

Roles and Responsibilities. Analysing Stakeholder Roles and Value Transactions in Temporary Use of Buildings

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Abstract. Temporary projects, reactivating vacant buildings, are a growing phenomenon, and their implementation is increasingly embraced by policymakers, building owners and the society at large. However, the current approach to temporary use appears to be fragmented, hindering their effectiveness and potential. Consequently, there is a pressing need to expand the understanding of temporary projects and their role in extending the service life of vacant buildings and their materials and supporting the shift towards circularity. To ensure this, stakeholders need to understand their own roles in a temporary project and recognise their responsibilities. This study focusses on analysing stakeholders involved in temporary projects, examining key players, roles and responsibilities. Five temporary projects in the Brussels Capital Region are analysed, identifying stakeholders, among which property owners, managers, residents, and intermediate actors, and their actions. Insights derived from interviews, discussions and literature identify necessary actions for each stakeholder. By uncovering connections in these responsibilities, or their absence, the study aims to inform stakeholders; guiding them towards better-informed decisions that support temporary initiatives.

Keywords: Temporary use · Stakeholder analysis · Vacancy

1 Introduction

1.1 The Duality of Vacancy

In the Brussels Capital Region, a staggering 6.5 million square meters of space languish in disuse [1]. While vacancy is not uncommon, its underlying causes are multifaceted, ranging from shifts in real estate demand to policy uncertainties [2–4]. Speculation also plays a role, with property owners holding onto buildings until market prices rise [4, 5]. Even planned transformation projects contribute to prolonged vacancy periods due to the lengthy process of securing permits and commencing construction [7, 8].

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Urban disinvestment and neglect exacerbate the problem, turning vacant spaces into social, security, and economic liabilities [2, 4]. The wasted energy, materials, and budget allocated to these buildings compound the issue, posing a persistent challenge to society and the built environment [7]. However, within this challenge lies an opportunity; the abundance of unused buildings, nearly equivalent to the size of the Municipality of Ixelles, presents fertile ground for experimentation and innovation [1, 8, 9].

1.2 Recognition of the Value of Temporary Use to Activate Vacant Buildings.

Existing literature underscores the manifold benefits of temporarily activating vacant buildings, providing a platform for social, environmental, and economic initiatives [9–14]. Temporary projects, with their predetermined end dates, offer a solution to activate unused spaces while awaiting transformation [9]. Originating from historical squatting movements, various forms of temporary projects have emerged, driven by bottom-up initiatives and neighbourhood organisations [9, 15, 16].

While temporary projects prevent the negative effects of vacancy, such as vandalism and decay, they also hold economic appeal, mitigating high maintenance costs associated with prolonged vacancy [4]. In Belgium, property owners can even avoid vacancy taxes through temporary use projects [8, 20]. Recognising the potential of temporary use, public and private actors are increasingly interested in reactivating unused spaces [19].

In Brussels, public entities like perspective.brussels and citydev.brussels collaborate to support temporary use initiatives, developing tools and guidelines to facilitate their implementation [21–23]. Recent endeavours include the launch of 'temporary.brussels,' an online matchmaking tool, and the co-signing of a charter aimed at aligning temporary use practices and streamlining project development stages [21–23]. Through concerted efforts, temporary projects offer a promising avenue to transform vacant spaces into vibrant hubs of activity, fostering sustainable urban renewal and community engagement.

Even though the added value of temporary use projects is getting recognised, and stakeholders' ambitions and supports are rising in temporary use, the organisation of projects remains primarily an organisational and legal challenge that requires capacity and commitment of many actors.

1.3 Aims and Methods

To tackle this and encourage stakeholders in temporary use, this paper sheds light on the involved stakeholders and their roles in the organisation of temporary projects and the activation of vacant buildings. To do this, the following research question is put forward:

Which stakeholders in the field of temporary use can be identified in the Brussels Capital Region, and what are their roles and responsibilities?

To formulate an answer, this study investigates the Brussels' most-known temporary use projects and their key stakeholders. Five temporary projects are chosen for this analysis: Allée du Kaai, Le TriPostal, See U, Circularium, and Studio Citygate. These five temporary projects were selected to represent the diverse nature of temporary use in vacant industrial buildings, and their involved actors.

