

# COVID-19 CIRCULAR RECOVERY AND RESILIENCE ACTION PLAN PAKHUIS DE ZWIJGER

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12 March 2021  
by Thomas van de Sandt

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# PREFACE

**Pakhuis de Zwijger is a unique example of the adaptive reuse of cultural heritage, combining an approachable (free) public programming in a national monument with a successful commercial business model. In 2020, however, this has all been put to the test. In the midst of the Covid-19 pandemic we've had to re-invent ourselves. We pivoted from being a popular cultural event venue to a broadcasting house with almost no in-person participation. We had to close down the restaurant and lose co-workers. We had to quickly find new revenue streams to survive as an organization – and at the same time reconsider our strategies and operations, and think about a more robust business model.**

This has also forced us to re-examine our core. What is it that we don't want to change? What defines us?

We have found that our deep roots within the city of Amsterdam are part of that core. In the 15 years of our existence, our home base – a former cooling warehouse in the Eastern Docklands – was given a new purpose in creating meaningful connections between people and organisations within the city. Now we are the main hotspot within the city where local and national government, big companies, financial organisations and academia meet with creative and innovative SME's, civil society organisations and citizens to discuss the urban future. We are the launching platform of young and diverse talents, a home to cultural and progressive communities within the city and a place where innovative ideas are grown and cultivated. Even though 2020 forced us close our doors to most visitors, our strong connection to local communities has allowed us to keep the public conversation going.

It has been interesting to work on the European Union's Horizon 2020 "Circular models Leveraging Investments in Cultural heritage adaptive reuse" (CLIC) project during this period. Amsterdam was one of four pilots within CLIC (together with Salerno city, Rijeka city and Västra Götaland region), with Pakhuis de Zwijger as its focal point. In a series of Heritage Innovation Partnership (HIP) meetings we sat down with internal and local stakeholders, representatives from academia and local and national governments in order to build an action plan for adaptive reuse of Pakhuis de Zwijger and strengthen the circular, adaptive reuse of cultural heritage in Amsterdam.

During the HIP-process we considered our business model and possible circular solutions even while the reality around us was changing. We built a community of local stakeholders on circular heritage, most of which were suddenly struggling for survival. This has brought an extra dimension and sense of urgency to the work we did, at the same time complicating the project.

This Local Action Plan builds on the six HIPs conducted during the CLIC project, sharing their most important learnings and outlining how they have influenced the strategy and action plan of Pakhuis de Zwijger.

Even though this report is a conclusion of Pakhuis de Zwijger's work on CLIC, the action plan is a living document, and it will be adapted and updated according to Pakhuis de Zwijger's needs. We plan to update the action plan on a yearly basis. Pakhuis de Zwijger has always adapted its strategy to the current circumstances and possibilities and the COVID-19 pandemic has underlined that we need to continue doing so.

**“Pakhuis de Zwijger has become indispensable in the city”**

**André van Stigt – architect**

# 1. INTRODUCTION AND CONTEXT

## 1.1. ADAPTIVE REUSE OF PAKHUIS DE ZWIJGER

Pakhuis de Zwijger was built in 1934 as a cooling warehouse for the storage of perishable goods in the Eastern Docklands of Amsterdam. The architects were J. de Bie Leuveling Tjeenk and K. Bakker and the original owner was N.V. Blauwhoedenveem-Vriesseveem. The building was named after the founding father of the Netherlands, William of Orange (nicknamed William the Silent, in Dutch Willem de Zwijger), who died 350 years before the building was officially opened. After the function of storage warehouse was no longer necessary, the building fell in disuse and was squatted for several years in the seventies and eighties. In the nineties the municipality assigned a cultural and public function to the building. However, many of the plans to develop a creative concept and connect a project developer to the initiative failed.



The Jan Schaefer Bridge was built through Pakhuis de Zwijger

Year	Ownership	Exploitation
1934	private: Blauwhoedenveem-Vriesseveem	In use as cooling warehouse
1970s-1980s	public: city of Amsterdam	In disuse, squatted and informally used as a rehearsal space for pop music
1997	public: city of Amsterdam	Plan for cultural re-use. Stichting Pakhuis de Zwijger (former informal users) in charge of developing plan and finding project developer
2000-2001	public: city of Amsterdam	Initial plans for re-use failed. Jan Schaeffer bridge built through the building. Plans for demolition of entire building approved by city council.
2001	public: city of Amsterdam	Successful application as a National Monument by members of the Cuypergenootschap. Building saved.
2004	private: Stadsherstel	New re-development plan with owner Stadsherstel, architect André van Stigt and cultural entrepreneurs Egbert Fransen and Hester Tiggeloven
2006 - now	Private: Stadsherstel	In use as cultural hub with different stages, studios, offices and a restaurant and café.

History of ownership and adaptive reuse of Pakhuis de Zwijger

When the Java Island – an artificial island opposite the building – was converted to a residential area in the nineties, the municipal executive decided to create the Jan Schaefer Bridge, a direct connection between the Java Island and the Eastern Docklands. Pakhuis de Zwijger lay in the direct line of this development, and was under threat of being torn down. By this time a group of activists (most notably the members of the Cuypergenootschap – a foundation for the preservation of cultural heritage) was already on a mission to save the building. They were successful, and Pakhuis de Zwijger was awarded the status of a National monument by the end of 2001.

