CITY CAMPUS / CAMPUS CITY

DELFT SCENARIOS 02 – CITY CAMPUS / CAMPUS CITY

summer 2014

exploring plausible futures for the municipality of Delft

SWOT

scenarios	DONE IN DELFT	POSTGRAD CITY	THE ISLES OF DELFT	CRAFTCITY	Sapphire Delft
STRENGTHS					
large knowledge base		!		!	
location / region	!	!	!	!	!
close to sea					
educational institutes TU / HBO / MBO	!	!	!	!	!
history / city center	!		!	!	
walkability			!		
centrally located train station	!	!			
english speaking					
tech companies	!		!	!	!
WEAKNESSES					
resistancy to change	!		!		
village mentallity	!	!		!	
postgrad support		!			
old vs new	!		!	!	!
students leaving		!			!
branding (of everything)	!	!	!	!	
poor municipality / cut backs					!
ownership	!	!	!	!	!
exsiting infrastructure		!	!	!	!
OPPORTUNITIES					
branding	!	!	!	!	!
tech parks	!		!	!	
business tourism	!	!	!	!	
young graduates		!			
tourism	!		!	!	
networking		!			!
collaborating	!	!			!
apps for visitors	!		!	!	
Spoorzone	!	!	!	!	
creative / technical / cultural (triangle)				!	!
train station					
accessibility		!	!	!	!
THREATS					
job market		!		!	
not in my backyard!			!		!
short term collaborations	!				!
municipality	!				!
international competition	!				!
undeveloped Spoorzone	!			!	
sex ratio		!			!
seggregation (students / citizens)	!	!	!		!
(big block) stores moving in	!			!	

UNIVERSITY OF KENTUCKY: Madeline Cunningham, Kevin Bloomfield, Oliver Hidalgo, Lauren Townsend, Sarah Wagner LEIDEN UNIVERSITY: Dirk-Jan Beemsterboer, Niels van den Berg, Ward Boltong, Leon Bosma, Lotte de Bruin, Bart Bussink, Laura Cappetti, Safiye Çifci, Umut Cosar, Colin Crooks, Joos Davina, Celess Datadin, Marijn Detiger, Anna Dogan, Laura Doornkamp, Dorinde van Eck, Suzanne Edelkamp, Fleur van den Elshout, Peter van Erk, Laura Filemon, Joshua de Freitas, Sterre de Geus, Marlot Groot Kormelink, Ariane de Haas, Mitchell de Jong, Jane Jurriaans, Meryem Kaaboun, Gunnar Koehler, Gerwin Koopman, Yorrin Koostra, Paula Leeflang, Nino Markos, Minke Oenema, Mojib Saree, Myrthe Stijns, Lili de Vries, Sascha van den Wall Bake, Sander Weenink, Anne Zekveld
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design thinking

future scenarios and network governance
Cities all over the world are reinventing their positions, either driven by changes in national policies decentralizing governance or reacting to the reality of competition and collaboration on subjects such as economy, services or the changing number of inhabitants. Often this is generated out of a desire or perceived necessity to respond to the changing ambitions of industries and citizens. One only has to think of notions like 'Creative Cities', 'Metropolitan Regions', 'City Branding' and 'Self-regulation' to understand that traditional ways to organize one's community will fail to adequately address these emerging ambitions.
There is a need to improve decision-making and policy processes just as much as there is a need to service and renew spatial structures as demands are changing. One can state that changes in urban developments are driven by changes in population and their needs. Energy and sustainability issues have become a common consciousness deserving appropriate response in terms of policy and spatial planning. One can easily add to these examples.

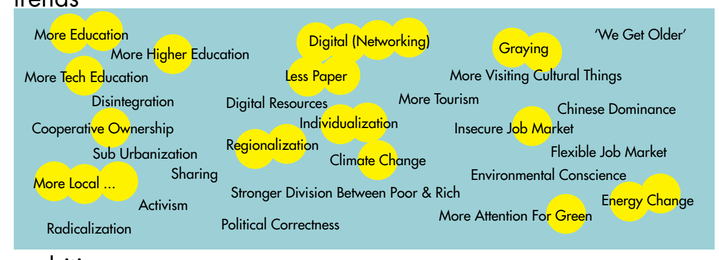
These current challenges are becoming more complex and interwoven. Fed by a large number of sometimes contradictory and definitely various ambitions, they need to be addressed in a manner that justifies all involved. Changes are good. And by nature, changes are complex and difficult to implement. They are disruptive and evoke resistance. Change needs community, involvement, and commitment. The more complex a challenge is, the more actors or stakeholders need to be involved, and the more inadequate traditional means for development becomes.
One needs to build robust solutions, or better, robust environments and contexts. Solutions tend to address current situations incapable of adjusting to changing realities. It is exactly those rapidly changing realities – economical, political and social – that have led to the realization that innovation in governance and policy-making processes is crucial for a city to keep operating successfully. Intelligent ways to address and implement developments are needed. Intelligent in terms of creating efficient and economically viable solutions for both processes and implementations; intelligent as in being informed by relevant parties.
Current notions on 'Design Thinking' move towards inclusive and collaborative processes. These are aimed at efficiently producing inventories and analyses of stakeholders and context. Organizing effective prototyping presents essentially different strategic options and scenarios. Finally and foremost, these processes create collaborative structures for professionals, administrators and citizens.

studio

During the past years the municipality has conducted several studies into aspects of Delft as a knowledge city. Focussing on higher educated people, both students attending university and the colleges of higher vocational education (HBO), as well as knowledge workers who work for tech companies and knowledge institutions. Essential questions that surface are: what is the definition of a knowledge worker? What are the needs of higher educated people and how can you provide in those needs as a city? Although much is known about the topic, the municipality wants more input on the specific issue of their 'City=Campus, Campus=City' ambition. How can you further increase the attractiveness of Delft for higher educated people? How do you attract more knowledge workers? What is the best way to organize the network of stakeholders to accomplish shared goals?

Delft Scenarios 02 is a casestudy based research program investigating the abovementioned issue. Public administration students from Leiden University and architecture students from the University of Kentucky took on the challenge to research potential interventions for the municipality of Delft in the context of 'City=Campus, Campus=City'.
The Leiden students started by conducting a series of interviews with representatives of various stakeholder groups in the city of Delft, including the municipaity itself. This inventory of ambitions, foresights and perceptions led to a number of SWOT-analyses, both from the perspective of the individual stakeholders as well as on the 'macro level' of the 'City=Campus, Campus=City' context. Subsequently these results were adopted by the students of the University of Kentucky to investigate further. Scenario specific information was collected and implemented in more precise descriptions of plausible futures for Delft. The scenarios present extreme positions aimed to unveil current conditions and realistic future situations. They operate as context to test current plans on their robustness and adaptability to remain significant regardless of how the future actually unfolds.

trends



ambitions

DELFT SCENARIOS 02 – CITY CAMPUS / CAMPUS CITY

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research and analysis

Delft is profiling itself as a 'knowledge city' and one of the basic elements thereof is the project City=Campus/Campus=City. The ambition is to (better) integrate all that is happening on the campus with the city, and vice versa. To connect stakeholders, facilitate participation of people in Delft, and to stimulate innovation. However, in light of the difficult economic circumstances, changing socio-demographic characteristics, fast-changing technological innovations, ever increasing globalization and competition and many other relevant (global) developments, this is not an easy task. The municipality is well aware of the fact that it is a challenging ambition. Therefore, people working in and around city hall have been very active during the past years in developing ideas and plans to further improve the profiling of Delft. It is very important to collaborate with all stakeholders within the wide 'knowledge network' in order to reach the goals. Each of these stakeholders possesses unique expert knowledge and contributes –in one way or the other– to Delft as a city of participation and innovation.

Stakeholders
We first identified the stakeholders involved. This way, we made a start with unraveling the complex network of actors that were active –be it direct or in an more indirect manner– within these spheres. Given the limited amount of time and resources it was necessary to make a selection of stakeholders who were actually going to be contacted and interviewed by the students. The research teams therefore focused on specific stakeholders: local entrepreneurs, students, organizations in civil society (culture, sports, etc.), TU University, other knowledge platforms (Tech Delta and Medical Delta), people living and working in Delft, and –last but not least– the municipality itself.