Through personal endeavours, among which interviews, discussions, site visits, and seminars, detailed information was gathered about these Brussels' temporary projects

and the current practice of activating vacant buildings. For each temporary project, an in-depth case study analysis is conducted to explore stakeholders, their actions, and their relationship.

Following the method of Value Network Mapping, proposed by VITO Nexus, key stakeholders and actions were mapped and explored. Subsequently, these findings are discussed to shed light on the ecosystem of stakeholders in temporary use. Furthermore, the power dynamics and stakeholders' interests are discussed to understand their influence on the success of temporary use projects (Fig. 1).

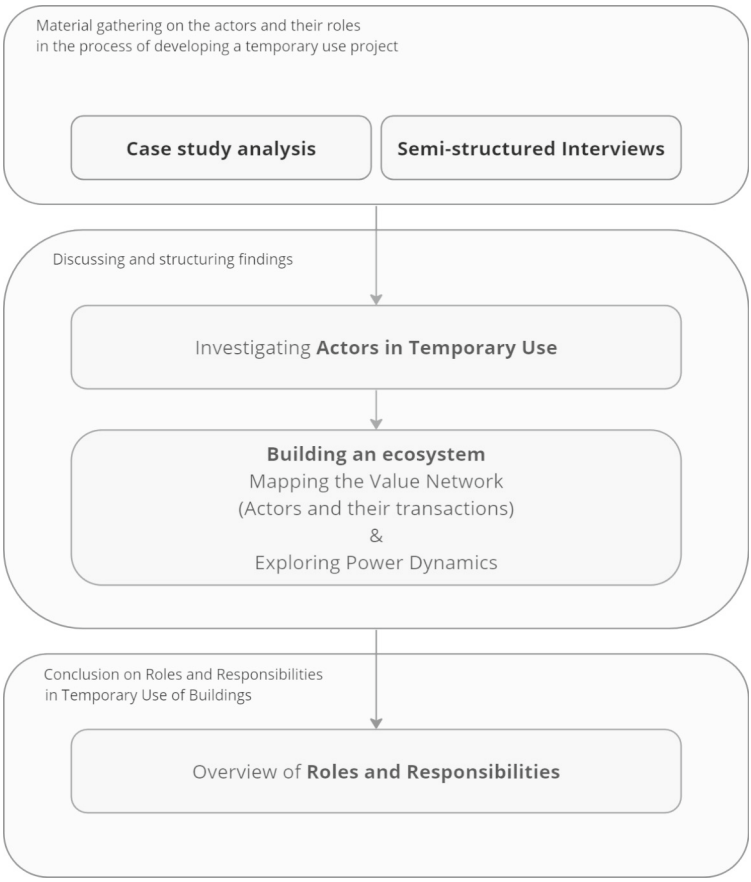

Fig. 1. Overview of the method applied in the research.

2 Brussels' Temporary Projects

Brussels has been establishing a leading role in the field of temporary projects. Lately, several temporary projects have gained national and international attention, resulting in internationally organised site visits and seminars to learn from the Brussels' practice

(e.g. seminar of Metropole Lille, visit of the European research project T-Factor, and conference of the STUN (Social Temporary Use Network)).

In the following section, five noteworthy temporary projects, and their contexts, are elaborated by focussing on the initiating and developing process. The information presented here was gathered through interviews and discussions with the temporary projects' managers and completed with additional literature. Figure 2 illustrates the locations in Brussels of the selected case studies.



Fig. 2. Map of Brussels, with the five analysed temporary use projects.

2.1 Allée du Kaai

Allée du Kaai, a temporary project by Toestand vzw in collaboration with Leefmilieu Brussel, ran from 2014 to 2022 in unused hangars and a vacant plot of land along the Canal, opposite Thurn&Taxis. Originally slated for transformation into a public park, the site awaited construction. To activate the space in the interim, Leefmilieu Brussel sought a temporary project manager, leading to a project call. Toestand was selected and tasked with testing various sport activities suitable for the future park. Additionally, they provided space for other Brussels-based social and cultural organisations such as Magazin 4, In Limbo, and various social organisations. Through their adaptable approach, Toestand facilitated the site's evolution, making Allée du Kaai the first large-scale socio-cultural temporary project in Brussels.