By this time, the building was in quite a bad state. Many structural measures had been taken to make the construction of the bridge possible. Part of the ground floor and first floor had been removed, as well as part of the second floor on the north side. Ownership of the building passed from the municipality to Stadsherstel, a private organization that manages and restores cultural heritage. They took on the task of renovating the building and finding tenants. It was not until 2004, however, that a structural solution was found. Architect André van Stigt worked together with the promoters of the new cultural centre – led by Egbert Fransen and Hester Tiggeloven – to hammer out a renovation plan and approach Stadsherstel. The major difference between this and previous plans was that the size, outline and silhouette of the building were retained in every way. Instead of adapting the building to fit the requirements, the use was adapted to the building. The area with the missing floors was transformed into a high-ceilinged room containing the main stage. In 2006, entrepreneurs Egbert Fransen and Hester Tiggeloven opened the current platform for creation and innovation, bearing the same name as the building: Pakhuis de Zwijger (PdZ).



Exterior of Pakhuis de Zwijger today



The missing floors were incorporated in the main room

The organisation was made up of two business: café/catering (PdZ Catering) and room rental (PdZ Venue) and a foundation, creating independent programs (PdZ Foundation). The building now has a main room for around 350 people (seated) and two small rooms, for 150 and 100 people respectively, with associated (catering) facilities such as two foyers (also an exhibition space) and a café-restaurant on the ground floor.

PdZ Foundation, together with a large number of partners, makes about 650 programs on an annual basis, facilitating meaningful encounters on the future of cities. The central question is “what kind of city do we want to live in?” This main theme is divided into five pillars: the sustainable city, the creative city, the social city, the spatial city and the innovative city.

The team of programmers brings together stakeholders and builds communities of practice, sets up editorial content, places creatives in a central role, creates informative and inspiring programmes together with partners, identifies possible solutions and hosts initiatives from relevant social organizations that support our platform. PDZ foundation also participates in European projects, public procurement and organizes and moderates processes of co-creation in the city and region.

Before the COVID-19 pandemic, the different activities of the foundation involved on average 90,000 physical visitors each year. Thanks to the website, podcasts and other digital channels, the platform also reaches a substantial national and international audience. With the coming of Covid-19 a series of LIVECASTS was set up to strengthen the digital presence significantly.

The LIVECAST is a hybrid form of programming combining a livestream with a studio-recorded talk show look and feel. Speakers join the program either live in the studio or online, while the audience watches through different online channels or the local television station. Audience members logged in

online are able to ask questions that are answered live during the program. This has allowed Pakhuis de Zwijger to continue the public conversation on the future of cities.

Pakhuis de Zwijger is a unique monument; not just because the building is the only warehouse on the Eastern port quay that has retained its original silhouette, and not just because of the new creative function and innovative users, but also because of how the social activism and sense of place that were key to prevent the demolition of this historic building now take centre stage in the programs of PdZ Foundation. In this way the present and past of the building are intertwined.



The main room



Recording a LIVECAST

## 1.2. ORGANISATION AND BUSINESS MODEL

From its foundation until 2020, PDZ has been divided into three entities: two business entities and one foundation.

- PdZ venue rent for commercial congresses (PdZ Venue)
- PdZ café and catering (PdZ Catering)
- PdZ foundation for independent programming (PdZ Foundation)

The main mission – in today’s super-diverse and hyper-fragmented society – is to create meaningful connections between people and organisations. During the daytime, the venue is rented out to commercial parties that align with that mission. In the evening, the foundation organizes its own independent programs that are generally free to visit. The catering serves the commercial congresses during the day and visitors can eat and drink in the café. Before the COVID-19 pandemic, it was said “we earn money during the day and we spend it at night.”

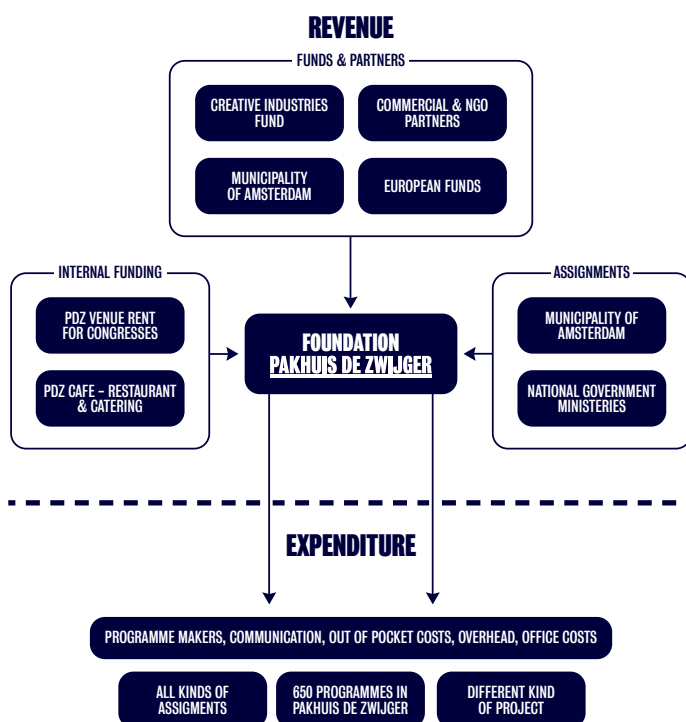
The holding is owned and managed by two entrepreneurs with a social mission (Egbert Fransen and Hester Tiggeloven). The combination of entrepreneurship and an independent foundation is the basis of a working business model without any structural subsidies from local or national government. The two business entities don’t operate independently from the foundation; both businesses donate a yearly contribution to the foundation, and can also use the venue for free.

