



AM I

Towards a more inclusive city

Jury report

INCLUDED?

AM⁺



Foreword

An area developer engaging with the “inclusive city”, where did that ambition come from? Seeking to respond to current social developments, AM has set up its own agenda of themes, ranging from “Healthy Urban Living & Working” to “Happy Living”. It is an agenda stemming from within the company and the themes will be given additional attention over the next few years by looking at the world around us through different eyes. The aim is to learn from this and use the knowledge gained in our projects and share it with the partners in the complex process of area development.

A process that is gaining more and more dimensions, of which “inclusivity” is one. But what does that term mean and how can we make it more specific? So far, the inclusive city has always been mainly a “public” theme, closely associated with mixed communities and the realisation of sufficient social housing. But is that all that it is? And how can a private party like AM help develop this, in close cooperation with municipal councils, social organisations and residents?

To answer these questions, AM organised the competition “AM I Included?” The aim: collect designers’ vision of inclusivity. But as befits AM’s role as developer, there is more to it: the winner of the competition will eventually be linked to an actual AM project in order to work with everyone involved and integrate inclusivity in the daily practice of area development.

There were 52 entries to the competition, of which 43 were allowed. By means of a multi-stage selection process, a matchmaking process was held with four (teams of) designers and AM employees to determine which designer would be the best match for AM and offer the most added value in terms of inclusivity. We deliberately looked for a party that challenges and surprises us the most, even if this causes friction as to the way we look at this theme. This only helps us advance.

This jury report addresses the entire process of the competition. The competition “AM I Included?” produced a wealth of concepts and working methods. This enables AM to incorporate inclusivity as integral part of the development process of its future projects. It is AM’s ambition to help design living environments in which everyone matters and everyone participates.

Ronald Huikeshoven
Chairman Management
Board AM



▲ Matchmaking by AM

◀ Architectuur Lokaal:
Margot de Jager, Vincent
Kompier.
Jury: Edwin Oostmeijer,
Hilde Blank, Like Bijlsma,
Emilie Vlieger, Elma van Boxel.

The design of the competition

“The aim is to work with these parties to capture (design) proposals with the features of the inclusive city in a practical working method that AM can apply in real-life projects.”

Area developer AM focuses on the economic core area of the Netherlands. Due to a combination of parties and functions, AM's tasks are increasingly area-oriented and complex. As socially responsible area developer, AM is committed to making and keeping cities attractive with its development tasks. It seeks to create meaningful locations, resulting in lively and attractive areas where multiple target groups feel at home. Against this background, AM wants to generate innovative examples that shed new light on the concepts underlying the inclusive city. In order to develop its knowledge of this subject, AM establishes contact with design parties with a vision of the inclusive city that goes beyond the construction assignment alone. The aim is to work with these parties to capture (design) proposals with the features of the inclusive city in a practical working method that AM can apply in real-life projects.

In cooperation with Architectuur Lokaal, an “Open Call based on vision” was launched during the PROVADA in Amsterdam on 5 June 2018, based on the Kompas light competitions. The Call consisted of three phases: a selection based on vision, a pitch, and workshops aimed at matchmaking between the designer(s) and AM. 52 interested parties submitted a vision (some anonymously) of the inclusive city, consisting of up to 3 pages of text and reference images. 43 of these entries were admitted to take part in the rest of the procedure.

The first round: the harvest

The 43 admitted entries come from the Netherlands and (far) beyond: Denmark, Great Britain, France, Hong Kong, Gibraltar, Namibia, Russia, Spain, the United States and South Korea. They were judged by a jury consisting of:

- Elma van Boxel, landscape architect at ZUS;
- Like Bijlsma, spatial researcher at the Netherlands Environmental Assessment Agency, Sector Physical Planning and Quality of the Living Environment;
- Emilie Vlieger, city maker/location marketer and programmer at Vliegerprojecten;
- Edwin Oostmeijer, developer at Edwin Oostmeijer Projectontwikkeling bv;
- Hilde Blank, Master architecture and urbanism at AM (chairperson of the jury without voting right);

- jury secretary Vincent Kompier, Architectuur Lokaal, assisted by Margot de Jager (both without voting right).

