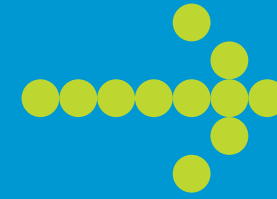




IAB
International
Advisory
Board

REPORT IAB CONFERENCE 2008





ACKNOWLEDGEMENTS

The International Advisory Board and the EDBR wish to thank all involved for all their support and invaluable assistance. A special thanks to the following people: Karin Hamerlynck and Edwin van der Meijde and their staff at Suite Hotel Pincoffs, for their care and hospitality. Gabrielle Muris, Hans Beekman, Hans Scheepmaker, Paula Verhoeven, Arnoud Molenaar, Yolanda Steijns, An Huitzing, Bregit Jansen, Han van den Born and Robin von Weiler for their input for the working visits. Annemieke de Vroed at RDM and the captain and crew of 'De Nieuwe Maze' for their hospitality and the Port of Rotterdam for the use of their ship. We thank Esther Kruik and staff for support and organisation of the City Hall meetings and press presentation and Sylvia Minten for her indispensable (logistic) assistance. Frank Niehorster and his film crew, photographers Rick Keus, Roy Borghouts and Michelle Muus and Supernova Ontwerp and Veenman Drukkers for design and production.

INTERNATIONAL ADVISORY BOARD ROTTERDAM (IAB)

World Trade Center - 14th floor
P.O. Box 30230
3001 DE Rotterdam
T +31 (0)10 - 205 35 60
F +31 (0)10 - 205 35 89
W www.iabrotterdam.com
W www.edbr.nl
W www.youngedbr.nl

Photography

Rick Keus, Roy Borghouts, Michelle Muus

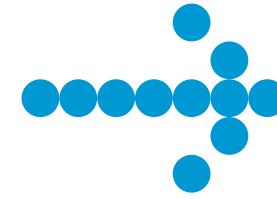
Design

Supernova Grafisch Ontwerp bNO

Print

Veenman Drukkers

© Economic Development Board Rotterdam 2008



FOREWORD

2008 marked the fifth conference of the International Advisory Board Rotterdam and my third one as its Chairman. In the preparation for this year's edition the representatives in this city embodied by the members of the EDBR, the Young-EDBR, the heads of city administrative departments and several thematic experts instructed the IAB to take another look at recommendations that were issued over the past four years and to determine where exactly the IAB could add value in the realisation of these recommendations. The reason for this specific direction was that the representatives felt that there were many excellent initiatives, projects and plans to be found in our city, but that the implementation and effects of these could use a positive boost.

However, at the same time, the questions that were posed to the members of the IAB were kept deliberately broad and general in order to entice the members to look at Rotterdam's issue from every possible angle. As was the case in previous years, this year too the members showed an enormous enthusiasm and energy in their dedication to our city and our city's advancement. This year's emphasis for the IAB was to create a sense of urgency, to raise the levels of ambition and truly achieving successes for the city. I sincerely feel that this year's team has made a tremendous effort to deliver thoughts, ideas and firm recommendations beyond expectation. I am particularly affected by the sense of spirit, community and dedication exuded by the team.

Because membership of the IAB rotates every three years, we took leave of three members and welcomed five new members: Mr. Michael Moore, Mr. Peer Witten, Mr. Michael Shanks, Mr. Yvo de Boer and Mr. Stein Kruse. We are pleased and honoured to have such eminent members in our midst. Looking back over the past five years I believe the IAB has grown through its infancy and adolescence into a very mature, revered and esteemed advisory board, one which is taken very seriously by the Municipal Executive and the City Administration.

This fifth edition was also a very special one as we have had to say goodbye to our esteemed member Ms. Jenny Shipley. Jenny visited Rotterdam on several occasions this year, as she also chaired the special female edition of the IAB in June and in November she took part in the conference of the Club of Madrid, co-hosted by the city of Rotterdam. Jenny's efforts for the city of Rotterdam and for the IAB and, indeed, for the special edition Female IAB, has been tireless and invaluable. Jenny will now join a slowly increasing and very select group of IAB alumni, who may consider themselves forever as special friends and ambassadors to the city. We hope – and know – that despite her retirement from the IAB, we will continue to see her in our city as often as possible. The members of the IAB were also very conscious that this year would be the last time under the stewardship of our Mayor Mr. Opstelten. We very much felt that we were saying goodbye to an era and on the verge of quite intensive changes in the world and in Rotterdam.

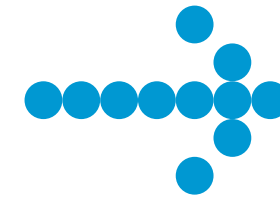
Finally, this fifth edition of our conference was a very special one for me personally, as this was my last one as Chairman. When establishing the IAB in 2004 we put down that we would rotate membership in order to keep our visions fresh and varied. I personally believe that this rule should also apply to the chairmanship of the IAB and I feel the time has come for me to step aside and to let someone else take up the baton to lead on the IAB from next year. I feel honoured and grateful that I have been given the opportunity to lead the IAB through its infancy and adolescence into its maturity and feel that I can let go of the IAB safely in the knowledge that we have established an organisation that truly brings great value to this city. I obviously could not have achieved this without the help, support and input from our present members and our alumni and for this I am truly grateful. Together we have created something truly unique and special and I cherish having to get to know all members and count them amongst my friends.

Ruud Lubbers
Chairman IAB

Mr. Ruud Lubbers:

**"IF YOU DON'T GET
CRITICIZED YOU ARE
PROBABLY NOT PUSHING
OUT THE BOUNDARIES."**





MEMBERS OF THE INTERNATIONAL ADVISORY BOARD 29-30-31 OCTOBER 2008

Mr. R.F.M. (Ruud) Lubbers

Chairman of the IAB Rotterdam and former Prime Minister of the Netherlands

Mr. S. (Sander) de Jongh

Secretary General of the EDBR and IAB

Mr. D. (David) Chang

CEO of Philips China

Ms. J.M. (Jenny) Shipley

Former Prime Minister of New Zealand

Mr. Y. (Yvo) de Boer

Executive Secretary of the United Nations Framework Convention on Climate Change (UNFCCC)

Mr. S. (Stein) Kruse

President and CEO of the Holland America Line Inc.

Mr. T. (Tex) Gunning

Managing Director of the Decorative Paints Division of Akzo Nobel

Mr. H.N.J. (Hans) Smits

President and CEO of the Rotterdam Port Authority

Mr. Farid Mohammed Ahmed

Secretary General of Dubai World

Mr. A.H.G. (Alexander) Rinnooy Kan

Chairman of the Social and Economic Council of the Netherlands

Mr. M. (Michael) Shanks

Professor of Classical Archaeology at Stanford University and Director of the Stanford MetaMedia Lab

Mr. M.K. (Mike) Moore

Former Director-General of the World Trade Organisation and former Prime Minister of New Zealand

Mr. P. (Peer) Witten

Member of the Supervisory Board of the OTTO Group and Honorary Chairman of the German Logistics Association (BVL)

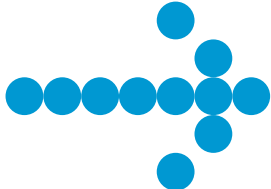


David Chang:
"CRISIS IS
OPPORTUNITY."

Farid Mohammed Ahmed:
"THERE IS NO TOMORROW,
NO TODAY, ONLY NOW:
"JUST DO IT"."

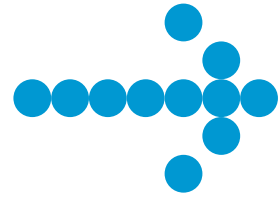
Yvo de Boer:
"ROTTERDAM HAS
TO START THINKING
ABOUT ITS POSITION
IN A DIFFERENT WORLD
AND ACT ACCORDINGLY".

Michael Shanks:
"LEADERSHIP MEANS LISTEN,
DECIDE AND IMPLEMENT,
IN THAT ORDER."



