

Apeldoorn: British-Dutch Dialogue 2011



Making Successful Cities

6-8 March 2011, Rotterdam, Netherlands

Conference Report

Words: *Shelagh Wright* Images: *Sander Foederer*

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1. INTRODUCTION

The 10th '[Apeldoorn: British-Dutch Dialogue](#)' Conference was held in Rotterdam from 6 -8 March 2011. The theme of this year's conference was [Making Successful Cities](#).

The event convened a diverse and talented group of people from the Netherlands and the UK with experience and expertise in city-making, eager to learn from each other and from the city in which they met. Delegates opted to participate in one of four workshops: Urban Actors, Urban Creativity, Urban Economy or Urban Space. Each group was tasked with sharing lessons learned and bright ideas from their respective countries on making cities that really meet the needs of those that live and work in them, and to come up with workable "quick-win" policy recommendations that participants could immediately put into practice.

More than half of the human race now lives in cities. By 2050, the planet will be even more densely urbanized, with many predicting that more than 70% of the population of China and more than half of all those living on the African continent will be based in urban centres. It is vital that we learn how to create cities that drive social and economic innovation, promote prosperity and sustainable growth, make the most of globally mobile populations, and build the foundations to allow meaningful social connections and relationships to thrive. Can cities really "enable the collaborations that make humanity shine most brightly", as [Edward Glaeser](#) hopes in his new book, 'The Triumph of the City'? If so, how do we make it happen?

If cities, at their best, are 'social laboratories' of clusters of humanity, diverse communities with a vast spectrum of experiences and expectations that flourish when ideas and dialogue are shared, then Apeldoorn 11 was itself a little like a temporary mini-city. The Conference offered participants a place in time to interact and create meaningful new connections, relationships and projects. These "living outcomes" of the Conference will be recorded, monitored and updated on the Conference website and via the Apeldoorn social media channels. The abundance of innovative and exciting ideas for policy recommendations can be found in Section 5.

This report provides an insight into Apeldoorn 11, offering readers a chance to share the main lessons learned and opening up the possibility for new connections and collaborations to be made. So please pass this on to others you think might be interested in its contents.



Opening Reception, Rotterdam City Hall

2. BRITISH-DUTCH DIALOGUE



The Erasmus Bridge, Rotterdam

We are living through uncertain times, and the most dramatic surge in urban growth in human history. Countries across the globe are seeking ways to profit from the benefits and protect themselves from the risks of globalisation, such as competition from emerging new economies, porous borders and increasingly mobile populations, rapid urban growth and its devastating effects on the environment. The power of cities to act as influential hubs with their own political direction and economic, social and cultural strategies could not be clearer.

The Dutch and British participants who came together for Apeldoorn 11 shared broadly similar political, social, economic and cultural contexts, leading to similar conditions for both countries' urban ecologies that may be grown and nurtured in rather different ways.

Both the UK and the Netherlands are open economies and members of the European Union. They both have colonial histories resulting in global and trade relationships that can be both positive and negative. Both have a history of democratic government. Since the general elections in 2010, there are now new coalition governments on both sides of the North Sea. The two centre-right Prime Ministers are working through similar challenges: the economic crisis; an increasingly fragile social fabric which is both strengthened and threatened by mobility and migration; fragmented coalition politics; and a push to renegotiate the interaction between public, private and civil society. Crucially, there is a pressing need to understand how our cities can become generators for ideas, innovation and investment and guarantee our ability to hold our own against global economic competitors in the 21st century.



Dinner in the Burgerzaal, Rotterdam City Hall

Although the Netherlands and the United Kingdom are close neighbours and share many similar characteristics, they often take different approaches to solving common concerns. Part of the purpose of the Apeldoorn: British-Dutch Dialogue Conference series is to identify how exploring these different approaches can create mutual learning opportunities, and nurture new climates for growth and development.

Download: [12 things you never knew about the British-Dutch relationship](#)

3. KEY SPEAKERS

At the kind invitation of Ahmed Aboutaleb, Mayor of Rotterdam, delegates gathered for dinner in the extraordinary *Burgerzaal* (Citizens' Hall) in Rotterdam's City Hall on the evening of Sunday 6 March. Alongside the enthusiastic networking which took place, two speakers provided an introductory context to the Conference and its themes.