The assessment was based on the following criteria:

- the degree to which the spatial possibilities of the inclusive city were convincing;
- the relevance of the references of area and/or living concepts;
- the degree to which a sense of involvement of stakeholders from disciplines other than design and particularly AM was demonstrated;
- the degree to which the vision convinced in terms of practicality, feasibility and future-proofness in the broad sense of the word;
- the challenges related to the intended working method.

These criteria were also used during the pitch to the jury and the matchmaking process, the second and third process of the Open Call, respectively.

After a number of voting rounds in the first phase, the jury unanimously selected eight entries. After this, anonymity was removed; the entrants were invited to clarify their vision in a personal presentation. This concerned the following visions and their devisers:

- Circle of Life, Roy Plevier, Jos Hoope and Sanne Knoben (HOOPE+PLEVIER);
- Inclusive habitats, Flavio Martella and Maria Vittoria Tesei (m2ft architects);
- Sharing is caring, Stephanie Zeulevoet;
- COMM"IN", Laurens Boodt;
- Niche for misfits, Kin Yoon Ji and Sungjin Lee (Seoul National University) and Myeongjae Kim (Kyung Hee University)
- Inclusiviteit is een werkwoord [Inclusivity is a verb], Bjorn van Raaij and Esmee Mankers (Zeewaardig) and Sander van Schaik, Jip Pijs, Merel Paes (Personal Architecture);
- BuurtBlok [Neighbourhood Block], Ard Hoksbergen, Ivar van der Zwan, Art Kallen (Workshop Architecten), Emilie Kröner and Bart van Heesch (LOLA) and Ivan Nio;
- wrijven van subculturen [Rubbing of subcultures], Camila Pinzon Cortes and Pepijn Verpaalen (URBANOS).

Based on their pitches, the jury unanimously selected the visions "Inclusive Habitats", "COMM"IN", "BuurtBlok" en "Wrijven van subculturen" as winners of the second phase.

Selected parties second phase



Who are you?

Flavio Martella (researcher/ architect) and Maria Vittoria Tesei (architect)

Why have you entered the competition?

"A great challenge and opportunity to finally discuss the complex modern city, which requires a greater understanding and that again incorporates the human component into its most important needs."

What inspires you?

"The awareness of the contrast between the actual appearance of the city and what it should look like to reflect the modern way of living prompted us to look for opportunities as to how the key character of the city can be reinforced: the human, the inclusive and the vital."

What are the specifics of the assignment?

Start with a building as a guide that impacts the other buildings.

"Not just houses: active ground floors can generate vital streets and a dynamic urban life."



Who are you?

Laurens Boodt, architect

Why have you entered the competition?

"Take spatial imagination as a starting point for thinking about how various communities can emerge whose residents, of various ages and with different backgrounds, meet (by accident) and how space can be created for this community to move along with the transitions now and in the future."

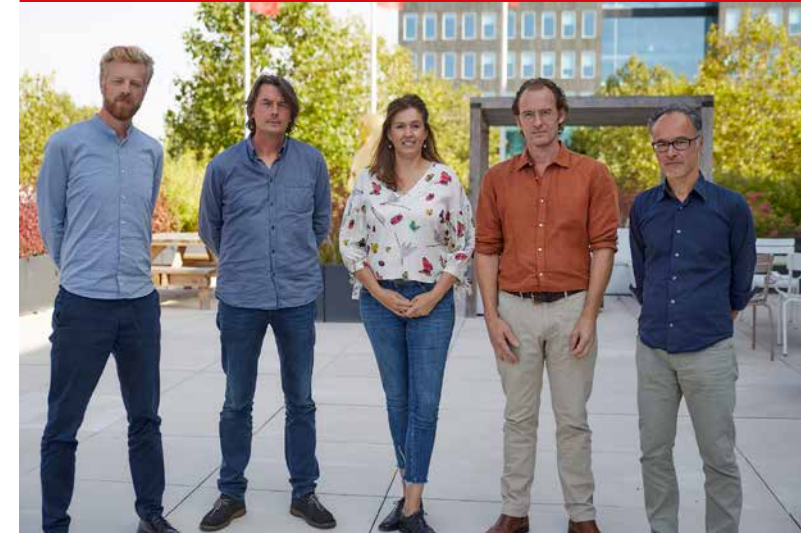
What inspires you?