CONTENTS

- P.01 ACKNOWLEDGEMENTS
- P.03 FOREWORD
- P.05 MEMBERS OF THE INTERNATIONAL ADVISORY BOARD 2008
- P.07 CONTENTS
- P.08 EXECUTIVE SUMMARY
- P.11 INTRODUCTION
- P.12 THE PAST AND WHERE WE CAME FROM: IAB 2004-2008
- P.15 POSITIONING OF THE IAB THEMES FOR 2008
- P.17 PROGRAMME 29-30-31 OCTOBER 2008
- P.19 WORKING VISITS 30 OCTOBER 2008
- P.22 COMMENTS FROM THE IAB MEETINGS 29-30-31 OCTOBER 2008
- P.25 RECOMMENDATIONS OF THE IAB 29-30-31 OCTOBER 2008
- P.28 SOME FINAL THOUGHTS



EXECUTIVE SUMMARY

This particular edition of the IAB was the fifth one and therefore its first lustrum. This year's edition was marked by the big changes the world is facing at the moment (US presidential elections, financial crisis, shifting of economic seats of power, climate changes, strength of the emerging markets). This year's edition was also marked by changes Rotterdam is facing as the city is getting ready to welcome a new mayor and say goodbye to Mayor Opstelten, as well as changes within the IAB as our Chairman Mr. Ruud Lubbers will hand over the baton to a new chairman next year. Therefore this edition made it the perfect opportunity to look back, while at the same time looking forward. This year was also special because we saw two editions of the IAB: one female edition in June of this year and one full edition in October of this year.

For the special female edition of the IAB in June the main theme that was selected was: 'Make citizens genuinely feel like they are stakeholders in the city's future'. Particular attention will be paid to ensuring that gender and diversity are reflected in our strategies and plans.

For the October edition of the IAB two main themes were selected which incorporated recommendations made in previous editions. These are: 'Quality of Life' and 'Leadership and Determination'.

For both editions there were six leading considerations which guided the IAB's thoughts:

- Rotterdam is an exceptional port and therefore an exceptional city.
- The central vision is: World Port World City, this branding embodies the pride in the city.
- Big transformations are occurring and will continue to occur in the world (climate change, financial crisis, shift of economic power).
- Leadership is crucial to success.
- Rotterdam will welcome a new mayor in 2008.
- We need stakeholder engagement (especially from the next generation) with the chosen vision.

RECOMMENDATIONS FROM THE IAB 29-30-31 OCTOBER 2008

1. WORLD PORT WORLD CITY

The port is a living example of entrepreneurship, customer service, international approach, sustainability and innovation. These are the same qualities we want to see reflected in our city. The port and city are indivisibly connected and more emphasis needs to be put on this connection as the two are dependent on one another to achieve sustained and healthy growth.

- A. The IAB recommends that the city's ambition is raised to go from a reduction in CO₂ emissions by 50% by 2025, to a reduction of 80% by 2050.
- B. Rotterdam needs to outsource the execution and implementation of plans and projects to dedicated external organisations. These could be public organisations or public-private partnerships. The RCI is a good example of this.
- C. More emphasis is needed on the development of green energy and green logistics.
- D. The city needs to move forward with more speed and determination on the development of Stadshavens and their intention of realising the proposed Climate Campus. The IAB wants to see a more detailed plan outlining the various stages and milestones for the achievement of the climate campus and a clearer time frame when these milestones will be achieved. The EU have conceded to give Rotterdam the space needed to develop this initiative without being unnecessarily blocked by EU rules and regulations. However, should there nonetheless be any regulatory obstacles in the realisation of the Climate Campus and associated initiatives, the city should for these particular projects create a 'free zone' which can operate without being inhibited by (national or European) rules and regulations.
- E. Rotterdam must exploit their knowledge and expertise on water; make it a key industry and export product. The IAB wants to see a structured and real plan put in place as to how and when this will be achieved. Furthermore, the IAB wants to see this plan implemented and executed. The IAB expects to be informed of progress on this subject, especially as this effort would be very much in line with the nationally launched Deltaplan II.
- F. Rotterdam has the most excellent facilities to build a world renowned knowledge centre on logistics. This can be achieved by setting up a cooperation between the technical universities in the Netherlands, the Erasmus University, The Rotterdam Port Authority and the knowledge centre on logistics in Shanghai.
- G. It is fundamentally necessary for the Traffic Management Company (TMC) to have the mandate, budget and authority to make the necessary decisions with speed. In order to achieve this the TMC needs to be corporatised/needs to be organised as a private entity. The four stakeholders in the TMC need to take the necessary actions to establish the TMC in this way in the next twelve months.

2. QUALITY OF LIFE

- A. The IAB wants to stress the importance of creating more projects like the 'Wallisblok' initiative, where residents, government and private companies work together to create their own living environment and where residents are truly involved. The IAB wants to see more projects like this, especially in other fields than housing too. Be bold in setting the targets for these type of projects. The IAB wants to see at least four more initiatives like this by next year. At the same time we urge the city to be careful with these type of projects not to move back in to regulating again.
- B. The IAB wants to see some real progress by next year by means of ambitious and detailed plans to be realised through public private partnership for the development of the waterfront into living and leisure space, including a timeframe for realisation.
- C. The IAB feels that Rotterdam is not aware enough of the huge potential for international recognition and commercial viability offered by the presence in the city of a group of world renowned architects. Rotterdam should do far more to showcase this architecture and these architects. Embrace them and make them part of the fabric of the city. Architecture is a catalyst for further economic growth.
- D. Intercultural city, social architecture. The Female IAB which took place in June had an ethnic, cultural and youth focus. As the Female IAB already pointed out: achieving a true sense of belonging comes from people. Having a sense of recognition and acknowledgement. It may be that Rotterdam needs to take the lead in making it clear to the national government that the integration policies of the beginning of this decade are not conducive to the creation of an inclusive society and that Rotterdam wants to follow its own lead in how to achieve this.
- E. The IAB would like to see that such an internationally focussed city such as Rotterdam does more to make the city more visitor friendly: more sign postings and more of those in English, better and more website information available in English, etc.

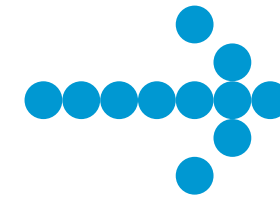
3. LEADERSHIP AND DETERMINATION: STAKEHOLDER ENGAGEMENT

Cohesive leadership is crucial. The IAB is of the opinion that cohesive leadership means collective leadership. Collective leadership to begin with has to be established within the municipal executive and has to be cascaded down to larger groups of stakeholders. The Mayor is the key person to initiate this and to create cohesive and collective leadership; within the Municipal Executive and much broader within the Rotterdam community.

4. YOUTH

Special attention should be paid to involve the younger generation and make sure they are given a feeling of stakeholderhood with their own Rotterdam future. The IAB strongly recommends the YoungEDBR to be tasked with:

- The setting out and supervision of research on the needs and wishes of different groups of stakeholders in the city.
- The process of involving a large group of young people creating their own living document (be it text, movies, images) of how they see their future Rotterdam. This should lead to connect different groups to each other (thus creating a stronger intercultural city) and to connect them to their own and to the future Rotterdam and make them stakeholders. At the same time this leads to a living document for policymakers and the municipal executive which helps them to define tomorrow's strategy.
- They are indeed consulted by and involved with the Port Authority, the Municipal Executive and the City Administration and any other interest groups to be seen as the agents of change.