2.2 Le Tripostal

Le Tri Postal, a temporary project by Communa asbl, operated in an unused building owned by NMBS, the Belgian railway company, from 2020 to 2022. Located near Brussels-South station, the building will be renovated into an office tower. The neighbourhood committee, Saint-Gilles Midi/Zuid, petitioned to activate the site, prompting NMBS to allow a temporary project. A project call, led by Saint-Gilles municipality and NMBS, sought a manager. Communa asbl applied and was selected to manage and coordinate the project. Their responsibilities included space layout, repairs, creating workspaces, inviting external projects, and establishing an innovative public space for socio-cultural experimentation. This collaborative effort aimed to revitalise the area around Brussels-South station [21, 22].

2.3 See U

See U, a temporary project by Pali Pali and MSI (Maatschappij Stedelijke Inrichting), activated a former military site from 2019 to 2022 in preparation for the USquare renovation and transformation project involving MSI, VUB/ULB[1], BGHM[2], and others. MSI initiated the temporary project in 2018 through a public project call and expressions of interest for site management. Pali Pali, selected as the dynamic site manager, collaborated closely with MSI to define project objectives and themes. Their responsibilities included managing resident projects, facilitating interactions, site coordination, communication, and overall management. See U aimed to revitalise the site and foster dynamic community interactions in anticipation of future development [23].

2.4 Circularium

Circularium, a temporary project by Makettt and D'Ieteren, activates a former car dealership from 2020 to 2025, awaiting future site transformation plans. D'Ieteren collaborated with the city's planning department and architectural office 51N4E to organise co-creation sessions. These sessions established short-term actions and long-term objectives for building transformation. Makettt, appointed for the short-term initiative, aligns with core values of sustainability, circularity, and flexibility set during co-creation. They manage daily operations, undertake placemaking activities to define the site's identity, organise events to attract consumers, and foster community engagement. This collaborative approach allows for a strategic and sustainable temporary use of the site while awaiting future development plans [24].

2.5 Studio Citygate

Studio Citygate, a temporary project by Entrakt, activates a former pharmaceutical factory near Brussels South train station from 2018 to 2023. Initiated by citydev.brussels,

[1] Vrije Universiteit Brussel/Université Libre de Bruxelles; the two Brussels universities.

[2] Brusselse Gewestelijke Huisvestingsmaaktsschappij; Society for Housing of the Brussels Capital Region.

the regional development institute of Brussels Capital Region, the project aims to prevent criminal activity, vandalism, and squatting. Entrakt, selected through a public project call, transforms the site into Studio Citygate, aligning with future transformation project Citygate II. Entrakt manages repairs, adaptations, and coordinates resident projects. Residents are selected through an open project call procedure and occupy spaces under tendency-at-will contracts, allowing flexibility in duration. This collaborative effort ensures the site's temporary use while awaiting permanent transformation, contributing to urban revitalisation and community safety.

3 Actors in Temporary Use Projects

By looking into the project's design processes, differences in stakeholders' roles and actions could be grasped. In the following section, the identified stakeholders are presented: temporary projects' residents and managers, property owners, and multiple intermediate actors. For each stakeholder a general description of their role and responsibility is given. The description of some stakeholders also includes subdivisions to highlight respective findings with notable examples.

3.1 Temporary Users

Temporary project users can be categorised into two groups: residents and visitors. Residents are individuals or entities who organise their own projects or activities on-site. These include artists, start-ups, young entrepreneurs, local organisations, and various social and non-profit organisations, who benefit from an affordable rent made possible by temporary use. On the other hand, visitors are individuals who come to the site for specific events or activities.

Residents play a crucial role in temporary projects. However, it was noted that their selection often alights with the values and ambitions of the decision-making stakeholder, typically the temporary project manager. In many cases, residents are chosen through a project call process that seeks projects aligning with the project ambitions. Notable examples here of are Circularium and See U since the projects' objectives were clearly communicated before the selection procedure.

