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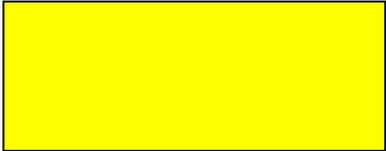
Alexandra  
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Whitlow

Rotterdam Group1  
Presentation  
28 October 2002

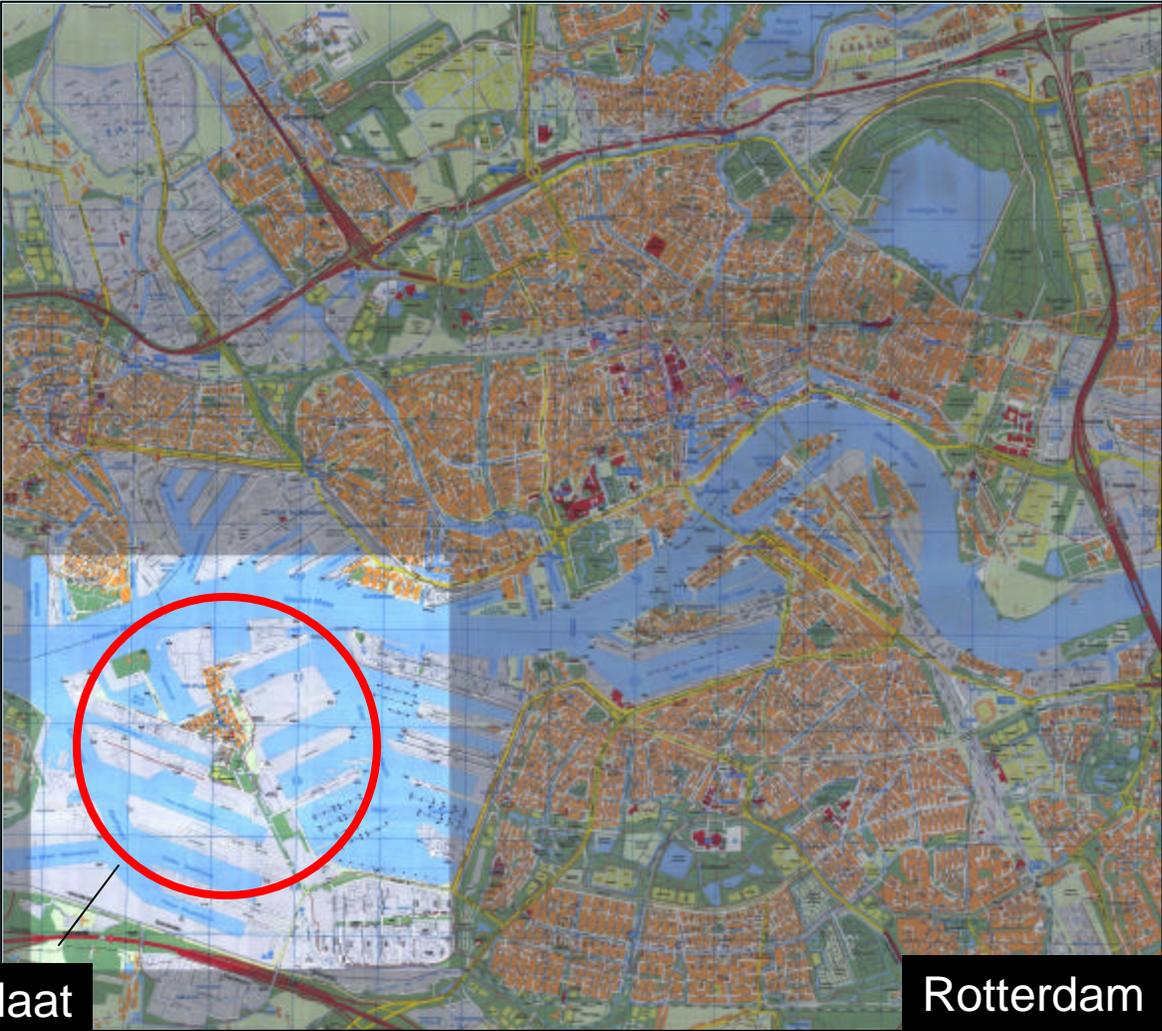
## **Building a post-polder planning process**