INTRODUCTION

RECOMMENDATIONS FROM THE FEMALE IAB 24-25 JUNE 2008

1. Increase and elevate the recognition programme of those individuals who, through their leadership, contribute to Rotterdam's 2020 mission and future success as city. Review existing awards systems and reform them to include Rotterdam outstanding leaders.
2. Promote and enhance Rotterdam's mentoring programmes. The city has several mentoring programmes. There is a need to draw these programmes together and make them recognisable and accessible for more people. Extend the funding for these mentoring programmes.
3. Find strategies that advance cross-cultural engagement, especially amongst younger people. Improve school board representation by actively encouraging diversity. Take the actions necessary that will result in more people from ethnic origin becoming members of the school boards in order to see that school strategies reflect the populations they serve.
4. Develop strategies that support women balance the choices of career versus family and children. We propose that forums be found and supported where the delicate matters of cultural norms and family expectations are to be raised through community dialogue while also seeing that legislation recognises that in Holland all citizens have equal legal rights.
5. Actively seek ways to match the skills and the role of women of ethnic backgrounds with employment needs in health care. The goal is to increase the number of women of ethnic origin working in the health care sector.
6. Implement effective strategies that reposition the port as a great place to work, including, where appropriate, for women. In doing so, develop strategies that address the shortage of qualified and interested personnel for the port.
7. Develop strategies which actively stimulate and promote entrepreneurship. Further, develop a series of events that promote the concept of 'Rotterdam going global' to promote the export of goods and services.

8. Develop an active programme in Rotterdam city to enhance the social architecture by developing new physical and social spaces that promote social engagement amongst its people. Rotterdam is renowned for its architecture, yet it lacks real outside social spaces where people of different cultures and backgrounds can meet (without it being organised formally). This is inconsistent with the approach most modern cities have taken.

For the full text of the recommendations and contexts from the Female IAB we invite you to read the full report of the Female IAB conference. This report is downloadable from our website www.iabrotterdam.com or can be obtained from the EDBR.



The 2008 edition of the International Advisory Board Rotterdam centred around one special celebration, three endings and five beginnings, set against a tumultuous world stage. The world news during our conference week was marked by dramatic elections in the USA, the shifting of power from the established to the emerging economies, global climate change, the global financial crisis and the slide into a recession of the mature economies.

On a more local scale, this year marked the fifth IAB conference since its establishment in 2004 and therefore its first lustrum celebration. The first of many we hope. Sadly it marked three endings as well. The 2008 edition was the last time for our member Ms. Jenny Shipley to take part. The regulations of the IAB charter set out that members 'retire' after having taken part in three conferences. This year it was Ms. Shipley's turn to 'retire' from our board and become an alumnus and honorary ambassador of the city. Ms. Shipley's efforts for our city have been tireless and she has shown serious commitment and dedication to the development of Rotterdam. For this she will forever find friends here and feel that Rotterdam is her second home.

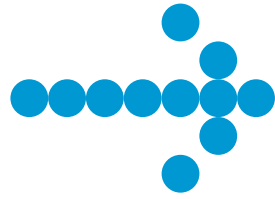
We also had to say goodbye to our esteemed chairman, Mr. Ruud Lubbers, who is stepping down after three years of leading the IAB. Mr. Lubbers very much took the IAB from infancy to maturity and turned it into a cohesive and well respected sounding board for the municipal executive. Mr. Lubbers, too, will be sorely missed for his tireless contributions to the IAB and thereby to the city of Rotterdam. Finally we have to say goodbye this year to our Mayor, Mr. Ivo Opstelten. A mayor who is respected and revered by the members of the IAB for his no nonsense approach, his dedication to the city and his strength in leadership. We particularly appreciated Mr. Opstelten's personal involvement in the IAB.

This year marked five beginnings too in the welcoming of five new members: Mr. Peer Witten from Germany, Mr. Michael Shanks from the USA, Mr. Stein Kruse from the USA, Mr. Yvo the Boer from Germany and Mr. Mike Moore from New Zealand. Although this year marked their first conference, their efforts and enthusiasm in taking part in all the discussions and putting forward their convictions were no less impressive. The IAB is sincerely honoured to have them join as new members.

It also marked a new beginning in the recommendations put forth. Although the representatives had asked the members of the IAB to give particular attention to recommendations made previously, the purpose of this was to very much come up with recommendations for the future development of the city and not to stay stuck with the old. And therefore this year's IAB was decidedly marked by looking towards the future with energy, optimism and a sense of purpose.

Finally, this was a special year as we had not one, but two editions of the IAB conference. In June of this year we held a special two day female edition of the IAB conference. The recommendations that came out of this special edition form an integral part of this year's IAB recommendations and of this report.

The International Advisory Board fully appreciates it can only function through the full support of the Municipal Executive of Rotterdam. Now, as Mayor Opstelten is retiring from office at the end of this year, and leaving his city in the capable hands of Mr. Aboutaleb, the IAB would like to point out specifically that they recognize and are grateful for the explicit support received by Mayor Opstelten and his team of aldermen.



THE PAST AND WHERE WE CAME FROM: IAB 2004-2008

The International Advisory Board (IAB) was established in 2004 at the request of the Municipal Executive of Rotterdam. The IAB is part of the Economic Development Board Rotterdam (EDBR), which was established at the same time. Both the IAB and EDBR were established as an advisory board to the Mayor and Aldermen, in order to give drive, direction and impetus to the execution and implementation of the Economic Vision 2020, which was formulated by the EDBR in 2004 as a framework for the economic development of Rotterdam. Each year the IAB convenes for a three day conference where the members debate specific issues important to the city and formulate recommendations from an international perspective.

In setting the scene for this year's conference the recommendations that were made by the IAB in the previous four years played an important part. We looked to the future of Rotterdam by taking a short look back at the main recommendations made in the past years. For this reason we are including in this report an overview of the most important of these recommendations, as well as a short description of what has been achieved. The culmination of the recommendations that have been made to date naturally lead to the two central topics for the 2008 conference.

2004

2004 saw the start of the IAB. The first conference was used mainly for the establishment of the IAB, the fleshing out of the IAB's tasks and letting the members get to know Rotterdam better. The conference was also used to discuss several themes that are not only important to Rotterdam, but to all cities in the world. The IAB looked at the meaning of these themes for Rotterdam. Most of the topics which appeared on the agenda in the following years 2005-2007 were conceived at the 2004 conference. The result of the 2004 conference was not so much a list of concrete recommendations, but more an agenda-setting meeting defining the important issues that Rotterdam should focus on in the coming years. However, some concrete recommendations, like the establishment of the YoungEDBR, were already mentioned in the 2004 report. Important issues that emerged as main discussion topics from the IAB conference in 2004 were:

- What is the value of Asian markets and their impact in world economies and what does it mean for the position of Rotterdam in the world? How and where can we compete best?
- How does Rotterdam see itself, how do city and port relate? Where can we improve ourselves? Are we, for example, aware of the opportunities to position Rotterdam as a 'water city'?

- Are we ready for climate change and are we focused enough on creating a sustainable economy?
- Guiding diversity and creating an inclusive society. An inclusive society is about managing diversity by turning liabilities into assets. In an inclusive society there is a sense of belonging.
- by all people. Managing diversity is about stimulating and realizing dreams of prosperity and about releasing energy in a productive way.
- Show leadership.
- Organize and market yourself successfully.
- Motivate and inspire.
- Each individual should participate in society based on pride and a sense of belonging in Rotterdam.

2005

From the topics discussed in 2004, the following were chosen and discussed at the conference in 2005, which resulted in the following recommendations:

ROTTERDAM/SHANGHAI

- Rotterdam should capitalize on the relationship with its sister city of Shanghai. For instance working together to become the global number one port, initializing an exchange of people and culture, an exchange of goods and money and an exchange of knowledge and ideas.
- Establishment of a Rotterdam China Desk.
- Take part in the World Expo in Shanghai in 2010.

What have we achieved since?

Rotterdam has a good and intense relationship with Shanghai. There is cooperation in many fields (from real estate development to cooperation between universities). This summer Shanghai and Rotterdam have signed a new Memorandum of Understanding (MOU) in which (among others) it is agreed that we will start the exchange of ideas and knowledge between the Rotterdam IAB and the Shanghai International Business Leaders advisory Council. The MOU also sets out exchanges in the fields of knowledge, science, business and developmental projects.

A Rotterdam China Desk was established in 2007. Aside from that, Rotterdam is in the process of creating a China Holland Centre on the south side of the river and Rotterdam is creating a dedicated Rotterdam pavilion at the World Expo in Shanghai in 2010, where there will also be a Dutch pavilion. Also, there is close cooperation between the two cities in the medical sector.