Dinner in the Burgerzaal, Rotterdam City Hall

Ahmed Aboutaleb, Mayor of Rotterdam

"Everything that is dear to us has nothing to do with the heap of bricks that a city is after all, but with our fellow human beings"
Ahmed Aboutaleb

During dinner, the Mayor gave participants his personal introduction to Rotterdam, its history, contours and current challenges. He talked of a city that was rebuilt 'from scratch' after being devastated in the Second World War, and the work of Rotterdammers to organise their own city in a new, improved way. The inhabitants of Rotterdam are famous for being hardworking (*geboren met hun mouwen opgestroopt* – 'born with their sleeves rolled up') - according to a KPMG study, the city the highest per capita productivity in the world. It is also an incredibly diverse city - with more than 173 different nationalities represented, Rotterdam is more diverse than New York.

Aboutaleb described Rotterdam as a city that welcomes new arrivals, including himself. His family arrived from Morocco in 1966 and was confronted with cold Dutch weather, without winter clothes and unable to speak the language, but with a determination to persevere. For Aboutaleb, the strength of a city lies in the diversity of its people: "in the end, everything that is dear to us has nothing to do with the heap of bricks that a city is after all, but with our fellow human beings".



Ahmed Aboutaleb

Seeing cities as 'social labs' for making something from nothing, Aboutaleb argued that politicians bear responsibility for creating policies which enable these social labs, thereby demonstrating a "...willingness to make change". Recognising that cities evolve over long periods of time, the Mayor challenged Dutch and British politics to resist short-term political thinking in order to really make a difference to citizens' lives.

Download: [Mayor Aboutaleb's speech](#)



Dinner and networking in the Burgerzaal, Rotterdam City Hall

Greg Clark, International Advisor, Cities and Regions

Later the same evening, Greg Clark set the scene for Apeldoorn 11, defining a new wave of globalisation centered on cities and suggesting “humankind is now an urban species”. Comparing UK and Dutch cities against the criteria of the new European Smart Cities Index, Clark highlighted areas where our cities have particular strengths and weaknesses, in comparison with each other and with the rest of Europe.



Greg Clark

He found that British cities could boast competitive economic attributes, for example their “embeddedness” into the international economy and the flexibility of their labour market, while Dutch cities scored highly on a wide range of fields including environmental protection, ICT infrastructure, and overall productivity. Interestingly, while Dutch cities appeared to rank more highly in terms of the quality of everyday civic and social life and the transparency of governance, neither British nor Dutch cities appeared to have made the most of public engagement in political decision-making at the urban level. Cities in Finland and Austria, for example, scored much more highly in this particular area.

In order to better understand these factors, Greg Clark asked whether we should be developing a “new interdisciplinary science” for city-making, just as business schools were created in the 1950s to bring together different disciplines and methodologies for studying

successful business models.

This science, he suggested, might include:

- Expertise in financial management and identifying future investment potential;
- Experiments to improve public engagement in city government and to define relationships between national and local governance;
- Exploiting diverse populations, including relationships with emerging and growing markets;
- Making the most of existing city institutions and infrastructure to harness talent and creativity.

Clark proposed that the success of cities depended on how a dynamic mix of development, adaptation, and above all innovation, could be applied to urban infrastructures, including their financial systems, to build creative new responses to all urban challenges.

Download: [Greg Clark's presentation](#)

With delegates already beginning to connect with each other and with the themes by the end of Sunday evening, they gathered again on Monday morning in the impressive Nationale Nederlanden suite on the top floor of the ING building in the centre of Rotterdam. Monday's programme, framed by presentations from three main speakers set delegates the task of sharing the challenges and potential solutions of making successful cities.



Delegates in the Nationale Nederlanden suite, ING building, Rotterdam

Alexander Rinnooy Kan, Chairman, Social and Economic Council of the Netherlands



Alexander Rinnooy Kan

In his opening speech, Alexander Rinnooy Kan mapped a route into the four key themes of the Conference: Urban Actors; Urban Creativity; Urban Economy and Urban Space. Painting a picture of cities as living organisms, he suggested that the role of city-makers is less to make direct interventions and more to build "favourable conditions in which actors can create". Encouraging Apeldoorn participants to maintain a

healthy scepticism about future predictions, which can be both expensive and wrong, Rinnooy Kan went on to share some 'mega-trends' which are emerging around each of the four workshop themes:

- Globalisation and city-centre concentration, at the cost of the periphery, is a growing tool in the quest for global competitiveness - location will increasingly matter;
- The need for space increases as the size of the population and the number of single-person households grows, creating a demand for better use of existing space and rethinking the distribution between urban and rural populations;
- Urban actors, local power and diversity become more important as we move from 'big government' to 'big society' and from 'caring for' to 'caring with' those who need more support. These factors have increasingly important roles in developing entrepreneurship and promoting and protecting local assets in a 'glocal' (global + local) context;
- Creativity, education and skills, and a rich cultural programme are increasingly being recognised as vital assets to the achievement of cities' ambitions.