Planning in a changing environment



- Introduction to Heijplaat**
- Forces of Change
- Goals
- Process
- Visions
- Results

# Heijplaat – Introduction



Heijplaat

Rotterdam

## Introduction to Heijplaat

Forces of Change

Goals

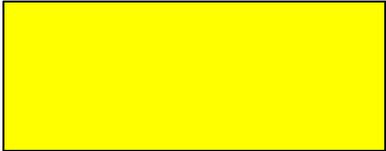
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## Underlying issues

- Uncertainty in the face of change
- Marginalized stakeholders
- Nostalgia



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## Existing institutions inadequate

### Planning

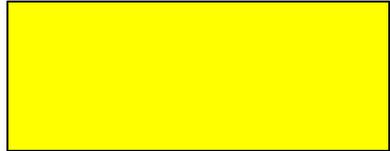
- Slow and cumbersome, not transparent

### Polder model

- Static, requires stability and homogeneity
- Excludes new groups of stakeholders

### Government

- Unable to respond to local issues

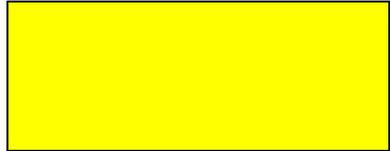


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## This institutional inadequacy leads to...

- Lack of trust
- Feelings of insecurity
- Loss of focus and accountability

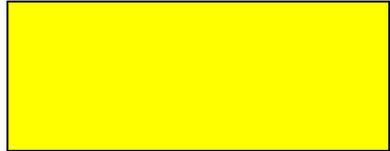
...and a need for a flexible, adaptive process



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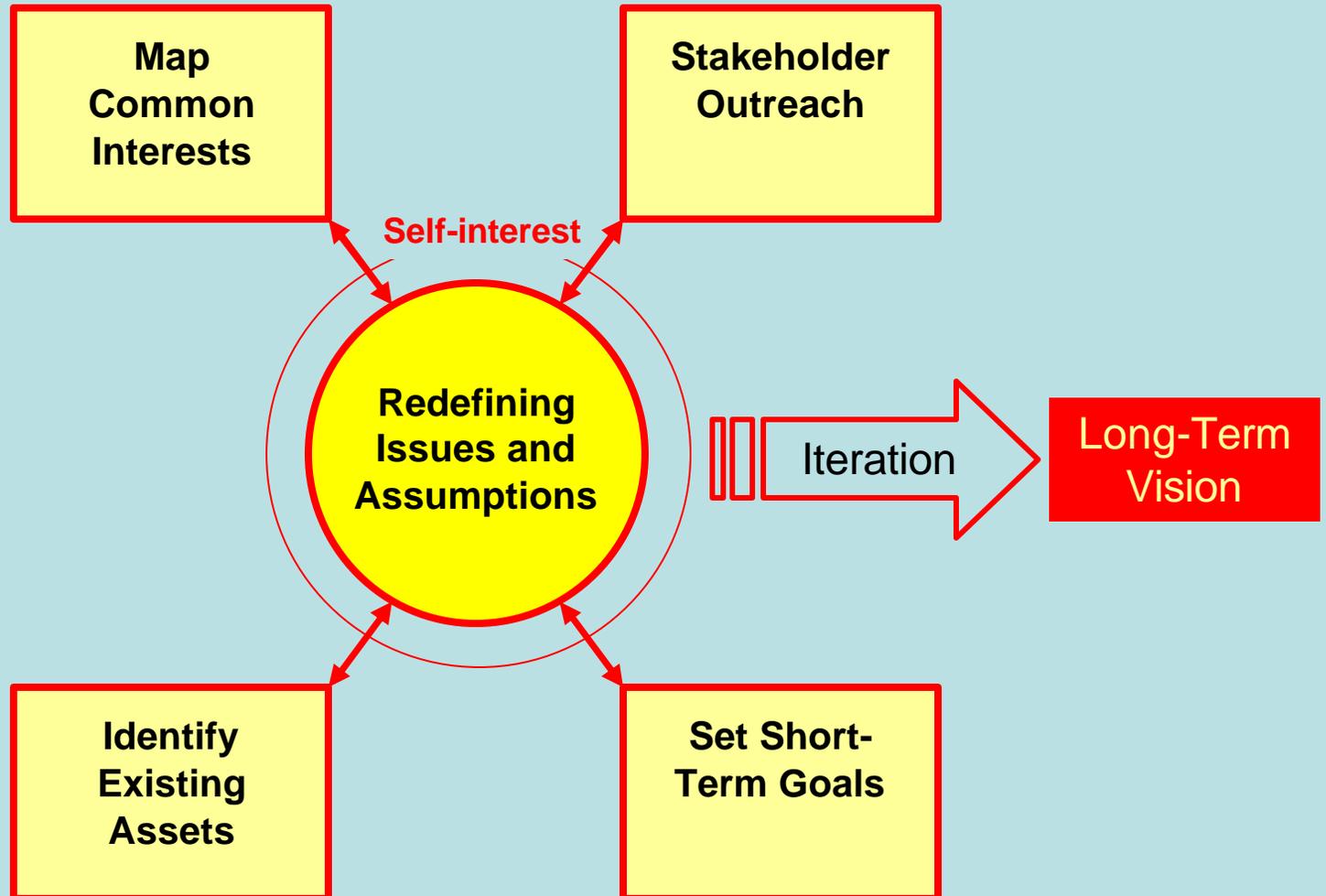
## Statement of goals:

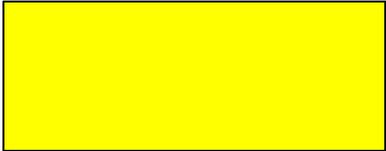
- Involve the entire community
- Address stakeholder insecurity
- Build trust among stakeholders
- Broaden the problem context
- Create long-term relationships and accountability



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## Core elements of a new process: **The Sunshine Model**





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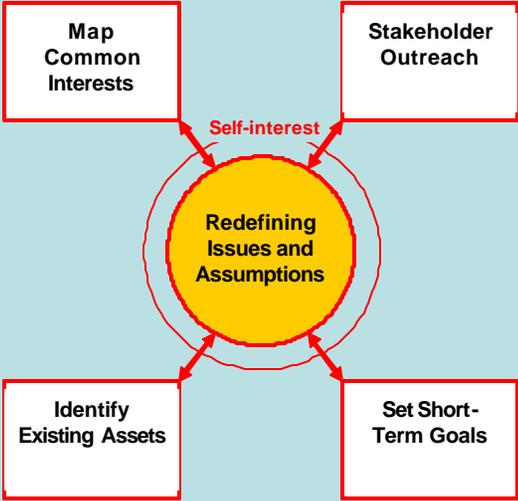
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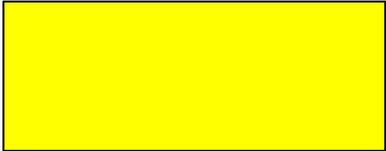
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# Redefining issues and assumptions

- Reassess assumptions
  - Roles
  - Responsibilities
- Redefine the problem
  - Content
  - Context
- Redefine priorities

**Leads to...**





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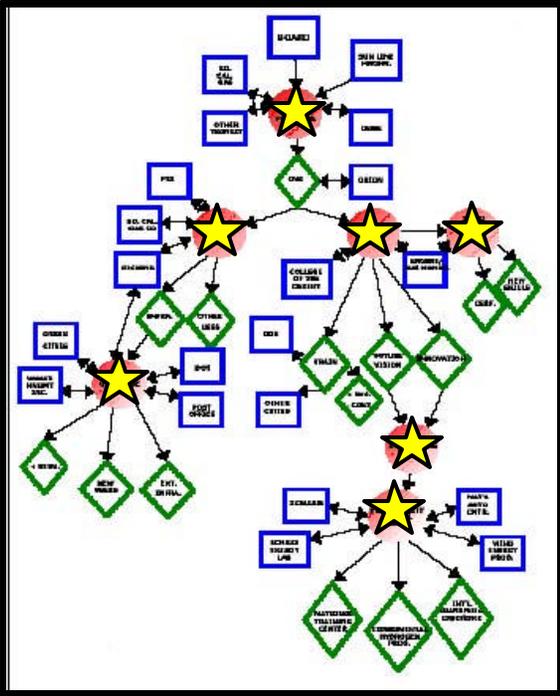
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# Networks built by redefining issues and assumptions

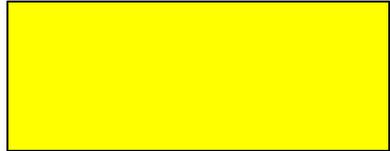
- Problem-centered
- Path to larger problems
- Both a product and a tool of the process