The student research teams devised their semi-structured interviews. Once this was done, it was now time to actually go out in the field to gather the information from the various stakeholders. After numerous interviews and surveys with (international) bachelor and master students, graduated students, entrepreneurs, culture and sports associations, housing corporations, university, and the municipality, ideas on the strengths and weaknesses of Delft as a knowledge city gradually took shape. Interviewing these people about their vision on possible developments in their field in the next twenty or thirty years time led to interesting insights.

During plenary sessions with all research teams, these main findings were shared and we were able to identify the common challenges and opportunities. It enabled us to construct a SWOT and analyze the main strengths and weaknesses, opportunities and threats for each individual stakeholder, as well as a SWOT for the city of Delft as a whole. This way we could clarify the complex reality and it enabled us to make a structured analysis of the different stakeholders/organizations and their environment. Furthermore, it forms a crucial stepping stone towards the analysis of critical uncertainties and driving forces, and eventually to the formulation of scenarios and the strategic advice, which is the other main ingredient of this newspaper. We will now discuss the SWOT-analysis for the city of Delft as a whole in more detail below.

SWOT analysis

Strengths
A strength commonly mentioned by the research teams is the presence of many diverse educational institutions, varying from MBO to HBO to TU, to other knowledge organizations. Initiatives like the Medical Delta and Tech Delta are fine examples of the cooperation between these kinds of organizations. One of the research groups borrowed a catchphrase from one of the interviewees to describe the strength of this clustering of institutions: the TU develops theoretical ideas, HBO translates these abstract ideas into more concrete solutions, and the MBO unfurls activities to make and create the actual products. This could become an important part of the concept of what the 'knowlegde city' could be. This is a particular strength of Delft as a whole, having the capacity, having the strength, to rely on a strong educational infrastructure specializing in technical knowledge. The presence of students with varying expertise and backgrounds that attend these knowledge institutions is therefore also considered by many stakeholders as a particular strength of Delft. As one group puts it: Delft can be the place where new products are developed, designed, produced and consumed. This way it can become a truly innovative city that harbors and retains knowledge. Delft can also use this to fulfill its ambition to double the size of the knowledge economy.

People are generally very positive about Delft. In the surveys amongst workers, students and other inhabitants of Delft an average grade between 7 and 8 was awarded to the city; a score to be proud of. Furthermore, the geographic location of the city is considered a considerable strength. Being situated at a strategic location within a large metropolitan area (the Randstad), functioning as a central hub for industry and businesses, research and development, and tourism (to name just a few) is a major strength of the city. Also, the large presence of social housing is considered to be a positive aspect of the city. The housing corporations own approximately 42% of the housing in the city and provide social housing for roughly 50% of the students. And –last but not least– the historical identity of the city is mentioned and acknowledged as a definite strength by the interviewees. People have positive associations with Delft as being a culturally worthwhile place with a rich and interesting history.

Weaknesses
Students were also ask to probe stakeholders to identify possible weaknesses, so that we would be able to sketch a critical –albeit limited– 'state of the city'. After all, being realistic about ones shortcomings is a starting point for building sensible solutions for the future. Having said that, one of the weaknesses that was identified by the research teams was the perceived disparity between 'students and citizens'. Without commenting here on what exactly entails the difference between a student and a citizen, we should be frank about the perception of the relation between student and citizen. We explicitly use the word perception since it is not as much an objectifiable fact, but more a belief. It's something which lies in the eye of the beholder. However, we do know from the scientific literature that perceived reality can be as real as 'actual' reality, in the sense that it can/will guide people in their conscious behavior. Therefore, we should include it in our SWOT-analysis. What is furthermore mentioned as shortcomings is the lack of space to expand. Besides some limited options to further expand the city and realize new housing projects in other locations, there is not much space. This is something which we would have to treat as given, and it steers the search for possible future scenarios.

Threats
After having discussed the strengths and weaknesses, we can now turn to the chances and challenges that face the city of Delft. For an important part this has to do with the internal weaknesses of the city, but for the other part the chances and challenges are also heavily influenced by external developments outside the municipality. Opportunities and threats permeate the boundaries between the internal and external environments of the city.
One of the risks is the use of relatively short-term strategies that change every now and then. This creates a situation in which no real long term commitment is asked from each actor involved, raising chances of parties dropping out or not even committing themselves at all. Or, at least not 'seducing' parties to actively search for new partnerships with other parties. A real threat –which is connected in a sense to the previous threat– is also posed by the strong regional competition between different Dutch regions, between European regions and regions in an international setting. And obviously, the limited budget also forms a risk, both for short-term and long-term policies. Also, some research teams identified a (perceived) 'gap' between the city and the campus. This gap is physical, illustrated by the relative poor connectivity of the campus area to the rest of the city, although measures are undertaken to improve this. The gap is also psychological, meaning that people perceive a difference between the campus and the city, which is not necessarily based on 'rational facts'. And this is connected with the gap between citizens and students, already mentioned and explained in the section on weaknesses. One also has to be careful of another gap, namely that of the possible separation between various departments within the municipality. If the right hand does not know what the left is doing, then you run the risk of becoming inefficient. The groups investigating the strategic level and the project level within the municipality did not observe such a big separation, but they did. One possible solution is to start seeing the internal municipal organization as a network in which people have to share each other's agendas and ideas in order to accomplish coordinated actions as a whole (see also the strategic advice below). Lastly, the lack of amenities and the (danger of) departing tech companies are also considered to be possible threats to the city.

Opportunities
What are the most important opportunities? One of the main conclusions is that there is much to gain from good communication and collaboration. For instance, on the (further) development of tech parks and the use of incubators there are many possibilities. This is also where the role of Delft as a strong regional player is emphasized as a possible opportunity. A clear and bold regional identity attracts many tech companies, students and other businesses.

The survey that has been conducted by the group that investigated the student population in Delft as a stakeholder group identified some clear opportunities for Delft. One finds that connection of the three universities in Delft, Rotterdam and Leiden is mentioned as an important opportunity.
To round off, one of the main assets of Delft is a prospering creative industry. However, there is also a lot of traditional economic activity in and around the city. The group that investigated the local entrepreneurs believe that there are lots of opportunities here for local retailers and other entrepreneurs to show creative and innovative products in their stores. For example, local businessmen could display exclusive 'offline' products in their stores that people would want to come and see –and buy! This way they can circumvent the possible threat that is posed by the digitization and the increasing use of online shopping. Other activities would benefit as well, for example the tourist sector.