"Frisian villages, where people live together in a tight community, surrounded by a vast open landscape. Tokyo, where you can walk the streets in total anonymity, in an environment that seems to constantly change. My ideal living environment is the best of these two worlds."

What are the specifics of the assignment?

Taken a building plot as the basis, an attempt is made to roll out a plan using the collectivity of the group on a small grain scale. The term "waiting garden" stirs the imagination and could be an interesting organisational and spatial starting point for the assignment.

"Frisian villages, where people live together in a tight community, surrounded by a vast open landscape."



Who are you?

Ard Hoksbergen, Ivar van der Zwan, Art Kallen (Workshop Architecten), Emilie Kröner and Bart van Heesch (LOLA) and sociologist Ivan Nio

Why have you entered the competition?

"Our ideal is a city that is accessible to everyone and a city where people live, work and meet in mixed communities. Architecture is more than a stack of stones. The inclusive city is flexible, resilient and dynamic. We believe in small-scale interventions at community

level, as a result of which the different groups of residents not only meet but also start sharing. And that is the key prerequisite for an inclusive city."

What inspires you?

"Collective residential environments and culture centres in Scandinavia, the accessible restaurants of the HEMA and by someone like 'Abi Patat', a snackbar owner who plays a beautiful connecting role in Amsterdam Slotervaart."

What are the specifics of the assignment?

The inclusive city is considered as the whole of the people who are part of different groups. It is proposed to carry out small-scale interventions in existing communities.

"The inclusive city is flexible, resilient and dynamic."



Who are you?

Camila Pinzon Cortes and Pepijn Verpaalen (URBANOS)

Why have you entered the competition?

"This competition combines a lot of subjects we are working on. For instance how the stakeholders in an area can truly be involved, how a change in an area could basically start tomorrow, how to take an integral approach to an area, and how everyone interacts."

What inspires you?

"Lively places such as markets or beaches, where the public space is the place where everyone can meet. As such we see it as a challenge to take this public space as starting point for developing an inclusive city. We use active urban development to make long-term plans concrete and understandable in the short term. We are also inspired by activists and involved stakeholders, people who do everything possible to realise their objectives. '"

What are the specifics of the assignment?

The modification and programming of the urban public space to make it more inclusive. Emphasis is on activation of various subcultures rather than on the space that is claimed. Starting point is the public space and how this can be arranged and programmed. This sets this entry apart from many others.

"Get to know the unknown."



Matchmaking with AM: introduction based on two cases

The four selected winners were invited by AM to meet project developers, market researchers and designers of AM during a two-hour workshop. The aim: to get to know each other better on the basis of a case. In advance, they were given two concrete locations in which AM was involved in area development at the time:

- **an inner-city location.** An area with business activity and adjacent some green residential districts. The area is transected by large-scale infrastructure (railway, motorways). The municipal council's ambition is to realise 2,000 new dwellings here over the next few years and has selected AM to draw up a development strategy for this area;
- **an out-of-town location.** This area is characterised by agricultural development. AM and a number of other parties own the land and initial ideas for the programme concern the construction of approximately 1,000 dwellings and different facilities.

The participants were asked to select one of these locations to specify and discuss with AM. For the other case, AM asked them to give an initial response or reflection as to what the designers consider important given the theme. All four entrants opted to clarify their vision of inclusivity for the inner-city location; for the out-of-town location they limit themselves to an initial proposal.

