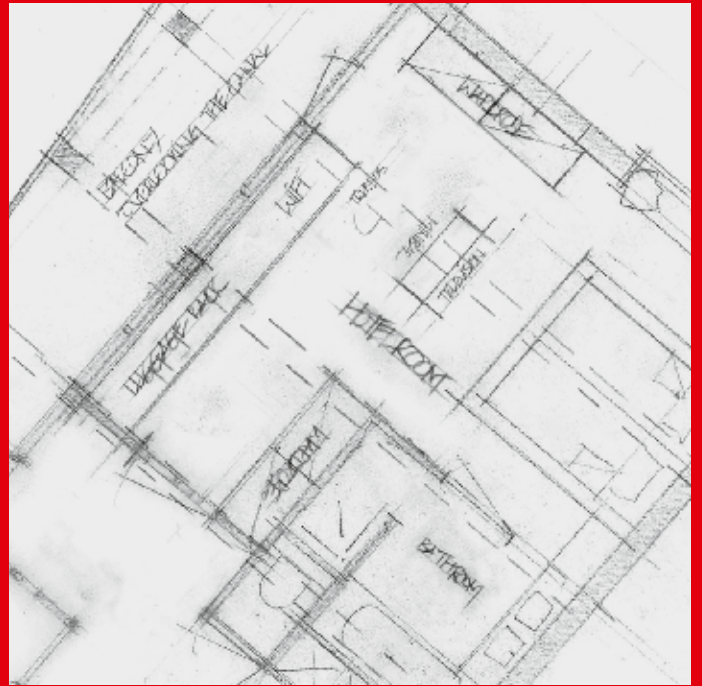


# How to develop a hotel in Amsterdam



## Colophon


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### Publisher

Economic Development Department, City of Amsterdam

### Contributing publishers

CB Richard Ellis - Willem Hendrik van de Wetering and Annette Postma

Invast Hotels - Bastiaan Driessen and Carla Kempen 

### Directors

René van Schie - Hotel Development Intermediary

Hanne Schlaghecke - Trainee Hotel Development Intermediary

### Design

Studio Zeeman & Burger ([www.zeemanenburger.nl](http://www.zeemanenburger.nl))

### Translation

The Language Lab ([www.languagelab.nl](http://www.languagelab.nl))

### Additional editors

City of Amsterdam:

Project Management Bureau - Paul Wolfs

Development Corporation - Michiel Boesveld and Gyula Ory

Physical Planning Department - Frits Wegenwijs

Economic Development Department - Pauline Boomsma

Research and Statistics Department - Tanja Fedorova

HVS London - Tim Smith and Pierre Ricord

### Quotes

Spa Zuiver - Frank de Ruyter, Hotel Casa 400 - Hans Vugts, WestCord Hotels - Harry Westers,

Conscious Hotels - Marco Lemmers, Aedes Real Estate - Paul Geertman, Hotel V - Tom Espinosa,

RAI - Hans Bakker, Hotels Ahead - Hans Meyer

### Photography and illustrations

Grand Hotel Amrâth, Hotel Casa 400, Hotel V, Conservatoriumhotel, De Smederij, Eden Parc Hotel, IBBM architects, City Inn, NH Doelen Hotel, Lloyd Hotel.

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# Foreword

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**Dear hotel owner, developer, investor, operator and/or hotel enthusiast,**

**It is a pleasure to welcome you to this guide. This booklet will help you to gain a better understanding of the opportunities that lie ahead, and to be aware of the challenges that you will face as you move forward.**

It may comfort you to know that we will support you all the way. You can rely on me personally, as Alderman responsible for economic development, but also on my fellow politicians, our hotel development intermediary and all the civil servants that you will meet in the process.

Amsterdam needs to broaden its hotel inventory – in numbers, in brands, in concepts and in location. We need more hotels that offer higher quality and more diversity, at new locations in the Amsterdam metropolitan area.

The hotel market has been under pressure for some time. Occupancy levels are amongst the highest in Europe. At times, the lack of

available hotel rooms presents an obstacle to the further growth of our city's economy. Congress organizers are having a difficult time in arranging places for their attendees to stay. Tourists find alternative destinations because they cannot make hotel reservations for their holidays.

Amsterdam would like to add 9000 new hotel rooms before 2015, and we hope that you will partner with us in pursuing this objective. We are more than happy that entrepreneurs such as yourself are willing to invest time, energy and money in the Amsterdam hotel market. We are convinced that you will bring beautiful guest beds to our city. Rest assured that you are warmly welcomed!

We look forward to a long-lasting partnership!

Warm regards,

Lodewijk Asscher  
Alderman for the City of Amsterdam



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# Preface

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**Wow, this is great! Finally, an instruction manual for smart people. It explains all about hotel development in Amsterdam.**

**Super**, because we think it will help you to achieve your development goals more easily and more efficiently. **Wonderful**, because we think it will help to bring us closer to each other, building a bridge between the government and the market. **Marvellous**, because it will hopefully bring more hotels to our city and create even better quality. And last but not least, **fantastic** that we were able to create this booklet in collaboration with the hotel market. Annette Postma and Willem Hendrik van de Wetering from **CB Richard Ellis**, Carla Kempen and Bastiaan Driessen from **Invast Hotels** and the City of Amsterdam provided invaluable support to this project and are proud to present you with this handbook to hotel happiness!

The main goal of this book is to help you understand what steps are involved in the hotel development process in Amsterdam. As a guide to the *Where, What, Who* and *How*, it will help you to get down to business more quickly, and make sure that you are better prepared before you start.

Where are the potential building sites located? Where can I find the rules and regulations of the City of Amsterdam? What the heck is 'canon' and what is a 'bestemmingswijzigings-procedure'? Who decides, who helps and who can file objections? What does a step-by-step plan for developing a new hotel look like? This book answers all these questions and more. And if you can't find the answer you need, we are here to help you.

This handbook is just the start. You may be reading it on your way to your first meeting in Amsterdam. Or after your first meeting, looking for answers to all the questions that the discussion raised. It is a guide to make your first steps on the Amsterdam hotel development market easier and smoother. It will help you to understand the structure of the market, the city, the process and all the technical terms involved.

From our side of the process, we hope that what lies ahead is a wonderful partnership and a great new hotel development in the future.

Warm regards,

René van Schie  
Hotel Development Intermediary  
Economic Development Department  
City of Amsterdam



# 1 Introduction

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## 1.1 Background

---

For Amsterdam, a sufficient supply of hotel rooms is one of the basic requirements for the city to achieve its economic targets and reinforce its position as an international business location, as well as a centre of tourism and conferences. Unfortunately, Amsterdam has had to contend with a shortage of hotel rooms for some years now. The extremely high occupancy levels mean shortages during peak periods, and that undermines Amsterdam's position as a business, tourism and conference city. Although occupancy and rates dropped in 2008 and 2009, outlooks are positive and Amsterdam will continue its long-term policy of adding more rooms to the city's hotel inventory.

Amsterdam's hotel policy, written and approved by the City Council in 2007, states that Amsterdam needs 9000 new hotel rooms before 2015. Besides this quantitative goal, the hotel policy states that the City of Amsterdam wants to offer a broader hotel product. Two top hotels are planned in the city centre. In addition, hotel products such as care hotels, family hotels, budget hotels, extended stay hotels, design hotels, etc. are particularly welcome. The City of Amsterdam would specifically like to bring new foreign hotel brands to the city.

Past experience has shown, however, that entrepreneurs new to Amsterdam are having difficulties understanding the structure of the city, the decision-making process and the procedures involved in hotel development. More than once, potential foreign developers have visited the city to familiarize themselves with the local opportunities and ended up spending a full day trying to put together all the different people, functions, city lingo and procedures. That's why the City of Amsterdam decided to appoint a Hotel Development Intermediary. This City official serves as a central point of entry, a guide who can help you to realize your plans.

## 1.2 Reading guide

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The second chapter provides general information about the Netherlands and Amsterdam, followed by an explanation of the Dutch hotel classification system in chapter 3. More specific information about the Amsterdam hotel market can be found in chapter 4. The following chapter describes the five major commercial parties operating on the local hotel market. Chapter 6 offers an overview of the municipality of Amsterdam, followed by some information about legal forms and registrations in chapter 7. Finally, chapter 8 presents a clear step-by-step plan on how to develop a hotel in Amsterdam. Basically, chapters 2 through 7 discuss the **Where, What and Who** and chapter 8 explains **How**. The final chapter lists important addresses where you can find more information and help.



*Grand Hotel Amrâth*

## 2 The Netherlands and Amsterdam

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### 2.1 The Netherlands

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The Netherlands is one of the most densely populated countries in the world, with a population density of approximately 500 citizens per square kilometre. A large percentage of the country's population lives in the western provinces, especially in the Randstad agglomeration which includes the metropolitan areas of Amsterdam, The Hague, Rotterdam and Utrecht. The number of people living in the Netherlands increased by 20% over the past 30 years, however growth is expected to be slower in the next few decades. Based on recent prognoses, the population is expected to reach approximately 17.1 million in 2035 and then start shrinking.

Although the Netherlands is a relatively small country in terms of surface area, its GDP is high enough for it to be considered one of the most important world economies. For centuries, the Netherlands has been a trade nation with a strong export-based economy. The country owes this position to its strategic geographical location in Western Europe and its superb infrastructure. The Netherlands houses many prominent multinationals, including Shell, Unilever, Philips, ING Group and Akzo Nobel.

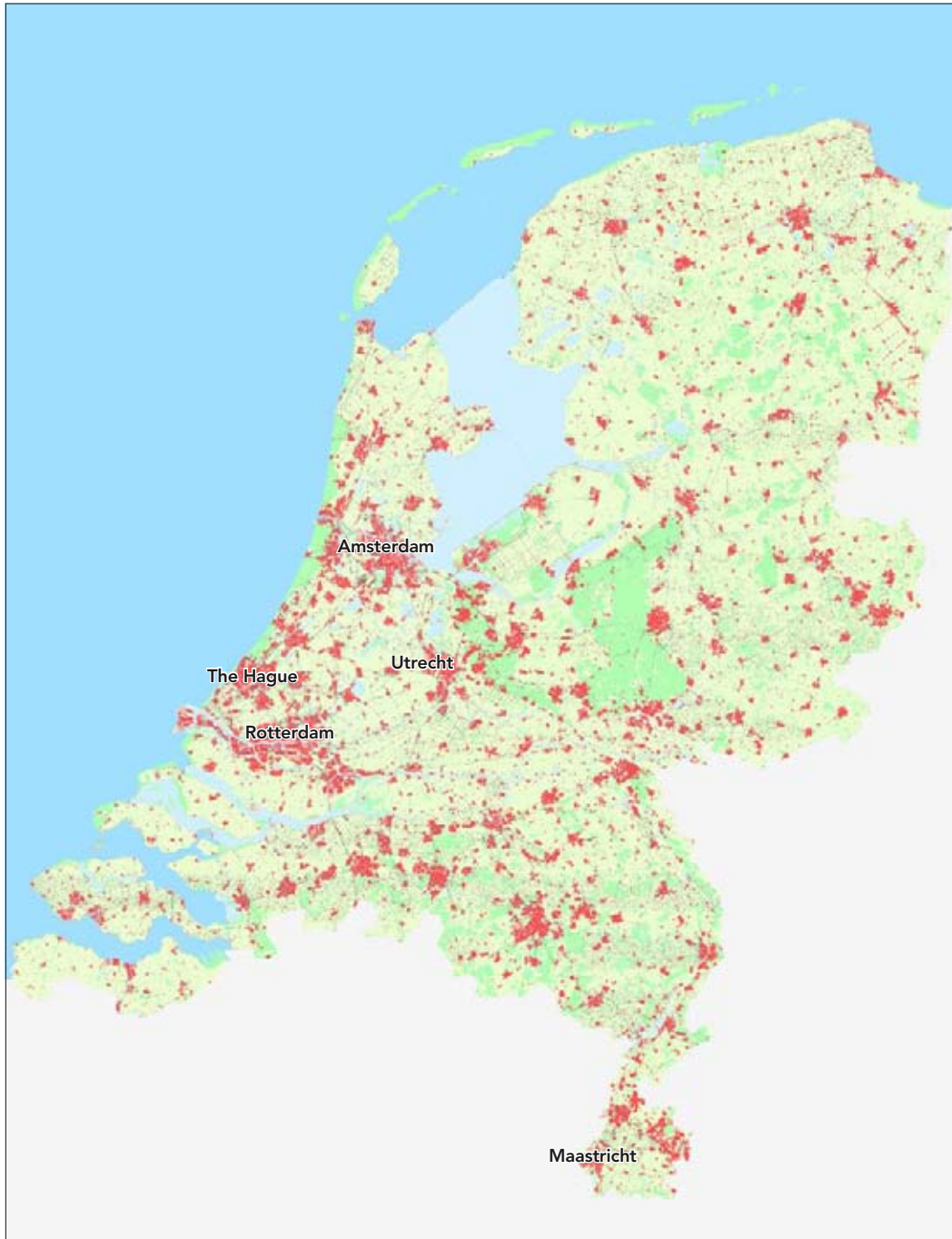
The Netherlands has an intricate infrastructure that covers the entire country; the key transport hubs are Schiphol Airport and the Port of Rotterdam. Located southwest of the capital city of Amsterdam, Schiphol Airport is the 5th largest airport in Europe and 14th in the world in terms of passenger numbers. From 1962 to 2004, the Port of Rotterdam was the largest port in the world. Although the port has now been surpassed by Shanghai, the city of Rotterdam continues to boast the largest harbour in Europe. The Dutch roads are spread reasonably equally across the country, covering about 116,500 kilometres in total. The Dutch railway network is one of the busiest networks in Europe, and its 2,800-kilometre railway system can be accessed from 400 train stations.