Moreover, Rinnooy Kan added, global economic competition no longer takes place solely between nation-states but increasingly between city or metropolitan areas (such as the South-East of England). National economies are dependent on the dynamism of their cities to attract talent, trade and tourism

Besides basic economic factors, the overall quality of life is a crucial factor in a city's success. Policies to make cities more successful should start with their assets and strong points and build strategies around these.

Download: [Alexander Rinnooy Kan's presentation](#)

London School of Economics (LSE) Cities

Senior staff from the LSE Cities programme next presented Apeldoorn participants with a more detailed context, comparing, contrasting and critiquing two Dutch and British city regions: the Randstad and Greater London.

Philipp Rode, Executive Director, LSE Cities

Philipp Rode suggested that the value of major cities is in enabling people with a wide variety of backgrounds to live closely together, continuously exchanging ideas, sharing experiences, building businesses and creating opportunities. Individuals are the main drivers behind economic and social developments, both positive and negative.



Philipp Rode

The Randstad and Greater London are both major agglomerations with, between them, more than 13 million inhabitants. These regions act as vital powerhouses driving the Dutch and British economies.

London is situated at the centre of a region of smaller, largely subsidiary, towns and cities, while the Randstad is a network of places that together make up a metropolitan area. The contrast between the two city-regions is stark

when considered from the following perspectives:

- **Spatially:** The Randstad is polycentric, with a green heart and relatively small city centres. London has a single, dense core with a green belt on the periphery.
- **Politically:** London has a mayor and boroughs. The Randstad has no formal governing body.
- **Socially:** London has a wide range of neighbourhoods with many diverse global cultures. The Randstad is more traditional, integrating villages with smaller towns and cities. In London, there is less mobility into and out of the city, with only 17% of workers travelling in from outside the region, whereas in the Randstad more than 50% of people live in a different place from where they work.
- **Economically:** while the London economy is focussed on financial services and retail, the Randstad economy is more mixed, including trade and distribution, and is the driver for Dutch exports. London has monofunctional business areas and high workplace density, while the Randstad has mixed-use and distributed density.

Rapid developments in new ways of working, coupled with the global need to avert climate change, have created demand for innovative sustainable technologies. Clustered economic activity leads to higher rates of innovation and productivity. This, Rode concluded, should make London and the Randstad well-placed to build low-carbon economies able to compete with other emerging economies. He urged all involved in city-making to come up with smart solutions to create sustainable, innovative economic activities.

Download: [Philipp Rode's presentation](#)

Henk Ovink, Director, National Spatial Planning, Ministry of Infrastructure and and the Environment

Henk Ovink overlaid the challenges of governance onto Philipp Rode's presentation, setting out the complex layers of decision-making and institutional frameworks in both countries. London is orientated around a single city centre, whereas the Randstad is a series of separate centres. As the Randstad currently functions as a network rather than a region, Ovink suggested that it was more challenging in governance terms. In contrast, Greater London has in the past worked with a monocentric regional model but is now moving to a more local and national governance system.



Henk Ovink

Government structures and financing need to be linked more effectively, Ovink argued, for greater transparency of decisions. In addition, new approaches to investment need to be found for complex metropolitan ecologies such as the Randstad and London to continue to prosper.

The development of a governance system for economic, environmental and social development that supports ecologies, not boundaries, is critically important for successful cities and their regions. As Ovink neatly summed up: "no ecology = no business".

Download: [Henk Ovink's presentation](#)

4. WORKSHOP SESSIONS

Outside of the plenary sessions, Apeldoorn participants spent time in four thematic working groups, exploring distinct but connected themes: Urban Economy, Urban Space, Urban Actors, and Urban Creativity.