In this third and final phase of the Open Call, the jury consisted of:

- Josje Hoekveld and Anne van Mullem, AM Measure
- Marije Ruigrok, AM Concepts
- Anneke Speelman, Vitaal ZorgVast
- Wim Looijen, AM Noordwest
- Tijmen Hamerslag, AM Midden
- Martin van Nuland, AM Zuidwest
- Hilde Blank, Master of architecture and urbanism at AM (chairperson of the jury without voting right)

A brief impression of the four matchmaking sessions on Thursday 15 and Friday 16 November 2018:



Inclusive Habitats, Flavio Martella and Maria Vittoria Tesei (m2ft architects)

This team has its offices in Madrid and Rome and has previously worked in the Netherlands for a longer period of time. Based on an overview of the existing situation, they propose a strategy of “inclusion by design”, or: restoring the human dimension in the area by improving connections between activities and buildings.

It is worth noting that these designers use uncommon research techniques to find out how a part of a city is used and valued. By finding out where Instagram pictures are posted, it becomes clear that the location is not considered interesting. Other sources reveal that there is little functional blending at building level and that external visitors only stay in the area for a short period of time.

Long-term approach

Moreover, the variation in architecture and building typologies is very limited. On the other hand, there are a number of amenities, such as several training centres. These can serve as starting points for a long-term approach (“inclusivity is a marathon”) in which AM plays a key role in bringing parties together. AM must help structure activities that encourage inclusivity because they attract people from outside the area and are attractive to the current users of the area. This can be achieved by means of all kinds of interventions, varying from small “pop-up activators” to the introduction of large-scale “attractors” such as a museum. Other options include alternative parking solutions, giving streets back to pedestrians and the (mandatory) addition of publicly accessible uses to private buildings. Also important is to improve the residential quality along the river and the use of unused spaces (such as under viaducts). Charted over time this results in a series of often parallel interventions

that together produce more inclusivity. The exact interventions will be determined in consultation with the residents and the business community. Knowledge about proven concepts from other cities can also be used.

According to this team, the concept of “attractors” can also be used for the out-of-town location. They propose starting with a cultural centre that engenders identity and attraction. From there, the area can start to grow: “the city as a process”.



‘COMM”IN”’, Laurens Boodt

Based on a detailed analysis of the area, Laurens Boodt demonstrates how the “waiting rooms” offer points of departure for new developments. The rigorous shift of mobility to the edges of the area creates possibilities for giving existing streets a different character. Added to vacant buildings, empty plots and areas that may be released in the future (such as parking spaces), this results in a “socio-economic grid of waiting areas”. The architect proposes studying this grid together with AM to determine how it can best be filled.

This approach requires a strategy that includes appointment of a neighbourhood caretaker to engage with entrepreneurs in the area. The local residents were asked how they see their future and if, for instance, they would like to move up the housing ladder. New instruments such as the “community contract” may help ensure cooperation between parties in the long term. AM can play an active role in this context by purchasing buildings and available locations at an early stage, where it can develop projects for itself and others (such as housing corporations). Laurens Boodt showed for different kinds of “waiting areas” how the transformations in the area could take place. For instance, taking a different approach to parking frees up space for new programmes. The energy transition can also be used as an opportunity for more collectivity and cohesion. It is also important to effectively connect existing and new clusters by means of larger scale constructions. Where a master plan for an area like this used to be made on the basis of a single final picture, Boodt proposes to only determine a few prerequisites (such as diversity in housing construction and access to the water for all) and then start with some small-scale interventions. In that sense, his

“For instance, taking a different approach to parking frees up space for new programmes”

vision should mainly be considered a process proposal that will be detailed together with the parties in the area - and AM as director.

Out-of-town location

For the out-of-town location, Laurens Boodt proposes looking in from the edges of the area (where homes, companies and greenhouses are located). Small-scale development increases the chance that people with different lifestyles will actually meet each other. AM can guide this by deliberately allowing other forms of development (such as collective private commissioning) to attract other interested parties. Various target groups, housing typologies and “grains” of development produce inclusivity here.