Almost two-thirds of all Dutch citizens are between the age of 15 and 65, which means they are part of the potential workforce. The 'highly educated' segment of the workforce is almost 30%, which is average compared to other European countries. Because the number of jobs is strongly related to the degree of urbanisation, employment density is highest by far in the Randstad agglomeration.



City Inn

Map of the Netherlands



Source: Physical Planning Department

### Key figures for the Netherlands

Population	16,515,000
Total area of land	33,900 km <sup>2</sup>
Total area of water	7,650 km <sup>2</sup>
Type of government	Constitutional monarchy
Capital city	Amsterdam
Seat of government	The Hague
Number of provinces	12
Number of municipalities	431
Gross domestic product	596 billion
Potential workforce	7,762,000
Currency	Euro
GDP growth in 2009	-4.0%
Unemployment in 2009	5.0%
Inflation in 2009	1.3%

Source: CB Richard Ellis

Eden Parc Hotel



## 2.2 Amsterdam

---

In terms of population, Amsterdam is the largest city in the Netherlands. Besides serving as the official national capital – although the government actually resides in The Hague – the city serves as the primary cultural and economic centre of the country. Although Amsterdam is relatively small compared to other capitals around the world, it is popular among international travellers. Millions of visitors from around the world visit the city every year, making it a successful tourist and cultural destination. In 2008 Amsterdam attracted more than 4.5 million hotel guests, staying in the city for an average of 1.84 days. Amsterdam's main attractions include its historic canals, the Rijksmuseum, the Van Gogh Museum, and the Anne Frank House.

Amsterdam is by far the largest shopping city in the Netherlands. The shops not only serve the local population, but also attract millions of day-trippers and foreign tourists. With more than 6,200 shops and 26 markets, the city offers a wide range of shopping options.

Amsterdam also plays an important role in business services. Numerous Dutch and foreign multinationals have branch offices or head offices here. Its proximity to Amsterdam Schiphol Airport, multilingual population and extensive office stock mean the city has much to offer the business sector. Institutes like the Amsterdam Court, the Court of Appeal, the Dutch National Bank, the Amsterdam Stock Exchange and RAI conference centre create jobs and rely on numerous commercial support services. One typical feature of the city is that Amsterdam's office locations differ strongly from each other. The city centre and the Oud-Zuid area have traditionally been the main office districts. In recent years, the Zuidas has also become an important location, partially overshadowing classic office locations; it is currently considered the country's prime office location. The business districts in Sloterdijk/Teleport, East and Southeast consist of medium-sized and large-scale offices and

business centres that were primarily built in the 1980s and 1990s; each of these districts is clustered around an important railway station. The surrounding municipalities of Amstelveen and Diemen also have a notable office market that interacts with the Amsterdam market.

Industrial activity in Amsterdam is dominated by the sea port. The Westpoort area has a large number of industrial properties, but most are in use by specific port-related activities. A second concentration of industrial property is to be found in the southeast of the city. The remaining industrial estates mostly accommodate small-scale activities by local small and medium-sized enterprises.

Amsterdam is reachable by car via the motorways A1, A2, A4, A8 and A9. These roads all link to the A10 ring road around the city. Schiphol Airport offers excellent access to Amsterdam for international travellers. The airport is only a twenty-minute drive from the city and can be reached by train in just under ten minutes. Amsterdam has nine railway stations; the busiest is its renowned Central Station. Other stations include Sloterdijk, Zuid, Amstel and Bijlmer-Arena.

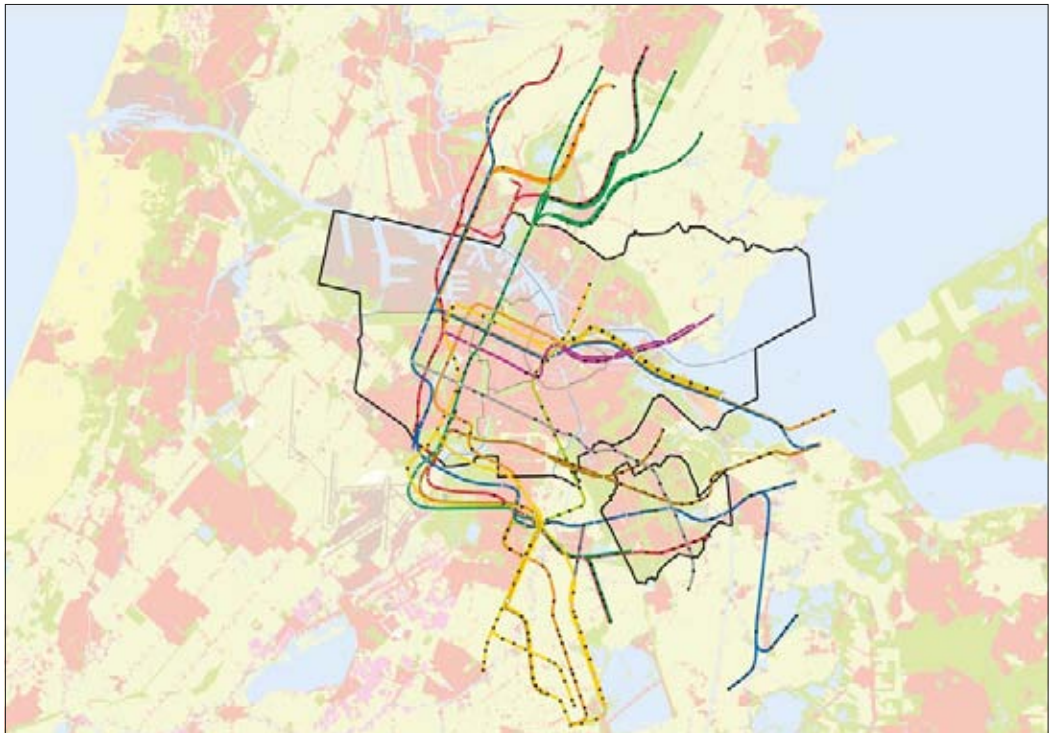
### Key figures for Amsterdam

Population	755,600
Total area of land	166 km <sup>2</sup>
Total area of water	53 km <sup>2</sup>
Number of companies	69,200
Number of jobs	449,300
Total retail stock	975,000 m <sup>2</sup>
Total office stock	7,008,000 m <sup>2</sup>
Total logistics stock	775,000 m <sup>2</sup>
GDP growth in 2009	-3.5%
Unemployment in 2009	9.7%

Source: CB Richard Ellis

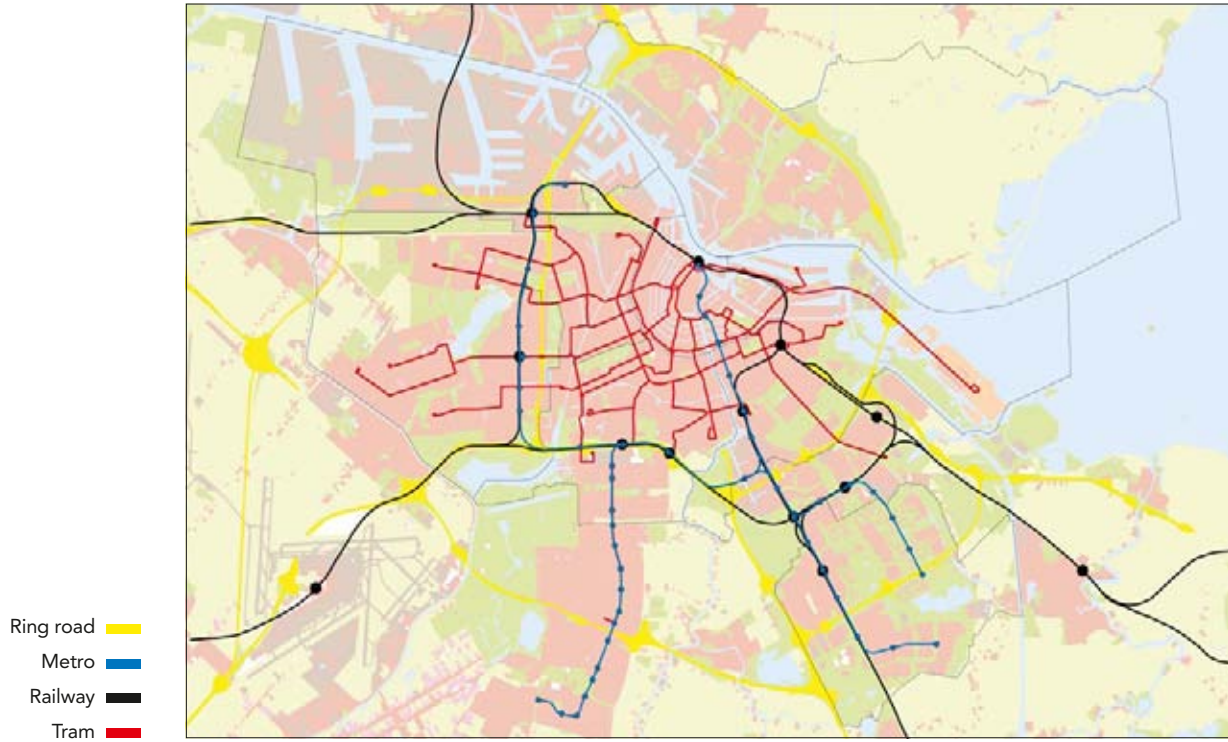
Amsterdam is one of the major cities of the world, but is relatively small in size as you can see on the following map, displaying the MTA New York City subway covering Schiphol Airport, Amsterdam and the surrounding area.