Each workshop group was led by a moderator who set the scene by outlining key issues and questions, Discussion was stimulated by short perspectives from a Dutch and British speaker. Between sessions, each of the four workshop groups was taken to view innovative Rotterdam city projects illustrating their respective themes.

This section captures some of the main aspects of the exchanges in each workshop.

Urban Economy

Moderator: Wim Mijs, CEO Dutch Banking Association

UK speaker: Cathy Garner, CEO Manchester Knowledge Capital ([intro notes](#))

NL speaker: Anton Valk, CEO Abellio ([intro notes](#): [ppt](#) and [word doc](#))

If conditions are right, cities can act as magnets and multipliers of economic prosperity, attracting investment, innovation and the sharing of ideas. If not, business simply moves elsewhere. However, it is no longer enough to draw in investment; cities must now also consider the long-lasting impact of their economic development on the natural environment.

Are British and Dutch cities at risk of becoming less significant in the world, or do our cities still have a chance to remain prominent if we can only identify the right economic strategies to compete in the global economy? From their beginnings, cities have been dynamic places competing for scarce assets. They need to have clear leadership that includes the principal actors across the city, whether these are municipal authorities, universities, business or cultural players, and where the self-interest of individual institutions can be put aside in favour of common goals. The ability to connect to the global market place is vital, but so is the capacity to recognise uniqueness, specialism and distinctiveness.

The group agreed that innovation, skills and competencies may be a more useful focus for the future than specific industries. For example, cities such as Detroit are now innovating in areas such as urban farming due to the massive 'unbuilding' that has happened with their industrial decline. Equally important is the development of networks and connections across a city that enable market opportunities to percolate but also facilitates the creation of new and dynamic partnerships and relationships.

Metropolitan areas need space to expand in order to maximise their economic, social and cultural potential, and for this to happen, they need investment in infrastructure. Spatial planning and transport investments are closely related and make a long-term difference. The group recognised that political structures determine which investments in planning and transport take place and where, and that this is true for public transport, but also for private investment in major infrastructure because government influence is required to deliver projects.

Different and innovative procurement, financing and funding models need to be created and tested in order to ensure sustainable system innovation.

Urban Economy site visit to Stadshavens

The Port of Rotterdam has always been central and vital to the city. However, over the years the port and its associated industries have moved out of the city centre, further down to the coast, leaving around 4000 acres of land in the city centre to be redeveloped. This area is known as the *Stadshavens* (City Harbour). The redevelopment of Stadshavens aims to reinforce the economic structure of the port and the city and to create an attractive high-quality area to live and work in, with special focus on sustainable building, energy technology and accessibility. The Stadshavens redevelopment is key to Rotterdam's commitment to knowledge and innovation, and is a testing ground for showcasing emerging new technologies.

The group visited the monumental former headquarters of Rotterdam Dry Dock Company (RDM), where they heard a presentation by the Stadshavens Project Team. The presentation focused on the history of the area and the transition from an industrial centre to a modern city environment. The group then visited the Stadshavens Campus which is now located in the Dry Dock. The campus is run by the Albeda College (a school offering vocational education) and Rotterdam University (similar to a polytechnic). Students here are encouraged to work together with companies on developing and manufacturing innovative products.

Urban Space

Moderator: Clive Betts, Member of Parliament, UK

UK speaker: Lord Charlie Falconer, Senior Counsel, Gibson, Dunn & Crutcher LLP

NL speaker: Ole Bouman, Director, Netherlands Architecture Institute

Cities in the UK and the Netherlands have been utterly transformed over the past fifty years, from industrial and manufacturing centres into hubs of the service and information industries. This transformation has been managed more successfully by some cities than others. Migration has also transformed the face of our modern cities with diverse populations living and working side by side, although not always harmoniously.

The group challenged some of its own initial working assumptions, and agreed that adaptive re-use is not about 'retrofitting' but rather about creating living spaces that can evolve continuously throughout their lifespan. The group went on to propose that some key elements to creating a successful public realm are access to open space, good public transport and cycle routes, and sufficient support services within walking distance for the elderly, the very young and others who do not know how or cannot afford to drive.

There was discussion of the deeply flawed processes of public procurement and master planning, which leads to compromised plans, to the detriment of the public realm. This can be further compromised by decision-makers working to their own agendas intervening in procurement even at quite late stages. In London, this process often results in resistance to change and the resulting poor quality of new urban environments. The group agreed that the significant differences between UK and Dutch planning regimes were an area where the two countries could usefully learn from each other.