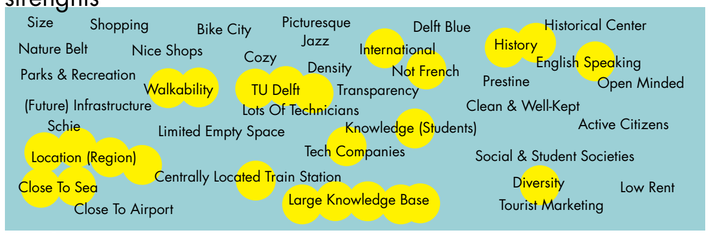
strategic advice

Networks are of vital importance. They can be flexible and efficient, but at the same time they are vulnerable and can be volatile. Especially 'soft' networks, being personal contacts with people and stakeholders in the city, must not be underestimated. Many stakeholders indicate that they want to cooperate more intensively with the municipality and with other relevant stakeholders. Based on the interviews, our own research and interpretation we have come up with the following strategic advice:
– Strengthen existing ties and networks and be complementary. One example is the LDE cooperation: already some forms of cooperation are there. As one of the interviewees suggested: start a university college in Delft to attract excellent (international) students. Work together with other university colleges in Rotterdam and Leiden, as well as the other educational and research programs. Adopt a bottom-up strategy, whereby partners cooperate on concrete projects. This way mutual understanding and trust can grow and can provide a strong fundament for more extensive cooperation.
– Stimulate and facilitate networks. The municipality can (and should) play a role as an active facilitator of the various networks in the city. This does not imply spending huge amounts of money, but it requires an intelligent approach to connect different networks of actors.
– Connect and integrate different networks. Start by organizing a conference to bring together all relevant stakeholders and discuss future scenarios of Delft in a critical but constructive way. What strategic choices are there to be made? How do we cooperate now and in the future? Make sure it is a sincere collaborative effort and prohibit any 'hijacking' of the process by one or a few players. Having broad support is crucial at all times within the process.
– Following from the abovementioned points: let each actor involved map out the contacts they have in their day-to-day practice. Who do they talk to? Who do they have to deal with? Who is connected to who and in what way? Those sort of questions. When all contacts are then displayed together, it becomes apparent what the network looks like. Possible 'blind spots' can be identified and new contacts and possible collaborations can be 'discovered'. Although maybe sounding a bit too straightforward, this effort can lead to a surprising outcome.
– Organize the internal municipal network. Broadly communicate the 'Why' of the project City Campus / Campus City. The 'Why' must be infused in all layers within the municipal organization. Although this takes some time and requires clever coordination, it yields many benefits.
– Monitor networks, now and in the future. Almost by nature networks are vulnerable. Most of the time they are relatively easy established, but run the risk of crumbling when not paid enough attention. Networks are a hybrid, unique form of cooperation, neither guided by principles of the market or the hierarchy. Networks require a different approach a different way of 'handling'.
– Be clear in your message, and be frank about your goals and ambitions. Although the concept of knowledge city is an appealing one, it is crucial to have a clear conceptualization, and to express this clearly when communicating with the outside world. However, this does not imply that the municipality should define what knowledge city is. This should be a collective effort of all relevant stakeholders involved. Shared understanding of a concept helps to formulate a coherent long term agenda to fulfill its goals and ambitions.
– Be careful about the separation between innovation and participation. Try to bring together municipal processes, as well as societal forces to make a strong combination of these two ambitions.
– Finally, the simple, but crucial advice: just pick up the phone, approach stakeholders and their constituencies and tap into that willingness to work together. Various stakeholders indicate that the first initiative to do this is at the side of the municipality. The municipality, as the centre of coordination, has an overview of the field and knows who should/can be involved.

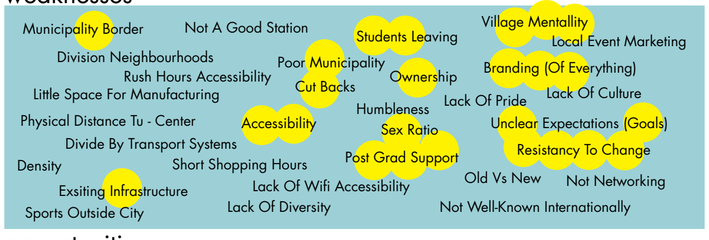
This publication is the tangible embodiment of what has been a stimulating international collaboration between American students of Architecture from the University of Kentucky and Dutch students of Public Administration from Campus The Hague (Leiden University). With great enthusiasm these students worked on the project City Campus / Campus City in which they explored the ins and outs of Delft from various angles, guided by the philosophy and methods of Scenario Thinking. The project unfolded in two stages: from April until June the students from Public Administration started their inventory analysis by collecting network data. They did desk research and conducted interviews and surveys with various stakeholders in Delft, such as local entrepreneurs, students, organizations in the realm of civil society and, of course, people from the municipality of Delft. The students from the University of Kentucky - College of Design joined in June and July. Based on the data that was collected by the Dutch students, supplemented with their own analyses, they developed some challenging future scenarios for Delft. Together, both groups of students have embarked on this project to share their knowledge and experience and to cooperate in answering the simple but difficult question of what Delft could look like as a city of innovation and participation. By following a so-called transdisciplinary approach this research project integrates different perspectives and produces results and insights that have impact for society. We would like to thank the municipality of Delft for their support and cooperation on this project. In particular, we would like to thank Bob van der Nol, Iwan de Goede, Norbert de Leeuw, and Richard Toussain for their commitment and involvement. Our gratitude also goes out to all the people and organizations who shared their views on Delft with our students.
During the process we found Delft to be a city full of ambition, potential and innovative ideas. We encountered an abundance of stakeholders and activities all aiming to build an even better city. We feel this newspaper reflects that energy and can contribute to further collaborative actions by stakeholders in shaping the city's identity. Therefore, we cordially invite all relevant stakeholders in and around Delft to critically reflect on our scenarios and think about the future of Delft in which city meets campus and campus meets city.

Siebe Bakker & Mark Reijnders (eds. & instructors)

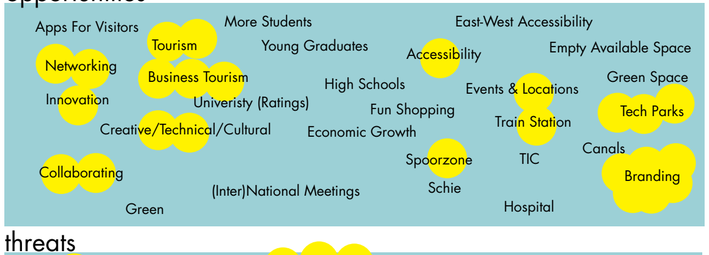
strenghts



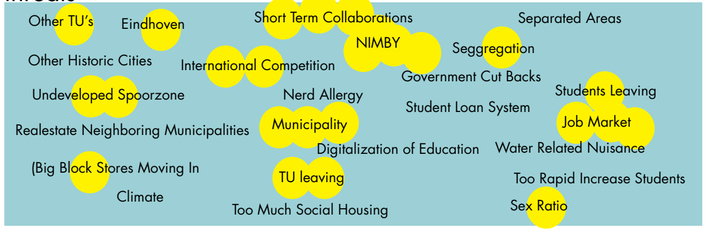
weaknesses



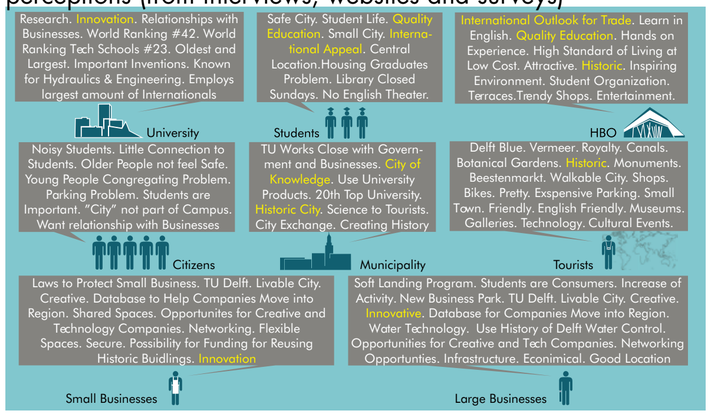
opportunities



threats



perceptions (from interviews, websites and surveys)



The information that is provided and the views that are expressed in this publication are all extracted from the research conducted by the Leiden and Kentucky students. It must be noted that the insights, observations and feedback stemming from the interviews cannot be automatically generalized or represent the 'true' state of the city. The research teams approached the various stakeholders by following proper scientific methodology and devised semi-structured interviews and a number of groups organized more large scale surveys (50-70 respondents). However, the mainly qualitative nature and the short time span of this research project forces us to interpret the research findings with caution. Although interviewing people is an excellent way to unveil interesting qualitative empirical material, we have to be careful about the external validity. Nonetheless, the data that was collected does produce rich and useful insights into the perception of different stakeholders on Delft as a city.

ENTICING PRIDE
ENGAGING QUALITY

DONE IN DELFT plans a future in which Delft is appreciated in all of its diversity, beyond the historic city center and the technical univeristy. Delft depends on all of its districts for success; each fills a particular niche within the city, and it is the way in which all of these elements interact that creates the unique qualities of Delft, differentiating it from any other municipality with a city/campus initiative. When Delft recognizes all of its diverse strengths and develops them, and all of these qualities become associated with the city of Delft, all inhabitants will be able to identify with aspects of the marketed city and will be proud and engaged citizens. The name of Delft, now associated with so many products, people, fields, and services, will be a stamp of quality for the outside world.

TWITTER HASHTAGS

Delft's top trending hashtag is consistantly #rotterdam, while #delft does not even make the top 20. Celebrating every district as an integral part of Delft would increase the social media traffic of #delft, and pride in the city.