The main revenues for the PdZ foundation before the COVID-19 pandemic were:

- **Assignments (59%):** Due to the in-house knowledge and expertise, Pakhuis de Zwijger is often commissioned to work on the basis of project assignments. Over the last years, the foundation has worked with the Municipality as well as the national government on social projects, such as creating a parking-free neighbourhood in Amsterdam (Frans Halsbuurt) through neighbourhood participation. Also, the foundation organized the WeMakeTheCity festival every two years.
- **Funds + Partners (38%):** Until 2020, the foundation was not included in a structural fund for long-term, sustained funding. However, it did receive a four year fund for programming on the Creative Industry and funding from the Municipality to be applied on a project basis. The Foundation also received financial contributions from commercial and non-commercial partners, as well as European Horizon 2020 funding for its participation in the CLIC and REFLOW projects. The European funding contributed to 32% of the income from funds & partners (so 12% of total funds for PdZ Foundation).

- **Internal Funding (4% plus in-kind contribution):** PdZ Catering and PdZ Venue supported the foundation each year with a cash contribution of 100.000 euro. In addition to the cash contribution, the venue rental and restaurant & catering companies provide in-kind contributions through the use of the venue and technical equipment, technical support, floor management, production, reception and facility management.

Due to the Covid-19 pandemic, revenue from both PDZ catering and venue rental have unfortunately been reduced to zero. In 2020, the PdZ café and catering was liquidated as a business, losing all of its employees. That also means that PdZ Foundation has been forced to stand on its own, without the financial and in-kind support from the business entities.



Pre-Covid-19 Business model of Pakhuis de Zwijger



Nieuw Amsterdam Dinner 2019

### 1.3. PARTNERS

Pakhuis de Zwijger works with the “Amsterdam approach”, an approach that brought Amsterdam the title of European Capital of Innovation 2016. It entails expanding the traditional triple helix (government, large businesses, and knowledge institutes) to a “double triple helix”, also including innovative and creative SME’s, grassroots organizations and citizen initiatives.

The approach has brought Pakhuis de Zwijger to a wide variety of commercial and non-commercial partners, like the Amsterdam Municipality, the Port Company, different banks and financial institutions, architecture centre ARCAM, housing corporations, construction companies AMS Institute of Advanced Metropolitan Studies, but also civil society organisations like Dutch Culture (promoting international cooperation in arts, culture and heritage) and Groene Grachten (for sustainable monuments) and bottom up initiatives such as Doughnut Deals (local initiatives based on Kate Raworth’s “doughnut economics”) and Hart voor de K-Buurt (a local neighbourhood initiative).

#### List of partners

**ABN Amro:** bank; **AEB:** city-owned company processing and burning the city waste for energy; **AM:** area developer; **AMC:** academic hospital of the University of Amsterdam; **AMEC:** Amsterdam Economic Board; **AMS:** Institute of Advanced Metropolitan Studies, formed by Wageningen University, TU Delft and MIT; **Federatie van Woningcorporaties:** Amsterdam Federation of Housing Associations; **Amsterdam Museum:** showing the history, current times and future of Amsterdam; **Aob:** trade union for teaching professionals; **ARCAM:** architecture centre; **Amsterdam Smart City:** urban open innovation platform for change makers; **BAM:** building company; **BNA:** industry association of architects; **Bouwend Nederland:** association of building companies; **BPD:** building fund, property development company; **BYGS:** social enterprise on bicycle based city mobility; **CBRE:** property developer; **Centre for Urban Studies:** part of the University of Amsterdam; **Comité 21 maart:** organization of anti-racism demonstration; **GTO:** Chief Technology Office of the municipality; **De Alliantie:** housing corporation; **De Groene Amsterdamer:** media organization; **De Key:** housing corporation; **DeBuren:** Belgian/Dutch home for dialogue; **Diversions:** bureau for societal innovation; **Doniger Urban Developments:** urban developer; **DutchCulture:** stimulating international cooperation in arts, culture and heritage; **Eigen Haard:** housing corporation; **Equinix:** data centre; **Follow The Money:** media organization; **Future Factor:** brands advisor; **Municipality of Amsterdam:** contact within all departments; **GGD:** Area health authority; **GVB:** Amsterdam public transport company; **Hart voor de K-Buurt:** Local neighbourhood initiative; **HvA:** university of applied sciences; **HVO Querido:** care organization; **IISG:** International Institute of Social History; **InHolland:** university of applied sciences; **IZI Solutions:** social organization against social injustice; **Johan Cruijff Arena:** football stadium and innovation centre; **Kennisland:** research organization on society; **Kick Out Zwarte Piet:** anti-racism collective; **Leger des Heils:** Salvation Army; **M-ODE:** responsible fashion foundation; **Martijn de Waal:** writer and researcher on media and public space; **Mendo:** publishing house; **MOVE Amsterdam:** mobility experience; **Movisie:** knowledge institute for social issues; **NG:** Organizing foundation for the Museum Night; **Nai10:** publishing house; **NetDem:** network on democracy; **De Verenigde Straten van Amsterdam:** initiative for citizen’s assemblies; **NieuwWij:** online platform on inclusivity; **OBA:** public library Amsterdam; **OMC (UID):** project developer; **OneWorld:** media organization; **ORAM:** business network; **Port of Amsterdam:** port company; **Prorail:** national rail operator; **RAI:** congress centre; **Renewi:** waste recycling company; **Rochdale:** housing corporation; **Royal HaskoningDHV:** engineering firm; **World Press Photo:** non-profit organization on press photography; **Urgenda:** Citizen initiative on climate action; **Publieke Omroep Amsterdam:** local broadcasting station; **mgmc:** green consultancy firm; **Landelijke Cliëntenraad:** advocacy organisation for social security; **Salto:** local broadcasting station; **Spot-on Consulting:** consultancy on urban development; **Staatsbosbeheer:** national forestry commission; **Stadgenoot:** housing corporation; **Stichting Hondsrugpark:** resident interest foundation; **Stimuleringsfonds Creatieve Industrie:** fund for creative industry; **Tertium:** strategic communication and participation agency; **Triodos:** green bank; **Trouw:** media organization; **Universiteit Utrecht:** University of Utrecht; **University College Amsterdam:** co-operation of the Amsterdam universities VU and UvA; **Vervoerregio:** connecting municipalities on mobility issues; **Vice Versa:** foundation for the empowerment of African immigrants; **VNG:** national association of municipalities; **VPRO:** national broadcaster; **VU:** university; **VU Medical Center:** academic hospital of VU; **Wag:** research institution on technology as an instrument of social change; **Waternet:** water services for the Amsterdam area; **Wonam:** housing corporation; **Ymere:** housing corporation; **Meesters met Dromen:** bottom-up initiative on education; **IDFA –** international documentary film festival Amsterdam.

