

## Pilot peer-review workshop

# Integrated Sustainable Urban Development Strategies

**The Urban Development Network**

**The Rotterdam case**



Sevilla

28-29 January 2016

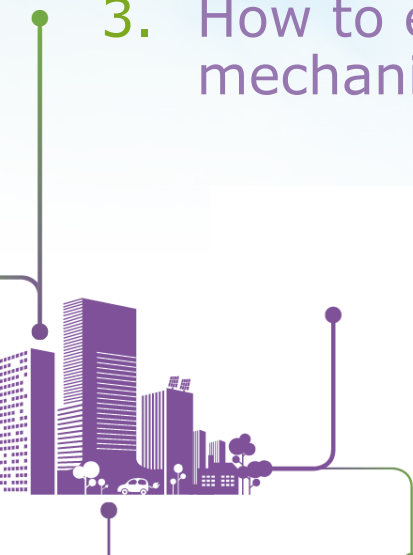
# Content of the presentation

- **Development in ISUDS**
- **Connection local strategy and EU**
- **The NPRZ**
- **The ITI**
- **The questions**



# The questions we like to discuss

1. How to best organise the municipal administration for an ISUDS?
2. How to make big change with small steps? (facilitating role)
3. How to effectively link urban strategies to EU support mechanisms? (connection)



## Experience in ISUDS

---

Rotterdam has long planning tradition:

- adapting to societal challenges.
- has changed from sectoral to integrated
- combining economic, social & physical objectives, in a sustainable way
- from expansion areas to transforming existing urban/industrial sites  
*'from greenfield to brownfield development'*
- area based development in combination with overall vision

Changing role:

- from directing role to more facilitating
- from public to private initiatives (or public - private)
- model of co-creation



## Expectations from the Peer-Review Workshop

---

# National Programme

How do you think you can benefit from the workshop?

- 'Fresh' look from our peers, specifically on integrated programming and European support

How do you think the other peers can learn from your experience?

- Experience of the Rotterdam approach in respect to:
  - Integrated area-based development
  - Co-creation (several partners, both public - private)

Which specific experiences would you like to share

- How to create an effective organisational structure and programme, with governments as facilitator



# Subject: Rotterdam South Bank





## Introduction: from vision to strategy

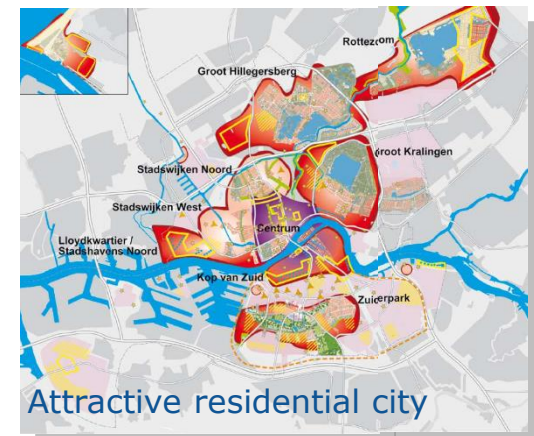
Rotterdam, Gateway to Europe (Rotterdam Urban Vision 2030, 2006)

Development strategy:

- strong economy & attractive residential city in an international region
- port extension, metropolitanisation, regional transport & innovation and urban spatial development