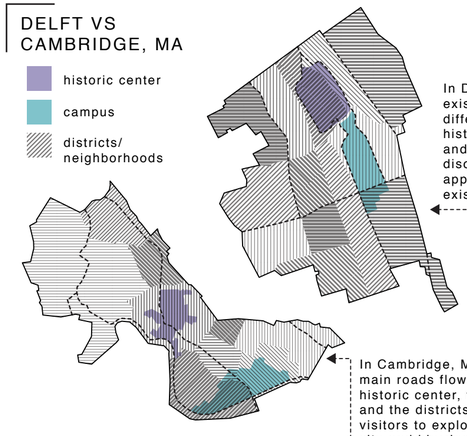
Important cities across the globe consistantly have their city names as a top 20 trending hashtag.

TOP SEARCHED ART VIA GOOGLE.COM

As the hometown of Vermeer, Delft will promote the artist's work as specific to the unique environment created by the entirety of the city.

DELFT VS CAMBRIDGE, MA

historic center
campus
districts/ neighborhoods



In Delft, main roads outline existing districts and differentiations between the historic center and the city, and while effecient, they discourage wandering and appreciating the diveristy that exists within Delft.

In Cambridge, Massachusetts main roads flow through the historic center, the campus, and the districts, encouraging visitors to explore the entire city and blurring distinctions between districts.

Similar cities provide examples for spatial reorganization of Delft to encourage the creation of one single identity.

TU Delft's vast alumni network helps to disseminate the name of Delft across the world.

Carin ter Beek olymic medalist rower
Dirk Coster discovered Hafnium
Jacob Pieter Den Hartog Timoshenko medalist
Adriaan Fokker known for the Fokker-Planck equation
Alexandre Horowitz designer of Philishave
Jacobus van't Hoff Nobel Laureate in physics
Jaap Haartsen inventor of Bluetooth
Adrian van Hooydonk head of design at BMW
Diederick Hol inventor of Dual Box inline skating frame
Abraham Kuyper past prime minister
Harm Lagaay former chief designer for Porche
Cornelis Lely chief designer at Zuiderzee Works
Simon van der Meer Nobel Laureate in physics
Winy Maas co-founder of MVRDV
Willem van der Poel designer of ZEBRA computer
Gerard Philips co-founder of Philips
Jacob van Rijs partner at MVRDV
Wim Schermerhorn past prime minister
Jan Arnoldus Schouten contributor to tensor calculus
Bernard Tellegen developer of pentode and gyrator
Jan Toorop Art Nouveau painter
Ben van Beurden CEO of Royal Dutch Shell
Jeroen van der Veer former CEO of Royal Dutch Shell
Nathalie de Vries co-founder of MVRDV
Herman Zanstra known for the Zanstra Method

TU DELFT NOTABLE ALUMNI

The principles of DONE IN DELFT extend beyond products to the very educations of notable TU Delft alumni.

Outsiders understand the city through accomplishments by notable alumni who claim Delft as important in their educations.

DONE IN **DELFT**

DELFT MARKETS ONLY THE **CITY CENTER & TU**, BUT THE CITY HAS **MUCH MORE** TO OFFER. WHEN DELFT **DEVELOPS ALL** OF ITS STRENGTHS, **CONNECTS** THEM WITH **ONE IDENTITY**, AND **MARKETS THEIR LOCALITY** TO THE WORLD, DELFT WILL BE **UNIFIED**, **REPUTABLE**, AND **PROUD**.

Delft's marketing has traditionally been controlled by a series of taglines.

CURRENT MARKETING

Delft CREATING HISTORY
Gemeente Delft

CITY OF INNOVATION
/
CITY OFVERMEER
/
KNOWLEDGE CITY
/

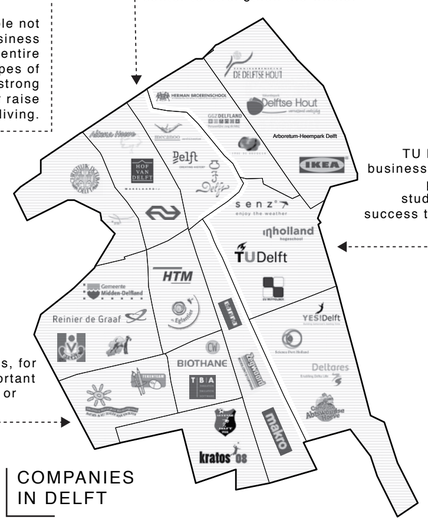
Taglines rarely encompass the entirety of the city (beyond the city center and the technical university), focusing the city planning in a way that overlooks many of the people within Delft's borders.

Delft's strengths are spread across a variety of districts.

Cities are desirable not because of one single business or attribute, but an entire network of various types of companies that create a strong economy and together raise the standard of living.

Delft's elementary schools, for example, are just as important to the city as a tech park or Vermeer museum.

City center companies will connect themselves with companies outside of the center to strengthen the whole.



COMPANIES IN DELFT

TU Delft will network with businesses throughout Delft to provide ammenities to students. The university's success translates directly into Delft's economy.

Claiming all Delft products and services under the city of Delft adds value to every product and service of Delft.

TU Delft's website will expand their visitor links beyond the 5 currently online to a more comprehensive list of strenghts of the city, both making the univeristy more attractive and helping local businesses.

VISITOR LINKS TU DELFT

Botanical Garden
Museums
Science Center Delft
Sport & Culture
TU Delft Library

doneindelft.nl
doneindelft.eu

DONE IN DELFT becomes a stamp of Delft quality not just on physical products, but a sign of a reputable website for internet users worldwide.

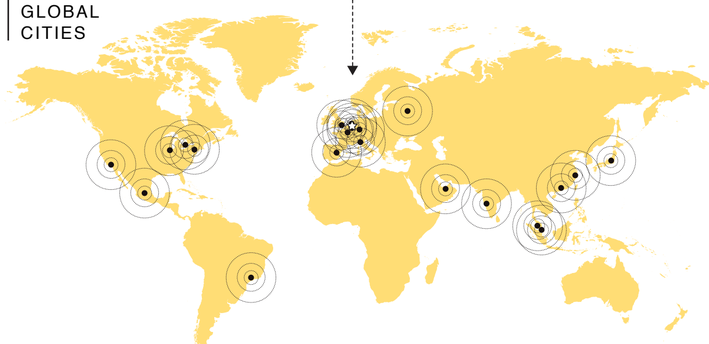
The internet provides Delft with the opporituntiy to expand when short on physical space.

Delft has an optimal global position and uses its precise location as a positive attribute when marketing the unique elements of the city.

The Globalization and World Cities Research Network has ranked world cities on a scale from Gamma to Alpha level cities based on their involvement in world economics. This map marks all identified Alpha to Alpha++ cities on a worldwide scale.

Delft is central to the largest hub of Alpha to Alpha++ global cities worldwide.

GLOBAL CITIES



POSTGRAD CITY

FROM UNIVERSITY TOWN TO KNOWLEDGE SOCIETY

SITUATION

THERE ARE GRADUATES OF TU DELFT LEAVING THE CITY AND PLANTING ROOTS IN OTHER CITIES AROUND THE REGION

TRENDS

- GRAYING
- FLEXIBLE JOB MARKET
- < HIGHER EDUCATION
- SUB-URBANIZATION
- < LOCAL
  - -COMPANIES
  - -SUPPORT

AMBITIONS

- COHESIVE ENVIRONMENT
- SMART CITY
- REGIONAL COMPETITOR
- ACTIVE CITIZENS
- COLLABORATION
- DEPLOYING OWN TALENT

100,047 POPULATION OF DELFT

65% OF STUDENTS SAY THEY WON'T STAY IN DELFT AFTER GRADUATION

19,553 POPULATION OF TU.D ~20% THE POPULATION OF DELFT

7.3/10 WORKING/LIVING STAKEHOLDERS FEEL THAT ON A 1-10 SCALE STUDENTS HAVE AN IMPORTANCE OF 7.3/10.

APPROACH

A CITY THAT SUPPORTS THE GRADUATES OF ALL TECHNICAL AND NONTECHNICAL UNIVERSITIES. THE CITY HAS OPENED ITS DOORS TO ALL KNOWLEDGE WORKERS AS WELL AS THEIR YOUNG FAMILIES.