### 1.4 DESCRIPTION OF THE HIP-PROCESS

In the context of the CLIC project, Pakhuis de Zwijger worked together with research partner TU Eindhoven to organise six so-called Heritage Innovation Partnership meetings to connect relevant internal and external stakeholders on the circular adaptive reuse of cultural heritage. In the HIPs PdZ has assessed its business model, its impact within the neighbourhood and on a national level, its corporate story, sustainable and circular operations and relationship with other cultural heritage sites in the city, and considered strategies and actions for the future.

HIP	Period	description
HIP 1	June-Oct 2018	Involving a network of local Amsterdam stakeholders in the field of sustainable heritage
HIP 2	Jan-Feb 2019	Setting up an internal Green Team within PDZ in order to evaluate the business operations and applying more circular principles.
HIP 3	July 2019 –April 2020	Connecting with existing PDZ partners and ICHEC management school to evaluate the PDZ business model and make it more resilient in the wake of COVID-19.
HIP 4	Set-Nov 2020	Connecting to local stakeholders in the Eastern Docklands area to evaluate and improve the local impact of Pakhuis de Zwijger.
HIP 5	Nov 2019 – June 2020	Involving internal PDZ stakeholders to construct a corporate story and use this for subsidy application to the Dutch Culture Council.
HIP 6	Jan-May 2020	Involving the local Amsterdam stakeholders on sustainable heritage in a discussion on challenges linked to COVID-19.

Overview of Pakhuis de Zwijger HIPs

#### HIP 1 – Heritage commons perception mapping

The objective of the first HIP meeting in October 2018 was to collaborate with local stakeholders in the field of sustainable heritage in order to create a local network, exchange knowledge in the field of making heritage more sustainable and achieving circular urban development. Stakeholders involved in the meeting included some high profile sustainability experts, area developers in the Amsterdam region, policy makers, academics, building companies, advisors and banks.



## **HIP 2 – Internal sustainability and circular measures and setting up green team**

In February 2019 an internal meeting with representatives from every business unit within PDZ charted how decision-making takes place in the organization in the area of sustainability. A common outline of ambitions in the area of sustainability was made, along with an action plan for measures on sustainability for the short term. These included the use of LED-lights in all offices and event rooms (energy savings), using recycled non-plastic disposables and no straws (reducing single use plastics), using only rechargeable batteries, appealing to commercial users of the venue to minimize their waste, separating plastic, organic and fat wastes and investigating the possible use of a worm hotel (minimizing waste and reusing waste streams). Additionally, an internal green team was set up to keep working on sustainable operations and seeing the action plan through.

## **HIP 3 – Business model analysis**

An assessment of the current business model for Pakhuis de Zwijger was performed in July 2019 and presented to the organization's staff members and all business and content partners during the annual partner meeting in November 2019. In the wake of the national COVID-19 measures, representatives of the different business units of Pakhuis de Zwijger were involved in an online business model workshop by ICHEC (Brussels Management School), focused on resilience of the business model. A lot of ideas were generated during the workshop to diversifying the revenue streams of PDZ and it was decided to move forward with three of them: extending the consulting activities of PDZ Foundation, extending the role as organizer of participatory events and creating more options for crowdfunding and paid memberships.

## **HIP 4 – Local impact assessment**

In order to evaluate the impact of Pakhuis de Zwijger on the Eastern Docklands area, local stakeholders were asked to participate in a survey conducted by PDZ Foundation in November 2020. Stakeholders included local businesses, local government representatives, active residents within the area, city brokers, hotels and cultural organisations in the area such as the public library. The participants to the survey praise the accessibility of Pakhuis de Zwijger, with all of its programs being free of charge and the possibility to visit the restaurant, bar and terrace. Also the respondents are happy with the nature of the programs, with their involvement in city developments, giving the opportunities to citizens to voice their opinions. A lot of citizens share the fact that Pakhuis de Zwijger is in the neighbourhood in order to promote their homes. The respondents also mention a pull effect for involved citizens visiting the neighbourhood for PdZ

Foundation programs and the education function of the institute. The fact that Pakhuis de Zwijger had to close its doors for a general audience during the COVID-19 pandemic and discontinued its restaurant and bar has had a big influence on the local impact, most respondents agree. Because people can't go to the building anymore the attraction of the physical site has mostly disappeared. The local stakeholders are impressed with the continued online presence of PdZ and the relevant programming in the LIVECASTS.

## **HIP 5 – Review of the corporate story**

In November 2019, PDZ Foundation started constructing a corporate story around its adaptive reuse of cultural heritage and its plans for both programming and using the building in the next four years. In internal meetings with the management board, supervisory board, and all programmers, this corporate story was reviewed and adapted. The corporate story was also used as a starting point for our subsidy application to the Dutch Culture Council.