‘BuurtBlok’, Ard Hoksbergen, Ivar van der Zwan, Art Kallen (Workshop Architecten), Emilie Kröner and Bart van Heesch (LOLA) and sociologist Ivan Nio (NIO Urban Research and Advice)



This multidisciplinary team shows how the BuurtBlok concept (a plinth for collective use with 10-30 dwellings above it) can boost neighbourhoods with a one-sided composition. In doing so, they build on existing qualities in the area. Although a lot of research has been conducted into the situation, it is necessary “to look behind the statistics”. Traditional means for charting an area are no longer sufficient, so these designers/researchers visit the area themselves. to see how people are using the space and how mutual trust (and “public familiarity”) can be encouraged. They use various techniques for this, from picking up litter (to start informal talks) to living in a neighbourhood for a while and organising activities such as neighbourhood dinners and football training for young people.

It is important to note that physical blending of different population groups does not always result in social cohesion. Adding new groups can even backfire: current residents feel excluded and not part of the renewal task for their community. The aim is therefore to create “parochial domains”: places where people feel at home and that reflect their lifestyle. There already are a lot of initiatives in this area: the BuurtBlok piggybacks this energy and these “source points”. Existing entrepreneurs can also play a role in this.

“A building that comes in between the existing business premises and homes, with a fitting programme for each location.”

‘Bottom-up’

The conclusion is that the “intermediate dimension” is missing, a building that comes in between the existing business premises and homes, with a fitting programme for each location (social as well as commercial). Using an aerial photograph on a scale of 1:2,000 and a handful of small wooden BuurtBlokjes, this team challenged the AM employees to designate promising locations for this concept. A range of locations was indicated where inclusion could be realised in this manner: from the river to the green space and water on the east side of the neighbourhood. The team proposes visiting the neighbourhood with AM to determine the bottom-up needs in the area and use these as a basis to determine the uses that are interesting for different groups (existing and new).

Looking at the out-of-town location, the team observed that the BuurtBlok concept is more difficult to realise, as there is too little existing context to connect to. The BuurtBlok concept can, however, be used as the connection between the different target groups that will take up residence here, as the heart of a “village” living environment. Villages traditionally also have mixed populations; the BuurtBlok can be the location not determined in advance that the local residents appropriate and where they meet others.

‘Wrijven van subculturen’, Camila Pinzon Cortes and Pepijn Verpaalen (URBANOS)

This duo of architects involved the AM employees in the workshop from the very beginning by giving them an assignment: which subcultures are they themselves part of, at work and at home? The answers showed that people move in very different cultures, one more open, the other more closed. What is special about the city is that it enables people to be part of a different subculture and that others are allowed to enter the own “bubble”.

The lesson learned from the exercise: by learning to understand each other better (and “rub up against” each other) people can become part of other subcultures. How can a neighbourhood offer space for existing and new subcultures and connect these? That starts with charting who resides, works and lives in the area and then finding out what they want (“get to know the unknown”). The process of ultimately

“Deliberately give space to the different development groups and various forms of commissioning.”

producing a long-term vision for an “inclusive” area starts with creating empathy. The designers used examples to show how interventions in the neighbourhood (such as a temporary alternative arrangement of a square) can prompt conversations about what the end result should be. This way of working is called “action-oriented urban planning”: it is all about activating the subcultures in the area and then involving them in the conversation about the future. This avoids a situation in which only the “usual suspects” interfere in the discussion.

This is the basis for a second assignment for the AM employees: name the different subcultures and stakeholders and indicate at what level they should have influence. It is this journey of discovery that the designers would like to take with AM, in a continuous, transparent process of small steps and communication. Including residents and businesses in this process can only be successful if there is trust - this trust then serves as basis for the rest of the process. The researchers offer AM the following: to develop a concrete set of spatial actions based on joint sharing, designing and doing.