CREATING AN INCLUSIVE SOCIETY

We have, as a society, concluded that 'integration' does not work, we need to create an inclusive society instead. We need to stop thinking in terms of groups and start thinking in terms of individuals. It is important to find heroes and inspirational leaders and involve them in the processes, make use of the talents of migrants and formulate clear rules for everyone.

What have we achieved since?

In 2006 a new coalition was formed, which includes the labour party. It is certain that even though there still is a lot of discussion in the Netherlands, the tide is turning from stressing the necessity of integration towards stressing the need for participation. As a result of the recommendation to involve more young and ethnic leaders in our processes, the YoungEDBR was established. In 2007 we adopted the word 'intercultural' to underline the need for participation rather than assimilation, which has become the interpretation of integration.

ARCHITECTURE

A remark which has been made several times during the meetings of the IAB was: "why don't you do more with your famous architects? Use them as ambassadors; let them build an icon in the city of which everybody is proud and which attracts visitors from all over the world. Ask them to help improve the spatial quality of the city."

2006

2006 saw a continuation of some of the themes introduced in 2005, where the IAB members looked at some of the issues in a more in-depth way. Such as taking the theme negativism and turning it into identifying Rotterdam's USP's. Two new themes were introduced as well.

UNIQUE BUYING POINTS

Globally there are hundreds of mid-tier cities, with populations of around a million. Most of these cities are pursuing the same development strategies: through creating a fibre optic ICT infrastructure, by extending its airport, by creating science parks, by attempting to attract creative industries, etc. While each of these projects may in itself be very important, they should not be seen as uniquely differentiating measures in a global context.

Rotterdam should move away from a mindset of 'selling the city', towards a 'customer driven' mindset. Focus more on how these parties would like to buy into Rotterdam. Identify the main distinctive buying points for the future. Rotterdam should be:

- The world capital of CO₂-free energy (smart port and city).
- The leading intercultural city in Europe (an inclusive city).
- Other concepts of major importance are: medical cluster and creative industry segments.
- City of water (a central theme for the IAB in 2007).

What have we achieved since?

See the paragraphs on energy and on interculturality from the 2007 recommendations.

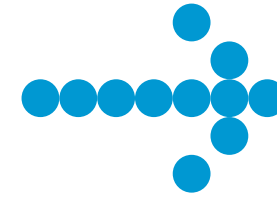
ENERGY

Position Rotterdam as the world capital of CO₂ free energy/ smart port of the future and strive to attain this goal by 2025. The target is to reduce the emissions of the city by 50% from 80 million tonnes to 40 million tonnes. This will be done by introducing energy efficiencies, CO₂ capture and storage, and producing CO₂ free energy.

What have we achieved since?

This is one recommendation the city has taken to heart and which has really made something happen. Rotterdam, in cooperation with all other parties involved (business community, port, knowledge institutions, etc.), is working hard in a collective initiative called the Rotterdam Climate Initiative (RCI) to reduce CO₂-emissions. The concrete target that Rotterdam has set itself is a reduction of 50% of CO₂ emissions by 2025 compared to the emissions of 1990 for both port and city, while both the port and the city are at the same time expanding in size. The port of Rotterdam is also developing and positioning itself in the world as the 'Energy Port'. Attention is given to measures on the production side (clean production of clean energy) and to measures on the consumption side (reduction of energy consumption).

The RCI Board combines the forces of the Rotterdam Port Authority, the city of Rotterdam, Deltalinqs and the environmental control agency DCMR, a representative from the Province, the Mayor and two of the city's Aldermen in order to come to a combined strategy. The RCI council is made up of representatives from the business and government community who participate in advising the Board on programme development and implementation.



POSITIONING OF THE IAB THEMES FOR 2008

2007

The themes for 2007 were:

WATER

Rotterdam should be a frontrunner in the climate change adaptation strategy: There is a real economic opportunity to take a leadership role for Rotterdam as a frontrunner in the adaptation strategy for water. The Rotterdam metropolitan area boasts an enormous knowledge regarding different technologies on water. This knowledge has been built up over a longer period of time within knowledge institutions and within many companies and other institutions settled in the Rotterdam metropolitan area. Rotterdam, together with the new Delta Institute, located in Delft, should stimulate further research, stimulate further cooperation between the different partners and promote and market this knowledge as an exportable asset in the world. Our expertise on curtailing the threat of water (Delta Technology and harnessing water) is knowledge that we need to make available internationally.

Other recommendations regarding water focused on

- Capitalizing on the huge potential of developing the waterfront for business, living and leisure.
- Building more water storage areas in the city/green roofs.
- Developing transport over water.

What have we achieved since?

Different departments within the City Administration are working on this. Plans are being developed further and concrete actions are taken (first green roofs are being realized).

LEADING INTERCULTURAL CITY

Focus was given to building a common economic dream and to set shining examples and make people participate economically. The recommendations focused on:

- Building communities.
- Develop and support real economic activities by ethnic minorities (focus especially on the role of young ambitious women, make use of role models).
- Magnets: use the intercultural characteristics to attract positive attention to Rotterdam.
- Knowledge of Dutch.
- Acknowledgement of achievements by making sure ethnic minorities are also placed in line for (royal or municipal) decorations.

What have we achieved since?

The recommendations on interculturality support the policy of the city very much. A lot of work is being done to implement this policy. In a special female edition of the IAB in June 2008 the recommendation on the role of women as role models was discussed further in order to come to more specific recommendations (see page 10). A group of young ambitious women from ethnic backgrounds were involved in formulating these recommendations.

ACCESSIBILITY

This was introduced as a new theme for 2007. Largely because this topic is becoming a more and more urgent problem for Rotterdam, which can only be solved if different parties succeed in creating new cooperation models. Recommendations involved the creation of a new traffic management system for the port, building a new ring road, expand transport via water, and making a comprehensive infrastructural plan for the future, not just a 'transport plan'.

What have we achieved since?

Port and city; together with the national government have established the Traffic Management Company which is to address several specific accessibility problems for the port and the city. Different parties – including the EDBR - are working on the topic of transport via water and on improving the position of Rotterdam Airport. More work is needed on this subject to make it regionally coherent and cohesive. As the IAB stated we need a comprehensive infrastructural plan which is future proof instead of solving individual transport problems.

Each year in the Spring, the members of the Economic Development Board Rotterdam (EDBR) and the Young Economic Development Board (YoungEDBR), together with several thematic experts from the various city departments gather in a pre-conference session. At this pre-conference the representatives decide on the subjects they would like the members of the International Advisory Board Rotterdam to discuss during their annual conference in the Autumn. The chosen subjects always centre around very important issues that make a difference in the further development of the city.

Based on the subjects discussed during the previous four IAB conferences, a positioning paper was prepared for the people taking part in the preconference. This paper gave an overview of the previous recommendations and achievements to date and introduced five new main topics and questions that were derived from the subjects discussed in previous years.

All in all, it was concluded that the city can be proud of the achievements to date. The recommendations that have been made by the IAB have been taken to heart and turned into real projects. Much progress has been made in turning these projects into real advantages for the city. However, we remain critical of ourselves in our achievements. We feel we can always push the boundaries out that much further. From topics discussed by the IAB previously two main issues remained:

THEMES 2008

1. LEADERSHIP

Even though we have taken all the IAB's recommendations seriously and translated them into ambitious new projects, there seems to be a noted lack of follow-through on these projects. We seem to excel at formulating our ambitions, but seem to be less self-assured in turning these ambitions into reality. The wish for the city is to finish what we started and not to formulate any new ambitions. The first main conclusion of the pre-conference was:

"We need to finish what we started with real determination and leadership."

The question posed to the members of the IAB was: *Give us your vision of leadership, determination and follow-through, within the realities of our political system. How do we successfully organise ourselves to turn our ambitions into reality? We are looking for inspiration and best practice examples from the IAB.*

2. QUALITY OF LIFE

Through discussing the various topics previously addressed by the IAB it became clear to the members of the pre-conference that the main remaining issue from the previously discussed topics was:

"The overall improvement of the city's living environment."