### New York subway covering the greater Amsterdam area



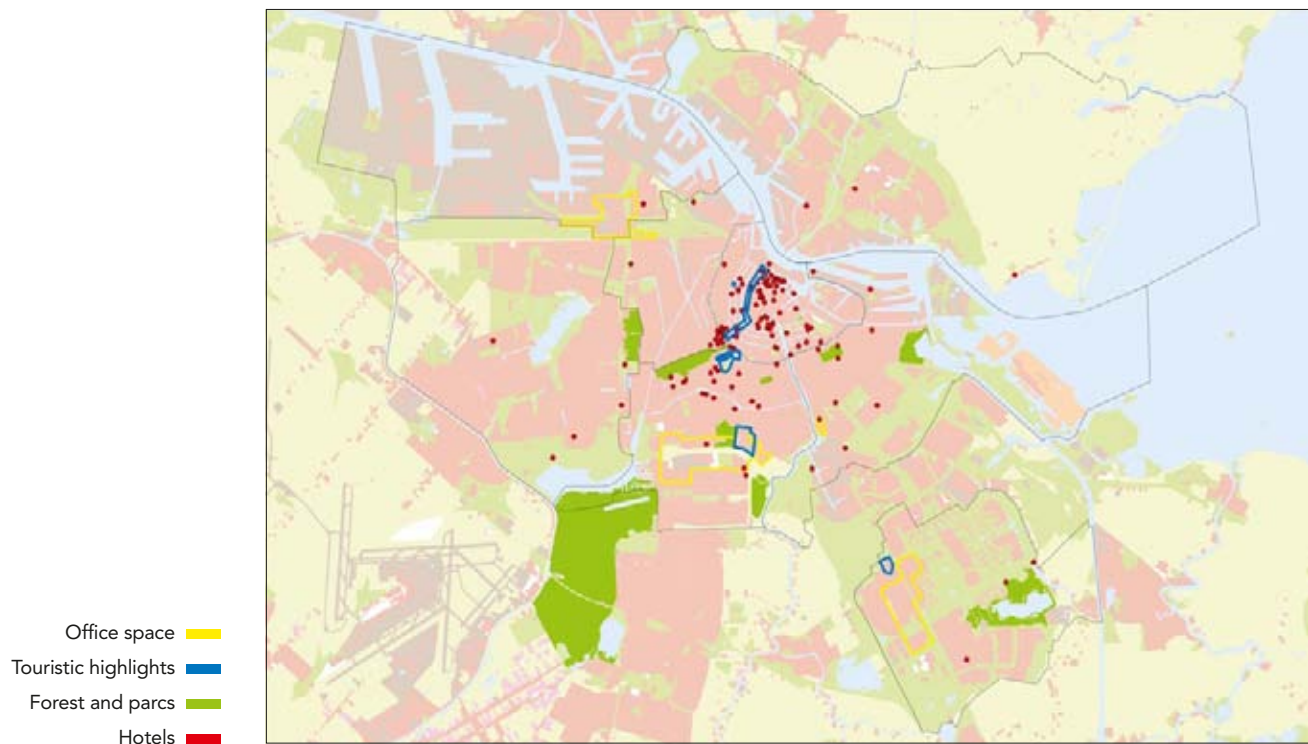
Source: Physical Planning Department

### Amsterdam's public transport systems



Source: Physical Planning Department

### Amsterdam's key tourist and business locations



Source: Physical Planning Department

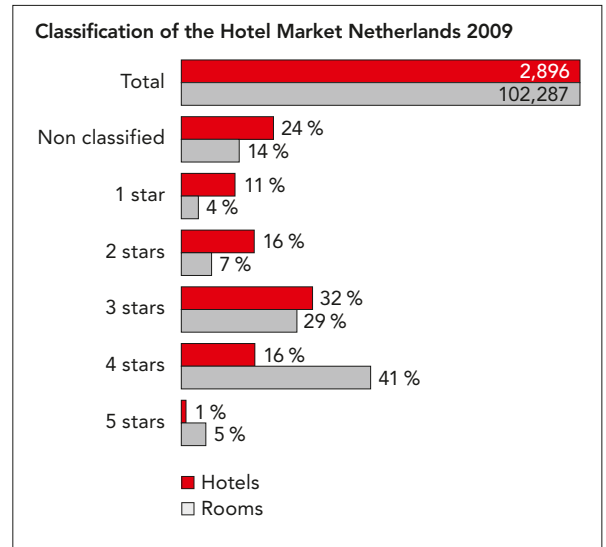
### 3 Dutch Hotel Classification

Hotels in the Netherlands are classified according to the Dutch Hotel Classification. Hotel stars allow guests to choose the hotel they feel most comfortable with, and provide a distinctive and clear insight into hotel quality. The star rating is an instrument that hotels use to profile themselves on the market.

The Dutch Hotel Classification was developed in cooperation with the Dutch association for the hotel and catering sector (Koninklijk Horeca Nederland), the Hotel and Catering Industry Board and the ANWB, the Dutch Motorists' Association. The official website of the Dutch Hotel Classification system is [www.hotelsterren.nl](http://www.hotelsterren.nl).

The Dutch Hotel Classification system has five star categories. According to this ranking system, hotels must comply with all obligatory basic standards of the relevant category. Hotels in the second through the fifth category not only have to comply with the basic standards applicable to their ranking, but can also gain extra points by meeting a number of optional supplementary standards. This system rewards the individual additional qualities in terms of hotel facilities and services. All hotels are visited, checked and classified by a certified classification agent. Once the hotel has been classified, local inspectors periodically visit and check continued compliance. If hotel guests complain, interim inspection will generally follow.

In 2009, the Netherlands boasted 2,896 hotels. In total, these hotels offer 102,287 rooms. Most of the rooms are in the 3 and 4 star segment (midscale/upscale). The following table shows the distribution of hotels and hotel rooms in the Netherlands.



Source: Bedrijfschap Horeca & Catering

# 4 Amsterdam hotel market

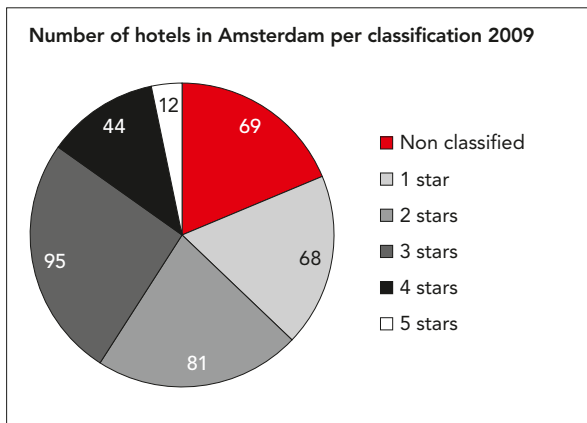
The first part of this chapter reveals current facts and figures about the Amsterdam hotel market, while the second part provides more information on the future of the Amsterdam hotel market.

## 4.1 Current facts and figures

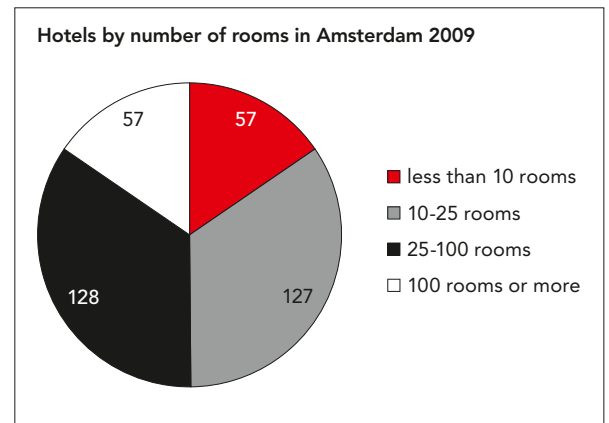
### 4.1.1 Hotels, rooms and guests in Amsterdam

In 2009, Amsterdam had 369 hotels with a total of 20,932 rooms.

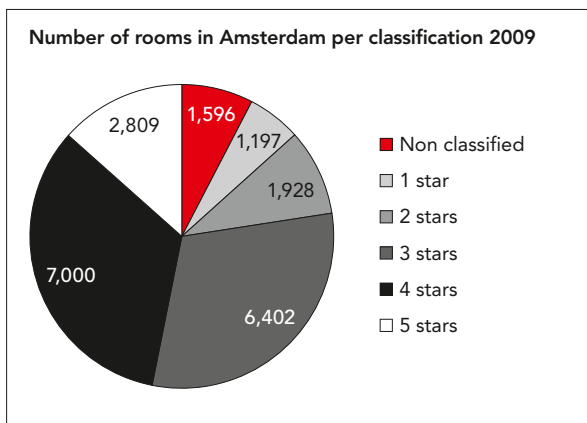
The charts below offer a clear overview of the hotels, rooms and guests.



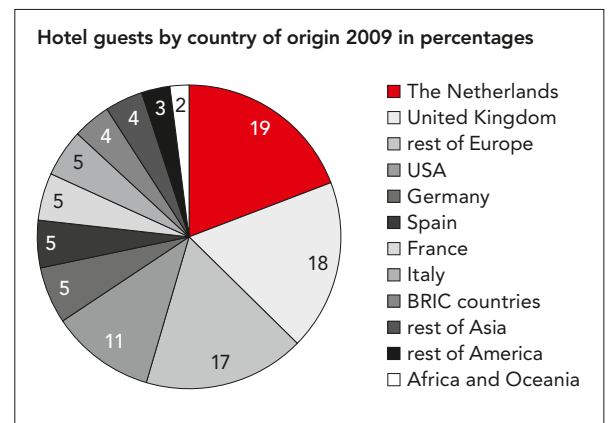
Source: O+S Amsterdam



Source: O+S Amsterdam



Source: O+S Amsterdam



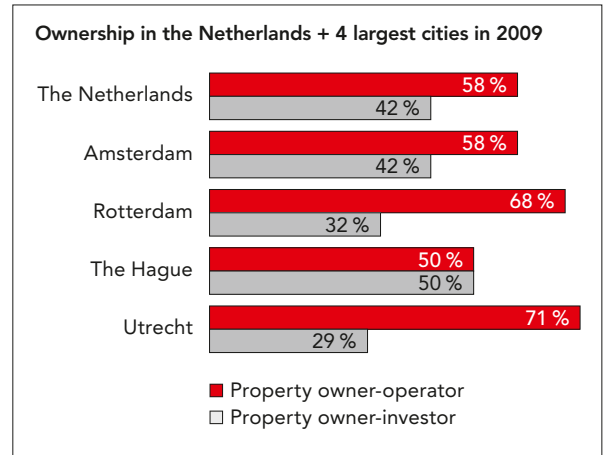
Source: O+S Amsterdam

#### 4.1.2 Ownership of hotel property in Amsterdam

In Amsterdam 42% of the hotels are owned by investors that are not hotel operators. In the Amsterdam-Schiphol region, more than 40% of the investor-owned hotels in the 3, 4 and 5 star segment are owned by foreign investors. Nearly 90% of these hotels are operated by an international hotel chain.

Foreign investors in the four biggest cities and the Schiphol region represent approximately one-third of the total hotel property investments in these cities. Almost 70% of all these foreign investments are located in the Amsterdam-Schiphol region.

The following chart shows ownership details for the Netherlands and the four biggest Dutch cities.



Source: Invest Hotels



### 4.1.3 Hotel investments 2008 - 2009

#### 2008

The average price per room in Amsterdam in 2008 was € 286,000 meaning a 15% decrease in comparison to 2007. Numbers are based on the sale of a total of 734 rooms.

This transaction volume is based on a relatively small number of hotel transactions. In Amsterdam, the majority of the volume was determined by the sale of two large hotels. The Crowne Plaza and Sofitel The Grand together represent a total sales value of € 132 million. If these two transactions are not included, a more realistic average price per room in Amsterdam is € 240,000 in 2008. This represents a sales price per square meter estimated between € 4,000 and € 6,000.

The following table shows these two larger transactions in Amsterdam in 2008. The price is determined by land registry survey.

Large Hotel Transactions in Amsterdam (in €)

Year	Hotel	Rooms	Price	Per Room
2008	Sofitel The Grand	182	60,000,000	330,000
2008	Crowne Plaza	270	72,000,000	267,000

Source: Invast Hotels

#### 2009

"Amsterdam has fallen by a further 16% in 2009, ending with a value per room of around € 246,600 somewhat close to 1998 values. This decline represents a total drop of about 30% from the peak value of € 347,000 recorded in 2006. However, Amsterdam remains among the top 10 markets surveyed annually in this publication. This decline was explained by several external factors that have affected the trading performance of the market (decline in RevPAR of 23.7% from 2008):

- A decline in demand generated by the corporate and conference segments;
- A (temporary) rise in air fares at Schiphol Airport, related to fuel tax, that put additional pressure on visitation to the city;
- The negative effect of a strengthened euro versus other currencies;
- The replacement of corporate demand by lower-paying segments (tours, leisure groups, discounted weekend packages, and so forth).

Also, the merger of KLM airlines and Air France resulted in a significant reduction in flights being scheduled at Schiphol, while the leisure demand for the city was further reduced by many of the main museums having been closed for refurbishment over the past year or so. Over the last 15 years, however, Amsterdam has proved to maintain investment interest with a compound annual growth rate in value per room above 3.5%. Amsterdam still has a well balanced visitation profile, with solid business, meeting and conference, and leisure demand. In recent years Amsterdam has seen most new projects being developed in the outskirts of the city, including the Schiphol area. Owing to its dynamism and its prominence in Western Europe as a leisure and business destination, the Dutch capital has the potential to be one of the first markets to recover to historical performance levels."

Source: HVS London

Although various hotel properties were on the market, financing hurdles caused a major setback in hotel transactions. There were no significant hotel property transactions in Amsterdam in 2009. The largest hotel property transaction was a portfolio of five hotels plus other properties in the city centre that were sold by a private investor to a housing corporation.

#### 4.1.4 Hotel brands

The majority of Amsterdam hotels are connected to a specific chain and brand. Most of these chains and brands are ranked

in the midscale and upscale segment. The table below offers an overview of some of the well-known hotel chains and brands that are represented in Amsterdam.

#### Chains & Brands Amsterdam 2009

Chain	Brand
Accor	Sofitel / Novotel / Convent / Mercure / Ibis /Etap
Aeon Plaza Hotels	Die port van Cleve / Hotel Artemis
Amrâth Hotels	Amrâth Hotels
Apollo Hotels & Resorts	Apollo Hotels & Resorts
Bastion Hotels	Bastion Hotels
Best Western Hotels	Best Western
Bilderberg	Bilderberg
Citizen M	Citizen M
Eden Hotel Group	Eden City Hotels
Golden Tulip	Golden Tulip / Tulip Inn
Hampshire	Hampshire Inns, Hotels & Classics
Hilton	Hilton
Intercontinental Hotels Group	Intercontinental / Crowne Plaza / Holiday Inn
International Youth Hostel Federation	Stayokay
Louvre Hotels	Campanile
Marriott	Marriott / Renaissance
Mövenpick Hotels	Mövenpick Hotels
NH Hoteles	NH
Park Plaza	Park Plaza
Qbic Hotels	Qbic
Rezidor	Radisson Blu (Radisson SAS)
Starwood	Pulitzer / Sheraton
St. Christopher's Inns	The Flying Pig Youth Hostels, Winston
Swissôtel	Swissôtel
Vondel Hotel Group	Vondel Hotels
Westcord	Westcord

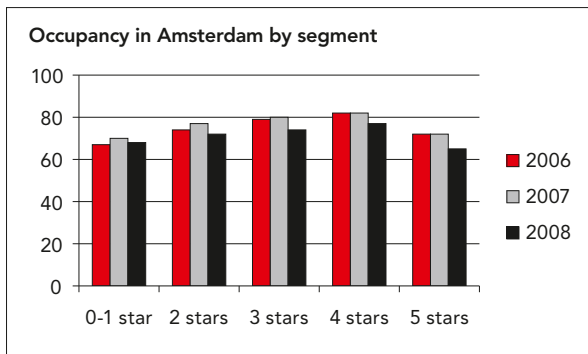
Source: Invest Hotels

The WestCord Art Hotel Amsterdam, built in 2001, was our first big step from the Wadden islands off the northern coastline of the Netherlands to the 'mainland'. The business climate in the Randstad, and particularly in Amsterdam, is international, dynamic and highly demanding. No other city in the Netherlands has such fierce competition. Doing business here requires professionalism and perseverance. Developing, building and running a hotel in Amsterdam is the ultimate challenge.