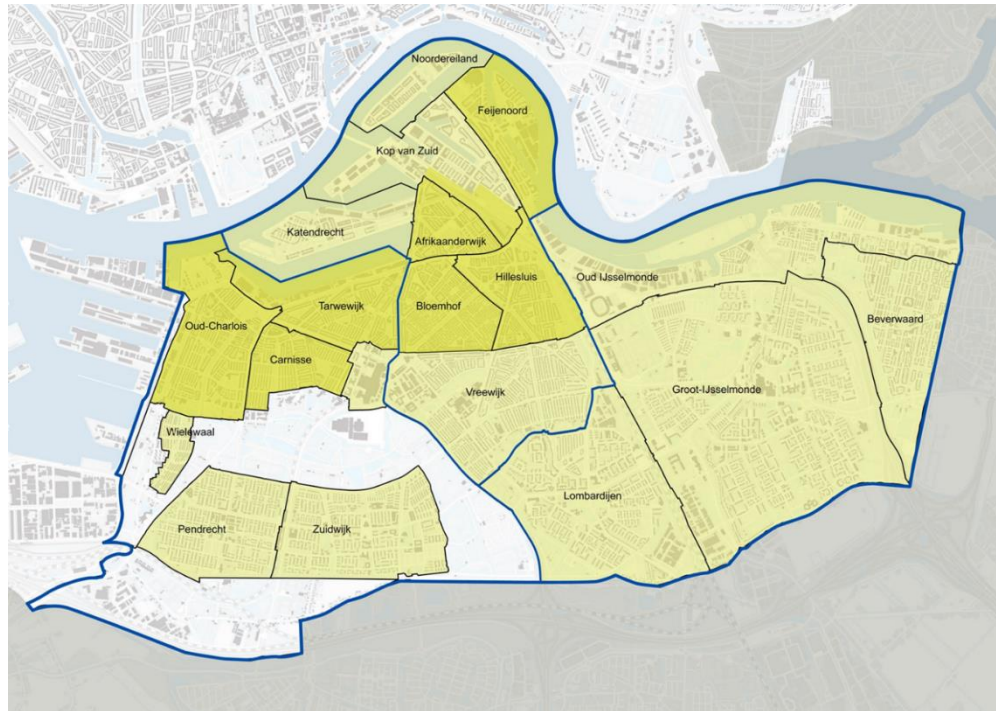
Elaboration per area/ vision for the various parts of the city:

- international city along the river
- taking advantage of qualities Rotterdam North
- twofold strategy for Rotterdam South



# Strategy of Rotterdam

## NPRZ: National Programme for Rotterdam South Bank



Plan area (blue line)

$33,15 \text{ km}^2 = 3.315 \text{ ha}$

$197.000/3.315 = 59,4 \text{ inh/ha}$

Focus area (bright yellow)

$6,32 \text{ km}^2 = 632 \text{ ha}$

$75.000/632 = 118,7 \text{ inh/ha}$



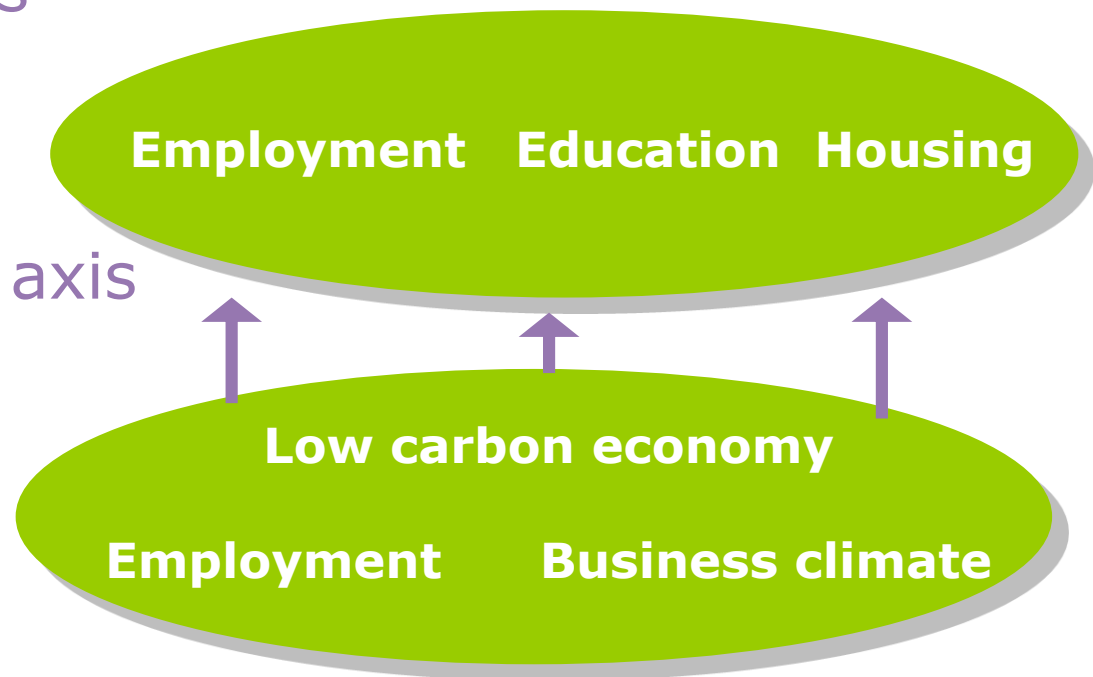
# Strategy of Rotterdam

ITI: Opportunities for Rotterdam II

NPRZ: National Programme for Rotterdam South Bank

NPRZ: three pillars

ITI: three priority axis



## Strategy of Rotterdam

# National Programme

- Signed by several parties at 19 september 2011
- Longterm commitment to achieve the objectives (20 year)
- Integrated approach based on three pillars
- Substantial investment ambition