NEEDS

- JOB OPPORTUNITIES
- SOCIAL LIFE
- PLACE TO LIVE

LEIDEN -MEDICINE -LAW

DEN HAAG -LAW -JUSTICE

DELFT

ROTTERDAM -MEDICINE -HARBOR

TU DELFT

- REGIONAL COMPETITOR
- EMBRACE THE SMALL
- PROUD CITIZENS + ALUMNI

Delft

CREATE A TRANSITIONING GROUND FROM STUDENT TO CITIZEN

LIVING — PROGRAMMATIC — WORKING

SPATIAL — SOCIAL

TRANSPORTATION — COMMUNITY — EUNIVERCITY

REGIONAL POWERHOUSE PARTLY DUE TO ITS CENTRAL POSITION WITHIN THE KNOWLEDGE BOOMERANG.

DELFT

AMSTERDAM 50 MIN

DEN HAAG 15 MIN

LEIDEN 20 MIN

ROTTERDAM 15 MIN

EINDHOVEN 90 MIN

KNOWLEDGE BOOMERANG

ACCESSABILITY

QUALITY

RESOURCES

POST-CAMPUS HOUSING

PRE CAREER HOUSING

STARTING FAMILY

CONDOS

THE TECHNICAL UNIVERSITY + THE KNOWLEDGE SOCIETY

MAGDEBURG TAMPERE VARNA LINKÖPING TRONDHEIM BRNO AACHEN DELFT NOORKÖPING LAUSANNE GHENT LUBLIN AALBORG

EUNIVERCITY

ZZZ 10:00 PM

DISTANCE = RESPECTFUL NEIGHBORS

03:00 AM

KNOWLEDGE ENTERTAINMENT FAMILY RETAIL

MARKET

COMMUNITY

TU.D ALUMNI + DELFT RESIDENTS

QUALITY

LEADERS CONNECTIONS EXPERIENCED

WORKING

TRANSPORTATION

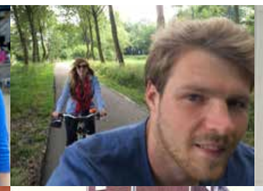
LIVING

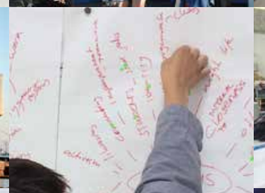
DELFT SCENARIOS 02 – CITY CAMPUS / CAMPUS CITY

almere, amsterdam, brussels, delft, eindhoven, ghent, the hague, hilversum, lelystad, rotterdam, utrecht

APRIL MAY JUNE JULY 2014

biking, brainstorming, designing, discussing, drafting, eating, planning, printing, sketching, strategizing





THE ISLES OF DELFT

CELEBRATING DISTINCT IDENTITIES.

BACKGROUND

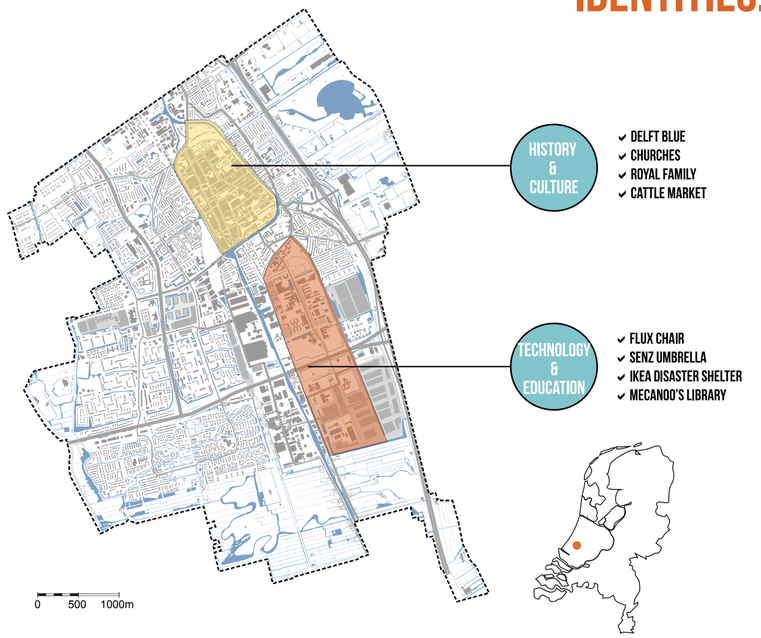
The Netherlands is well known for its art and rich historical heritage. However, in Delft, the technical university plays just as important a role. With a dependency over international students to secure the highest rankings, TU is the strongest technical university in Holland and the largest employer in Delft.

TRENDS

- REGIONALIZATION
- FLEX. JOB MARKET
- DIGITAL NETWORKING
- MORE LOCAL SUPPORT

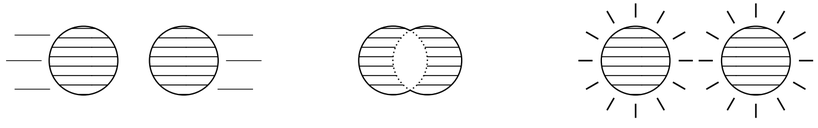
AMBITIONS

- RETAIN CULTURAL HERITAGE
- DOUBLING KNOWLEDGE ECONOMY
- ACTIVE CITIZENSHIP
- PARTICIPATION



PROBLEM

The municipality of Delft has worked on integrating the campus with the city. Because of issues regarding land ownership and other agendas the future is uncertain ...

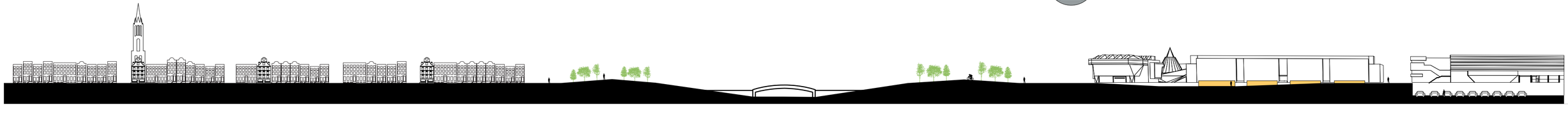


DELFT
20% STUDENTS
80% CITIZENS

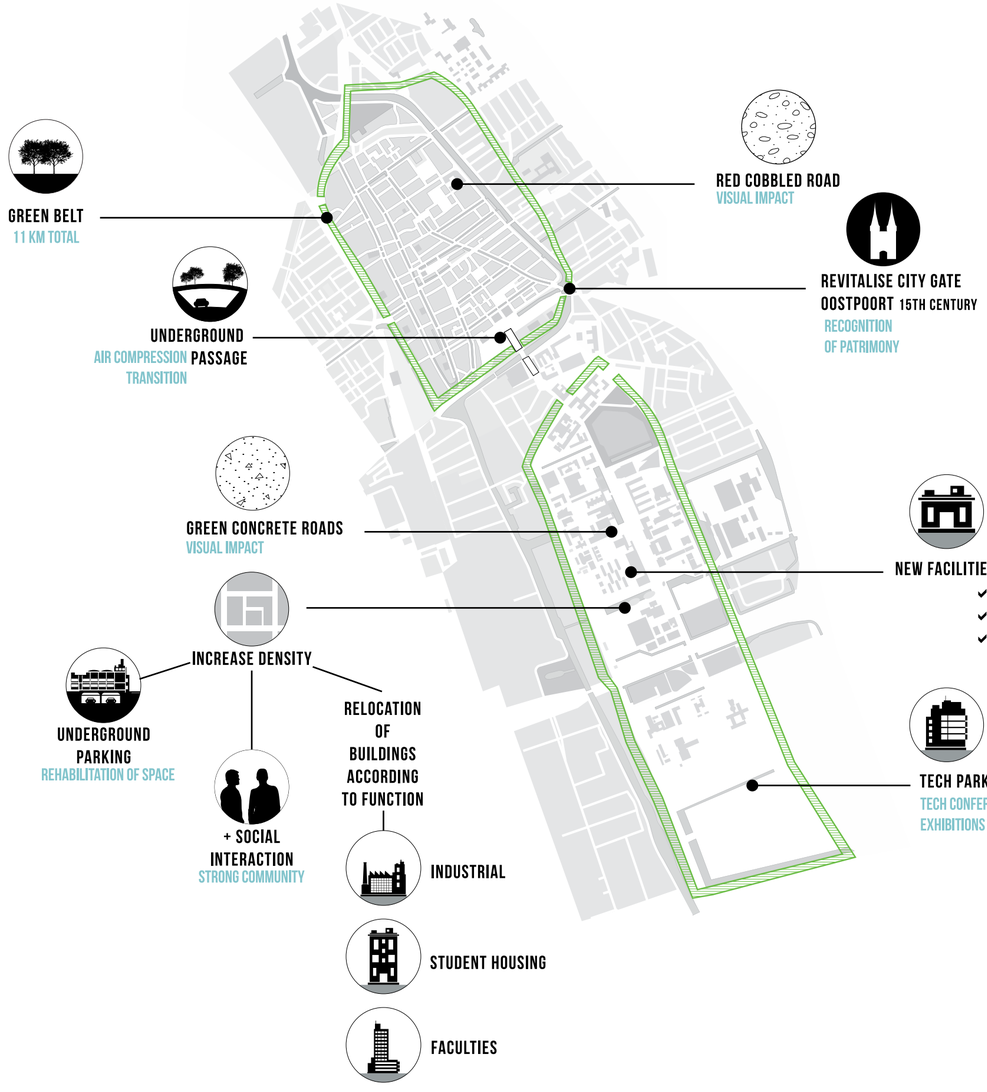
CAMPUS FLOOR AREA
84% USED
12% LEFT OUT
4% VACANT