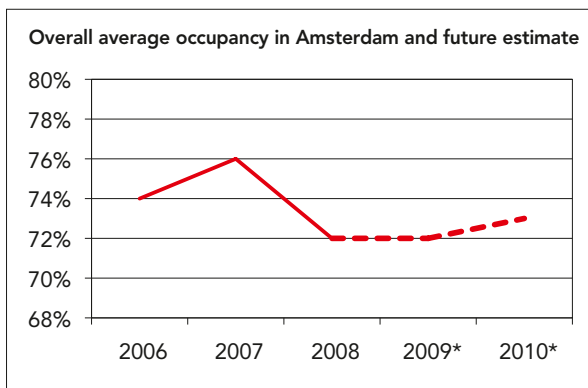
Harry Westers - WestCord Hotels (Fashion hotel opened in 2009)

#### 4.1.5 Performance of hotels in Amsterdam

This section offers an overview of the occupancy rates for hotels in Amsterdam per star rating. We are purposely not mentioning performance indicators such as revpar, since this information is only available for 3, 4 and 5 star hotels and this booklet includes hotel developments from 0 to 5 stars. For more information about revenues, profits and other financial performance indicators for hotels in Amsterdam, please consult benchmark reports such as Horwath's HOSTA and KPMG's hospitality benchmark report. Links to several hospitality benchmarks can be found in chapter 9, Important Addresses.



Source: O+S Amsterdam



\* Estimate by Invast Hotels

Source: O+S Amsterdam

## 4.2 The future of the Amsterdam hotel market

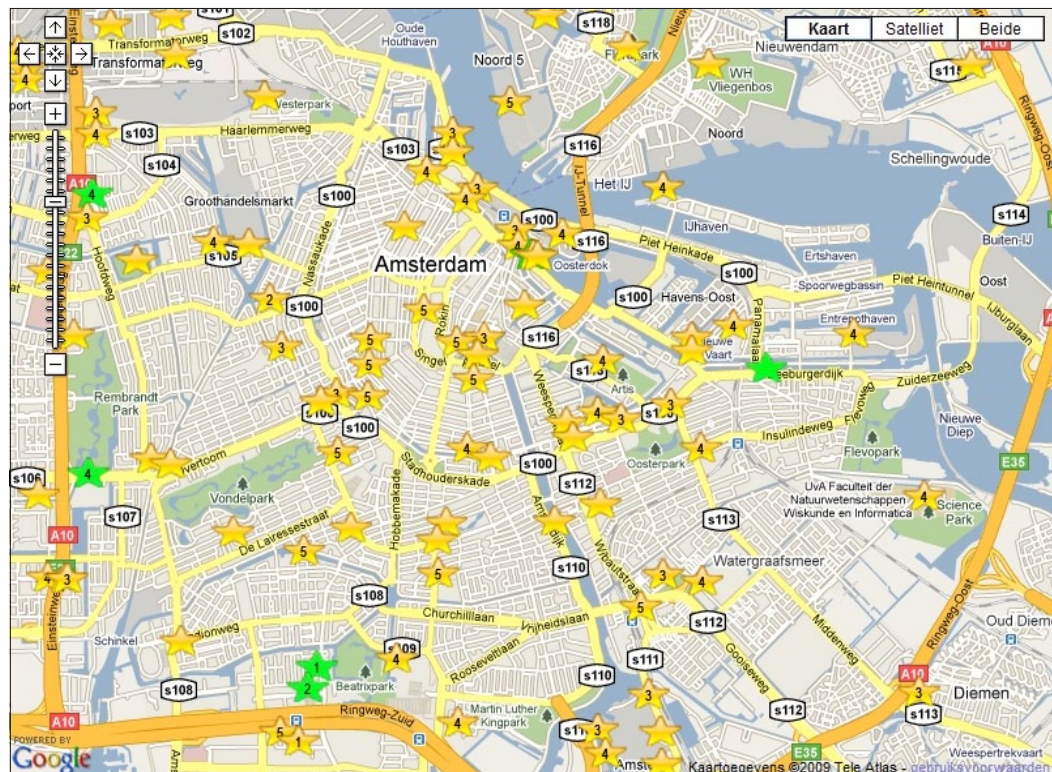
This section explains the Amsterdam hotel policy and suggests some useful tools for new entrepreneurs coming to Amsterdam.

Amsterdam's hotel policy is set by the Economic Development Department, and is generally reviewed every three years. The policy is subject to approval by the City Council. Once the policy has been approved, the Alderman of Economic Development is responsible for its implementation. Operational responsibility lies with the Economic Development Department, and more specifically with the Hotel Development Intermediary. Progress is monitored and annual progress reports are provided to the City Council. As mentioned in the preface, the current hotel policy states that Amsterdam needs 9000 new hotel rooms before 2015. Besides this quantitative goal,

qualitative goals have also been set: the City of Amsterdam would like to welcome more foreign hotel entrepreneurs, new hotel concepts and a broader distribution of hotels throughout the city. Of course some of these 9000 rooms have already been created, but there are still plenty of opportunities for new rooms.

In order to give you an idea of the current hotel development locations in Amsterdam, the Economic Development Department and its regional partner (Stadsregio) have published a digital map. Information about the name of the location, the number of rooms, expected opening year, the status of the zoning and the contact person within the city is provided for each development location. The map can be found at [www.amsterdam.nl/hotellocaties](http://www.amsterdam.nl/hotellocaties).

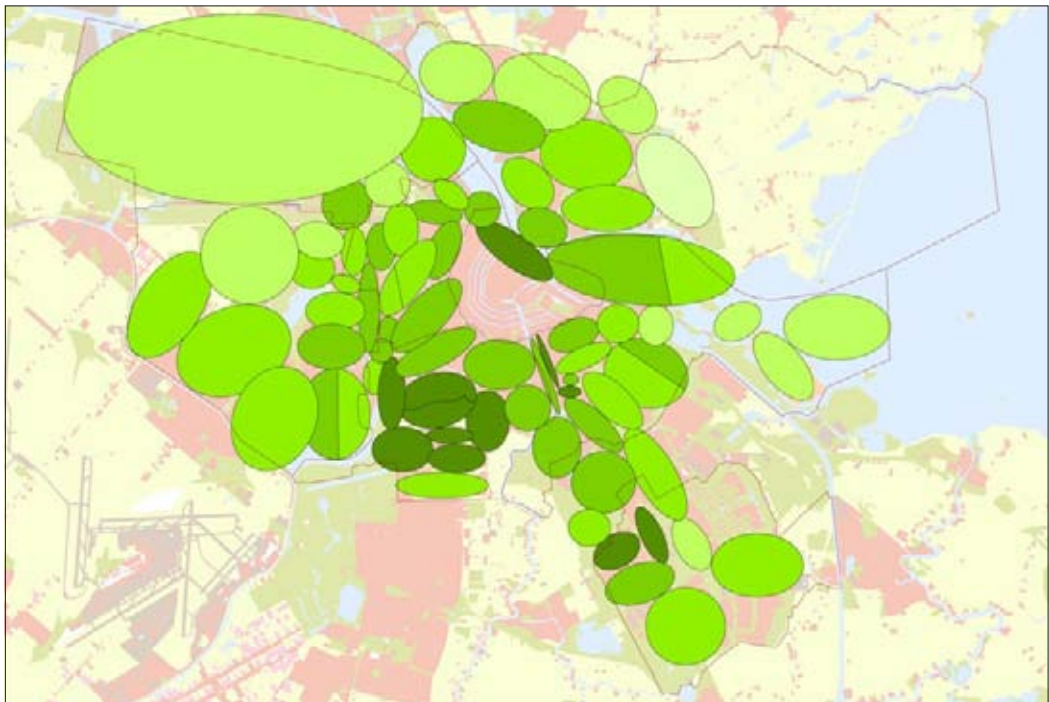
### Hotel development locations in Amsterdam



Source: Economic Development Department

In addition, the Economic Development Department has analysed the hotel development potential of 80 different areas in the city based on market criteria (not including the city centre). The following map displays these areas and an assessment of their potential. The darker the areas are, the higher their potential for hotel development.

#### Overview of hotel development potential



Source: Economic Development Department

Looking for a building permit in vibrant and dynamic Amsterdam?  
Spend some time with the Municipality if you can.  
Understanding their - often complex - wishes first  
Will save you time and protect you from the worst.  
After that you can create your dream plan;  
You understood the challenges before you began.  
Next: to obtain a building permit for your land,  
the Municipality can offer a reliable helping hand.  
You still have to build and may experience some delay,  
but your hotel is well underway,  
in one of the most interesting hotel markets today.

Paul Geertman - Aedes Real Estate  
(Currently developing and building two first-class hotels in Amsterdam)

# 5 Commercial parties on the Amsterdam hotel market

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## 5.1 Development and building industry

**The Association of Dutch Property Developers, NEPROM, has 67 members operating in various areas of the property market, which come from a variety of backgrounds.**

Some are independent development companies, such as Multi Vastgoed, MAB Development, OVG Projectontwikkeling and LSI Project Investment. Others are related to construction companies, such as AM, Heijmans Volker Wessels, or have affiliations with financial institutions, such as ING Real Estate, ASR Vastgoed Ontwikkeling and Bouwfonds. The third group comprises pension funds or insurance companies, such as BPF Bouwinvest and Syntrus Achmea, which develop property as part of their investment strategy. The NEPROM members represent about 65% of new office buildings, 80% of new retail space and 50% of new housing in the private sector. Hotel property is usually part of a multifunctional large-scale development. The larger Dutch developers are predominantly responsible for the development of these multifunctional projects. Single-asset hotels are occasionally developed by some of these companies, but more often by a local developer.

## 5.2 Housing corporations

**Housing corporations also play an important role in the Dutch property market.**

A Dutch housing corporation is a non-profit organisation that primarily builds, manages and rents out affordable housing. Since the privatisation of the housing corporation sector in the 1990s, more and more subsidiaries have been operating as project developers. In order to utilise potential profits for their core business of providing housing for the relatively disadvantaged, housing corporations are increasingly focused on developing commercial accommodations. In some exceptional cases, housing corporations have even been involved in hotel property development as part of multifunctional projects.

## 5.3 Investors

**Generally, most of the transaction volume on the Dutch property investment market concerns offices, followed by retail, industrial and residential properties. The hotel segment plays a minor role in the total investment market.**

The Dutch property investment market is largely dominated by domestic investors. Last year, two-thirds of the transactions took place between Dutch property firms. However, the hotel segment is almost completely dominated by foreign interests. In 2009, over 40% of all 3, 4 and 5 star hotels in the Amsterdam and Schiphol region were owned by investors. It is remarkable that all these investors were foreign. Almost 90% of these foreign companies invested in branded hotels, which were operated by larger international hotel chains.

## 5.4 Consultants

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**There are two different kinds of consultants operating on the Dutch hotel market.**

One concerns the large-scale international property consultants, which are based in London and have several hotel teams at their disposal, covering the entire world. Most of them also have an office in Amsterdam. And then there are several specialised firms based in the Netherlands that offer significant hotel capabilities. Both types of consultants provide services that range from brokering rentals, handling purchase and disposal transactions and managing properties, to valuations and market research.