## Action plan

- With measurable goals and concrete actions
- Periodically updated (every 4 year)
- Annual progress reports

## Context

# Focus areas have challenges

	<i>Nederland</i>	<i>Total G4</i>	<i>Rotterdam</i>	<i>South</i>	<i>Focus areas</i>
<i>% h.h. with unemployment benefit</i>	8%	13%	14%	17%	22%
<i>% h.h. with children, income to 105% (of social minimum)</i>	8%	15%	18%	23%	30%
<i>% students in secondary school (grade A)</i>	22%	22%	16%	13%	12%
<i>% dropouts 17-22 jaar</i>	8%		16%	19%	21%
<i>% children with low educated parents</i>	13%	28%	33%	41%	50%
<i>% small outdated apartment</i>			26%	37%	51%
<i>% 1st and 2nd generation immigrants</i>	20%	42%	48%	58%	73%
<i>Average housing value</i>	€ 237.000	€ 220.000	€ 163.000	€ 126.000	€ 103.000

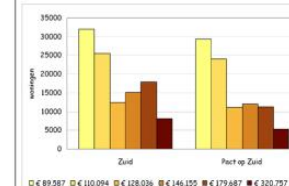
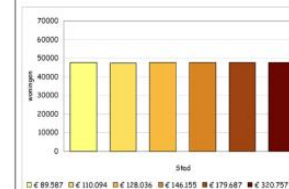
# Housing value



