END APARTMENTS
- WORK/LIVING STUDIOS
- LEISURE GREEN / PUBLIC PARKS
- PRODUCTIVE GREEN / URBAN FARMING
- MEDIUM SCALE PRODUCTION
- SMALL CRAFTS



It's allowed here to have stalls on the street, so now it's alive in the evening, with everyone coming for a bite.



It's great to be able to pick up my drycleaning after work and in the same time have a bite to eat in one of the stalls.

In the market place I can buy all the fresh produce I so dearly missed! Tonight mosie alesie for the kids.



We use the bbq all the time for family gatherings. Tonight the bikeshop is celebrating their anniversary!



Ah yes, our daycare centre is doing very well. We play a lot outside. And their future school is close!

We bought the space above our shop and made it our home. And now we build a new space for grandma!

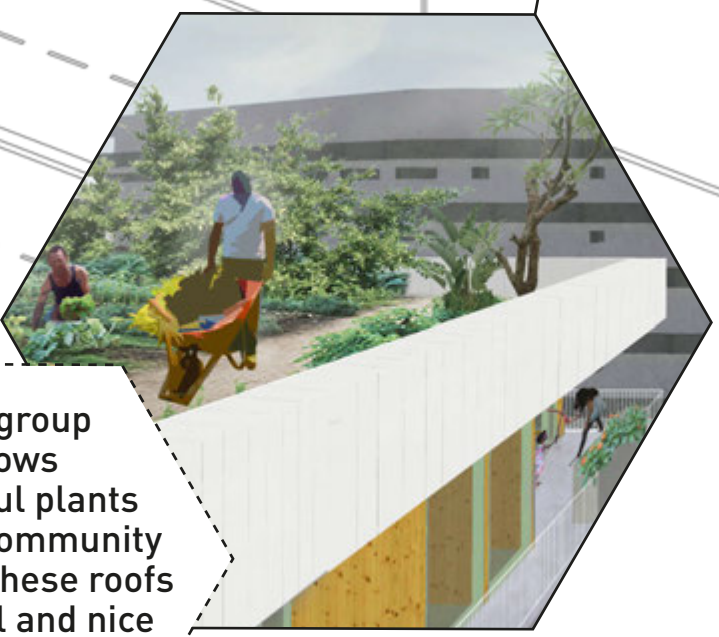


- SMALL CRAFTS
- MEDIUM SCALE PRODUCTION
- PRODUCTIVE GREEN / URBAN FARMING
- LEISURE GREEN / PUBLIC PARKS
- WORK/LIVING STUDIOS
- HIGH END APARTMENTS
- SOCIAL HOUSING
- COMMUNITY HOUSING



This hub serves clients picking up packages. The rest we distribute by bike or electric car into the centre.

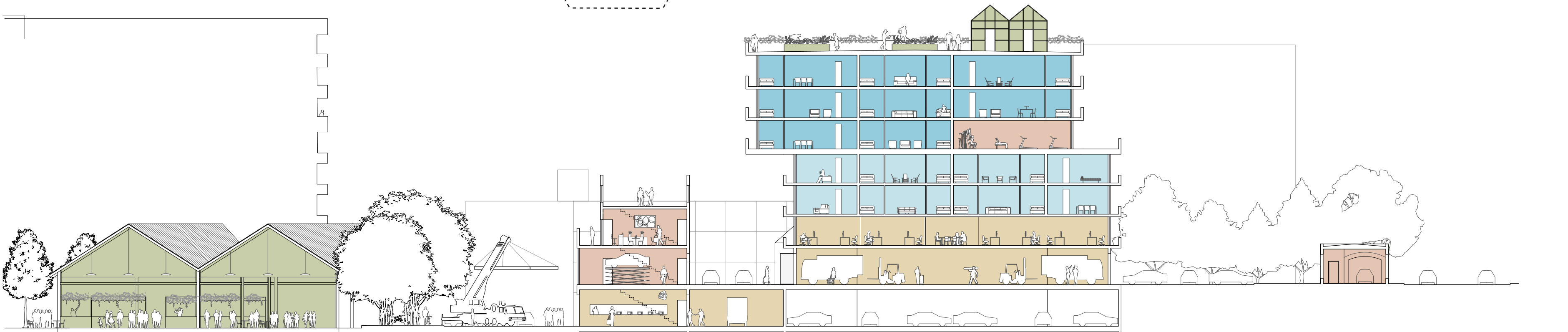
Driving by everyday, I can now pick up my groceries at AH and buy fresh produce at a roadside stall.



Our group grows beautiful plants for our community spaces! These roofs are ideal and nice to look at from the old flat.



The neighbours understand that our bikes make some noise. Some of them come in for a coffee in the afternoon.



SCENARIO Y