★ Process inserted into network



Environmental Technology & Public Policy Program

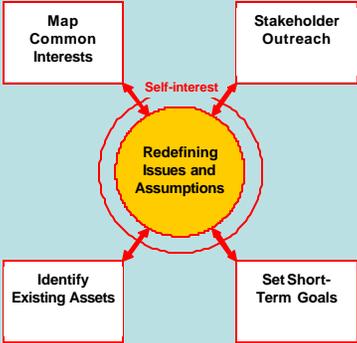
Model based on “Public Entrepreneurship Networks”

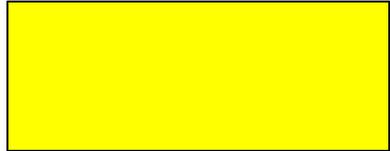


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# The New Dutch Planner

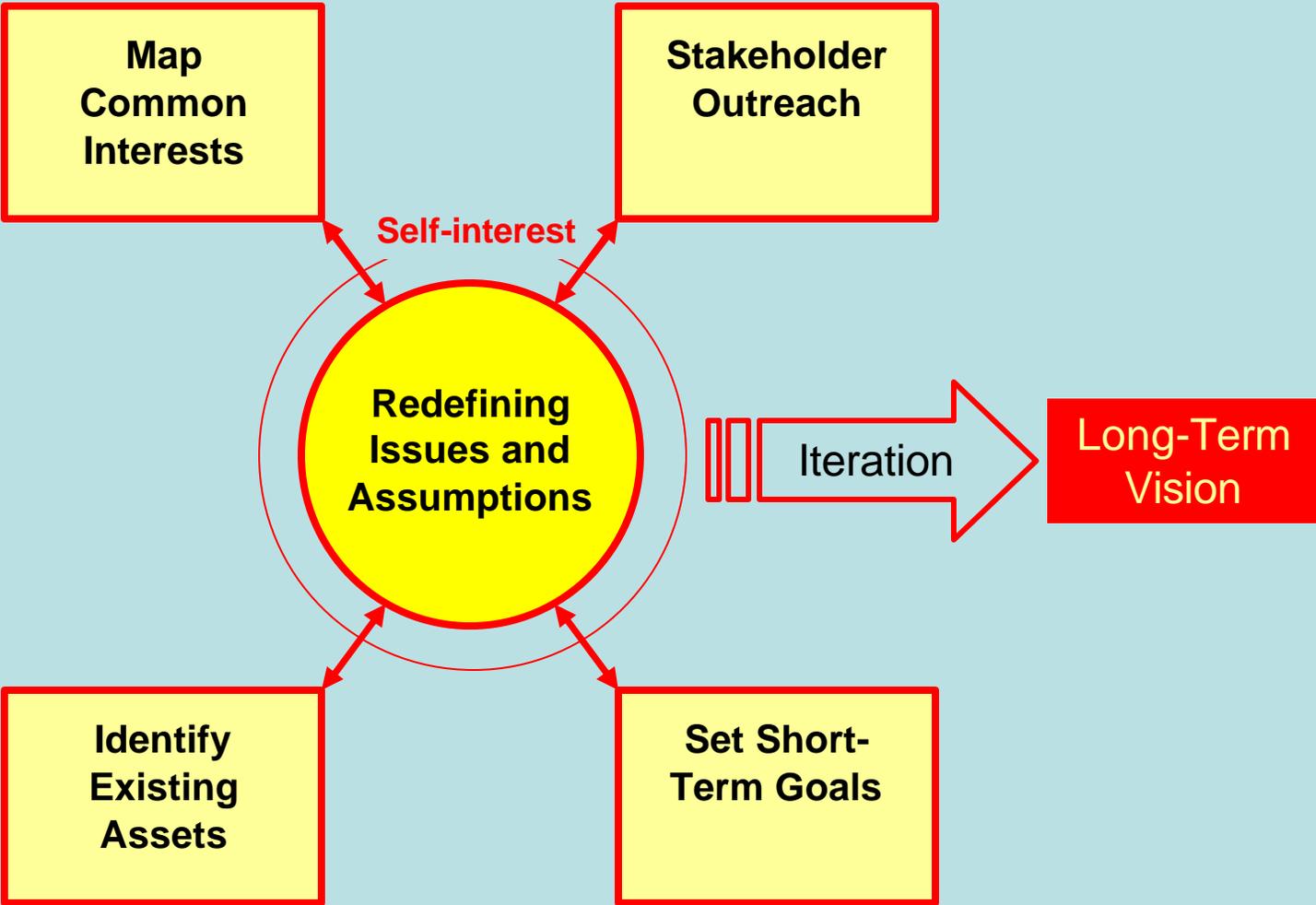
- “Facilitator” of vision – NOT the “Visionary”
- Social Entrepreneur
- Builder of Trust Between Groups
  - Short-term conflict - Long-term relationships