All previously addressed IAB topics can be slotted into this one statement. This includes spatial development as well as the development of social cohesion: the physical structure of the city determines the social structure of the city. We have already designed some very serious ambitions concerning spatial development, especially in the city centre. The time is now to turn these ambitions into reality. The question to the members of the IAB surrounding this topic was:

"How can Rotterdam develop further as an internationally attractive city and as a competitive (port) economy?"



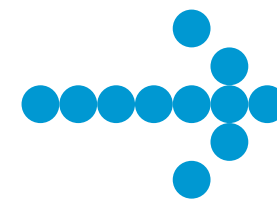
Jenny Shipley:
**"MOST IMPORTANT
 IS TO MAKE THE YOUTH
 STAKEHOLDER OF
 THEIR OWN FUTURE."**



Michael Shanks:
**"IF YOU CANNOT
 OPEN IT,
 IT IS NOT YOURS."**



Tex Gunning:
**"COHESIVE LEADERSHIP
 IS COLLECTIVE LEADERSHIP."**



PROGRAMME

29-30-31 OCTOBER 2008

WEDNESDAY 29 OCTOBER 2008

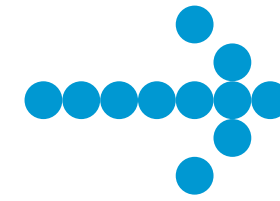
- Morning Arrival of IAB members
- 15.00 – 18.00 hrs. IAB meets IAB, first internal session
- 19.00 – 22.00 hrs. Opening dinner in the presence of the Mayor and Alderman of Economic Affairs of Rotterdam

THURSDAY 30 OCTOBER 2008

- 07.30 – 08.30 hrs. Breakfast meeting
- 09.00 – 12.30 hrs. Working visits 'Rotterdam Experience' in combined groups of an IAB member, Member of the City Council, Member of the EDBR and a thematic expert
- 13.00 – 17.00 hrs. IAB internal session to formulate recommendations for the City Council on the central conference themes and/or the subjects of the working visits.
- 18.30 – 22.00 hrs. Diner Pensant with IAB members, EDBR members, YoungEDBR members, Aldermen, Heads of Departments, thematic experts

FRIDAY 31 OCTOBER 2008

- 08.00 – 09.30 hrs. Breakfast meeting
- 10.00 – 12.00 hrs. Meeting with the Municipal Executive of Rotterdam to present the preliminary recommendations on the conference themes
- 12.00 – 14.00 hrs. IAB internal session to formulate final recommendations for the Municipal Executive
- 14.00 – 15.00 hrs. Press conference; the official presentation of the IAB recommendations to the Mayor of Rotterdam and invited media
- 15.00 – 15.30 hrs. End of the IAB Conference 2008



WORKING VISITS 30 OCTOBER 2008



Tex Gunning:
"GIVE THE YOUNG
FAR MORE SPACE,
FAR MORE AUTHORITY
AND FAR MORE
INFLUENCE."



"AS THE
'GATEWAY TO EUROPE'
ROTTERDAM SHOULD
ALWAYS LOOK BEYOND
ROTTERDAM."



Peer Witten:
"CHANGE THE
LOGISTICS SECTOR
TO CLEAN
AND GREEN."



On Thursday morning 30 October the IAB members split up into groups to bring a working visit to three different specifically selected parts of Rotterdam. All three locations had a bearing on one or both of the selected themes of this year. The IAB members were joined by Mayor Opstelten, several aldermen, members from the EDBR and YoungEDBR and thematic experts.

1. VISIT TO THE RDM CAMPUS AND STADSHAVENS

The Stadshavens area comprises 1600 hectares and is situated right between the city and the port. The aim is to transform this area by 2025 into an attractive and lively part of Rotterdam. There will be space reserved and created for (innovative) businesses, education, science and housing.

The main theme in this transition process is 'sustainable development'. Energy transition, water management, the Rotterdam Climate Initiative and the Rotterdam Climate Proof programme play an important role in this. The Stadshavens area itself is testing ground for sustainability innovations and experiments.

The Stadshavens organisation has been set up as facilitator within the general municipal organisational structure. The project is a unique cooperation between the Port Authority and the Municipal Administration. Both partners have within the communal goals their own responsibility for the areas they redevelop. The Stadshavens Project Bureau facilitates, organises and monitors progress. It is the link between the partners and local, provincial & national authorities, the business community and educational institutions.

ROTTERDAM CLIMATE PROOF

The 2006 and 2007 IAB recommendations on climate, energy and water have resulted in the establishment of the Rotterdam Climate Initiative (RCI), which focuses on issues of mitigation. Rotterdam Climate Proof aims to make sure that Rotterdam remains protected, even now that the climate is changing. The city is exploiting the economic opportunities of water and climate adaptation. Water is an important factor by which the quality of Rotterdam as an attractive city to live in is enhanced. Together with various partners, Rotterdam is strengthening its position as a city with knowledge of water, at both a national and international level. Being in the vanguard of climate adaptation and innovative developments, Rotterdam serves as an example to and source of inspiration for other cities located on or near deltas.

In short: Rotterdam Climate Proof will help to create a safe, attractive and competitive city and port. To achieve this, the following three themes are important. Firstly, to share, develop and combine all the knowledge present in the Rotterdam area (knowledge development). Secondly, to realise high-profile adaptive measures and innovative concepts with Rotterdam as the testing ground (action). And thirdly, to put Rotterdam on the map nationally and internationally as a showcase for water and climate adaptation (marketing).

RDM CAMPUS

The former shipyard of the Rotterdam Dry Dock Company (RDM), situated right in the middle of the Stadshavens, is being developed as a campus for educational institutions and innovative companies. Based on the themes Research, Design and Manufacturing this terrain will be developed into a unique location and breeding ground for the creative and innovative industry. RDM Campus comprises of:

- RDM Droogdok 17: the former headquarters and future location of the Rotterdam Academy of Architecture and Urban Design.
- RDM Innovation Dock: the machinery hall which is being redeveloped as a educational facility and a location where innovative companies can rent office space on a temporary and flexible basis.
- RDM Dokhaven where the Aqualiner moors.
- RDM Village: the transitional zone between RDM Campus and the 'garden village' of Heijplaat.

The main investors in RDM Campus are the Rotterdam Port Authority, Rotterdam University, Albeda College and the City of Rotterdam. The development of the RDM Campus is a flagship project in the transition process of Stadshavens. Apart from the (physical) room for experiments, it offers a laboratory setting for new organisational models. All processes related to redevelopment of port and city on one hand, and new education and economic development on the other, converge in this area. Industrial activities, working, living, recreation and knowledge development are combined in a relatively small area. New combinations and new opportunities sometimes clash with old activities, existing rules and governmental structures. In that sense RDM Campus is an interesting case of 'turning ambitions and plans in goal-oriented reality'.

Participants working visit to the RDM:

International Advisory Board

Mr. Ruud Lubbers, Chairman IAB
Mr. Yvo de Boer, Executive Secretary of the United Nations Framework Convention on Climate Change
Mr. David Chang, CEO of Philips China
Mr. Peer Witten, Member of the supervisory board of OTTO Versand

Municipal Executive

Mr. Lucas Bolsius, Alderman for Finance, Sports & Public space

Economic Development Board Rotterdam

Mr. Stef van Dongen, Chairman YoungEDBR, Deputy Chairman EDBR
Mr. Karel Peters, CEO Royal Burger Group
Mr. Marc van Staveren, CEO Men at Work TV productions

YoungEDBR

Mr. Ayman van Bregt, CEO Ayman Consult
Mr. Peter Wijsman, Senior Advisor Arcadis Engineering

Stadshavens

Mr. Hans Beekman, Director Stadshavens
Mr. Hans Scheepmakers, Senior Advisor Stadshavens

Rotterdam Climate Proof

Ms. Paula Verhoeven, Director Of Public Works Rotterdam
Mr. Arnoud Molenaar, Rotterdam Climate Proof Programme Manager

RDM Campus

Ms. Gabriëlle Muris, Programme Manager RDM Campus

Team EDBR

Ms. Monique de Knecht, Process Manager
Mr. Dennis Rietveld, Process Manager

2. VISIT TO THE 'WALLISBLOK' DO-IT-YOURSELF HOUSING.

In 2003 Rotterdam introduced a programme which obliged all house owners in 9 designated hot spots – where housing was in a poor state and where criminality dominated – to renovate their property. If necessary, they could ask for subvention to assist with the costs of renovating. The city offered to buy the properties from those people who were not able or willing to make the necessary repairs.