*“Being often assigned in Amsterdam as a hotel (concept) development specialist and a local representative for hotel operators and investors, I feel that Amsterdam aims to spice up its hotel market. As a well known creative city, where architecture, art and design play an important role, it’s an ideal location for distinguishing and new hotel concepts that challenge its curious visitors on a physical, spiritual, emotional and intellectual level. Amsterdam strongly supports these meaningful challengers”.*

*Hans Meyer – [www.hotelsahead.com](http://www.hotelsahead.com)*

Hotel V

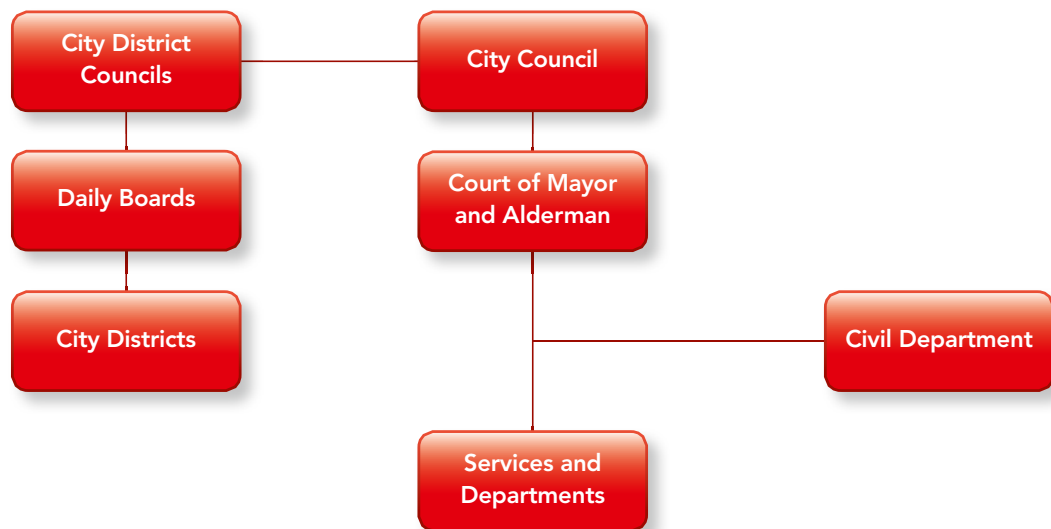


## 6 Municipality of Amsterdam

The city's systems and policies are created and maintained through dualistic co-operation between the City Council and the Court of Mayor and Alderman which are strongly linked to the voice of the people.

Please see the organisational chart below for a schematic overview of the City Council, the Court of Mayor and Alderman and the City Districts. On the next pages an explanation of these different sections can be found.

### City of Amsterdam



Hotel Casa 400



## 6.1 City Council

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**Amsterdam is run by the City Council and the Court of Mayor and Alderman. The Council is the highest authority in the City of Amsterdam and is responsible for all important decisions.**

There are 45 seats in the Council, which are contested by the various political parties. Council members are elected every four years by the residents of the city of Amsterdam; the last elections were on 3 March 2010.

In the 2006-2010 council term, the following political parties were represented in the Council: Labour Party (20 seats), Liberals (8 seats), Green Left (7 seats), Socialist Party (6 seats), Democrats '66 (2 seats) and Christian Democrats (2 seats).

## 6.2 Court of Mayor and Alderman

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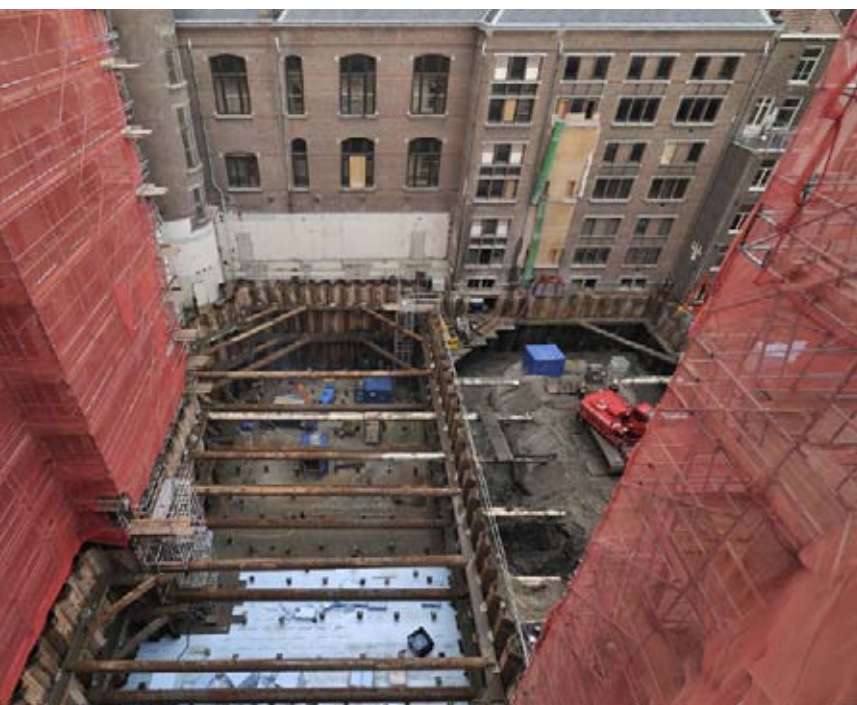
**The day-to-day running of Amsterdam is the task of the Court of Mayor and the currently six Aldermen.**

Aldermen are elected by and from the Council. After they are appointed, the Aldermen remain members of the full Council and vote in its meetings. Each has his or her own portfolio and areas of responsibility. The Alderman whose portfolio includes the economy is responsible for municipal hotel policy.

The Mayor occupies a special position. He is not elected by the city's residents, but is appointed by the Queen. He chairs the Council and the Court of Mayor and Alderman. He can vote in the Court of Mayor and Alderman, but not in the full Council. The Mayor also has a portfolio with various responsibilities of his own. He is head of the municipal police force and responsible for maintaining public order in the city. To a large extent, he also represents Amsterdam to the outside world.

The Court of Mayor and Alderman prepares the resolutions to be adopted by the Council and implements these resolutions once they have been adopted. The Council may also reject a proposal from the Court of Mayor and Alderman, since the Council has the final say. To be able to manage the city effectively, the Council delegates many tasks to the Court of Mayor and Alderman. These mainly concern decisions taken on the basis of established policy, which therefore does not need to be debated by the Council.

Conservatoriumhotel



### 6.3 City districts

**The district councils are to the city districts what the City Council is to the city as a whole.**

Amsterdam is divided into seven districts. The members of these seven district councils are elected every four years by the voting residents of the district in question. The number of seats on a district council depends on the population of the district and the chosen form of government.

Like the central city government, a city district's administration involves a number of councilors and a chairman. A district council also formulates development plans and to a large extent sets policies relating to culture and the arts, sport, recreation and social issues. A subcommittee also has the financial resources to subsidise certain policies. Residents can apply to the city district office for virtually anything to

It is vital to know that Amsterdam is divided into 7 city districts. The city district council handles decisions regarding official cooperation on your projects, unless the location of your choice is situated in a 'large-scale project area'. In that case, you will be dealing with a project bureau.

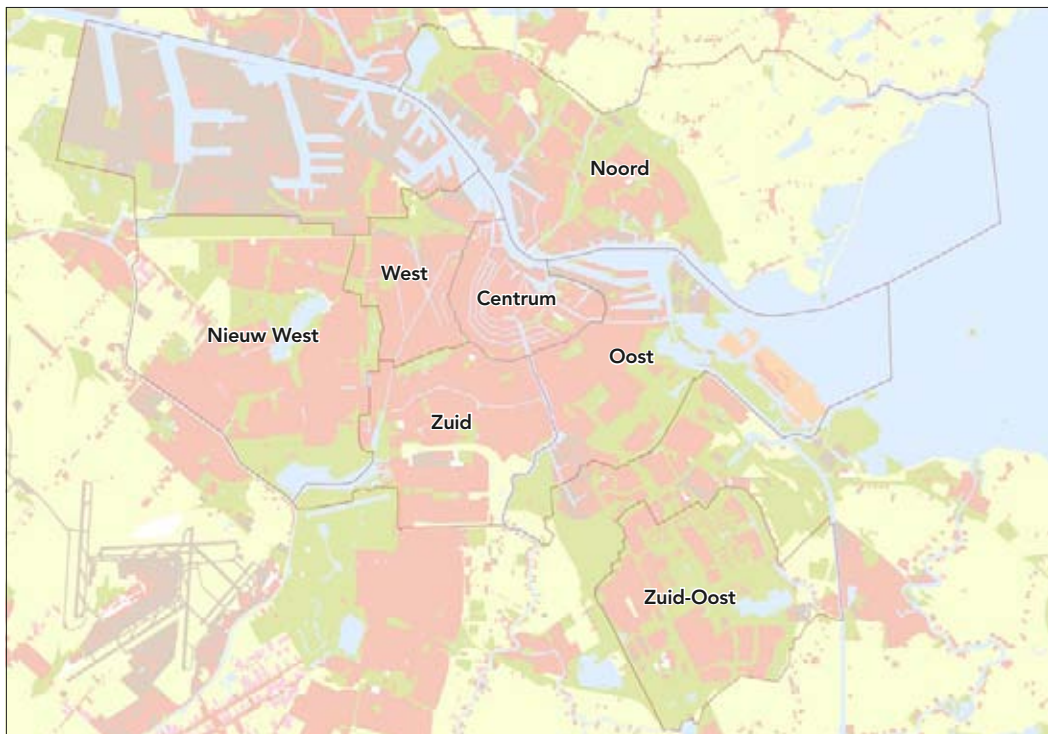
City Districts: Zuid, Oost, Nieuw-West, West, Centrum, Noord, Zuid-Oost

Project Bureaus: Zuidas, Wibaut aan de Amstel, Zuidoostlob, IJburg, 1012, Noordwaarts, Zuidelijke IJ-oeveren.

So the first question for you to ask is in which city district or project area your hotel location is situated!

do with the official register (passports, driving licences, birth certificates etc.) or for permits (planning permission, tree-felling permits, catering licences etc.).

#### Amsterdam's city districts



Source: Physical Planning Department

## 6.4 Centralised government services

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**There are twenty-six different municipal departments and centralised services within Amsterdam. The six departments discussed below are the most important to know about when developing a hotel in Amsterdam, so only these departments are discussed in detail here.**

### 6.4.1 Economic Development Department

The Economic Development Department ('Dienst Economische Zaken' in Dutch) is committed to promoting economic activity by strengthening the city's economic structure and nurturing a competitive business climate. It aims to make all companies feel welcome and at home in Amsterdam. A further goal is ensuring excellent opportunities for start-ups and growing companies to set up business in the city, regardless of whether their main focus is domestic or international. That is why the department focuses on helping established businesses to grow, as well as on attracting companies from outside Amsterdam.

The municipal hotel policy is set by the Economic Development Department, and usually reviewed every three years. This department also includes the Hotel Development Intermediary, who will generally be your first stop when developing a hotel in Amsterdam.

### 6.4.2 Physical Planning Department

The Physical Planning Department ('Dienst Ruimtelijke Ordening' in Dutch) develops spatial planning blueprints and strategies for Amsterdam city planning. The department advises the City Council in the domains of physical planning, public space and nature, embracing the themes of living and working, traffic and transport, public space, greenery and water, the environment and ecology, urban recreation and amenities. The department employs urban planners, social scientists, lawyers, ecologists and landscape architects, as well as CAD and GIS draughts people. They work for the city's central administrative body, but also undertake assignments for urban development plans and social research projects from the city district councils. The department can help you with information about spatial plans and planned developments.

### 6.4.3 Environmental and Building Department

The Environmental and Building Department ('Dienst Milieu en Bouwtoezicht' in Dutch) handles and provides advice on permit applications for construction and for building use such as building and demolition permits, monument and historical building permits, use and advertising permits. The permit advisors review the applications according to criteria of spatial planning, aesthetics and architecture. They consult with municipal services, businesses and stakeholders and also handle correspondence concerning the applications. This department is the place to go with your questions about building permits and building plans, or to consult zoning plans for the city.

Your building permit application should be submitted to your local city district, which will assume handling of your application. In a number of areas currently undergoing intensive development, the Environmental and Building Department provides support and advice to the city districts or to the city council regarding application procedures.

Before making changes to a building that is on the national monument list, you will require a monument permit in addition to a building permit. The executive committee for the city district issues the monument permit as part of the environmental license, often after requesting advice from the Committee for Architecture and Preservation ('Commissie voor Welstand en Monumenten' in Dutch), part of the Environmental and Building Department.

#### **6.4.4 Development Corporation**

The Amsterdam Development Corporation ('Ontwikkelingsbedrijf' in Dutch) is the central city authority responsible for executing urban development plans in Amsterdam.

The key activities of the Amsterdam Development Corporation are: preparing municipal land for building, leasing land, managing properties, and providing financial and economic project management.

The Amsterdam Development Corporation acts as a project leader, consultant, negotiator, client or fund manager, and is often also a landowner. The agency's key clients are the central executive committee and the seven city districts of the City of Amsterdam.

The Development Corporation can help you with information about ground lease rent. Please refer to page 30 for detailed information on this subject.

#### **6.4.5 Research and Statistics Department**

The Research and Statistics Department ('Onderzoek en Statistiek' or 'O+S' in Dutch) generates basic statistics, but also carries out research and commissioned studies on matters like housing, livability, population, employment, safety, education and infrastructure.

The department publishes many of the results on its website. You may be able to make good use of these figures for your calculations and business plan.

This department also publishes the tourism fact sheet, a publication that presents the latest tourism figures for Amsterdam.