Workshop discussions

One participant suggested that there should be a mechanism to take land out of the investment market. The price of land skews development and development priorities towards profit and away from spaces for genuine social engagement in the public realm. If we want to improve the public realm, then we must pay more attention to the link between the social and the built environments and improve opportunities for people to preserve them in their communities.

Another suggested that a language for spatial well-being needs to be developed so that we can talk about, specify, and communicate what this means and why it is important. Planning policy documents use the terms 'health and wealth' but whilst we can explain what wealth generation is, we are often at a loss as to what is meant by spatial well-being. This is partly about developing a vocabulary, but it is also about developing new ways to map knowledge, exchange and encounters onto public space. This is necessary if we are going to be able to plan and design spaces that people can genuinely enjoy living in, engage with, and want to care for.

The group concluded that in order to enhance society at large, it is important to focus on improving our cities because “the city is the single most important artefact of civilisation”. We must focus on building forums and platforms for successful collaborations between actors (architects, planners, developers and communities) that cross disciplinary boundaries.

Urban Space site visit to Rotterdam’s Water Management and Adaptation

In Rotterdam, water management is extremely important. The city lies approximately 15 feet below sea level and is one of the major river deltas of Western Europe. Rotterdam operates a Climate Proof Programme aimed at making the city fully climate-resilient by 2025. The programme has five themes; flood management, accessibility, adaptive building, urban water systems and city climate.



Site visit to Zuiderpark

The group visited the *Zuiderpark* (Southern Park), a recently redeveloped park which plays an integral role in Rotterdam’s water-management system while also serving as a local community park. The group heard a presentation by the Rotterdam Climate Proof team which covered the principles of Rotterdam’s water management programme and highlighted a number of innovations including the Floating Pavilion, the

Westersingel (where the Bilderberg Parkhotel is located), and the Zuiderpark itself. The presentation was followed by a brief walking tour of the Park. A representative from the local authority described the broader objectives of the park’s recent renovation.

Urban Actors

Moderator: Charles Clarke, Visiting Professor of Politics, University of East Anglia

UK speaker: Virginia Tandy, Director of Culture, Manchester City Council ([intro notes](#))

NL speaker: Bastiaan van der Knaap, Director Roterdam Region, ING Bank

Global mobility is a 21st century reality. Cities will need to find ways to enable newcomers to integrate fully in order to contribute economically, socially and culturally to their new homes. The British and Dutch governments are both experimenting with localism and decentralisation initiatives and handing more powers to local councils, organisations and volunteer groups to shape their towns and cities as they see fit.

A city that has a clear brand and diverse cultural identity can, the group suggested, differentiate itself on the global stage. Cultural activity and local organisations contribute significantly to forming a city’s identity, from iconic buildings to bohemian quarters. These are key assets to a vibrant economy and create a powerful sense of place and well being. This led to a discussion about how we develop and encourage what the group called ‘urban patriotism’. There was a suggestion of democratically-elected civic leaders as the ‘guardians of

place' - honest brokers with a strategic overview. With a growing dependency culture among citizens and not-for-profit organisations, civic leaders must realise the need to share power and align funding and activity with key partners. The group discussion focused on two main issues: diversity as an asset, and devolving powers to local actors. The theme of diversity was closely linked to contemporary urban questions of multiculturalism, migration and integration. It is important to find new stories: cities need a new narrative, and immigrants need successful partners and peers they can relate to. But, they asked, what can we actually do to make this happen? Can actors in the city indeed 'do their bit' by providing jobs for new-comers? And how do we enable local leadership to make things happen and become less dependent on the national policies?



Workshop discussions

Many participants seemed convinced that the local level should be able to solve local problems, but were unsure how to actually empower local authorities without introducing stricter rules and ever-growing accountability issues. In the UK, some funders have decided to reduce bureaucracy by accepting the low risk of occasional fraud. A courageous thing to do, some acknowledged, considering possible media reactions.

The group all recognised the value of partnership but also that many organisations funded by the state and working for the common good find it very difficult to actually work together. This is a challenge for all partners: for civic leaders to give up power, for cultural and business leaders to rise above their individual agendas; and for all citizens to become participating urban actors.