‘Spangen’ was one such neighbourhood which had a lot of social problems. One area within Spangen consisted of 96 apartments in a dilapidated building (the Wallisblok) which had been bought by the city earlier with the purpose of either renovation or demolition. Renovation of these typical 30’s houses, which had a lot of architectural qualities, would be ideal but would also be very expensive. However, demolition would also be expensive and as it had taken more than ten years before the building block next to it had been rebuilt, this was not an attractive alternative.

The way out of this dilemma was created through ‘Collective Private Assignment’, which entailed selling the houses before renovation to a group of private buyers who would be obliged to together renovate the block themselves. Since the estimated value of the property after renovation would be equal to the estimated costs of renovation, the city decided to give away the houses to the private buyers for nothing under the restriction of renovating them to high-quality residences, living in them for at least 2 years and not sub-letting them.

Main purpose of the project was to improve the image of and the interest in the neighbourhood Spangen, by attracting young urban professionals to an area which these people would not normally invest in.

If the city had renovated the apartments before selling them – as they had done in the area before – it would have turned out to be rather difficult to find buyers because of the neighbourhood’s bad image. By selling them as they were, with the opportunity of joining apartments to create very large ones, buyers were attracted who wanted to create their own dream home.

The project made it possible for the buyers to entirely design their own house on the inside. The renovation level was very high; all existing stairs, inner walls, plumbing and electricity, even the whole rear side was taken out. This way it was possible to design new houses that fitted the exact wishes of the inhabitants. The result is stunning; no two houses are alike. 96 old apartments

were turned into 40 new ones. The participants have collectively decided to make part of the garden communal and accessible to all residents of the Wallisblok.

Participants working visit to the ‘Wallisblok’:

International Advisory Board

Ms. Jenny Shipley, Former Prime minister of New Zealand
Mr. Tex Gunning, Managing Director of the Decorative Paints Division of Akzo Nobel
Mr. Michael Shanks, Professor of Classical Archaeology at Stanford University and Director of the Stanford MetaMedia Lab

Municipal Executive

Mr. Ivo Opstelten, Mayor
Mr. Rik Grashoff, Alderman for Participation and Culture

EDBR

Mr. Paul Nouwen, Deputy Chairman EDBR
Mr. Con Schoenmakers, CEO ING Bank Rotterdam

YoungEDBR

Ms. Cherissa Koko, Policy Advisor
Mr. Martijn Waalboer, Real Estate Consultant

Wallisblok

Ms. An Huitzing, Project Manager 169-klushuizen
Ms. Yolanda Steijns, Resident of the Wallisblok and young urban professional

Team EDBR

Ms. Renske Satijn, Process Manager
Ms. Melany van Twuijver, Deputy Secretary General

3. VISIT TO THE CITY CENTRE AND CITY CENTRE DEVELOPMENT PROJECTS

A walk through the city centre to demonstrate the challenges the city of Rotterdam is facing in becoming a more attractive city to various target groups. The city centre is of great importance to the economic development of the city. Rotterdam’s city centre was almost entirely destroyed in a bombing raid during World War II. Because of this, the period of rebuilding focussed on quantity and a fast rate of completion. Functionality was more important than quality. The main aim was to restore basic provisions as fast as possible.

During the mid eighties a new vision on the city centre was created. Space was reserved for high rises, more office space was developed and plans were drawn up for housing for higher incomes. Even though the need for quantity still exists to this day, we started seeing that from the early nineties we developed a need for more quality as well as quantity.

The present city centre vision aims even more for a higher quality. Special attention is given to the quality of housing being realised, the quality of public spaces, offices, etc. The city centre has the potential of being an attractive city lounge boasting a number of hot spots which will attract many different target groups. However, we haven’t reached that stage quite yet.

Participants working visit to the city centre:

International Advisory Board

Mr. Farid Mohammed Ahmed, Secretary General Dubai World
Mr. Hans Smits, President and CEO of the Rotterdam Port Authority
Mr. Stein Kruse, President and CEO of the Holland America Line Inc.
Mr. Mike Moore, Former Prime Minister of New Zealand

Municipal Executive

Mr. Dominic Schrijer, Alderman for Employment and Social Affairs
Mr. Hamid Karakus, Alderman for Housing and Spatial Development

Economic Development Board Rotterdam

Mr. Hans Blankert, Chairman EDBR
Mr. Diederik van Dommelen, Partner of PriceWaterhouseCoopers

YoungEDBR

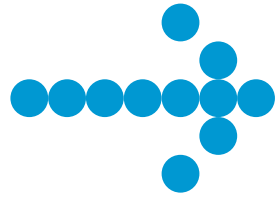
Mr. Jerome Severin, Entrepreneur Young Urbans
Mr. Alain van Duren, Entrepreneur Urban lifestyle

Experts

Mr. Han van den Born, Partner of KCAP architects & planners
Mr. Robin von Weiler, Real Estate Investor

Team EDBR

Mr. Roel Esseboom, Process Manager
Ms. Daphne Verhage, Communications Consultant



COMMENTS FROM THE IAB MEETINGS 29-30-31 OCTOBER 2008

In this chapter it is set out how the conference was prepared by the members, what the leading considerations were in forming the recommendations and some thoughts on different subjects that were deemed very important to the members.

PREPARING FOR THE CONFERENCE

The members of the IAB were given the two questions introduced in the positioning paper, as well as some related questions. Each member was given his or her own individual question and asked to prepare a short paper in answer of these questions and in preparation of the discussions which were to take place during the three day conference.

The papers the members submitted were used as a starting point for the first round of discussions on Wednesday 29 October and also as input for the forming of the final recommendations. Because the members were asked to answer specific questions beforehand we were able to take off on a flying start as these papers helped to focus the discussion from the start and no time was needed in trying to find a common ground to start from. We took summary excerpts from the papers submitted and used those for designing a visual aid which we called 'building blocks', which were used to guide and feed the discussions.

LEADING CONSIDERATIONS

This particular edition of the IAB made it the perfect opportunity to look back, while at the same time looking forward. At the end of the meeting of 2007 and in the pre-conference there was a lot of support not to ask the IAB to put forward recommendations on big new projects, but instead to give new recommendations for new impetus to expand and further the execution of existing projects. This led to the selection of two main themes for the IAB 2008, which incorporated all the previous IAB themes and recommendations. These are: 'Quality of Life' and 'Leadership and Determination'.

In the 2008 meeting there were six leading considerations which guided the IAB's thoughts:

- Rotterdam is an exceptional port and therefore an exceptional city.
- The central vision is: World Port World City, this branding embodies the pride in the city.
- Big transformations are occurring and will continue to occur in the world (climate change, financial crisis, shift of economic power).
- Leadership is crucial to success.
- Rotterdam will welcome a new mayor in 2008.

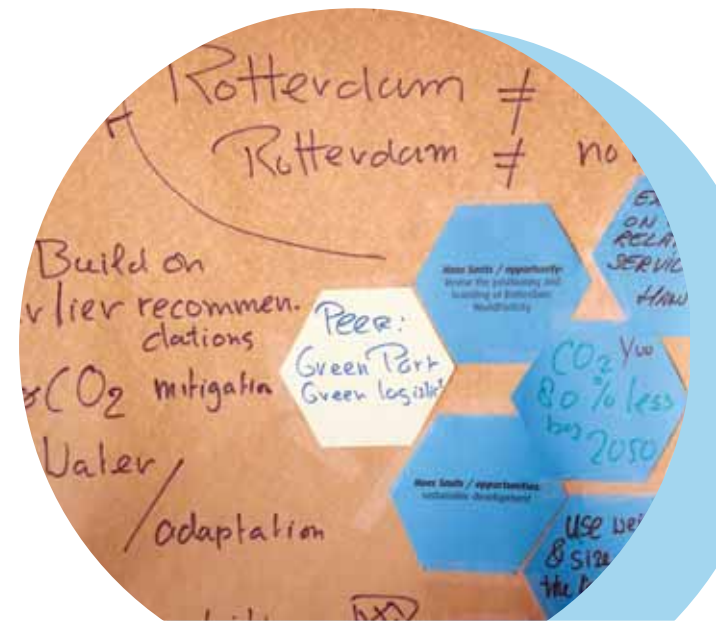
- We need stakeholder engagement (especially from the next generation) with the chosen vision.