LAND CAMPUS
162 HC
33% HC VACANT

CAMPUS
30,000 M²
PARKING SPACE



CITY ≠ CAMPUS



CRAFT CITY

Individualized Craftsmanship and Fabrication

World Trends

Digitalization

Social Media

Globalization

Mass Production

Work Anywhere

Flexible Job Market

Welcome To Delft

Digitalization

Work Anywhere

Flexible Job Market

QUALITY

Customized

Quality

Inexpensive

Durable

Joe Elliot
Age 35
Prints glasses on 3D printer. Personally designed for your specific needs.

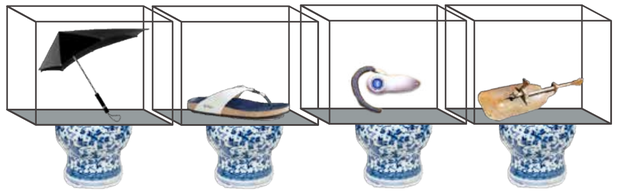
In Delft, there is a return to the time before mass production. The quality of hand-made goods is implemented again in our manufactoring processes, but with the use of new technologies. By doing this, small batches are created that are able to be customized to the specific need of the user. In every product we want that special hand touch that only comes from craftsmanship.

Bruce Wayne
Age: 29
Creates custom furniture by day, fights villains by night. Order your very on CNC bat chair today.

Mary Allen
Age: 41
Teaches programming classes to students. Kids are able to learn about new careers before enrolling in a university.

Live Work

Showcase of Inventions



Throughout the city displays are placed of old and new inventions of Delft. A new app allows visitors with the ability to scan these items to learn more about them, plan routes to, and find out how to get a hold of products if they are available. These also become visual markers to help tourists navigate the city.

Beta Testing

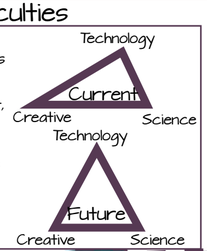
Samsung Beta 2.4 Test
-5 bb storage
-5Q Network
-Capabilities
-Hologram Technology

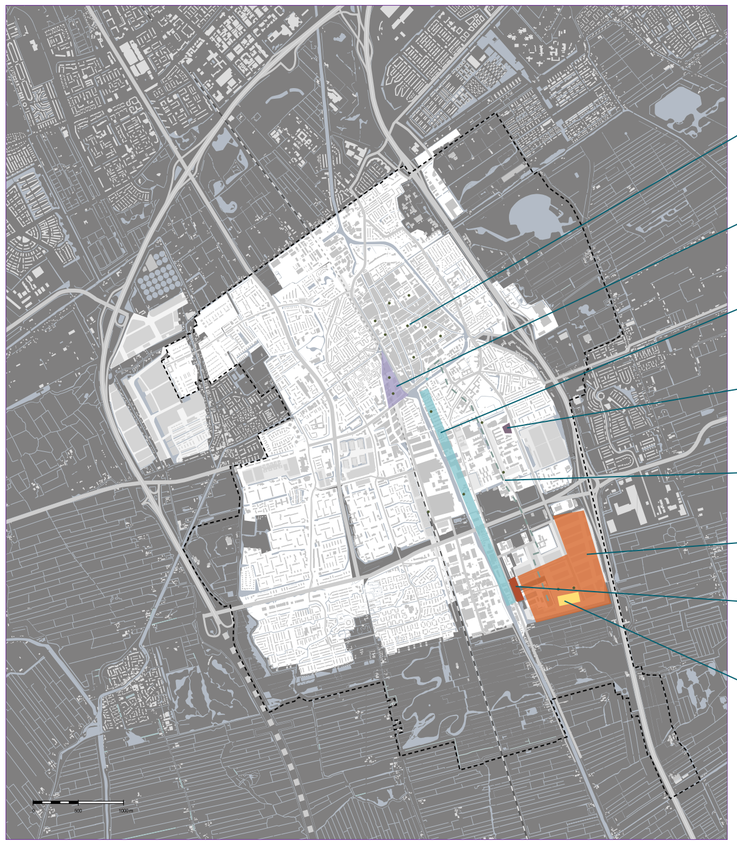
- [x] Delivered
- [x] Activated
- [ ] Send Survey
- [ ] Notify of Keeping
- [ ] Mail Back

Beta testing by Delft citizens has now been extended from just Ikea to new technology and creative companies. Before products hit the market, they are delivered to citizens' doors. After 30 days a survey is filled out to provide feedback to the company.

New Creative Faculties

Innovative cities are ranked on a scale based on 3 areas of industry: creativity, science, and technology. Currently the city of Delft, with the influence of the Universtiy, focuses on technology and science. By adding new creative majors to the TU, the school can balance itself and become more innovative.





CRAFTCITY

Displays placed throughout the city so visitors will see all parts of the city.

New Housing located in undeveloped area, includes classroom houses and live-work studios.

Creative Industry holds larger creative companies and more creative shopping.

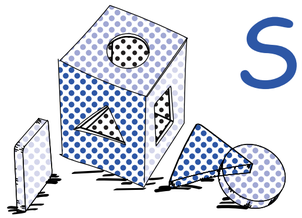
New TU Faculties in creative industries to become a well-rounded city.

Extended Tram Line travels to tech park for business tourists to access conference centre.

Tech Park is home to larger tech and science companies as well as the conference centre.

Beta Testing Headquarters companies send products to centre where they are then distributed to citizens.

Conference Centre located at end of tech park allowing business tourists to see all of Delft, as well as providing a large gathering space for the city.



Sapphire DefIt

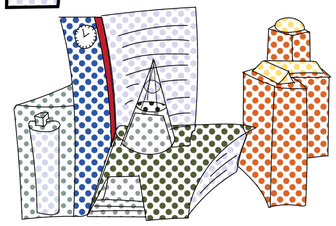
Global intelligence / Local resilience

The municipality of Delft exists at a threshold where the university of TU Delft and the city of Delft have an opportunity to take advantage of their individual strengths and achieve its potential. Currently TU Delft and the city of Delft enjoy excellent reputations. Together a new level is achieved, Sapphire Delft

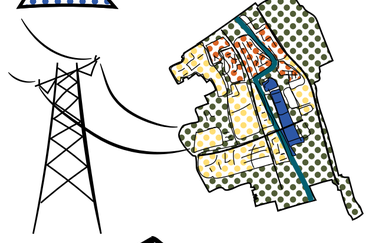
Meanwhile, in Delft.....