## **HIP 6 – Expert session sustainable cultural heritage in Amsterdam**

Following a stakeholder mapping on sustainable and circular adaptive reuse in the Amsterdam region, Pakhuis de Zwijger organised an online expert meeting in May 2020 to discuss the consequences of the Covid-19 crisis on the stakeholders' sustainable goals. Thirteen cultural heritage sites in the city (including the Rijksmuseum, Artis Zoo, Paradiso, Westergas area and Concertgebouw) met online with nine expert organizations and policy makers to discuss current challenges on sustainable heritage linked to Covid-19. These challenges include the loss of focus on sustainability while the cultural sector is in a struggle for survival, reserving budget for sustainability measures in long term maintenance plans, how to invest in sustainability and circularity when you only have a temporary use lease and how to keep a sense of collectivity within the sector. Analysis & lessons learned from the HIP process



PlaceMaking Week 2017

## 2. ANALYSIS & LESSONS LEARNED FROM THE HIP PROCESS

### 2.1. ASSETS AND CHALLENGES

During the HIP 3 business model workshop with ICHEC, the main assets and challenges were identified in order to make the business model more sustainable:

#### Assets

- A purpose driven organization with young, creative and smart employees, a strong ground for innovation
- A communal space, that is open & participatory
- A very large community of former speakers and visitors that support the organisation and its goals for the city
- The heritage value of the building and location
- The combination of public programming, bar and restaurant, catering and venue hire
- A wide variety of partnerships (working with government, large businesses and knowledge institutes as well as SMEs, grassroots organisations and citizen initiatives)
- An established name for new partnerships
- Locally represented through sites in the South East and New West of Amsterdam. The buildings for the sites are not considered cultural heritage, but for the building in the South East adaptive reuse is applied by using an old abandoned shop in a local shopping centre (that used to be an Intertoys toy shop).

#### Challenges

- How to incorporate more social and sustainable functions within the business model
- How to make the organization less dependent of the two founders and sustain the continuity of employees, knowledge and experience
- How to build a loyal, diverse community, connected to our mission and “why”
- How to keep connection with the history of the place and the role Pakhuis de Zwijger played in keeping the sense of place and transforming the urban landscape
- How to deal with the loss of commercial activities during lockdown: how can PdZ continue on the current path with a combination of public, private and commercial revenue streams?

### 2.2. IMPACT COVID-19 ON THE BUSINESS MODEL

Pakhuis de Zwijger has been a rare example of the adaptive reuse of cultural heritage, with a working business model without any structural public subsidies. However, this makes it more dependent on two entrepreneurs bringing in their own capital and taking a risk.

Until now, PdZ Foundation has not only been dependent on the cash contribution (only 4% of its revenues) by PdZ Venue and PdZ Catering, but also on its continued free use of the venue and on projects and assignments and partner funds, all of which have been under pressure due to COVID-19.

In order to make the business model more sustainable, it is important to make the activities of PdZ Foundation less dependent on the commercial activities and creating more revenue streams for itself.



Recording a LIVECAST in the Pakhuis de Zwijger main room



Switch board for the online broadcast

### 2.3. INTERNAL PRACTICES ON CIRCULARITY

When the building was renovated between 2004 and 2006, special attention was paid to insulate the building in order to reduce energy use for heating. In the 15 years of operation, Pakhuis de Zwijger has worked together with the owner Stadsherstel to make additional building improvements that help achieve other sustainability goals, such as a separately operated air treatment for the offices and the event rooms, and solar panels on the roof.

The commercial kitchen has embraced circular principles by minimizing food waste, choosing local suppliers, buying excess harvests and working with products such as locust burgers, or mushrooms grown on coffee grounds. When used, meat is locally and organically grown, and crew and speaker dinners are vegan by standard. Vegetables are bought from Instock, which sells excess food from the supermarket Albert Heijn. Food remains from catering jobs is used in the restaurant, for crew catering, or pickled for later use.

The main way Pakhuis de Zwijger embraces circularity is in its programming. Since 2013 PdZ Foundation has produced the series “the Circular City” that now counts 57 separate programs.

During that time, PdZ Foundation has built a large community of policy makers, large businesses, researchers, entrepreneurs and local initiatives that aim to move forward with a circular economy. People like British economist Kate Raworth were first seen on a podium in the Netherlands at Pakhuis de Zwijger. Meanwhile, the City of Amsterdam has launched an internationally acclaimed circular strategy, embracing the principles of Kate Raworth’s doughnut economy, and presented this strategy in Pakhuis de Zwijger in 2020. PdZ Foundation is also active in the Amsterdam Doughnut Coalition, a bottom up community that aims to stimulate the conditions needed to really work towards a city doughnut. During the HIP process, it was concluded that although Pakhuis de Zwijger already achieved a lot in the area of waste reduction, energy savings, the use of biological and local food, and its programming around circularity, the decisions on sustainability were being taken organically, not policy-based. Individual employees were for a large part responsible for the decision making. In order to have a better coordination on the decision-making process, monitor the progress and embed this within the organization, a “Green Team” was set up in Februari 2019 with representatives from the different departments.

The Green Team subsequently developed a list of further measures, several of which have been already realized, such as applying LED-lighting in

the offices and event rooms, minimizing the use of plastics (no straws, using recycled non-plastic disposables when possible), appealing to commercial users of the venue to minimize their waste, and separating plastic, organic and fat wastes.