Looking back at earlier recommendations and looking at Rotterdam from the outside, Rotterdam has a 'World Port' and this makes it an exceptional place, this is what sets the city apart from any other city of comparable size, even from other port cities. This means that Rotterdam has to leverage on this biggest strength of the weight and the size of the port. Therefore the central starting point for all future developments should be that Rotterdam is a World Port World City. This is the brand, this is the focus.

The world is going through major transitions, through shifts in power, the financial crisis and climate changes, to name but a few. If we put this against the fact that Rotterdam is an extraordinary port and city, this means Rotterdam has to have the courage to take special measures and that Rotterdam takes the space and time to experiment (offset against existing European or Dutch rules and regulations). This means we need to analyse the current European and national rules and regulations and where they work against the realisation of our vision we need to endeavour exemption from these restrictive regulations. "We cannot realize our ambitions if we go on doing business as usual (business as usual means going out of business)."

In order to achieve this we need leadership; leadership within the city but also leadership in a much wider perspective. Rotterdam should strive to influence national regulations or even European ones and should strive to be exempted from these if it feels it is necessary to do so.

Rotterdam's history has shown that there is a strong tradition in not taking the easy way out; Rotterdam has a strong tradition in taking extraordinary measures to reinvent itself.



The IAB has enormous respect for the way Mayor Opstelten showed true leadership. The IAB realises that although it may be a bit unusual within the Dutch system, the mayor is the key person to create cohesive and collective leadership within the municipal executive and much broader within the Rotterdam community. This is necessary in view of the big shifts taking place in the world and the big shifts taking place in Rotterdam itself (whether these shifts are within the realm of the intercultural city or within the port, which is transforming itself to a smart, green and sustainable port).

The IAB believes the new Mayor can and must play a crucial role in creating broad stakeholder engagement. Special attention should be paid to involve the younger generation and make sure they are given a feeling of stakeholdership of their own Rotterdam future. "Rotterdam needs to find a way to engage the younger generation in their own future and therefore in the (economic) future of the city and the port or she will never excel."

ARCHITECTURE

Rotterdam has the added benefit that some of the world's best and most famous architects have their base here in this city. We need to involve these architectural heroes in the creation of the city. Therefore, architecture has three distinct economic benefits to Rotterdam:

1. Architecture as an export product

Rotterdam has several world famous architects in her midst. This fact may attract economic activity and boost Rotterdam's image in the world. How can Rotterdam do more to support its architects, become the architects' haven in the world and use their presence to boost the economy? Architecture can and should be a leading factor in the further growth of the very important creative cluster, which has been designated as a spearhead economic cluster. It is necessary to stimulate growth in this sector and let the world know about it.

2. Architecture as a magnet for visitors and investors

Rotterdam has already taken the initiative and the lead in this country to build with flair and guts and to look different and be different from the rest of the country. This attracts economic activity from both visitors and investors and offers opportunities to further develop a reputation and image in the world. However, other cities in this country, as well as abroad, are in the race and catching up rapidly. Rotterdam needs to let the world know about its daring and unique architecture, it needs to capitalize on this. The development of projects, especially on the waterfront needs to be moved forward with speed. Rotterdam needs to be a 'destination city'. In this vein it is equally important to make sure

we can offer visitors the right type of facilities: five star hotels, top class conference facilities, iconic landmarks that will attract visitors, just as the Guggenheim Museum attract visitors to Bilbao and the Opera House attracts visitors to Sydney.

3. Architecture can make a difference in the standard of living and the living environment of its citizens

The city needs to be developed to appear open, safe, dynamic and friendly. Architectural design for the city needs to take these issues into account. By doing so present residents will be enticed to stay and new residents will be enticed to settle here. We do stress, however, that the city needs to take affordable housing into account in putting developmental plans into place.

VISITOR FRIENDLINESS

At the moment the city is not very visitor friendly. Very few signs are translated into English, the use of the public transportation and parking systems are confusing to visitors and procedures are not explained in English. Also, present information websites for visitors are boring and static. It is unclear what a visitor can find in the city, where they can find it and how they can get there. In order to attract more visitors it is necessary to make the necessary arrangements to make the city more visitor friendly. At the moment very few people actually live in the city, most people live in the suburbs. The lack of social activity and the lack of waterfront development turn the city into a 'donut': there is a very tasty surround, but nothing in the middle. If you accept the donut structure, then you accept the city to be unattractive.

CITY PORT CONNECTION

The members of the IAB find it of the greatest importance that everyone in Rotterdam is ineradicably aware that the only reason Rotterdam is an extraordinary city is because of its connection to an extraordinary port. One cannot shine and excel without the other. The chosen city branding of 'World Port World City' underlines this connection, but we need to make sure that it becomes more than just a slogan. It needs to be ingrained in our everyday life and in the decisions we make. It needs to be carried and displayed by everyone living and working in this city. This means that the Port Authority needs to be aware of its impact and influence on the city and needs to act accordingly: embrace the city, show due care and attention, sponsor events and scholarships and draw the city into the port. Vice versa applies just as well: make the city come alive for those who work in or visit the port, create measures to draw more people towards the port for the pursuit of their careers, develop the waterfront and make the city face the water again, make the port visible in the city.



Michael Shanks:

"INVESTIGATE THE POSSIBILITIES OF USING OPEN BRANDING AND DIGITAL CIVICS TO CONNECT THE PEOPLE."



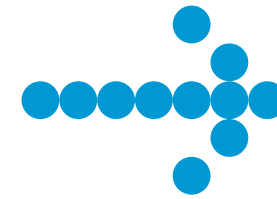
Mike Moore:

"GIVE THE YOUNGEDBR THE MISSION OF GIVING THE HEART BACK TO ROTTERDAM."



Stein Kruse:

"THERE IS NO CITY IN THE WORLD THAT DOES NOT MAKE USE OF ITS WATERFRONT."



RECOMMENDATIONS OF THE IAB 29-30-31 OCTOBER 2008

CRISIS IS OPPORTUNITY

The IAB recognises that the city has picked up on many of its previous recommendations and has moved forward. Several very good plans have been put in place, visions were created and initiatives started. In view of our rapidly changing environment fuelled by changes in the economic, financial and climatic fabric it is necessary the city speeds up the implementation and execution of these plans and initiatives for the realisation of the chosen visions. From our vision we need to cast back to each of the implementation steps necessary to get to the vision. For each implementation step we need to ask ourselves whether this step takes us closer to the realisation of our vision or takes us further away from the realisation of our vision. Any plans or projects that take us further away from achieving our long term and short term goals need to be seriously questioned or axed. Most important in this process is a sense of timeliness and decisiveness.

1. WORLD PORT WORLD CITY

The port is a living example of entrepreneurship, customer service, international approach, sustainability and innovation. These are the same qualities we want to see reflected in our city. The port and city are indivisibly connected and more emphasis needs to be put on this connection as the two are dependent on one another to achieve sustained and healthy growth.