Everybody is an urban actor, the group agreed, not just the 'usual suspects' such as mayors or indeed the Apeldoorn participants. But the challenge was finding ways to encourage and enhance civic engagement from every potential urban actor.

Urban Actors site visit to the Klushuizen project

In 2002, the municipality of Rotterdam dedicated substantial extra resources to programmes which improve the living conditions in nine deprived city neighbourhoods. As part of one of the programmes, the municipality purchased approximately 250 run-down buildings in these neighbourhoods which were subsequently sold well below market-level prices. Potential buyers, however, only qualified to own these buildings if they committed in advance to a major renovation of the property, meeting agreed quality standards. That is why they are known as *Klushuizen* (DIY-homes). Future residents are offered considerable support and guidance from the municipality, including support from architects, civil servants responsible for issuing permits and building surveyors. More than four thousand applicants have already registered for a DIY home.

The group met the DIY Homes Project Team, who explained the key principles and long-term benefits of the project. The presentation focused on the role of buyers and residents in the redevelopment and renovation process, at an individual as well as collective level. They also touched upon the division of responsibilities between residents, developers and the municipality. Delegates had the opportunity to speak to the various actors involved, including residents,

in order to get a first-hand impression of how this approach fosters and encourages entrepreneurial and social leadership. The group also visited the *Queen of the South* building, which offers apartments on a temporary basis to individuals who have difficulty finding affordable accommodation.

Urban Creativity

Moderator: Dame Judith Mayhew Jonas, Chairman, London & Partners

UK speaker: David Barrie, Director, David Barrie Associates

NL speaker: Roy van Dalm, Senior Lecturer Creative Cities, HAN University of Applied Sciences

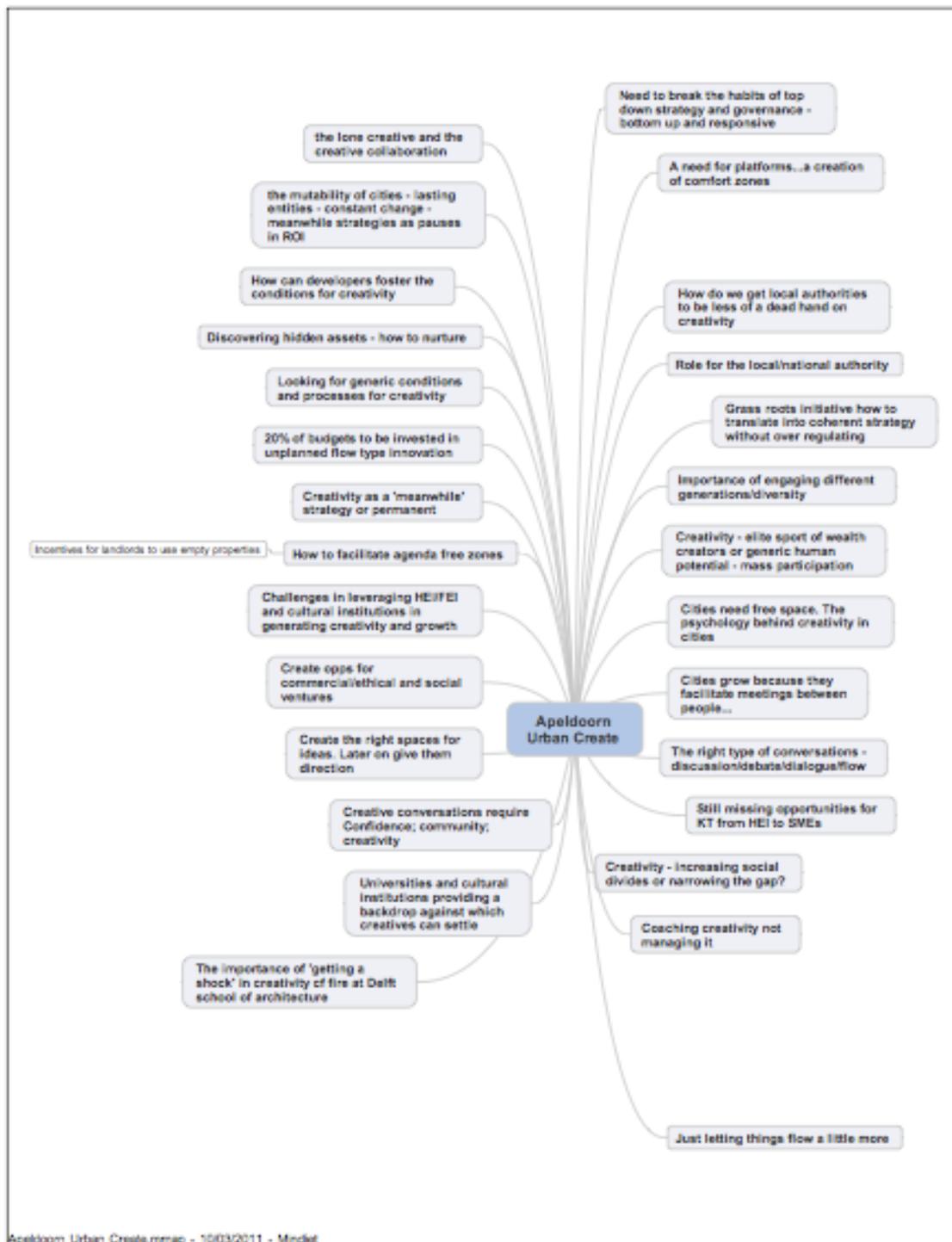
Cities have always been agglomerations of intellectuals, artists and thinkers. Universities, museums and research and development centres can rejuvenate the local economy and the creative life of cities, as culture is a catalyst for commercial entrepreneurship and community cohesion. Culture and the creative industries have become exciting growth sectors for both the British and Dutch economies.