City of Rotterdam



**WOZ waarde per woning**  
Gemiddelde WOZ-waarde  
per woning per blok  
(met min. 10 woningen)



0 500 1,000 2,000  
Meter

Bron: COS  
Bewerking: dS+V/Verg/Geo-info  
Peildatum: 1-1-2008  
november 2009

ref.: P108c WOZblok08\_min10  
Projectnr.: 502



# Jobs within travel time

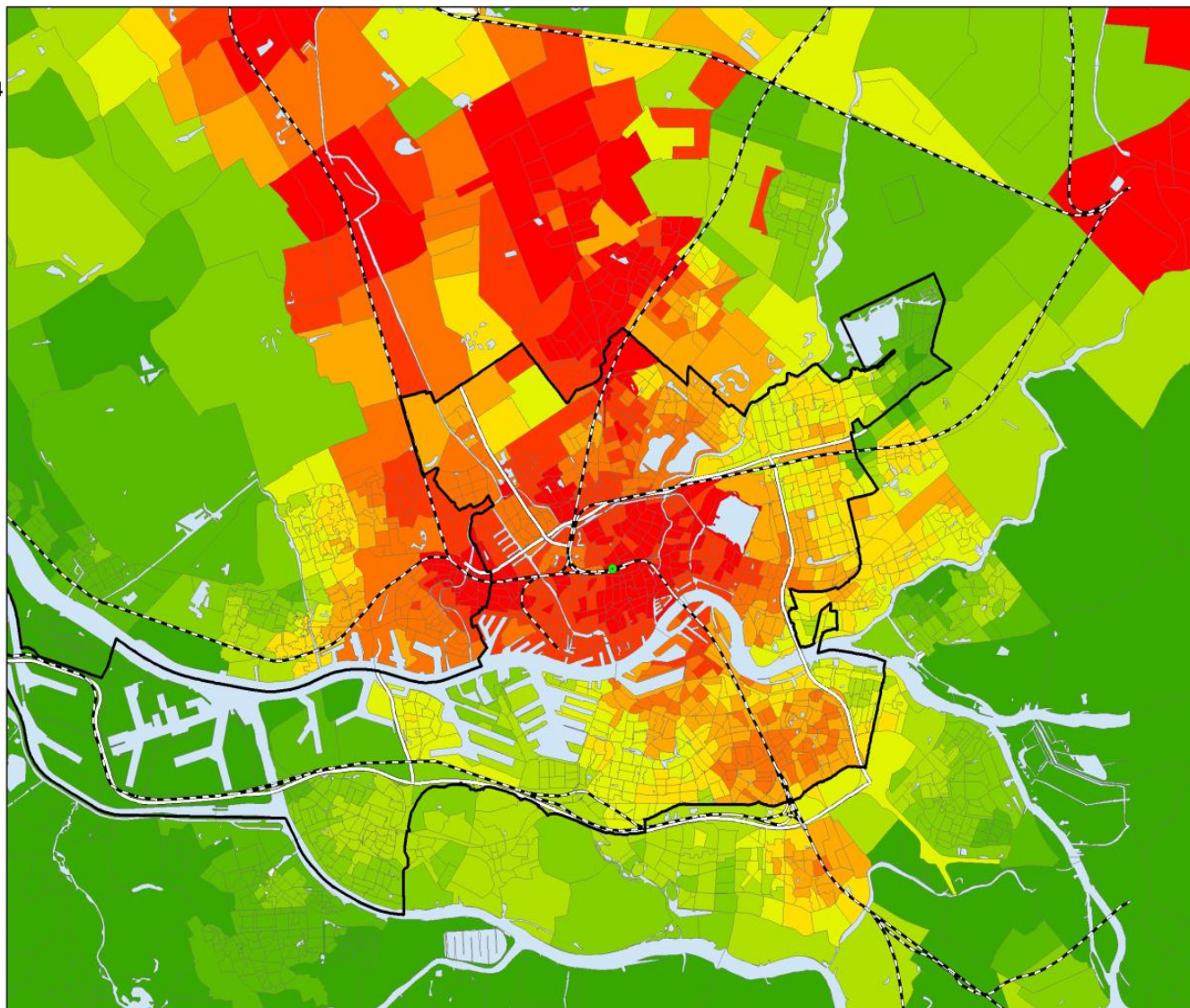


City of Rotterdam

## Legenda

RVMK\_MIRT Rdam+

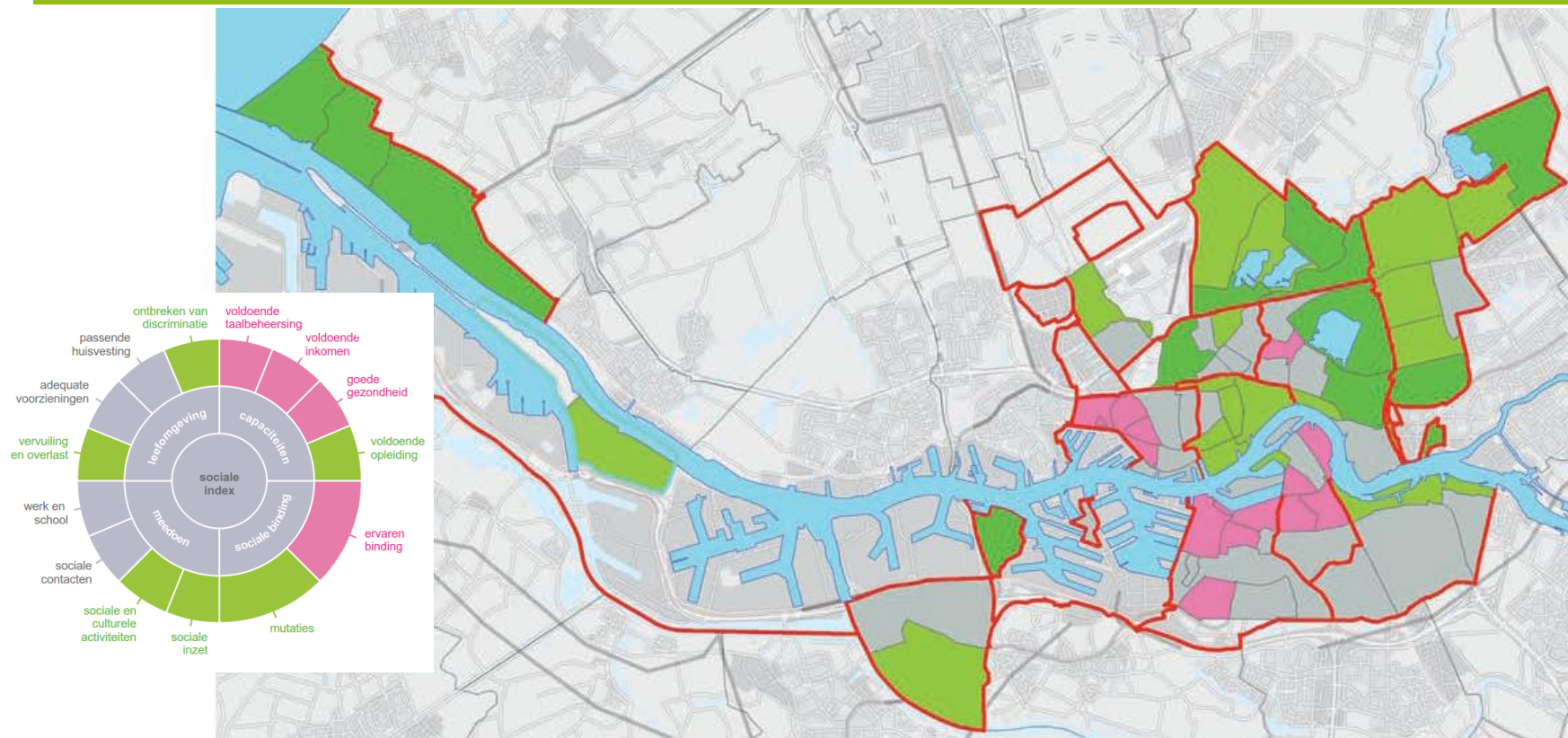
ReistdOV45min arbeidspl 2004



# Social performance



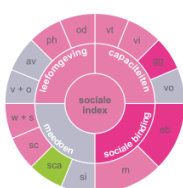
City of Rotterdam



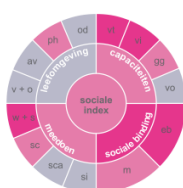
Oud-Charlois



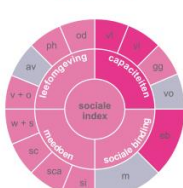
Carnisse



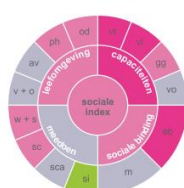
Tanwijk



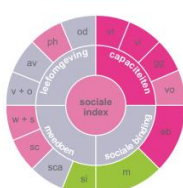
Bloemhof



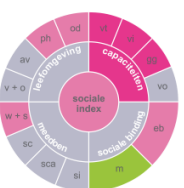
Hillesluis



Afrikaanderwijk



Feijenoord





## Context

# Harbour activities moved away

Both opportunity and threat

- Transition of harbour to city: Stadhavens
- Social Economical impact



# Integrated approach 1

## Institutional background

### Horizontal partnership (within NPRZ)

- local government
- housing corporations
- educational institutions
- chamber of commerce / employers organisation
- citizen organisation

### Vertical partnership (within NPRZ)

- national (Ministry of the Interior)

Links with other existing strategies at local/regional/National level

Rotterdam Urban vision, Spatial Development Strategy 2030;  
Cluster Plan, Work & Income; RIS3, Regional economic  
programme, Stadshavens, Hart van Zuid etc



**Zuid Werkt!**  
Nationaal programma kwaliteitsimpuls Zuid





## Integrated approach 2

# City as ecosystem





## (Building the evidence base for the) strategy

# Weaknesses



# Strenghts

*Near the centre*

*Space for  
densification*

*Population is  
young*

*Strong local  
engagement*

*Each district has unique qualities*





# (Building the evidence base for the) strategy

## Action perspective

*For each district; Hands on approach*



**characteristic – perspective – strategy**





# Objectives

**USP rotterdam zuid: is its young population;  
Invest in people and making them want to stay.**

	<i>education</i>	<i>Employment</i>	<i>Housing</i>
Objectives	Improve learning outcome, elementary & secondary school	Make better use of the potentials of labour force	Keep social climbers at south
	Training in skills which is required by market	Create work at south or in region	Create basic quality (short term) Make attractive living environment (long term)