3.2 Temporary Project Managers

Temporary project managers emerged from the study as crucial decision-making stakeholders in defining a temporary project. They not only ensure the proper functioning of a temporary project, but they are also appointed by building owners to select,manage and coordinate the projects and activities of residents, in addition to their own activities. Table 1 presents the temporary project manager and their roles and highlights the difference between the two kinds of temporary project managers identified in the Brussels Capital Region: non-profit organisations and companies.

Table 1. Overview of the temporary project managers and their respective responsibilities, with a subdivision of two categories: non-profit organisations and companies.

Temporary project managers	
Can ensure functioning of overall temporary project Can select suitable residents through open project call Can facilitate, coordinate and manage residents' projects	
Non-profit organisations	**Companies**
Economically weak Supported through subsidies or funding 'Rent by free contribution' model	Economically stable (transitional real estate & vacancy management) Service fee from property owner Rent per square meters

3.2.1 Non-profit Organisations

Non-profit organisations, like Toestand vzw and Communa asbl, play a crucial role in repurposing vacant buildings in Brussels to create vital community spaces. Their focus on socially impactful projects aligns with local needs, fostering social gatherings, workshops, and collective building moments. By providing low-threshold access, they ensure inclusivity and welcome participation from the public. Moreover, they extend their impact by making their spaces available for other initiatives and organisations. Relying on subsidies and donations, they sustain their operations and use funds to enhance and maintain their sites for seamless functionality.

3.2.2 Companies

Companies, like Pali Pali, Makettt and Entrakt in Brussels, have emerged and support the commercialisation of the practice of temporary use. These companies are economically viable since they manage vacant buildings and coordinate temporary activities within them according to a certain economic business plan. Each company had their approach, reflecting a diverse range of strategies and objectives.

Pali Pali and Makettt emerge as transitional real estate entities, dedicated to facilitating the evolution of organisations and neighbourhoods. Working closely with both public and private stakeholders, these firms receive a specific service fee and predefined objectives from their clients. By curating a diverse array of socio-cultural, sporting, and economic activities [25], they aim at contributing to the revitalisation and transformation of urban spaces. Their emphasis on placemaking underscores their role in activating areas, laying the groundwork for future development initiatives.

On the other hand, Entrakt distinguishes itself as a real estate management company with a history rooted in vacancy management. Originally focused on mitigating risks such as vandalism and squatting, Entrakt has since pivoted towards breathing life into neglected spaces through engaging activities. In instances where Entrakt takes the helm, it assumes full responsibility for executing temporary projects, including essential repairs to ensure the functionality of the premises. To recoup investments, Entrakt adopts a flexible approach, leasing spaces to artists and start-ups under tendency-at-will

agreements. These agreements afford residents the freedom to operate without fixed time constraints, albeit with the understanding that they may be asked to vacate the premises as needed.

3.3 Property Owners

Property owners can grant permission to activate their building and organise activities within in. Property owners, however, can do more than that. They can actively shape the activation and use of vacant buildings and brownfield sites. The analysis revealed that property owners work closely with temporary project managers for the definition and creation of a temporary project. However, within this collaboration, property owners take on an initiating of an allowing role. Table 2 presents these roles of property owners, and it further highlights the differences between them.

Table 2. Overview of the property owners, subdivided into two categories (i.e. initiating and allowing) with their respective responsibilities.

Property owners	
Can grant permission to property Can support temporary activation	
Initiating owner	**Allowing owner**
Operational support Co-create ambitions and objectives aligning with public/private stakes Facilitate with building permits	Allows activities on its property, but is not involved in the project
Financial support Ensure basic utilities, repairs and maintenance Working costs	

3.3.1 Initiating Property Owners

Initiating property owners actively support temporary project managers, whether companies or non-profit organisations. Encouraging collaborations were notably observed in Circularium, See U, and Allée du Kaai. Two types of support were identified: financial and operational.

Financial support from property owners such as D'Ieteren (private company), MSI (public regional development agency), and Leefmilieu (governmental agency) was evident in all three cases. In projects managed by companies, like in Circularium and See U, service fees were established (e.g. from D'Ieteren to Makettt and from MSI to Pali Pali). In contrast, in projects managed by non-profit organisations, subsidies were provided (e.g., from Leefmilieu Brussel to Toestand).