Aanpasbaar

Highly Specialized Education



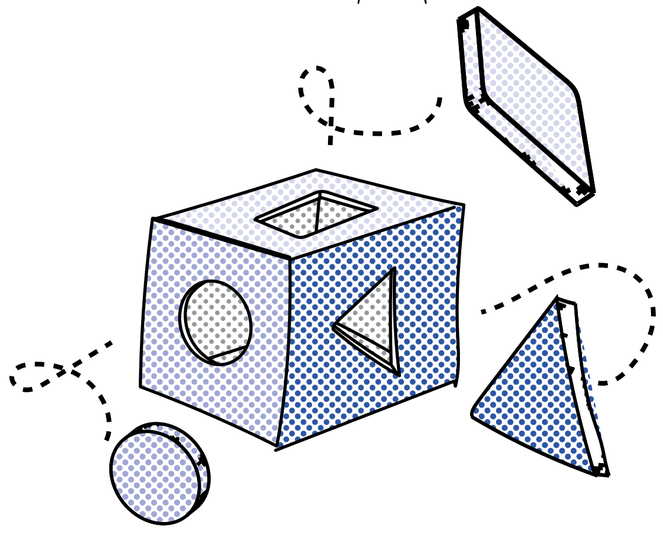
Regional Dependency

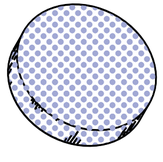


Sapphire ? Whats that ?

Delft exists at a threshold between history and a series of potential future scenarios. Both the municipality of Delft and the TU University of Delft currently enjoy excellent reputations. The city for its history, and TU Delft for its pioneering research and product design. The City and Campus can work together to move beyond this current level !

By working together to implement universal design principles, diverse faculty offerings, and resilient collaboration between developing technology and community needs, Delft can be the first to push beyond ecologism and its dogma! The new level respects the rich history of Delft Blue, by ignoring the obstinate green. This future for Delft is a balance of social, economic, educational, and technological neutrality. By balancing complex issues and infinite opportunities Delft shines Sapphire!





Universal design creates inclusive society !

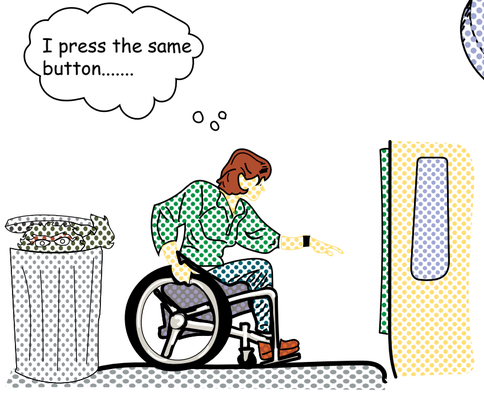
Universal design gives every member of society the feeling that they are part of the community. By following the principles of universal design Delft creates an environment where everyone can participate regardless of the diversity of abilities!

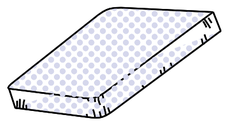
Equitable Use 1 — 2 Flexibility in use

Simple and intuitive in use 3 — 4 Perceptible information

Tolerance for error 5 — 6 Low physical effort

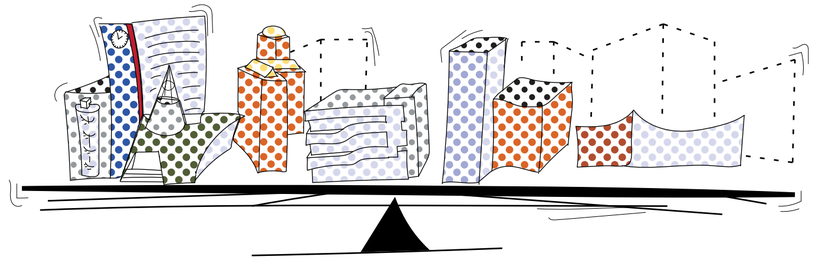
Size and space for approach and use 7





New Faculties balance Delft's diversity of talents !

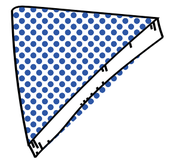
TU Delft opens new faculties, over time this balances the educational community. The new diversity of student talents contribute to Delfts local overall culture. With new opportunities, and possibilities for work and fun



420 Km International Space Station

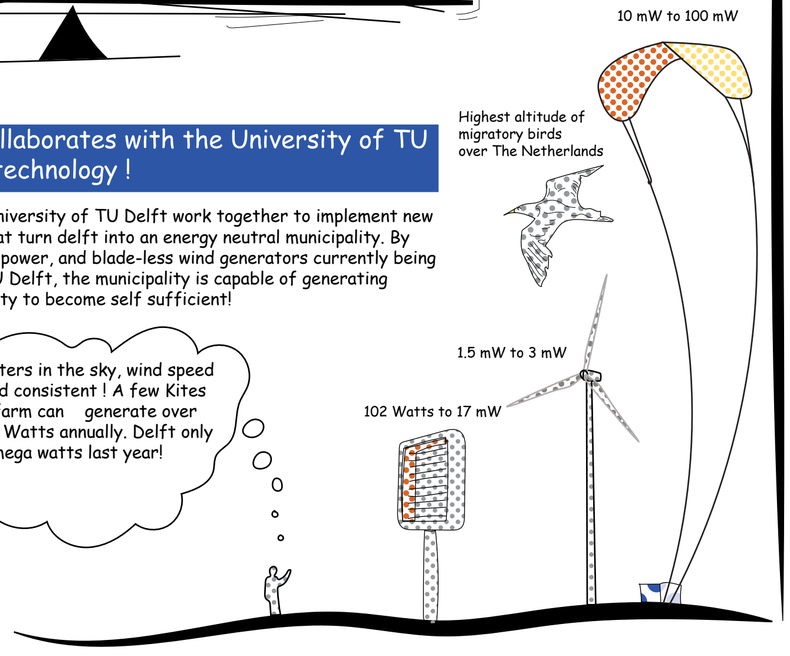
330 Km Yuri Gagarium Cosmonaut 1961

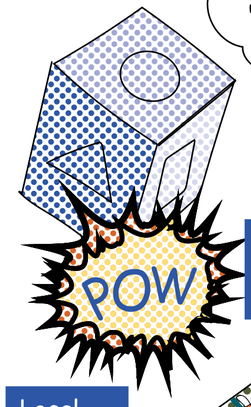
Energy Neutral ! Delft collaborates with the University of TU Delft, implementing new technology !



Delft and the university of TU Delft work together to implement new technologies that turn delft into an energy neutral municipality. By harnessing Kite power, and blade-less wind generators currently being developed at TU Delft, the municipality is capable of generating enough electricity to become self sufficient!

10 Kilometers in the sky, wind speed is fast and consistent ! A few Kites in a kite farm can generate over 100 mega Watts annually. Delft only used 46 mega watts last year!





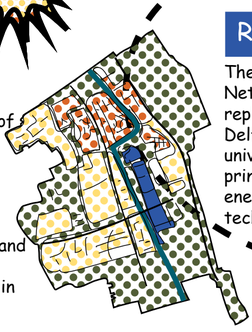
With universal design, faculty diversity, and neutral energy, Delft becomes a.....

and Global Leader !

The city and university of Delft lead the world in clean resilient energy tech !

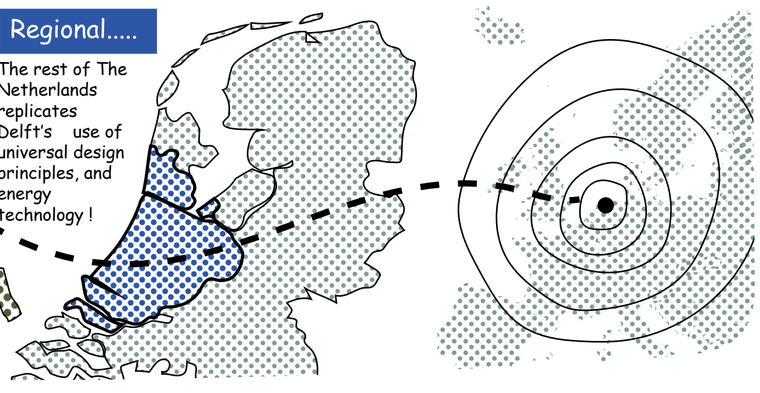
Local.....