**Emphasis on powerful sectors  
such as port industry & health care**



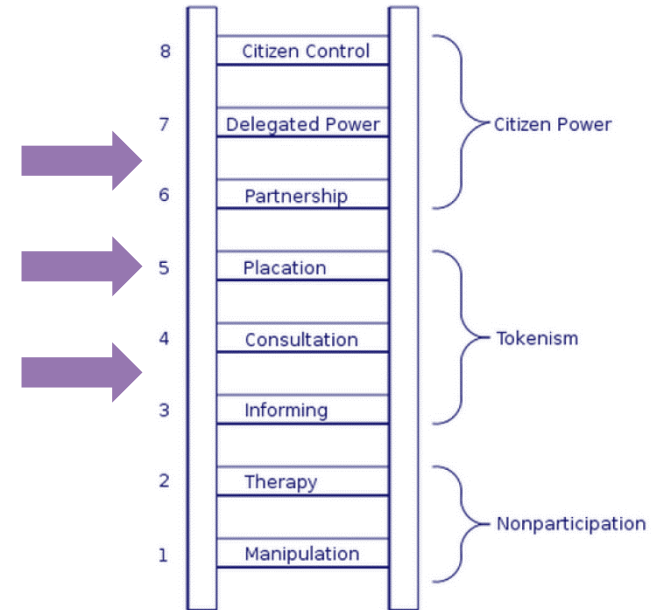
**Renewal of 35.000 houses  
12.000 social rent & 23.000 private owned**

# Participation

What is the experience/background of citizen and stakeholders participative processes?

Strategic level (consulting role)

- Burgertop – Resident summit, 26 jan 2013
- Jongerentop –Youth summit, 7 nov 2014



Small scale level (active role)

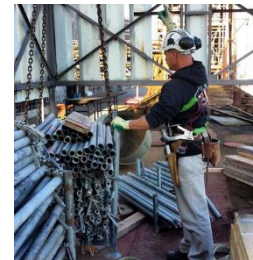
several initiatives by citizens but also entrepreneurs, artists, designers, researchers etc