Workshop discussions

The group shared and examined models of creative and cultural community development from the UK and Netherlands. Moving beyond headline events, the group explored the messier, grassroots level of creativity and social development. Participants felt that creativity was – or should in any case be considered as - a mass participation sport and not an elite activity. Cities need to be developed “one person at a time” in order to harness individual talent and ideas and to enhance and expand civic engagement. An important condition for success is good leadership and room to be allowed to fail.

The Urban Creativity group charted their findings in this 'mindmap':



Urban Creativity site visit to the Central Post and Schieblock buildings

City planning is often based on master plans, grand ideas, and the demolition and construction of new buildings. These processes take years to be implemented. The developments in the Rotterdam Central Station area show an alternative bottom-up approach of incremental city development. A group of architects, in co-operation with the owner of a significant number of existing office buildings in the central station area, have implemented a business case which temporarily gives new life to old, vacant buildings which are due for demolition. The architects

in this project did not only offer creative input but also took on the role as entrepreneurs and property developers themselves.

The group visited the Central Station area and were welcomed at the recently renovated Central Post building (a listed building dating from 1959). They saw a presentation on the redevelopment of the area and the creative, architectural and business processes supporting their approach.

The group then visited the Schieblock project. This post-war building will ultimately be demolished, but is now being used as a bridge between the current situation and master plan for the future, following a successful business plan by a Rotterdam architecture firm. The mission of the project is to be a laboratory for urban development in which the participants develop interdisciplinary approaches for city planning and urban renewal. The building serves as an office for architects, cultural entrepreneurs, artists, designers and film-makers, but also has workplaces, a gallery and a roof garden.

5. POLICY RECOMMENDATIONS: WHAT MAKES SUCCESSFUL CITIES?

What follows are the key policy recommendations from the Conference. Strategic, forward-looking and eminently practical, these British-Dutch proposals make useful reading for government officials and policy-makers at all levels, as well as for business leaders, institutions, investors, communities and interested individuals.



Closing Plenary

The idea of partnership is crucial given the complexity of interrelating factors and relationships which can affect the ability of a city to meet its ambitions. Successful cities require an integrated vision, clear political leadership, and ideas and investment from all sectors of the community.

Community Partnerships

- We must find new ways to invest in, develop and support individuals and communities. These should be shared and promoted through city governments, employers, schools, museums, cultural organisations and other platforms.
- We must invest in open platforms, both on and off-line, to create areas for communities to share ideas and projects and enable and encourage cross-disciplinary participation, learning and innovation.

Employers and Investors

- We need innovative new forms of investment. These should include decentralised models, mixed economy models with public, private and community investors, and importantly tools for measuring return on investment (ROI).
- All employers should acknowledge their role as urban actors within their own communities, not just as individual enterprises. More focus should be given to corporate social responsibility. Employers should recruit locally, develop talent and support the motivations of their whole city.