Delft's example of city/university collaboration serves to make Delft a truly accessible and diverse society, and the first energy NEUTRAL CITY in the WORLD



Regional.....

The rest of The Netherlands replicates Delft's use of universal design principles, and energy technology !



DELFT SCENARIOS 02 – CITY CAMPUS / CAMPUS CITY

summer 2014

exploring plausible futures for the municipality of Delft

SWOT

scenarios	DONE IN **DELFT**	**POSTGRAD CITY**	**THE ISLES OF DELFT**	**CRAFTCITY**	**Sapphire Delft**
STRENGTHS					
large knowledge base		!		!	
location / region	!	!	!	!	!
close to sea					
educational institutes TU / HBO / MBO	!	!	!	!	!
history / city center	!		!	!	
walkability			!		
centrally located train station	!	!			
english speaking					
tech companies	!		!	!	!
WEAKNESSES					
resistancy to change	!		!		
village mentallity	!	!		!	
postgrad support		!			
old vs new	!		!	!	!
students leaving		!			!
branding (of everything)	!	!	!	!	
poor municipality / cut backs					!
ownership	!	!	!	!	!
exsiting infrastructure		!	!	!	!
OPPORTUNITIES					
branding	!	!	!	!	!
tech parks	!		!	!	
business tourism	!	!	!	!	
young graduates		!			
tourism	!		!	!	
networking		!			!
collaborating	!	!			!
apps for visitors	!		!	!	
Spoorzone	!	!	!	!	
creative / technical / cultural (triangle)				!	!
train station					
accessibility		!	!	!	!
THREATS					
job market		!		!	
not in my backyard!			!		!
short term collaborations	!				!
municipality	!				!
international competition	!				!
undeveloped Spoorzone	!			!	
sex ratio		!			!
seggregation (students / citizens)	!	!	!		!
(big block) stores moving in	!			!	

UNIVERSITY OF KENTUCKY: Madeline Cunningham, Kevin Bloomfield, Oliver Hidalgo, Lauren Townsend, Sarah Wagner LEIDEN UNIVERSITY: Dirk-Jan Beemsterboer, Niels van den Berg, Ward Boltong, Leon Bosma, Lotte de Bruin, Bart Bussink, Laura Cappetti, Safiye Çifci, Umut Cosar, Colin Crooks, Joos Davina, Celess Datadin, Marijn Detiger, Anna Dogan, Laura Doornkamp, Dorinde van Eck, Suzanne Edelkamp, Fleur van den Elshout, Peter van Erk, Laura Filemon, Joshua de Freitas, Sterre de Geus, Marlot Groot Kormelink, Ariane de Haas, Mitchell de Jong, Jane Jurriaans, Meryem Kaaboun, Gunnar Koehler, Gerwin Koopman, Yorrin Koostra, Paula Leeflang, Nino Markos, Minke Oenema, Mojib Saree, Myrthe Stijns, Lili de Vries, Sascha van den Wall Bake, Sander Weenink, Anne Zekveld
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design thinking

future scenarios and network governance
Cities all over the world are reinventing their positions, either driven by changes in national policies decentralizing governance or reacting to the reality of competition and collaboration on subjects such as economy, services or the changing number of inhabitants. Often this is generated out of a desire or perceived necessity to respond to the changing ambitions of industries and citizens. One only has to think of notions like 'Creative Cities', 'Metropolitan Regions', 'City Branding' and 'Self-regulation' to understand that traditional ways to organize one's community will fail to adequately address these emerging ambitions.
There is a need to improve decision-making and policy processes just as much as there is a need to service and renew spatial structures as demands are changing. One can state that changes in urban developments are driven by changes in population and their needs. Energy and sustainability issues have become a common consciousness deserving appropriate response in terms of policy and spatial planning. One can easily add to these examples.

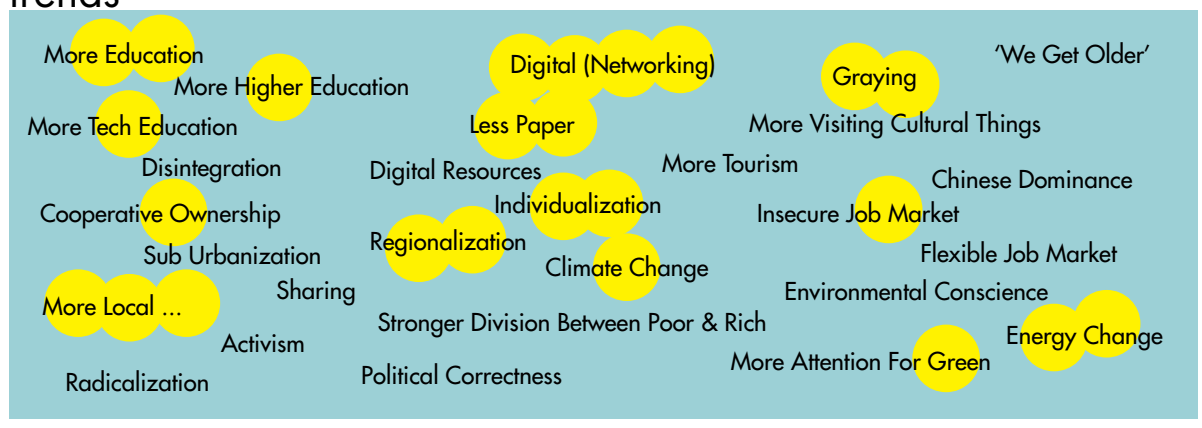
These current challenges are becoming more complex and interwoven. Fed by a large number of sometimes contradictory and definitely various ambitions, they need to be addressed in a manner that justifies all involved. Changes are good. And by nature, changes are complex and difficult to implement. They are disruptive and evoke resistance. Change needs community, involvement, and commitment. The more complex a challenge is, the more actors or stakeholders need to be involved, and the more inadequate traditional means for development becomes.
One needs to build robust solutions, or better, robust environments and contexts. Solutions tend to address current situations incapable of adjusting to changing realities. It is exactly those rapidly changing realities – economical, political and social – that have led to the realization that innovation in governance and policy-making processes is crucial for a city to keep operating successfully. Intelligent ways to address and implement developments are needed. Intelligent in terms of creating efficient and economically viable solutions for both processes and implementations; intelligent as in being informed by relevant parties.
Current notions on 'Design Thinking' move towards inclusive and collaborative processes. These are aimed at efficiently producing inventories and analyses of stakeholders and context. Organizing effective prototyping presents essentially different strategic options and scenarios. Finally and foremost, these processes create collaborative structures for professionals, administrators and citizens.

studio

During the past years the municipality has conducted several studies into aspects of Delft as a knowledge city. Focussing on higher educated people, both students attending university and the colleges of higher vocational education (HBO), as well as knowledge workers who work for tech companies and knowledge institutions. Essential questions that surface are: what is the definition of a knowledge worker? What are the needs of higher educated people and how can you provide in those needs as a city? Although much is known about the topic, the municipality wants more input on the specific issue of their 'City=Campus, Campus=City' ambition. How can you further increase the attractiveness of Delft for higher educated people? How do you attract more knowledge workers? What is the best way to organize the network of stakeholders to accomplish shared goals?

Delft Scenarios 02 is a casestudy based research program investigating the abovementioned issue. Public administration students from Leiden University and architecture students from the University of Kentucky took on the challenge to research potential interventions for the municipality of Delft in the context of 'City=Campus, Campus=City'.
The Leiden students started by conducting a series of interviews with representatives of various stakeholder groups in the city of Delft, including the municipaity itself. This inventory of ambitions, foresights and perceptions led to a number of SWOT-analyses, both from the perspective of the individual stakeholders as well as on the 'macro level' of the 'City=Campus, Campus=City' context. Subsequently these results were adopted by the students of the University of Kentucky to investigate further. Scenario specific information was collected and implemented in more precise descriptions of plausible futures for Delft. The scenarios present extreme positions aimed to unveil current conditions and realistic future situations. They operate as context to test current plans on their robustness and adaptability to remain significant regardless of how the future actually unfolds.

trends



ambitions