Trattoria Borgo d'Aneto

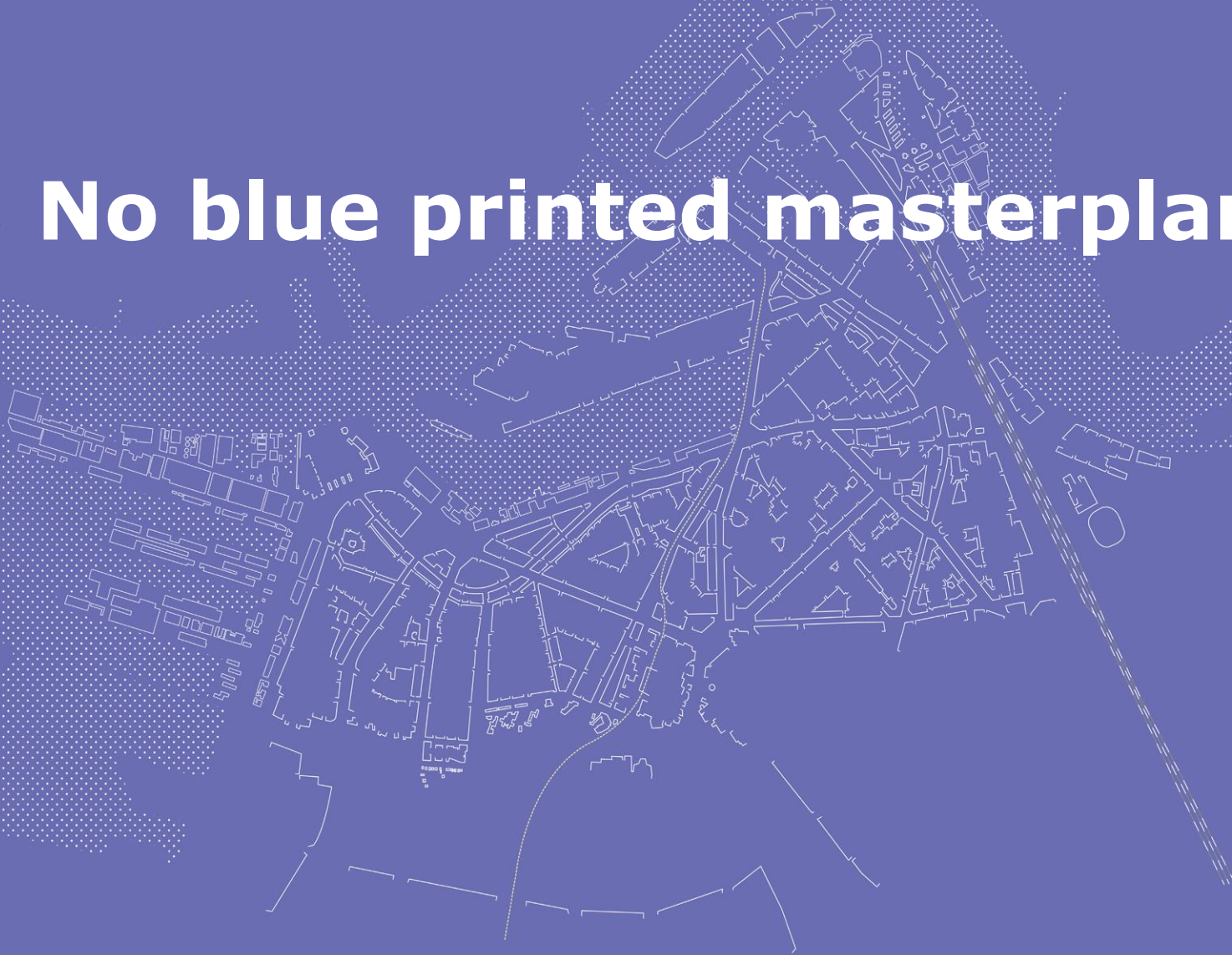


ECO childrenpark, Creatief Beheer



Elevatoren Maassilo

# No blue printed masterplan





# Process of co-creation (governments as facilitator)

Herinrichting Sluisjesdijk: Veldacademie, HbR

Gouwplein: Veldacademie, bewoners

Connect it: Jannie Hommes, Stedelinks e.a.

Boergoensevliet: stichting Charlois a/d Vliet

Speelstad Rotterdam: Hennie van der Most

Toolkit: Daf Architecten

Van Schagen

Charlois a/h Water: Vitbuck Architects e.a.

Carnisse Tuin: Veerkracht

Catch and Steer: Hans v/d Heijden, Julian Lewis

Maashaven: Stichting Schreudersgroep

Kossl II: Rijksbouwmeesteratelier Ontwerpracht

Eco Wijken: Creatief Beheer

Maashavenplein: Cultureel Denkerk

Wijkwaardenhuis: Freehouse

Collosseumbouw: Mond'oro

Verbeteren van de buurt: het Groene Blok

Piekstraat 2e fase: New Industry

Persoonshaven: de Stijl groep e.a.

Lokale Krachten: Hunter Douglas, KCAP, IMD, New Industry

Hefpark: Stuido Bas Sala, Creatief Beheer

Hef Experience: Robbert Dommise



# Regular initiatives (governments in active role)

Herinrichting Sluisjesdijk: Veldacademie, HbR

Gouwplein: Veldacademie, bewoners

Connect it: Jannie Hommes, Stedelinks e.a.

Boergoensevliet: stichting Charlois a/d Vliet

**Voormsehof**

Speelstad Rotterdam: Hennie van der Most

**Boergoensehof**

Toolkit: Daf Architecten

**Apostolische Kerk**

Van Schagen

**Clockhuys**

Charlois a/h Water: Vitbuck Architecten e.a.

**Brielselaan**

Carnisse Tuin: Veerkracht

**Gymzaal Tarwewijk Lekker fit**

Catch and Steer: Hans v/d Heijden, Julian Lewis

**HOED**

Maashaven: Stichting Schreudersgroep

**Balkon aan de Maashaven**

Kossel II: Rijksbouwmeesteratelier Ontwerpkraft

**Putsebocht**

Eco Wijken: Creatief Beheer

**Daliablok**

Maashavenplein: Cultureel Denkwerk

**Drijvend bouwen Nassauhaven**

Wijkwaardenhuis: Freehouse

**Adriaen Nimantstraat**

Collosseumbouw: Mond'oro

**Gymzaal Hillesluis Lekker fit**

Verbeteren van de buurt/Varkenoorsepark: het Groene Blok

**Persoonshal, We Love The City**

Piekstraat 2e fase: New Industry

**Brabantse Huisjes**

Persoonshaven: de Stijl groep e.a.