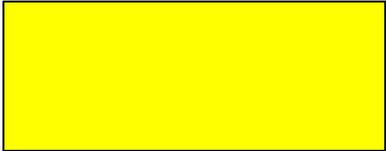




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# A Post-Polder Planning Process: The Sunshine Model



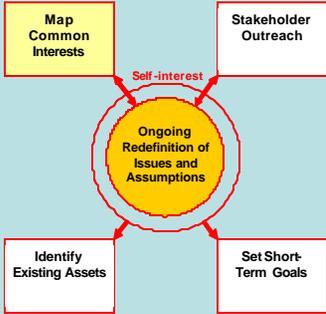


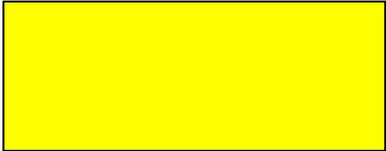
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# Map Common Interests

- Identify “cross-cutting” issues across stakeholder groups
- Reframe issues to appeal to stakeholders’ self interest
- Strategize “issue-based” meetings around stakeholder self interests

COMMUNITY	PORT/INDUSTRIES	GOVERNMENT
SAFETY	CURRENT BUSINESS	LAND USE
HOUSING AVAILABILITY	REAL ESTATE CONCERNS	FUTURE DEVELOPMENT
INSECURITY OF RESIDENTS	PUBLIC RELATIONS	CONSTITUENT INTERESTS
IMMIGRANTS	FUTURE ECONOMIC EXPANSION	ECONOMIC DEVELOPMENT
NUISANCES – NOISE & SAFETY	ENVIRONMENTAL AND LEGAL LIABILITY	ENVIRONMENTAL PRESERVATION
POLLUTION	PROFIT MAXIMIZATION	SOCIAL EQUITY





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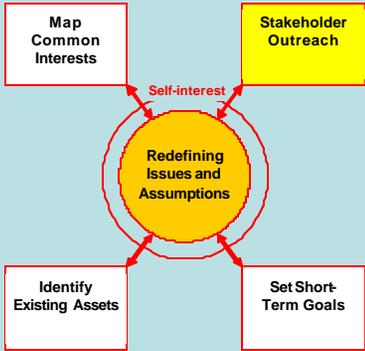
**Process**

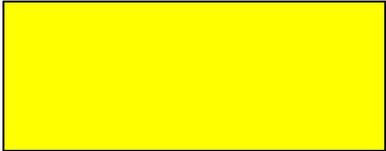
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# Mobilize community/institutional outreach

- Broaden outreach with diverse community.
- Engage institutions, corporations, port and government entities.
- Use existing community and institutional events as meeting places.





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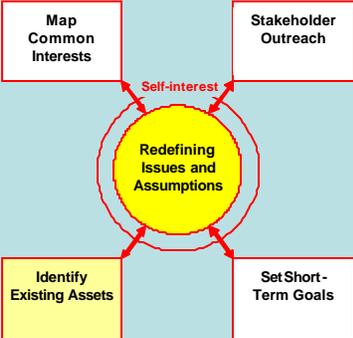
Visions

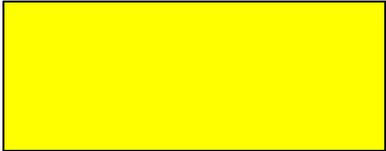
Results

# Identify Existing Assets

- Existing visions
- Existing communities
- National sustainability goals
- Development organizations
- Regional bodies of governance

Building blocks for future processes





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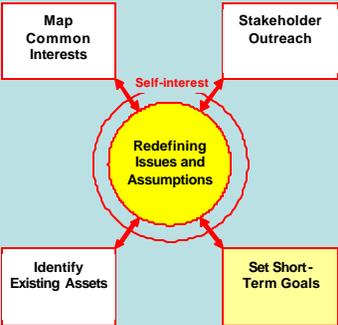
**Process**