A measure that still hasn’t been realized, due to negotiation issues with intermediaries, is connecting to a collective waste collection with Expeditie Oosterdok, a collective of cultural organizations in the Eastern Docklands. Pakhuis de Zwijger’s managing director, Egbert Fransen, stated his intention to accomplish this collective waste collection in 2021.

Because of the effects of Covid-19, including time constraints and budget cuts, some of the efforts mentioned above have been hampered. The Green Team has stopped its periodic meetings and Pakhuis de Zwijger terminated its membership with Expeditie Oosterdok. When normal operations restart, the foundation will re-evaluate whether it should take up these activities again.

## 2.4. LOCAL STAKEHOLDERS ON CIRCULAR ADAPTIVE REUSE OF CULTURAL HERITAGE

During the HIP-process a local stakeholder analysis was made to identify the main organizations in the Amsterdam area involved in the circular adaptive reuse of cultural heritage, making a distinction between owners/users of the built heritage, expert organizations and policy makers.

On the owner/user side, four locations in the Amsterdam area stand out: De Ceuvel on the north side of Amsterdam, the Eastern Docklands (including Pakhuis de Zwijger) and the Sustainable Plantage (coordinated by De Hortus) in the eastern part of town, and the Westergas area in the West.

**De Ceuvel** is a sustainable office park built on the site of a former shipyard in Amsterdam North. A collective of architects, city researchers and artists transitioned what was a dilapidated and polluted zone into what is now a sustainable community hub. They upcycled 17 old houseboats into buildings, planted soil-cleaning plants, and installed low-cost clean technologies to make the development's resource management as circular as possible. De Ceuvel is a blueprint for circular experimentation, showcasing urban, closed-loop thinking in action. It houses around 30 companies, Café De Ceuvel, an aquaponics greenhouse and Metabolic Lab – a learning hub for workshops and masterclasses. The site has won numerous awards for sustainability innovation.

The **Eastern Docklands** is an area around the water in the heart of Amsterdam that is home to several cultural organizations, such as the National Maritime Museum, NEMO Science Museum, the Amsterdam Conservatory, and a former navy terrain, turned into an innovative, international city quarter. The cultural institutions within the area work together within "Expeditie Oosterdok" to promote the area and collaborate on programming. Within this collective a conversation has started on collective energy purchasing and waste collection. Pakhuis de Zwijger was a member of Expeditie Oosterdok, but has terminated its membership due to budget cuts. However, it still aims to bring about a local waste collective.

The **Sustainable Plantage** is an example of what the Eastern Docklands is attempting to achieve with regards to sustainability. Fourteen cultural organisations (e.g. Hortus, Hermitage, Carré theatre and the Jewish Cultural quarter) cooperate on sustainability issues. They signed a covenant with the municipality of Amsterdam in 2011 to work together on:

- a collective waste agreement (with 45 less truck movements a week and a better waste separation)
- collective purchasing of energy
- a common green team to look at each organisation
- knowledge sharing on sustainable issues

The **Westergas terrain** in Amsterdam West is a former gas factory, turned into a cultural hotspot, containing, amongst others, an event venue, music and theatre podium, tv studios, a couple of restaurants, a cinema, night club, artist studios and exhibition areas. It has put considerable effort into transforming from a contaminated brownfield to a sustainable creative quarter. An especially founded waste and raw materials specialist company called Oscar Circulair has organised a central materials and waste hub on the terrain to drastically reduce truck movements and differentiate on waste prices. It organizes "zero waste expeditions" with all tenants on the Westergas terrain, so that everybody is motivated to improve waste separation.

In the HIP-process three key points were identified to have a better chance of success for a long term sustainability plan.

### Key learnings from succesful long term sustainability plans

1. collective purchasing
2. collective goals, focusing on what to give back to local stakeholders
3. new sustainable business models, generating development budget in the business case.

However, not many practical examples of these business models have been identified.

In their collective approaches, both Sustainable Plantage and Oscar Circulair have improved the purchasing power of the individual organisations, their mutual knowledge, connection to the neighbourhood, and the continuity of their efforts in energy and waste approach.

## LOCAL AND NATIONAL EXPERTS AND POLICY MAKERS INVOLVED IN THE HIP-PROCESSES.

### Policy makers

**Rijksdienst Cultureel Erfgoed:** national cultural heritage service;  
**Provincie Noord-Holland:** provincial government; **Municipality of Amsterdam:** cluster Space & Economy & the monuments department.

### Expert and enabling organisations

**TU Eindhoven:** research partner for CLIC, technical university; **AMS:** Institute of Advanced Metropolitan Studies; **Bureau 8080:** consultancy on sustainability in the cultural sector; **De Groene Grachten:** consultancy agency on sustainable monuments; **Metabolic:** consultancy and research company on circularity; **DutchCulture:** knowledge and network organization for international cultural cooperation; **Circle Economy:** business, city and government consultant on the circular economy; **Dutch Green Building Council:** network organization for sustainable building & real estate **Rooftop Revolution:** foundation for green rooftops in cities; **SuperUse Studios:** architectural firm working with circular principles; **FABRICations:** architectural firm working with circular principles **SLIM Architects:** architectural firm working with circular principles; **Ki Culture:** non-profit organization for sustainability in cultural institutions **ABN AMRO:** bank, initiator and owner of the circular pavilion **CIRCL;** **Achmea:** insurance company; **BPD:** area developer; **BAM:** building company, **VORM:** building company.