Beyond covering working costs, this financial support also included maintenance expenses since initiators also took on the responsibility of maintaining the existing buildings or carrying out necessary repairs for basic functionality.

In cases where compensation via service fees was identified, residents of temporary projects rented spaces under tendency-at-will contracts. These contracts, between property owner and resident, lack fixed end dates and offer attractive rents defined by a fixed amount per square meter.

Operational support was also provided by property owners, who outlined various ambitions and objectives for the temporary projects. This included defining themes, types of activities, and selection criteria for residents. In projects like See U and Allée du Kaai, MSI and Leefmilieu Brussel were actively involved in co-creating and managing daily operations.

Furthermore, governmental agencies assisted temporary project managers in obtaining necessary permits, easing administrative burdens. This support provided organisations like Toestand with flexibility to experiment with activities without administrative hurdles [26].

Both financial and operational support from property owners aim to ensure that desired activities are effectively managed by project managers and that envisioned objectives are achieved. Additionally, property owners leverage the value of temporary projects in their communication strategies to market both the future projects.

3.3.2 Allowing Property Owners

Not all property owners actively participate in the development of temporary projects. Some assume an 'allowing' role, granting organisations permission to temporarily activate their sites in anticipation of future transformation projects. This passive stance was observed in Le Tripostal and Studio Citygate.

In Studio Citygate, the property owner Citydev, a public developer, enlisted Entrakt, a real estate management company specialising in preventing vandalism and squatting in unused buildings. Citydev permitted Entrakt to activate their property through various activities and rent out spaces to other initiatives, start-ups, and artists. Recognising the added value of this activation, Citydev marketed the temporary projects as a precursor to future transformations. It appears that their primary aim wasn't solely to prevent negative effects of vacancy or provide space for those in need but rather to attract a new population group. Consequently, this strategy may consciously or unconsciously exclude the existing population of the area, potentially leading to gentrification as both the temporary and future projects unfold.

In Le Tripostal, property owner NMBS, a private company, did not initiate the temporary project. Only after a neighbourhood petition advocating for the activation of the unused building did the owner allow a temporary project to proceed. Consequently, NMBS lacked any ambitions for the temporary project and remained uninvolved in its creation and development.

3.4 Intermediate Actors

This study revealed that in addition to three crucial stakeholders, i.e. users, managers and property owners of temporary use, various intermediate actors can also be involved in the organisation and creation of a temporary use project. Table 3 presents the identified actors that were involved in a certain moment of the temporary projects.

Table 3. Overview of multiple intermediate stakeholders and their responsibilities.

Intermediate actors Can guide, advice and support property owners and temporary project managers towards the temporary activation of unused spaces			
Neighbourhood committees	**Designers**	**Planning departments**	**Governmental agencies & Municipalities**
Can launch petitions for temporary activation	Can support and advice on short-and long-term design decisions	Can develop practical guidelines	Can recognise temporary use as a standard practice
Can represent the voice of the community		Can acts as mediators	Can provide subsidies and funding
		Can take hesitation away of property owners	Can develop a frame of rules and regulations
			Can take hesitation away of property owners
			Can facilitate the acquisition of building permits

3.4.1 Neighbourhood Committees

Neighbourhood committees can launch a petition advocating that unused properties of private or public actors should be made available for associative, cultural, and social purposes. By petitioning and collecting signatures, property owners can be persuaded to grant permission and allow activation of their property. Through a project call for a temporary occupation and a selection procedure, a suitable temporary manager can be chosen.

A notable example is the temporary project Le Tripostal, which was initiated after a petition of the neighbourhood committee Saint-Gilles/Midi. The petition was able to persuade the building owner to allow a temporary occupation to take place.

However, it was not enough to ensure that the temporary project can reach its full potential. NMBS gave permission for a temporary project of "a minimum of one and a half year" [22]. The owner did not prolong the temporary project when the initial end date was nearing, even if the permits of the transformation of their building were not received. As such, the vast building returned to its vacant and decaying state. This observation highlights that property owners need to be open to and interested in the opportunities of temporary projects. They might be unaware of these opportunities initially if they did not initiate the temporary project themselves. However, enough time needs to be allowed for temporary projects for them to show various potentials.