**Van Waningen pand/Zinkerblok**

Lokale Krachten: Hunter Douglas, KCAP, IMD, New Industry

**Huis op Zuid/CPO**

Hefpark: Studio Bas Sala, Creatief Beheer

**Fietsveer Kralingen - Feyenoord**

Hef Experience: Robbert Dommise

Rotterdamse Munt

## ITI Integrated strategy

---

Cities are a **seedbed** for science and technology, for culture and innovation, for individual and collective creativity, and for combating the effects of climate change.

However, those same cities are very often also **plagued** by problems such as unemployment, segregation and poverty.

The growth of the knowledge economy is, **paradoxically**, threatening to widen the gap between the different groups making up our society.

The **long-term approach** on a city-wide level tackle **labour market mismatch and displacement**, both on **demand** (businesses) and **supply** side (job seekers and study programmes), and focus on improving the regional **business climate** (eg. establishing high quality business and work sites).

# Investment priorities

---

- Intervention logic > labour market mismatch
- Economic:
  - Developing (demand based) future labour supply (8b)
  - Improve conditions for establishing a business (9b)
  - Reducing energy consumption in the built environment (innovation, employment and training) (4c)
- Social:
  - Match unemployed job seekers to available jobs (ESF art. 3.1.a (i))

## Context ITI

---

- ITI Rotterdam (One of four ITI's in Opportunities for West)
- One CLLD under the ITI of the city of The Hague
- Rotterdam is MA, and implements also the ITI Rotterdam
- The ITI's in Amsterdam, The Hague and Utrecht are delegated
  - (Slides on ITI)
- Rotterdam responsible as MA
- Other ITI's fully mandated for ERDF (selection, M&E of projects, own budget)
- ESF through 2-year framework contract between the City's Social dept. and Ministry of SA



# Question for round table 1

---

How to best organise the municipal administration for an ISUDS?

**why:** To get the real issues on the agenda, to ensure transparent/professional decision making, to be responsible for implementation and to be accountable.

**What has been done:**

- + NPRZ: Developed a National programme that is in implementation;
- + ITI: Built the ERDF MA structure in the organisation;
- + OP/UP :Initialised and implement an accountable programme;
- + Connect: Brussel, G-4, South wing, city departments.

**What worked:**

- + Long term experience connecting structural funds - City programmes;
- + Professional civil servants;
- + Elections have no disrupting effect on programme;
- + Long term vision.

**What did not work:**

- + Integrating ERDF with ESF is a challenge
- + Truly EU integrated approach as for URBAN II, is not possible
- + Single MA for ERDF and ESF
- + Regulatory requirements remain substantial



## Question for round table 2, Facilitating role

### How to make big change with small steps?

**Why:** There is a high overall ambition (long term) and we need all parties to take a share in this.  
(facilitating role)

**What has been done:** + there is an overall vision and action perspectives  
+ these document were approved in the board of NPRZ: all parties agree on this  
+ at different levels citizens/local parties are involved

**What worked:** + program office NPRZ is a compact organisation  
+ different parties, that signed the ambition, do make their contribution  
+ programme NPRZ is connected with the input by different municipal services  
(economic, social and physical)

**What did not work:** + in some areas there is a better collaboration between the local parties than in other areas (depending on individuals)  
+ in the elaboration of the vision, parties sometimes lower the ambition (threat)  
+ results need to be shared in a wider circuit (not only administratively)  
in order to create more involvement.  
+ there is little citizen power by itself  
(intermediaries are needed to make social weak groups participate)

## Question for round table 3: Connection

How to effectively link urban strategies to EU support mechanisms?  
(article 7, ITI, etc.)

**Why:** size of local development vs available EU support (both monies and policies)

**What has been done:**

- + from integrated support to small geographical area
- + to wider areas linking problems and opportunities
- + new approach is more financial engineering than programme design

**What worked:**

- + small area is very focused and visible,  
combining a broad approach to local challenges, with little administrative issues
- + larger area offers possibility to trigger pathways to tackle challenges,  
but also difficulties in getting the right mix supported and administrative barriers

**What did not work:**

- + integrating ERDF with ESF objectives is still challenging
- + development of a truly EU integrated approach due to limitations in the regulations,