The four main locations involved in the HIP-process



Eastern Docklands



Aerial photograph and picture of the café at De Ceuvel



Different buildings of the former gas factory at the Westergas terrain

### 3. MOVING FORWARD: A FOCUS ON RECOVERY AND RESILIENCE

#### 3.1. PRIORITY AREAS FOR ACTION

As mentioned previously, the Covid-19 pandemic has significantly affected the business model of Pakhuis de Zwijger. Since audiences were no longer allowed within the venue, the revenue streams from the PdZ café and venue rent dried up and the café and catering has been liquidated as a business. The focus in 2020 for the remaining part of the organization, the PdZ foundation, shifted to survival and generating new revenue streams to bridge the crisis.

The struggle for survival will continue into 2021 and beyond, but there's also room to look beyond the crisis and shift the focus to recovery and building a more resilient business model for long-term sustainability. The organisation will also make circularity an integrated part of this recovery and resilience strategy.

Concerning this, Pakhuis de Zwijger has identified three priority areas for action.

#### 3.2. RESTRUCTURING GOVERNANCE

In order for the foundation to be eligible to more public funding, PdZ has set in motion a process to restructure its governance and make PdZ Foundation 100% owner of PDZ Catering and PdZ Venue, with managing director Egbert Fransen employed by the Foundation.

This will help PdZ foundation to diversify its revenue streams and create a more resilient business model for the future.

In this construction the continuity of PdZ Foundation is also less dependent on the two founders Egbert Fransen and Hester Tiggeloven, as the PdZ Foundation is the direct owner of the two business entities and the board of directors is authorized to appoint a new general manager if necessary.

#### Circularity objectives by Pakhuis de Zwijger

1. Creating a more resilient business model by diversifying the revenue streams. This will be realized by restructuring the governance of the organisation in order to open the door to new public funding and by extending our role as consultant and organiser of participatory projects.
2. Streamlining its programming around 20 ambitions for futureproof cities, circularity being one of those, and creating a new website that represents the renewed focus of the programs.
3. Integrate more circular principles into the business operations.



In the future PdZ aims to combine the online quality of the LIVECASTS with live audiences

### 3.3. RESILIENT BUSINESS MODEL

PdZ Foundation is working very hard to create more sources of income, from commercial partners as well as government and independent funds.

For 2021 a number of significant partnerships and funds have already been secured. Pakhuis de Zwijger is building a broad partnership stakeholder program, with organizations like the Port Company, Waternet, VU University, Sustainable Finance Lab and Triodos Bank on board for 2021. Together with a range of universities and schools in the Amsterdam area, PdZ will start a five year long program on inclusivity in education. The foundation is also negotiating with Amsterdam and Almere to produce a two year program for the Floriade Expo 2022 on the subject of “growing green cities”.

On the funding side, Pakhuis de Zwijger has been awarded a structural four-year subsidy from 2021–2024 from the Amsterdam Culture Council. The national incentive fund for the creative industry awarded PdZ a two-year subsidy for a program series on “designing cities for all”. Pakhuis de Zwijger will also join a group of research parties, led by the Amsterdam University of Applied Sciences, in the application for an eight-year subsidy for the circular transition in the Amsterdam Metropolitan Region.

During the business model workshop with ICHEC, three other activities were identified to diversify the revenue streams:

- Extend the consultancy activities to generate revenue on knowledge sharing. Pakhuis de Zwijger’s partnership manager has started to roll this out with the existing partners. With the current demand to organize meaningful livestreams, this has resulted in several assignments already.
- Extend the role as organizer of participatory projects. The LIVECAST setting is ideal for hosting online participatory sessions while people can’t be present at live meetings. Therefore the municipality has asked PdZ to host its online participation meetings as long as they have to be held online. Pakhuis de Zwijger has also extended its role in the participatory project for the Frans Hals neighbourhood redevelopment . In co-design with the neighbourhood, a plan will be drawn up to create the “Gardens of Frans Hals”.
- Creating more options for crowdfunding and paid memberships. As part of the organization’s philosophy, all programs will remain free to watch for everybody. On the new website, however, the communications team is creating an “on demand” membership option. Furthermore, the existing “pay-as-you-like” system has been upgraded with QR-codes to a 5 euro Tikkie pay, shown during and after every program.

Action	Responsibility	Link to current internal strategy	Implementation	Resources & funding	Stakeholders
Restructuring governance	Owners	Becoming eligible for more public funding	Finished in February 2021	No extra resources needed	Supervisory Board
Connecting to Floriade on growing green cities	Managing director, program team sustainability, communications team	Programming around the green cities ambition	From one year before till one year after the Floriade in 2022	Funding from municipalities of Amsterdam and Almere and the MRA	Floriade, MRA, international cities
Extending consultancy activities	Partnership manager	The consultancy has to link to the 20 ambitions in the New Amsterdam manifesto	Acquisition program using all programmers in 2021	No extra resources needed	Existing & new partners, the programmers that do the consultancy work
Participatory project “Gardens of Frans Hals”	Partnership manager	Programming around the green cities ambition	Neighbourhood participation will be held in 2021	Funding from the city of Amsterdam	Residents of the Frans Hals neighbourhood, program team special development
Creating more crowdfunding & membership options	Communications manager	New website development	Introduction of membership in 1st quarter of 2021	Investment in website, internal funding	“Friends of PdZ” & first visitors

Circularity objective 1: Long-term economic stability and resilience through new and diverse income streams

### 3.4. NEW AMBITIONS

For the first half of 2021, Pakhuis de Zwijger plans to continue its programming in the form of LIVECASTS. Depending on the development of the COVID-19 measures, it is projected to gradually allow more people into the venue as a live audience. The foundation has already invested in extra cameras and is planning to keep the same high-quality of the livestream after the venue rooms are full again. The LIVECASTS have disrupted the business operations, but they have also opened up a door to new audiences – e.g. international stakeholders – and to host online participation meetings. All LIVECASTS organised by PdZ Foundation can be attended free of charge.