3.4.2 Designers

Designers, such as architectural and design offices, can support and advise property owners, as well as temporary project managers, in designing temporary projects, from both a material and a building perspective.

In the case of the development of Circularium, the co-creation sessions between the property owner, and the local planning department were moderated and advice by the architectural office 51N4E. As such, the office was employed by the property owner in advising them, and aligning their ambitions with the future urban planning ambitions of perspective.brussels.

3.4.3 Planning Departments

Planning departments can provide building owners with guiding material to develop ambitions on the short term that are in line with the long-term objective. Since urban planning and redevelopment are long and slow processes, with little direct impact, temporary activities can provide benefits on the short term. Moreover, temporary interventions can inspire a wider discussion about the re-planning process, as highlighted by Pfeifer (2013). In this regard, temporary activities can be analysed on ground, and then adapted to fit within the future project.

An example is the involvement of the local planning department perspective.brussels in the co-creation sessions with the client D'Ieteren. Perspective.brussels is currently working on a strategic transformation vision for the area. Given D'Ieteren's commitment to innovation and constructive practices, they have chosen to actively contribute to the district's transformation by utilising their building as a steppingstone for the transition. Rather than making premature decisions about the building's future, D'Ieteren has opted to await the outcome of the planning process, leveraging the intermediate period to their advantage. To determine the fate of their unused building, collaborative co-creation sessions have been organised. These sessions provided an opportunity for the stakeholders to establish both short-term actions and long-term objectives for the building's transformation [24].

3.4.4 Governmental Agencies and Municipalities

Temporary use should be recognised as a practice by the municipal administration and include a legal frame of building regulations [27]. In Brussels, actions towards a legal frame for temporary use have been taken by governmental agencies and municipalities, with the ambition to improve the access to temporary use and to support of initiatives in the organisation of temporary use projects. The introduction section of this paper highlights the Brussels' efforts for the organisation of temporary use, among which a 'practical guide' providing answers to legal and administrative aspects for the organisation of temporary activities and a matchmaking tool.

To fully encourage and support the organisation of temporary project, municipalities can act as mediators between the property owners and economically weak temporary project managers and residents. In addition to financially supporting such initiatives through subsidies or funding, they can also practically support initiatives and

organisations through coaching and mentoring. However, the latter is not yet common practice.

A notable example of the involvement of a governmental agency or municipality, that was not as a property owner, is the case of Le Tripostal. The municipality of Saint-Gilles supported and encouraged the temporary project. They supported the petition launched by the neighbourhood committee and persuaded the private company NMBS in allowing a temporary occupation, resulting in the "agreement" of the added value of a temporary occupation of the site. In addition to the first contacts with the property owner, the municipality also had a role in the selection procedure of a temporary manager. As such, they were part of the interdisciplinary jury when appointing an organisation to manage and develop a temporary project.

In addition to municipalities, governmental agencies, such as the one of the Brussels Capital Region, can be invited to be part of a jury in the selection procedure for the appointment of temporary managers. This is known to be the case in Le Tripostal and See U.

4 Building an Ecosystem

The activation of vacant spaces through temporary projects in the Brussels Capital Region involves various stakeholders. Figure 3 visualises the identified stakeholders and their actions.

4.1 Value Network Mapping

Temporary project managers (resp. Manager), property owners (resp. Owner), and users (resp. Residents) emerged as pivotal stakeholders in defining and creating temporary use projects. Consequently, they were given central importance during the ecosystem mapping process. Intermediate actors were categorised into two surrounding circles, with proximity to the centre indicating their current significance in project design and development or their substantial role in analysed Brussels' temporary use projects. Neighbourhood committees, governmental agencies, and municipalities were placed in the first surrounding circle, while designers and planning departments were included in the second circle.