#### **6.4.6 Amsterdam Tax Department**

The Amsterdam Tax Department ('Dienst Belastingen' in Dutch) makes sure that local taxes are levied and collected from the inhabitants and businesses of Amsterdam. Examples of local taxes include tourist tax, waste disposal levy, property tax, and sewage charges. The Amsterdam Tax Department also determines the taxable property value of all the homes and businesses in Amsterdam.

**When you are planning to start a new hotel in Amsterdam, make sure you have plenty of time! Building a new hotel for Casa 400 to replace the old building, including the preparation time to receive all the necessary permits and approvals, took 10 years. Finally, with the help of the Council of State, we managed to get the green light. We enjoyed very pleasant cooperation with all the parties involved throughout the actual building process.**

*Hans Vugts – General Manager of Hotel Casa 400  
(New property scheduled to open in 2010)*

# 7 Starting a new business in Amsterdam

## 7.1 Legal entities

There are two types of legal entities in the Netherlands.

First, there are legal entities which do not involve a corporate body.

The entire personal assets are liable for obligations.

- sole proprietorship (eenmanszaak in Dutch)
- partnership (firm) (vennootschap onder firma in Dutch)
- limited partnership (commanditaire vennootschap in Dutch)
- partnership (maatschap in Dutch)

Secondly, there are legal entities which do involve a corporate body.

The participants are liable for the amounts invested.

A legal entity has independent rights and obligations.

- private limited liability company (BV or besloten vennootschap in Dutch)
- public limited liability company (NV or naamloze vennootschap in Dutch)
- association (vereniging in Dutch)
- foundation (stichting in Dutch)



De Smederij –  
NDSM yard

In contrast to other countries within the euro zone, non-Dutch businesses and individuals are not subject to special conditions or restrictions when it comes to setting up a new enterprise. The entrepreneur can decide what form of legal entity is most appropriate for the enterprise. However, if you want your company to benefit from limited liability risks and attractive tax terms, it is wise to choose the legal status of the private limited liability company or public limited liability company.

Private limited liability companies are popular with foreign investors for accommodating activities in and outside the Netherlands. As a stimulus measure for the Dutch business sector,

the maximum corporate tax rate was recently reduced to 25.5%. This is very competitive by European standards.

## 7.2 Work permits

European law states that an employer who hires a non-EU employee must apply for a permit. If you represent a non-European company with a new business or subsidiary in the Amsterdam Metropolitan Area and are planning to bring expat employees here to work, you must first submit applications for them. Applications may be submitted to the region's expat centre.

# 8 The hotel development process

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The first two sections of this chapter offer some more details on different locations and ground lease in Amsterdam. Section 8.3 describes all the different routes and accompanying steps that future hotel entrepreneurs may encounter.

## 8.1 Types of building locations

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Before discussing the step-by-step plan of the different hotel development options, it is good to understand the different types of building locations that you may encounter when developing a hotel in Amsterdam.

### 1. Existing property – owned by the municipality

Some of the existing buildings in Amsterdam are owned by the municipality, either by a city district or by one of the centralised services. These are mostly schools, offices, neighbourhood meeting facilities, etc. If they are empty, some of them may become available for a zoning change. An example is the government office building used for the Municipal Transport Company, which was bought and transformed into a hotel, the present Amrâth Hotel.

### 2. Existing property – building and land owned by private party

Other buildings are owned by private parties. You will be dealing with this party regarding any possible sale or rental contract. In this case, the owner owns the land as well. An example of a privately owned building on privately owned land that was transformed into a hotel is a former theatre which is now the Dylan Hotel.

### 3. Existing property – ground lease held by private party

Most buildings in Amsterdam, however, are built on land owned by the city. In this case, the owner leases the land from the City of Amsterdam. An example of a privately owned building built on city-owned land that was transformed into a hotel is the ING building near the Zuidas business district, which is now the NH Musica hotel.

### 4. Building plot – owned by the municipality, no leasehold yet

Some hotel building plots are still under full ownership and management of the city of Amsterdam and have not yet been released for development. A developer will usually be chosen after a tender procedure. Examples of such building plots are 'Kop Java Island' and 'Kop Zuid'.

### 5. Building plot – owned by the municipality, with leasehold contract

However, most hotel building plots have already been given out to a developer. It could be interesting for hotel operators to contact these developers. Examples of building plots that already have a leasehold contract on them are WesterIJdok and Amstelkwartier.

### 6. Building plot – owned by private party

In rare cases, a hotel building plot may be fully owned by a private party. Most privately owned land is situated on the canals and around the Vondelpark.

## 8.2 Land policy and ground lease in Amsterdam

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**The City of Amsterdam has had an active land policy for decades. This means that the City of Amsterdam buys and develops land with the aim of leasing building plots for the purpose of implementing urban plans.**

The Development Corporation of the City of Amsterdam plays a major role in this active land development policy. Its prime responsibilities include: producing building plots, arranging the ground lease for those plots, managing the properties owned by the City of Amsterdam, and handling financial management of urban development projects. You may encounter the Development Corporation (Ontwikkelingsbedrijf in Dutch) as a leasing agency, consultant, negotiator, procurer or fund manager. For this reason, the Development Corporation employs specialists in such areas as ground lease, brownfields remediation, urban programming, urban economics, land pricing and renewal of urban districts. The Amsterdam Development Corporation is a key player in almost all top locations in the city of Amsterdam, including the Zuidas business district, IJburg, Teleport, Sloterdijk and the ArenA boulevard.

If you are interested in developing a hotel, whether it is on a building plot or in an existing building, the services provided by the Development Corporation become relevant. The agency is responsible for selecting property developers, setting the ground lease rent and determining whether the ground lease rent will change if the land use for an existing ground lease contract is changed.

### Ground lease

Ground lease is a legal right, halfway between ownership and rent. Since 1896, the City of Amsterdam has largely not sold any more land and owns approximately 80% of all land within the boundaries of the city. Ground lease has been granted on much of this land. This means that the city retains ownership of the land and that the lessee is allowed to use the land for a long period (mostly 50 years) in return for payment. As this policy has only been in place since 1896, a significant part of the old city centre (which was built before 1896) is not owned by the City of Amsterdam and therefore is not subject to ground lease. The majority of the land outside the old city centre is owned by the City of Amsterdam and therefore can only be leased, not bought outright.

Ground lease is a property right which means that the right is attached to the land, not to the person occupying the land. Ground lease can be transferred from one person to another without prior permission from the owner of the land. A mortgage can be granted in respect of ground lease. For information on ground lease, please see the website at <http://www.erfpacht.amsterdam.nl>. The documents provided on that site also include brochures in English.

The use allowed in the ground lease contract should not be confused with the land use in a zoning plan. The zoning plan specifies the legal entity used as the basis for reviewing whether or not a project qualifies for a building permit. If you have been granted a building permit, you may not automatically be allowed to build the project according to the ground lease contract (and vice versa). If not, you may ask the Ground Lease Office, part of the Land Development Corporation, to adjust the ground lease contract. Adjusting the contract may result in a change in lease rent.

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### Land pricing

The first year's rent for a ground lease contract is determined as a percentage of the land price. The percentage is adjusted by the city on a quarterly basis according to the interest rates on the capital markets. After the first year, the rent is adjusted for inflation unless the lessee opts for a fixed rent for a set period of time.

The land price is based on the land value for the specific use, as well as the location and size of the building (or the structure to be built). That means that the land value for a certain location differs depending on the use of the land (e.g. whether it will be used for a hotel, residential property, office space, retail, etc.). This is called the functional land price policy.

The land value of a hotel, like many other uses, is calculated using the residual method. In order to determine the land value for a certain hotel at a specific location, the following factors are taken into account:

- The star classification and market segment (businessmen, tourists, conference visitors and tours);
- The number of rooms and the size of the building;
- The expected average room rate and the occupancy rate;
- The expected turn-over of the hotel divided into lodging, food & beverage and other;
- Location of the hotel in Amsterdam (accessibility by public and private transport and its location relative to the airport, tourist attractions, the city centre and the RAI conference and convention centre).

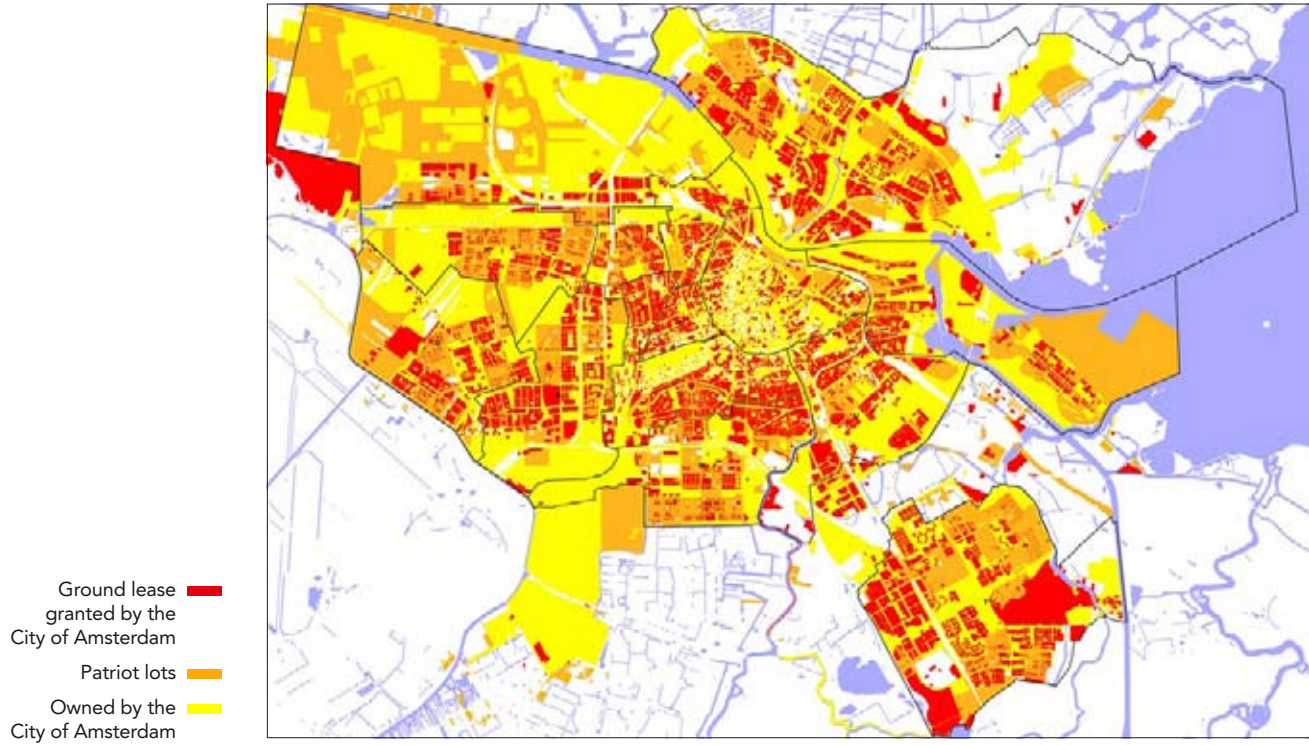
Land prices for hotels are given in euros per gross square meter of the building. A ground lease contract usually includes a maximum restriction on the number of gross square meters that can be built, which is used to calculate the total land price and rent. If you construct more square meters than the lease contract allows, it will have consequences for the ground lease rent.

The land price will be a matter of particular interest for you when purchasing a building plot (which effectively means contracting the ground lease) from the City of Amsterdam, or when you would like to enlarge an existing hotel or if you are buying a property on leased land which has to be redeveloped. In the latter situation, if the property is currently not in use as a hotel, or the hotel will be enlarged or its star classification will change, the lease contract with the City of Amsterdam may need to be adjusted. This adjustment may include an increase (but never a decrease) in the rent set by the City of Amsterdam.

When buying an existing hotel, it is important to know if the lease rent has to be paid yearly or has already been paid up front for a long period of time (typically 50 years). Also remember, when buying an existing hotel, that the land value of a ground lease contract is generally reviewed every 50 years and the ground lease rent will be adjusted at that point to reflect the current land value. It is therefore always important to know when the ground lease contract will come up for review.

The ground lease policy can be an advantage for you as a hotel investor or manager. When you acquire a building plot from the City of Amsterdam, there is no need to invest your capital in purchasing the land, because you can choose to pay rent yearly.

### Ground lease situation in Amsterdam



Source: Physical Planning Department



Conservatoriumhotel

## 8.3 Development situations

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In order to give a clear overview of the different routes and accompanying steps, the following four starting points are provided.

### What is your development strategy?

This is one of the vital questions that any developer should answer before starting anything.



Are you going to buy, add, transform or build? Or maybe your strategy is to try to do all of these options, or some of them. No worries; we can help you with almost any of them. On the following pages, we will analyse each of these strategic choices and explain which organisations and choices are involved.