The recommendation for creating a popular, non-segregated neighbourhood in the out-of-town case is as follows: deliberately give space to the different development groups and various forms of commissioning. The basis for the area is a powerful public space with room for all kinds of initiatives. AM can play a key role in this as party that is involved in the area in the long term and shows that they continue to provide input for the future of the area even after the homes have been finished.



The jury's verdict

After the four workshops, the jury addressed the question which designers are the best match for AM to continue working on inclusivity at a location (to be determined) together. In a general sense, it was concluded that the four entrants each had a unique approach to the assignment. Combined with the other 39 entries, the Open Call has resulted in a broad palette of ideas for the inclusive city. Moreover, numerous interesting references and working methods have been named that AM will review and that may be integrated into its own approach to area development.

The first team, Flavio Martella and Maria Vittoria Tesei, approaches the issue of inclusivity mainly from the “built environment”. The jury found the stacking of measures and interventions over time interesting. The analysis of the area also made a profound impression, as did the references cited. This team also places a lot of emphasis on the appeal for people from outside. All in all, it is a very different way of looking at an area. However, the jury was not certain whether this team will have added value in the further optimisation of inclusivity.

In Laurens Boodt's vision, the analysis of current use of space was very appealing. It is an approach that can be connected one on one with the development strategy AM intends to devise for areas. The strength of this designer is his helicopter view of the location as a whole. His optimistic and infectious imagination may help the discussion about the future of existing residential and work locations. The jury also greatly appreciated the proposals for the process approach. At the same time, the jury found that this vision does the least to get AM out of its comfort zone; while it is a valuable way of improving an existing community, it does not drive forward AM's own ideas about inclusivity.

About the BuurtBlok team's approach, the jury concluded that this as a strong social approach because of an interesting combination of disciplines. “Sharing space in the city” is a realistic ambition and the team's analysis demonstrates that they have properly understood the issue of inclusivity. The fact that the analysis then results in a single concept (the BuurtBlok) casts more doubts among the jury: is this an illustration or the perfect solution that must be used everywhere? The question is also

**“Which party
can really help
AM realise an
inclusive city?”**

how feasible this small-scale concept is. However, this team may have explicit added value in the preliminary phase of development of an area by organising the discussion with local residents in a totally different way.

The jury liked the visualisation of Camila Pinzon Cortes and Pepijn Verpaalen and their working methods very much. The concept of subcultures is considered a complete story with clear process steps. While, of all the contributions, the approach is least focused on the cases, it does have a clear complementarity to AM’s work and its own expertise. Working with temporary interventions that create trust and a basis of support in the neighbourhood is appealing. These designers explicitly indicate that they do not want to determine the long-term vision for the area themselves; the parties involved will have to do so.

At the end of its deliberations, the jury asked the question: which party can really help AM realise an inclusive city? The unanimous choice was the vision of Camila Pinzon Cortes and Pepijn Verpaalen (URBANOS). This team has succeeded in changing AM’s view of itself and who the other is in the city. The central notion of “empathy” (for all parties involved in an area) is the starting point for a joint journey of discovery. The steps proposed by the team can be effectively worked out in practice into an AM method that involves the entire company. That makes URBANOS the winner of this matchmaking exercise.

Colophon

AM

Ptolemaeuslaan 80
Postbus 4052
3502 HB Utrecht
T +31 (0) 30 609 72 22
I am.nl
@inspiring space
linkedin.com/company/am
facebook.com/InspiringSpace/

Competition AM I Included?

Launched by area and property developer AM, initiated by Hilde Blank, Master of architecture and urbanism at AM, in collaboration with Architectuur Lokaal

Editors

Saskia Dijkstra | AM Communication
Joyce Huiskes | AM Communication

Design

Desiré Dujardin | AM Concepts
Esther Roording | AM Concepts

Printing

Koninklijke Rijnja BV

Reported by

Studio Platz, Zuidlaren | studioplaz.nl
Kees de Graaf

Photography | illustrations

Diego Rosero | AM Concepts
URBANOS

Organized by

Djoeke Anneveld | AM Concepts

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