Local Government

- Local government should play a clearer role as broker and enabler in order to build social capital. Communication channels such as the platforms suggested earlier could encourage participation and coordinate joint action for the good of the community.
- Bureaucracy should be reduced wherever possible and incentives produced to encourage more effective, transparent partnerships and collaboration across the public, private and community sectors and between disciplines.

Planning Policy

- The value of spatial experience should be described in more persuasive terms in order to capture the imagination of city-makers. There is a need for a new vocabulary for master planning with precision and force.
- We must question policy frameworks, and in particular investigate whether market value alone is the best criterion for urban success. Can scholars, artists and communities become a fundamental part of the process of making successful cities, alongside bankers, businesses and governments?

6. APELDOORN LIVING OUTCOMES

Initial outcomes and plans for joint projects often take place on a spontaneous, individual-to-individual level, and the same is true of Apeldoorn dialogue. A few of these are captured in this section.

Apeldoorn Alumni are encouraged to continue sharing their plans for development and action that have come out of their experiences at Apeldoorn 11, via the Conference website and social media channels.

A number of immediate plans for joint projects and collaborations have emerged from Apeldoorn 11:

- **David Barrie (UK)** – has made links with the Rotterdam Schieblock project to extend their conversation and find a possible project collaboration;
- **Ewoud Poerink (NL)** – is working with Conference colleagues and seeking partners for the development of an AAA rating for social capital;
- **Amanda Reynolds (UK)** – was asked to write an [article](#) for New Zealand magazine 'Next' on how Christchurch could best be rebuilt after the earthquake and summarised a number of the points that came out of the Conference as a basis for future development. This helped spread the message about sustainable urban development, successful cities, and raise the profile of the Apeldoorn Conference.



Workshop discussions

Join the conversation on Twitter ([@apeldoornUKNL](#)), [LinkedIn](#) and Facebook (forthcoming).



Workshop discussions

7. REFLECTIONS ON MAKING SUCCESSFUL CITIES



Workshop discussions

Below are some quotes and contributions from the Conference's social media channels that captured some of the atmosphere of Apeldoorn 11.

From Twitter (#apeldoorn11):

- "5 points towards successful cities:
 1. We need to develop a language for articulating the richness of spatial experience.
 2. We need to develop a new cartography for mapping and accessing the knowledge economy against the fabric of the city, which fabric is arguably the single richest source of embedded knowledge in the history of civilization, richer than any text.
 3. We need an equitable distribution of wealth. There can be no meaningful success in cities or anywhere else, in a society that is fundamentally inequitable.
 4. We need to take urban change out of the market place so that it ceases to be an investment opportunity. There ought to be mechanisms and motivation for attracting private finance to urban development without invoking the profit motive.
 5. In a conference such as Apeldoorn - organized at a government level and focused on policy - we need to question policy frameworks, Why shouldn't, e.g., Michel Foucault - who wrote about the role of institutions in structuring spatial and social formations - be the framework for planning policy? As absurd as this suggestion may at first seem, it is no more absurd than assuming uncritically that the best framework for urban change is the market. Why should the banker and not the scholar have the strongest word?"
- "In Peter Hoeg's novel, *Miss Smilla's Feeling for Snow*, we learn that Eskimos have 30 words for snow. It is not that Eskimos have 30 different types of snow, but 30 different types of experience of snow; why do we not have 30 different types of spatial experience?"

8. THE NETWORK

Download: [2011 Conference participant biographies and contact details](#)

9. FURTHER RESOURCES

Participants at Apeldoorn have already started sharing ideas, texts and other sources that inspire and inform their work. Some of these are given here as a starting point for further exploration. Please feel free to add further projects, links, references that you think others would find useful as a living archive on the Apeldoorn social media channels.

Compact City Extended. Outline for future policy, research and design. Design and Politics #4 edited by Luuk Boelens, Henk Ovink, Hanna Lára Pálsdóttir, Elien Wierenga. ISBN 978 90 6450 747 2 / euro 29.50, for sale via www.010.nl

10. IMAGES AND VIDEO

Official photographs of the Apeldoorn 11 Conference can be found [here](#).

The official video report of the Conference can be found [here](#).

Apeldoorn alumni are welcome to share further photographs and films on the Conference social media channels for others to enjoy.

All the material downloadable within the document can be found on the following webpage: <http://www.britishcouncil.org/netherlands-networks-apeldoorn-presentation2011>