### 8.3.1 Buying an existing hotel

If you are planning to buy an existing hotel in Amsterdam, there are few formalities involved, although there is a difference between only buying the operation or also buying the property itself. Please don't forget to check the lease rent status (see section 8.2).

Since hotel transactions do not create more rooms and therefore are not part of the city's hotel policy, we suggest that you contact a specialised hotel broker to help you find the best options available. The Hotel Development Intermediary can naturally send you contact details at your request. Various consultancy reports will inform you about transactions and prices, including Invest Hotels, CB Richard Ellis publications and the HVS European Hotel Valuation Index.

The development of Hotel Zuiver was a huge project. Hotel Zuiver is part of Spa Amsterdam Zuiver and the Amstelpark Sports Centre. Making it all possible involved changing the zoning for the location, which took a great deal of time and could have gone more smoothly. The construction process and everything that involved went fairly well. By now, we have been open for six months and everything is going the way we want it to. The hotel occupancy rate is exceptionally good for these times, partly thanks to the complete product we offer. The HotAm 2009 award we were privileged to receive from the City of Amsterdam also helped.

*Frank de Ruyter,  
Operational Manager of Spa Zuiver  
(opened in 2008)*

### 8.3.2 Adding more rooms to your hotel

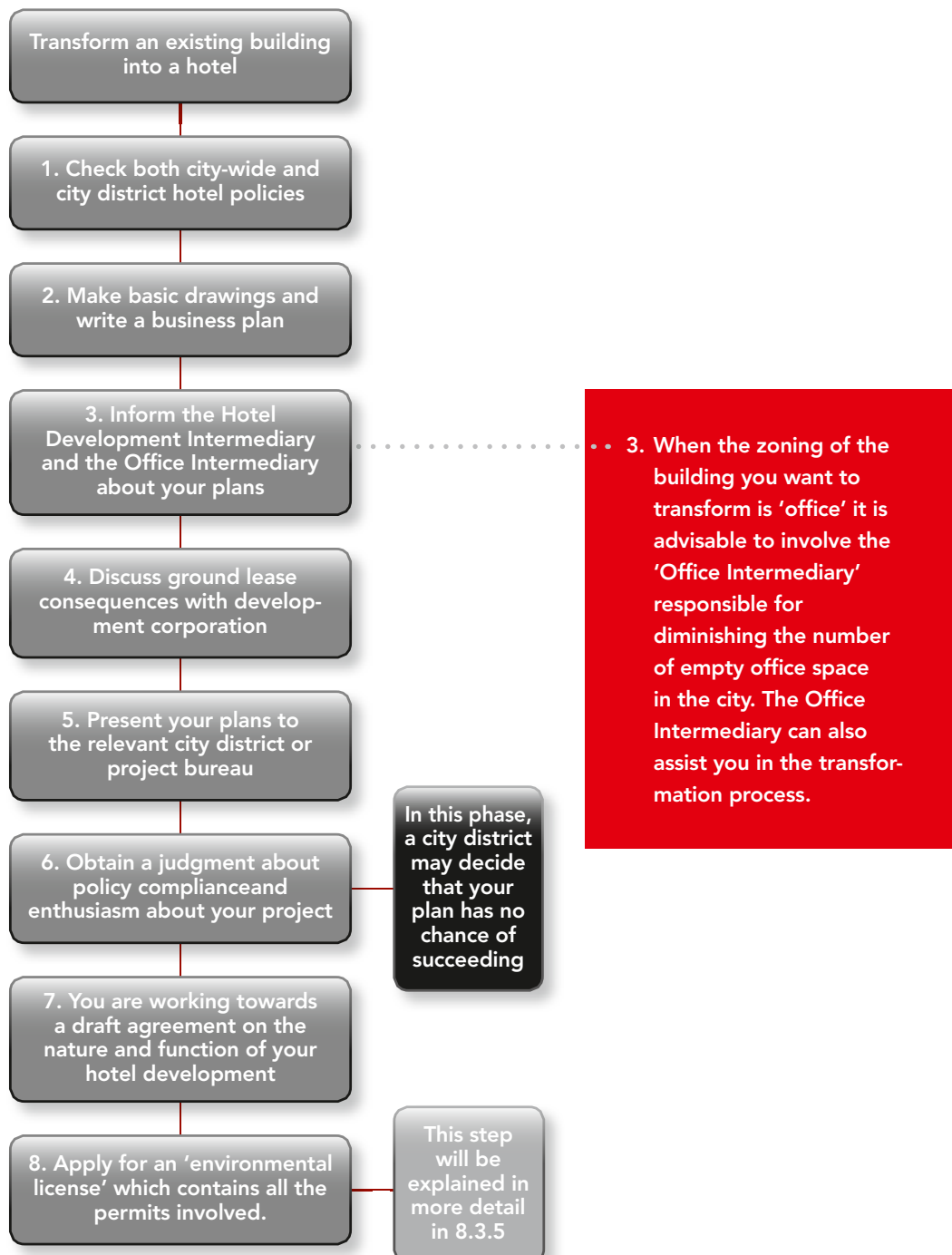
Please see the step-by-step plan and the explanation below.



### 8.3.3 Transforming an existing building into a hotel

Existing buildings can be offices, schools, churches etc. Transformation of living quarters into hotels is usually restricted in Amsterdam. Make sure to check the city district's specific housing transformation policy. In this case you, as an entrepreneur, can play different roles:

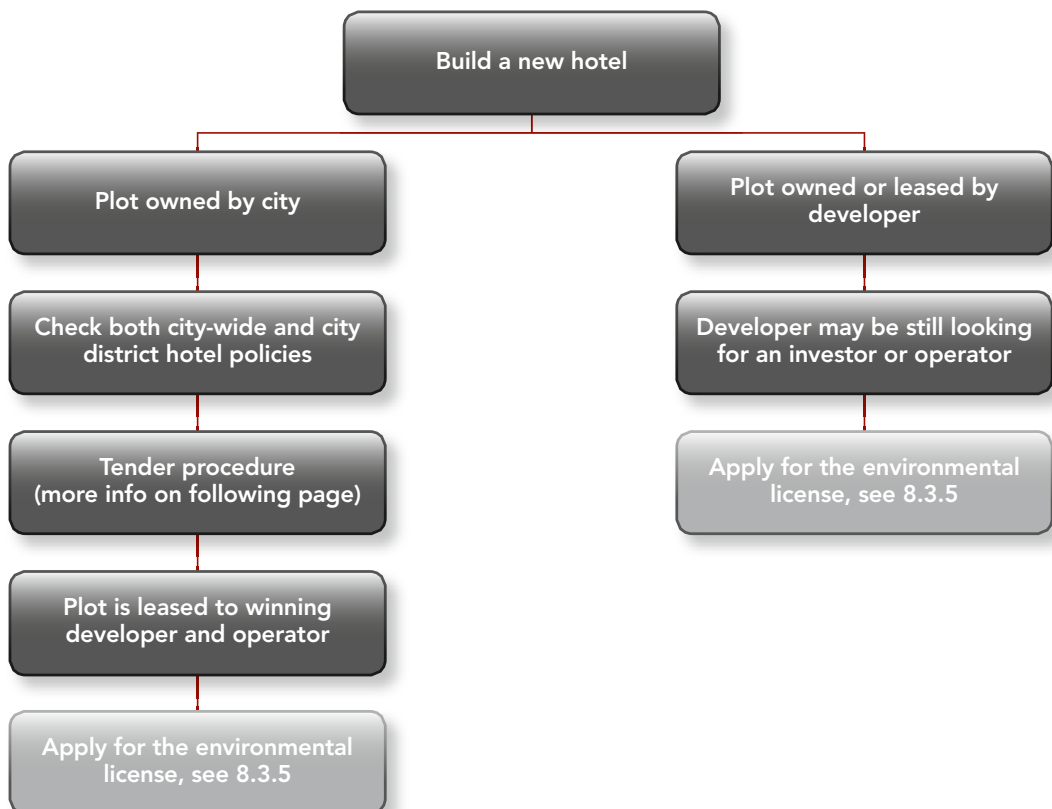
- You could be the owner of the building asking for approval for transformation.
- You could be the future buyer or renter once the building has been transformed, working in cooperation with the owner.
- You could be asking for approval for transformation without having informed the owner (formally, anyone can apply for an environmental license for any building in Amsterdam without being the owner).



### 8.3.4 Developing a new hotel

Amsterdam has many building plots pinpointed for hotel development. Some of these grounds are still in possession of the City. Some of them are already leased by a developer. In most cases, but not always, the building plot is already zoned for use as a hotel.

The following is an overview of the situation when you are building a new hotel (in this case zoning = already hotel).



We are Conscious. We are stunning hotels in great locations. We are big friendly welcomes. We are great places just to hang out. We are all this plus we are kind to the planet. Our experience? Sustainable hotel development is a leap in the dark onto a melting ice floe beside a hot-tempered polar bear. Our advice? Choose the right, experienced local advisors. Involve the local community and government and build consensus for success.

To learn more, email me at [conscious@conscioushotels.com](mailto:conscious@conscioushotels.com). Or better still, meet me for a cup of (fair trade) coffee.

*Marco Lemmers - Conscious Hotels (third hotel to open in 2010)*

### Tender procedure

Most plots owned by the city will be leased to the winner of a tender. The Development Corporation has a specialised department ('Bureau Selectie Marktpartijen' in Dutch) which advises city districts and project bureaus about tender procedures.

The City often requires teams including a developer and future operator to subscribe to these procedures. Nowadays the City tends to design a 'building envelope' ('bouwenvelope' in Dutch). The building envelope defines the contours of the property (architectural aspects such as building lines, building height, building mass and programme), and sets the land price. Sometimes it also specifies the phases and the room for development.

The Hotel Development Intermediary can keep you informed about future hotel plot tenders and how and when to subscribe to them.

**Tip:** It is vital to study city-wide and city district hotel policies before subscribing to the tender. Such policy information can be used to tailor your plan. Try to create the strongest team you can. Include specialised members to respond to specific policy requirements.

The RAI is located at a fantastic intersection of transportation and accessibility. Did you know that you can reach the RAI by ten different modes of transportation? That makes us the most easily accessible convention centre in Europe by far. We fervently hope to be able to add the North-South metro line to our list in 2017.

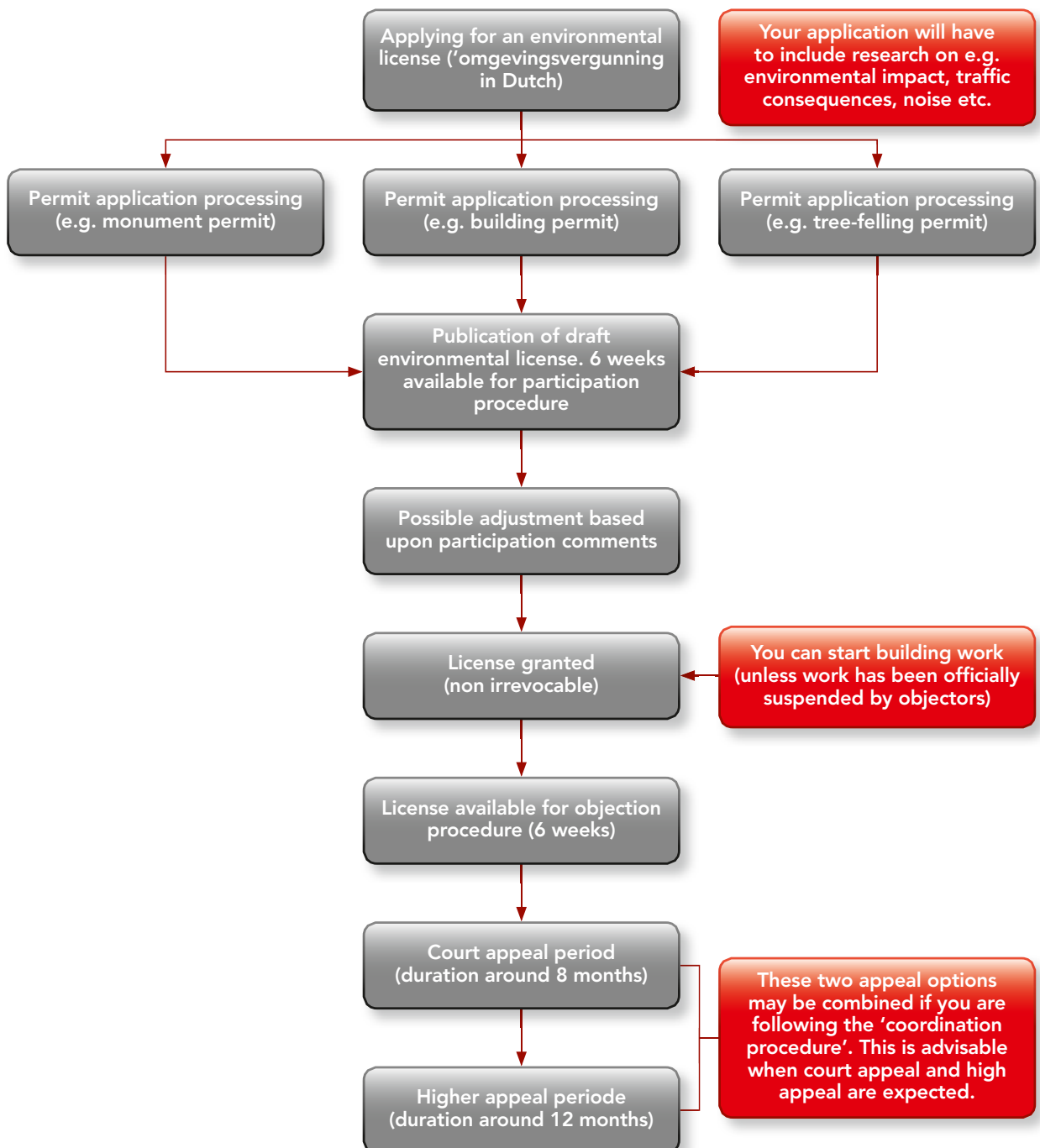
We are also standing at a fantastic intersection in a less literal sense. There are two universities, two university medical centres, and many different knowledge institutes and world-class museums in Amsterdam. And all this in a city which has the marketing values of creativity, entrepreneurial drive and innovation.