In addition to stakeholders, varying transactions, grasped according to VITO's Value Network Mapping, are mapped and visualised. These transactions can be valuable material (orange), immaterial (blue) and financial (green) actions from one actor to another. The consistent transactions, identified in the analysed temporary projects, are visualised as a full line, while the inconsistent and case-dependent transactions are visualised by a dotted line.

4.1.1 Actors and Their Transactions

Figure 3 illustrates the ecosystem of actors involved in temporary use projects, depicting their roles and responsibilities and the transactions they engage in with other stakeholders. At the centre, the relationship between owner and manager, manager and residents, and residents and owner are depicted. Surrounding this are intermediate actors and their actions.

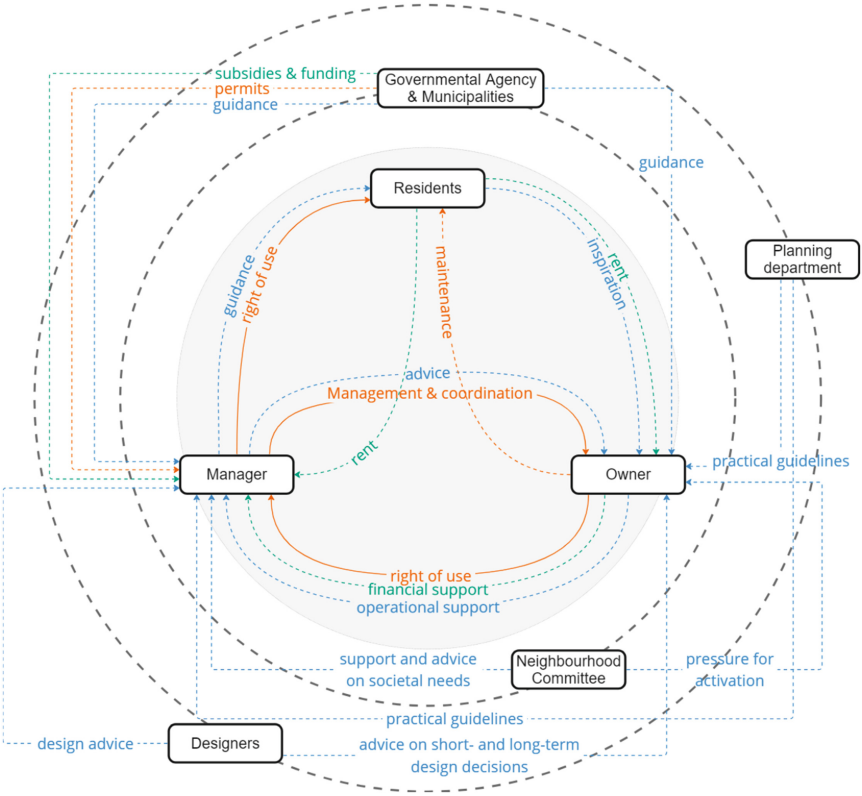

Fig. 3. Value Network Map: Stakeholders in temporary use and their value transactions, with in the inner circle the crucial actors of a temporary project, i.e. Resident, Manager and Owner, and surrounded by the intermediate actors, i.e. Neighbourhood committee, Designers, Planning Departments and Governmental agencies and Municipalities. Colour code: Green: financial transactions, Orange: Material transactions, and Blue: Immaterial transactions. (Color figure online)

In the relationship between owner and manager, the owner grants the right of use of their property to the manager in exchange for management and coordination of projects. Initiating owners can further provide operational and financial support to managers, which can lead to advice regarding the transformation potential of the site.

Between manager and residents, the manager grants the right of use to residents, potentially receiving rent in return. Additionally, managers can guide residents in their projects and activities.

Regarding the relationship between residents and owner, the owner may provide maintenance of the building in exchange for rent and inspiration from residents.

In the outer circles, intermediate actors are positioned in relationships with either the manager of the owner, with no direct transactions observed with residents.

Neighbourhood committees can offer support and advice to managers on the societal needs of the local community and pressure owners to open their property temporarily through petitions.

Governmental agencies and municipalities can subsidise or fund temporary projects, assist in acquiring permits, and provide guidance. They can also support property owners in allowing and initiating temporary projects, alleviating hesitations and uncertainties.