Programmers and management board have agreed to produce less independent programs, but applying a better focus. Together, they have drawn up 20 ambitions to which all programs must connect. They are that futureproof cities should be just, inclusive, democratic, thriving, liveable, safe, healthy, caring, affordable, connected, skilled, entrepreneurial,

circular, green, climate neutral, climate proof, smart, creative, vibrant and beautiful.

Pakhuis de Zwijger has produced a “New Amsterdam” manifesto in which all of these ambitions are shared. On the new website, the 20 ambitions will take a central place and all programs will be connected to at least one of them. Visitors can personalize their accounts by selecting the ambitions they want to connect to. This makes it easier to build communities around each ambition.

With regards to the circular ambition, Pakhuis de Zwijger will rebuild a former Program Council on the circular economy with frontrunners and stakeholders (which stopped meeting during the COVID-19 pandemic period) to discuss the most urgent themes. In addition to the continuing general circularity programming, a new series is planned on circular heritage together with Rijksdienst Cultureel Erfgoed.

Action	Responsibility	Link to current internal strategy	Implementation	Resources & funding	Stakeholders
Setting up program council on the circular economy	Program team sustainability	Programming around the circularity ambition, new community building	Finished in February 2021	No extra resources needed	Supervisory Board
New series on circular cultural heritage	Program team spatial development	Programming around the circularity ambition	Setup in 2021, initially a series of six programs, possibly extra tours	Resources needed for organizing the programs. Talks with Rijksdienst Cultureel Erfgoed for funding from Erfgoeddeal	Local stakeholders from the HIP- process

Circularity objective 2: Strengthening circularity as an ambition in the programming of PdZ Foundation

### 3.5. CIRCULAR BUSINESS PRACTICES

In earlier conversations with the Expeditie Oosterdok collective in the Eastern Docklands, the National Maritime Museum brought up the idea of creating a waste collective. This initiative, however, has stalled in the negotiations with intermediate parties. In 2021, Pakhuis de Zwijger intends to pick up this idea again and negotiate directly with the waste recycling company Renewi. The waste collective can either be started from within the Expeditie Oosterdok or using

other direct contacts with neighbouring institutions. PdZ Foundation also intends to reinstall the Green Team, that has stopped meeting in 2020. The program team on sustainability has chosen new members to join the Green Team from all different business units and will plan a meeting every six months in order to keep updating the sustainability and circular objectives of PdZ Foundation in the business operations and monitoring the outcomes.

Action	Responsibility	Link to current internal strategy	Implementation	Resources & funding	Stakeholders
Creating a waste collective	Managing director	Green team objectives	Initial gathering of collective and meeting with collective in first half of 2021, negotiations closed before 2022	Time investment in setting up collective and negotiations	Neighbouring institutions, Renewi, possibly Bureau 8080
Re-installing Green Team	Program team sustainability	Green Team Objectives	Installing new members in March 2021. Meeting every half year to renew objectives and review current status	Internal funding, possible funding for sustainable investments	Stadsherstel, tenants office spaces

Circularity objective 3: integrate more circular principles into the business operations



## 4. MONITORING AND EVALUATION

Given the tenuous financial situation of Pakhuis de Zwijger, the proposed actions do not require large capital investments, except for the new website, for which the budget had already been reserved. Most of the proposed actions actually save money or generate extra revenue.

The real challenge to a successful implementation is the time investment and priority that the individual teams can give to the work. It has therefore been decided to organise fewer programs by the foundation but retain the same number of programmers, so that the programmers can spend more time (20% for a full time equivalent) on “business development” purposes.

The local action plan will be presented to all internal employees during one of the monthly company meetings in the first quarter of 2021. The program teams responsible for specific actions will set up their own planning to carry out the activities. This will be monitored and evaluated during the teams’ biweekly meetings with the general manager. In order to assess whether the circularity objectives within the local action plan will still be achievable or new objectives and actions emerge, the program team on sustainability will re-address the local action plan with the general manager in the fourth quarter of 2021. After that PdZ plans to update the action plan on a yearly basis.

In order to remain in close contact with the local stakeholders on circular adaptive reuse of cultural heritage, several steps will be taken. An abstract

of the finalized action plan will be shared in March 2021 with all local stakeholders involved in the HIP-process. They will also be invited to join the new series on circular cultural heritage (connecting to circularity objective 2: strengthening circularity within the programming of PdZ Foundation). Moreover, the program team on sustainability will consider one or two people involved in the HIP-process to join the program council on the circular economy.

The new program series on cultural heritage will also be used internally to examine whether additional actions in terms of business operations or building modifications could be taken by Pakhuis de Zwijger to stimulate its own circular processes (practice what you preach).

The program teams on sustainability and spatial development will be responsible for this evaluation. The original members of the green team will re-evaluate in the first quarter of 2021 whether the green team needs to be re-instated to coordinate the sustainable efforts of the whole organization.

With these measures, Pakhuis de Zwijger aims to institutionalize this action plan and embed the proposed actions within existing processes. During the period the organization was involved in CLIC, it has taken significant steps in minimizing waste, reducing energy use and bringing more focus to its programming on circularity. In agreement with its own ambitions for futureproof cities, it is important to ensure continuous efforts in this regard.

“Pakhuis de Zwijger is an essential institution for debate and civic engagement - not just within Amsterdam or the Netherlands, but even internationally.”

**Eva Gladek – Metabolic**