- A. The Rotterdam Climate Initiative has been established and is in full working operation. However, the IAB recommends that the city's ambition is raised to go from a reduction in CO₂ emissions by 50% by 2025, to a reduction of 80% by 2050.
- B. Rotterdam needs to outsource the execution and implementation of plans and projects to dedicated external organisations. These could be public organisations or public-private partnerships. The RCI is a good example of this.
- C. The Port of Rotterdam is transforming from a chemical complex into a more bio-based complex in Europe. World excellence in this field can be achieved. More emphasis is needed on the development of green energy and green logistics.
- D. Stadshavens (City Ports) is a unique place and unique opportunity for the city to showcase its serious intention on becoming a centre of excellence on mitigation and adaptation of climate changes. The city needs to move forward with more speed and determination on the development of Stadshavens and their intention of realising the proposed Climate Campus. The RDM Campus is a good first step in that direction. The IAB would like to see a more detailed plan outlining the various stages and milestones for the achievement of the climate campus and a clearer time frame when these milestones will

be achieved. Stadshavens is also a unique project which will transform the heart of the city and how the city is used and viewed. It therefore has great importance for the city on several fronts. The EU have conceded to give Rotterdam the space needed to develop this initiative without being unnecessarily blocked by EU rules and regulations. However, should there nonetheless be any regulatory obstacles in the realisation of the Climate Campus and associated initiatives the city should for these particular projects create a 'free zone' which can operate without being inhibited by (national or European) rules and regulations.

- E. On the subject of adaptation: Rotterdam must exploit their knowledge and expertise on water; make it a key industry and export product. The IAB wants to see a structured and real plan put in place as to how and when this will be achieved. Furthermore, the IAB wants to see this plan implemented and executed. The IAB expects to be informed of progress on this subject, especially as this effort would be very much in line with the nationally launched Deltaplan II.
- F. Rotterdam has the most excellent facilities to build a world renowned knowledge centre on logistics. This can be achieved by setting up a cooperation between the technical universities in the Netherlands, the Erasmus University, The Port Authority, and the knowledge centre on logistics in Shanghai, a city with which we are forging strong bonds in many other fields too. Rotterdam has the potential to play the leading role in the world in this field and there is real commercial potential to exploit this further. The establishment of such an internal knowledge centre will also underscore the positioning of World Port World City.
- G. On the subject of improving the accessibility of both port and city it is fundamentally necessary for the Traffic Management Company to have the mandate, budget and authority to make the necessary decisions with speed. In order to achieve this the TMC needs to be corporatised/needs to be organised as a private entity. The four stakeholders in the TMC need to take the necessary actions to establish the TMC in this way in the next twelve months.

2. QUALITY OF LIFE

- H. The members of the IAB were impressed by the 'Wallisblok'-initiative: a true example of how thinking outside the box, disregarding the pre-set rules and regulations and involving the people who where going to be the residents can, within a short time, create something truly unique and positive with positive results for the entire city. The IAB would like to stress the importance of creating more such projects, especially in other fields than housing too. The city should continue to let her inhabitants build on their own community: give them a sense of ownership and responsibility. These projects are also an incredible opportunity to attract and retain more young people in this city. Be bold in setting the targets for these type of projects. The IAB wants to see at least four more initiatives like this by next year. At the same time we urge the city to be careful with these type of projects not to move back in to regulating again.
- I. The IAB has made recommendations on the development of the waterfront before. It was therefore disappointing to see that the waterfront is still mainly being used as a car park and lined with empty warehouses. This is prime real estate that is not being used to the best advantage. The IAB feels that this really is a missed opportunity and stresses again the need for the city to develop the waterfront into attractive living and meeting places. Developing the waterfront would make the city more user friendly too, would give the city a heart and connect both riverbanks. Even though the city is connected to the port, the city seems to live and breathe with its back to the water instead of embracing it and making it part of city life. The IAB wants to see some real progress by next year by means of ambitious and detailed plans to be realised through public private partnership, including a time-frame for realisation.
- J. The IAB feels that Rotterdam is not aware enough of the huge potential for international recognition and commercial viability offered by the presence in the city of a group of world renowned architects. Not only can the city do far more to use these architects to create (more) iconic buildings to make the city more attractive for both visitors and inhabitants, but also the fact that these architects who see their work realised world wide have their basis here can attract knowledge workers in this area, can attract other creative companies, attract a hive of economic activity around this particular section of the creative sector. Rotterdam should do far more to showcase this architecture and these architects. Embrace them and make them part of the fabric of the city. Architecture is a catalyst for further economic growth. These companies need to attract knowledge workers from around the world. The Hague has put in place improvements in regulations to make it easier

for companies to attract knowledge workers. However, we need to remain vigilant that these improved regulations remain easily applicable.

- K. Intercultural city, social architecture. The Female IAB which took place in June had an ethnic, cultural and youth focus. As the Female IAB already pointed out: achieving a true sense of belonging comes from people. Having a sense of recognition and acknowledgement. It may be that Rotterdam needs to take the lead in making it clear to the national government that the integration policies of the beginning of this decade are not conducive to the creation of an inclusive society and that Rotterdam wants to follow its own lead in how to achieve this.
- L. At the moment Rotterdam is not a very 'user friendly' city. For visitors it is difficult to find their way around as there are hardly any signs. Those signs that are available are not in English. There is very little available in English in the city. The IAB would like to see that such an internationally focussed city such as Rotterdam does more to make the city more visitor friendly: more sign postings and more of those in English, better and more website information available in English.

3. LEADERSHIP AND DETERMINATION: STAKEHOLDER ENGAGEMENT

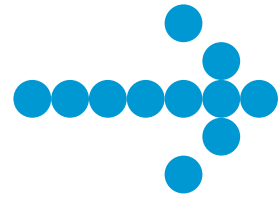
As described in the first paragraph, cohesive leadership is crucial. The IAB is of the opinion that cohesive leadership means collective leadership. Collective leadership to begin with has to be established within the Municipal Executive and has to be cascaded down to larger groups of stakeholders. Existing management techniques are available to realise this. To create real collective leadership; to realize real stakeholder engagement sometimes the world has to be turned upside down. New management techniques like open branding and digital civics are very interesting means to create this stakeholdership. The Mayor is the key person to initiate this and to create cohesive and collective leadership; within the municipal executive and much broader within the Rotterdam community.

4. YOUTH

Special attention should be paid to involve the younger generation and make sure they are given a feeling of stakeholdership with their own Rotterdam future. If Rotterdam does not know what their youngster's dreams and wishes are and does not know how to find a way to engage the younger generation in their own future and therefore to the (economic) future of the city, Rotterdam will never excel. The young citizens of Rotterdam deserve far more space and far more influence.

The IAB strongly recommends the YoungEDBR to be tasked with:

- The setting out and supervision of research on the needs and wishes of different groups of stakeholders in the city.
- The process of involving a large group of young people creating their own living document (be it text, movies, images) of how they see their future Rotterdam. This should lead to connect different groups to each other (thus creating a stronger intercultural city) and to connect them to their own and to the future Rotterdam and make them stakeholder. At the same time this leads to a living document for policymakers and the Municipal Executive which helps them to define tomorrow's strategy.
- They are indeed consulted by and involved with the Port Authority, the Municipal Executive and the City Administration and any other interest groups to be seen as the agents of change.



SOME FINAL THOUGHTS

MEETING OF THE IAB AND THE NEW MAYOR

The IAB has the feeling that the City of Rotterdam has achieved some extraordinary goals. The last two councils of mayor and aldermen, but especially Mayor Ivo Opstelten, have played a very important role in this. The IAB is proud and grateful that so much has been done with their earlier recommendations but also has the feeling that the situation in the world and the situation in Rotterdam is forcing us to remain very sharp and proactive. The IAB feels it is very important to pass the fire to the new mayor in a personal way. The IAB proposes to arrange a special meeting between a delegation of the IAB and the new mayor. We have agreed to seek a possibility to do this as soon as possible. The IAB will submit a paper for the new mayor pointing out the recommendations made to date.

CONTINUOUS IAB-ENGAGEMENT

Looking back at the previous recommendations during this year's meeting was very useful. The network of the IAB and the commitment of the members would be much better used if a more continuous relationship was built up. With some members this is already in place, but it is not formalized. Therefore we will report back to the IAB members on a monthly basis. This keeps the members engaged and makes the preparation for the annual conference easier and better for all involved.

IAB CONFERENCE 2009

The 2009 edition of the IAB conference will take place in Rotterdam on 4, 5 and 6 November 2009. We are very much looking forward to welcoming back our IAB members.