Planning departments can support owners and managers by offering practical guidelines for temporary use. This is exemplified by the ambition of the Brussels planning department perspective.brussels to develop a framework and instruments supporting actors involved in temporary use.

Designers can advise owners during co-creation processes on both short- and long-term design decisions and provide guidance to managers on design decisions for temporary use projects.

4.2 Power Dynamics

The collaboration among various stakeholders is crucial in temporary use projects. Moreover, the relationship between the degree of power and stakeholder interest can significantly influence project feasibility and success. Power dynamics among stakeholders play thus also a vital role in shaping project outcomes.

In temporary use, the degree of power often correlates with the level of stakeholder interest. Property owners typically hold significant power due to their control over the physical space and resources. Their level of interest in temporary project may vary depending on factors such as financial considerations, long-term development plans, and community relations.

Managers, on the other hand, wield power in terms of project coordination and implementation. Their interest in projects may be driven by factors such as community engagement objectives (e.g. non-profits), and financial incentives (companies).

Residents and other users hold power, particularly in projects where they are actively involved in organising activities and shaping the project's direction. However, in the analysed cases, residents were not very often involved in decision making processes.

Intermediate actors, such as neighbourhood committees, governmental agencies, municipalities, planners and designers can also exert power and influence project outcomes through advocacy, funding, regulatory support and design input.

The balance of power among stakeholders and their respective interests can determine the feasibility and success of temporary use projects. Projects where stakeholders collaborate effectively, with power shared and interests aligned, are more likely to achieve their goals and create positive impacts for communities (e.g. Allée du Kaai, See U, and Circularium). Conversely, projects marked by power struggles, conflicting interests, and unequal distribution of resources (e.g. financial resources) may face challenges and struggles to realise their potential. Therefore, understanding and navigating power dynamics, as well as roles and responsibilities of stakeholders, is essential when considering the feasibility and success of temporary use projects.

5 Conclusion

Temporary use projects involve a network of stakeholders, each playing unique roles that significantly influence project outcomes. Property owners serve as initiators, granting the right of use to managers, and providing support for project implementation. Temporary project managers and residents serve as activators, effectively reactivating sites and opening them up to the society. Governmental agencies, including municipalities, acts as mediators, offering support, funding, and guidance, while planning departments fulfil an informative role, providing guidelines for temporary use. Designers serve as advisors and supporters, contributing to design decisions.

Such a delineation of roles among stakeholders in temporary use is crucial for effective collaboration and project success. Establishing categories of stakeholders and their roles, and level of involvement, can serve as a foundation for developing comprehensive decision support systems tailored to the unique need of temporary use projects.

The stakeholder analysis, integrated with value network mapping and multi-actor decision support systems, can provide valuable insights into power dynamics, interests, and transactions among stakeholders. This holistic approach can enhance project planning, implementation, and evaluation, ultimately maximising the potential of temporary use to benefit communities and sustainable urban development (Table 4).

Table 4. Overview of stakeholders and their roles

Stakeholder	Role
Property owner	Initiator
Temporary Project Manager & Resident	Activator
Governmental agencies	Mediator
Planning Departments	Informational
Designers	Advisory and Support

Despite providing valuable insights, this study has limitation that warrant consideration. The focus on a specific set of five case studies in Brussels may limit generalisability. Future research could broaden the scope by including more diverse projects, and in different urban contexts. Moreover, exploring temporal dynamics and including a wider array of stakeholders, such as partners, sponsors, citizens, etc. in future research could enhance the understanding of temporary use initiatives and their success factors.

This research has also led to the realisation that certain elements, not explicitly addressed in the current study, warrant further investigation for a more comprehensive understanding of temporary use projects. Specifically, the positions of various stakeholders in terms of their stakes – whether public, private, or social – and the specific property owners' backgrounds, such as companies, developers, governmental agencies, or municipalities, merit deeper exploration. Recognising the influence of these factors on stakeholders' dynamics could offer valuable insight into the intricacies of temporary use initiatives and enhance the effectiveness of collaborative efforts among diverse

entities. Furter research should this delve into these dimensions to enrich our understanding of the multifaceted relationship shaping the success of temporary project sin urban environments.

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