In combination with the direct connection to Amsterdam Airport Schiphol, this proposition makes Amsterdam and the RAI an almost perfect international convention and conference centre. However, more hotel rooms are yet needed. I would very much like to state here that we wholeheartedly support the policy of the city council to increase the number of hotel rooms in Amsterdam. After all, the number of hotel rooms is a crucial factor in keeping Amsterdam on the list of the top ten conference cities in the world.

*Hans Bakker - President and CEO of Amsterdam RAI*

### 8.3.5 Applying for an environmental license

After reaching agreement on the nature and function of your hotel development, you will start the actual application for the environmental license (which also automatically applies for a zoning plan change). All permits you may need (including for instance the monument permit and the tree-felling permit, although others may also apply) will be included in the environmental license application. The following procedure will be followed; in the example below, three permits are included in the application. The period between application and decision license granted will take about 6 months. If the license is granted, the objection and court appeal period starts.



### 8.3.6 So how long would it take me to develop a hotel?

Understandably, this is the most frequently asked question. After reading through the procedures described above, you already have some idea of the challenges that you may face. Of course, buying an existing hotel is the fastest way to go, but it may not be your most interesting option. Development gives you a chance to create, and potentially also to give Amsterdam something it really needs.

But development takes time and patience. The City of Amsterdam will assist you and will try to reduce procedure time wherever possible.

The time you will need can be divided into three parts:

- Initiative phase (between 6 months and 1 year)
- Permit application phase (around 6 months)
- Appeal phase (between 6 weeks and 20 months, depending on appeal and procedure)

The actual time you need depends on many factors. Good and efficient cooperation between developer, city and community is vital.

**Start by asking yourself: Do I really want a hotel in Amsterdam? And why?**

**If making a quick buck is your goal..... don't do it. Only do it if you are truly passionate about the idea.**

**The process of developing a hotel in Amsterdam takes "blood, sweat and tears", with a heavenly reward at the end of the line.**

**During the development process, be patient, keep a cool head, and stay respectful to all the people involved in your development. If you fail to do that, the process will go sour in some way.**

**To develop a successful hotel, you have to like making your hotel visitors happy.**

**Amsterdam needs more hotels that have happy customers. And developing hotels for happy customers is much more rewarding - and faster in the end.**

*Tom Espinosa - Founding Partner of Hotel V (opened in 2008)*

## 9 Important addresses

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### Hotel policy

When you would like to receive the hotel policy 2007-2010 by email please send your request to [vanschie@ez.amsterdam.nl](mailto:vanschie@ez.amsterdam.nl).

### Starting a new business

The Hotel Development Intermediary has created a map that provides an overview of the current hotel development locations. This can be found at:

- [www.amsterdam.nl/hotellocaties](http://www.amsterdam.nl/hotellocaties)

The Hotel Development Intermediary has set up a LinkedIn group for hotel entrepreneurs, developers, investors, operators and other possible parties involved in new hotel developments. Important news regarding hotel locations, tenders, policies etc. is published on this LinkedIn page.

- You can find this group on LinkedIn by searching for "Hotel Development Amsterdam".

The iamsterdam website is the portal to Amsterdam, and provides visitors with everything they need to know about living, doing business and taking part in a wide variety of cultural activities in Amsterdam. The website is a co-production of the City of Amsterdam, Amsterdam Partners Foundation, Amsterdam Tourism and Convention Board (ATCB), Amsterdams Uitburo (AUB), amsterdam inbusiness, and the Expatcenter.

- [www.iamsterdam.com/](http://www.iamsterdam.com/)

The cities of Amsterdam, Amstelveen, Almere and Haarlemmermeer, together with the Immigration and Naturalisation Services (IND), have embarked on a combined effort to increase the efficiency of their services for highly skilled migrants in the Amsterdam area. The 'Expatcenter Amsterdam Area' is situated in the World Trade Center in Amsterdam Zuid and provides a one-stop shop for highly skilled migrants and expats arriving in Amsterdam, Amstelveen, Almere or Haarlemmermeer. Please refer to the link below for more information about the Expatcenter.

- [www.iamsterdam.com/en/living/expatcenter/about-expatcenter](http://www.iamsterdam.com/en/living/expatcenter/about-expatcenter)

The Netherlands Chamber of Commerce manages the trade register. The Chamber's other tasks are to provide (Dutch) entrepreneurs with information, to promote regional trade & industry and to advise local and regional government. The Netherlands Chamber of Commerce is incorporated under public law; its services are targeted at Dutch businesses across all sectors.

- [www.kvk.nl/English/](http://www.kvk.nl/English/)

The website of the Dutch tax administration offers detailed information about taxes, customs and benefits.

- [www.belastingdienst.nl/english/](http://www.belastingdienst.nl/english/)

For information about local taxes such as the tourist tax, please consult the Amsterdam tax website.

- [www.gemeentebelastingen.amsterdam.nl/](http://www.gemeentebelastingen.amsterdam.nl/)

## **Amsterdam Hospitality Benchmarks**

### **Research and Statistics Department**

The Research and Statistics Department (O+S) provides information that is useful for policy development and evaluation. The O+S website offers facts and figures on almost everything in Amsterdam, naturally also including facts and figures about tourism and hotels in the city.

■ [www.os.amsterdam.nl/english/](http://www.os.amsterdam.nl/english/)

### **CB Richard Ellis**

CB Richard Ellis is the world's largest commercial real estate services firm. The company has 30,000 employees and serves real estate owners, investors and occupiers through more than 300 offices worldwide. CB Richard Ellis offers strategic advice and execution for property sales and leasing; corporate services; property, facilities and project management; mortgage banking; appraisal and valuation; development services; investment management; and research and consulting.

■ [www.cbre.nl/nl\\_en/research](http://www.cbre.nl/nl_en/research)

### **Invast Hotels**

Invast Hotels is a specialised brokerage and consultancy firm in the Netherlands that focuses on hotel operators, investors and developers. One unique feature is the ownership database with 1,300 Dutch hotels for transactional services. Invast Hotels offers research on hotels and real estate in the Netherlands.

■ [www.invasthotels.com](http://www.invasthotels.com)

### **KPMG**

This report is drawn up by the KPMG sector group for Travel, Leisure & Tourism. The report contains facts and figures on Dutch hotels in the 3, 4 and 5 star segment. The URL below is a direct link to the complete KPMG hospitality benchmark report.

■ [www.kpmg.nl/Docs/Corporate\\_Site/Publicaties/Hospitality\\_Benchmark\\_2009\\_English.pdf](http://www.kpmg.nl/Docs/Corporate_Site/Publicaties/Hospitality_Benchmark_2009_English.pdf)

### **HOSTA**

This report is drawn up by Horwath HTL. The HOSTA contains facts and figures on 3, 4 and 5 star hotels in the Netherlands, Belgium and Luxembourg. The HOSTA report is not available for free, but the link provides ordering details for the HOSTA benchmark report.

■ [www.horwath.nl/english/index\\_eng.html](http://www.horwath.nl/english/index_eng.html)

### **TRI - HotStats**

This report is drawn up by TRI Hospitality Consulting. The HotStats report presents an analysis of European hotel markets, including Amsterdam. This report is also based on information from 3, 4 and 5 star hotels.

■ [www.trihc.com/Home.aspx?plD=99-0](http://www.trihc.com/Home.aspx?plD=99-0)

### **HVS**

HVS is a global consulting and services organisation focused on the hotel, restaurant, gaming and leisure industries. Please refer to the link below for more information about hotels in Europe or worldwide.

■ [www.hvs.com/Library/Articles/](http://www.hvs.com/Library/Articles/)

### **STR Global**

STR Global tracks performance in occupancy, average daily rate, and RevPAR in a wide range of convenient formats, providing knowledge in a simple and cost-effective way. STR Global offers a complete suite of hotel benchmarking reports and analysis, including monthly, weekly and daily STAR reports to tens of thousands of hotel clients, representing millions of rooms worldwide.

Please see the link below for more information.

- [www.strglobal.com](http://www.strglobal.com)

### **Trivago**

Although Trivago is mainly used to find a hotel room at the best rate, they are also able to provide hotel statistics upon request. Please see the link below for more information.

- <http://company.trivago.com/?pagetype=presscenter&tld=uk>

### **Amsterdam Tourism and Convention Board**

The Amsterdam Tourism Barometer published by ATCB gives a clear and general overview of the current tourism situation in the city. The barometer consists of four indicators: the amount of hotel overnight stays, incoming foreign passengers at Schiphol Airport and the amount of visitors to the most important museums and attractions in Amsterdam. In addition, ATCB also publishes the Amsterdam Visitors Profile, which reveals detailed information about Amsterdam's visitors and their characteristics. Please refer to the links below to view these documents.

- <http://amsterdam.toeristischebarometer.nl/actueel.asp>
- [http://epub01.publitas.nl/atcb/boa\\_onderzoek-nl/magazine.php?spread=0#/spreadview/0/](http://epub01.publitas.nl/atcb/boa_onderzoek-nl/magazine.php?spread=0#/spreadview/0/)

### **Other**

More information about the Dutch hotel classification system can be found on the following website.

- [www.hotelsterren.nl](http://www.hotelsterren.nl)

Information on ground lease can be found on the following website.

- [www.erfpacht.amsterdam.nl](http://www.erfpacht.amsterdam.nl)

There are many other websites which provide information about hotels and about the city of Amsterdam, but this list may offer a useful starting point.

# Glossary

Dutch	English
Aanvraag	Application
Beleid	Policy
Besloten vennootschap	Private limited liability company
Bestemming	Zoning
Bestemmingswijziging	Zoning change
Bestemmingswijzigingsprocedure	Zoning change procedure
Bezettingsgraad	Occupancy percentage
Bouwveloppe	Building envelope
Bouwstop	Building freeze
Burgemeester	Mayor
Canon	Ground lease rent
Commanditaire vennootschap	Limited partnership
Dienst Belastingen	Tax Department
Dienst Economische Zaken	Economic Development Department
Dienst Onderzoek en Statistiek	Research and Statistics Department
Dienst Milieu en Bouwtoezicht	Environmental and Building Department
Dienst Ruimtelijke Ordening	Physical Planning Department
Eenmanszaak	Sole proprietorship
Erfpacht	Ground lease
Gemeenteraad	City Council
Grondprijs	Land price
Hoger beroep	Appeal
Hotelloods	Hotel Development Intermediary
Intentie overeenkomst	Agreement of intent
Inspraak	Participation
Maatschap	Partnership
Naamloze vennootschap	Public limited liability company
Omgevingsvergunning	Environmental license
Ontwikkelen	To develop
Ontwikkelingsbedrijf	Development Corporation
Projectbureau	Projectbureau
Rechtsgang	Court procedure
Stadsdeel	City district
Stadsdeelraad	City district council
Sterrenclassificatie	Hotel star classification
Stichting	Foundation
Vastgoed	Property/real estate
Vennootschap onder firma	Partnership (firm)
Vereniging	Association
Vergunning	Permit
Werkvergunning	Work permit
Wethouder	Alderman
Woningcorporatie	Housing corporation
Zienswijze	Participation comments

# Epilogue

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You have reached the end of this guide. We hope that your knowledge and enthusiasm about developing hotels in Amsterdam has grown. We fully understand that you may still have many more questions.

Please feel free to contact me for help, tips, contacts, locations, information, guidance and/or a steaming hot cup of coffee and a stroopwafel.

Warm regards,

René van Schie  
Weesperstraat 89  
1000 CC Amsterdam  
+31610512483 (mobile)  
vanschie@ez.amsterdam.nl  
LinkedIn: renevanschie  
LinkedIn Group: Hotel Development Amsterdam  
Twitter: hotelloods



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