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# Establish Attainable Short-Term Goals

- Identify short term “cross-cutting” issues that can lead to tangible results
- Builds efficacy among group members
- Builds trust in the planner and faith in the process
- Sets stage for future collaborations



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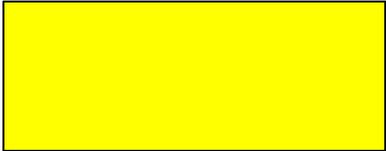
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## Why Start in Heijplaat????

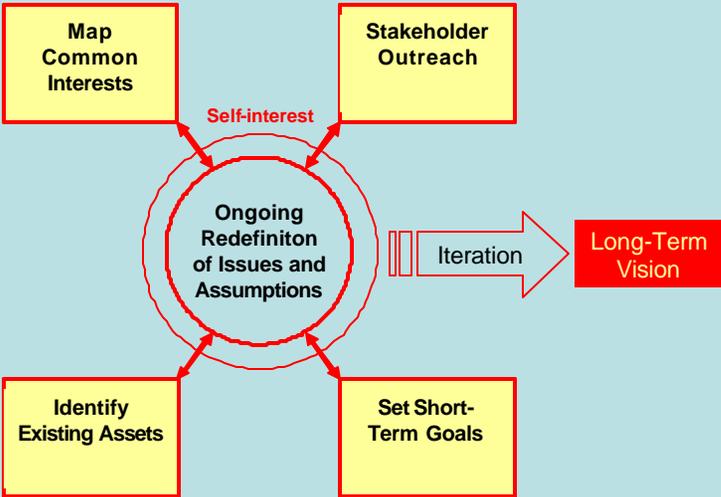
- A marginalized community

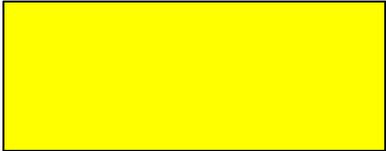


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# Heijplaat as a Pilot project

- Common interests
  - Housing development
- Stakeholder outreach
  - Artist colony and newcomers
- Short term goals
  - Noise and Safety
- Existing assets
  - Waterfront

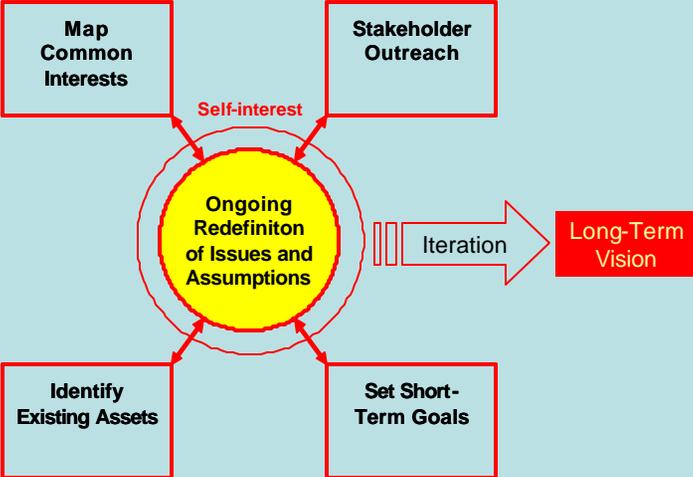


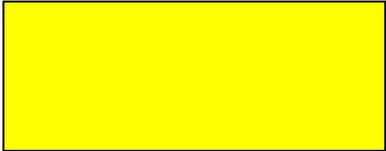


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# Key redefinitions through the process

- Who are the Heijplaaters?
- What is the port's role and responsibility?
- Can noise be tackled in isolation?
- Can land-use be diversified?
  - 'Brainport' for Port Authority
  - 'Port City' for Rotterdam





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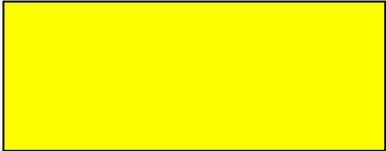
# Process Yields Potential New Visions

## Leverage Existing Assets

- Port Authority and Community Partnership
- Artist colony as social asset
- Minority diversity as cultural asset

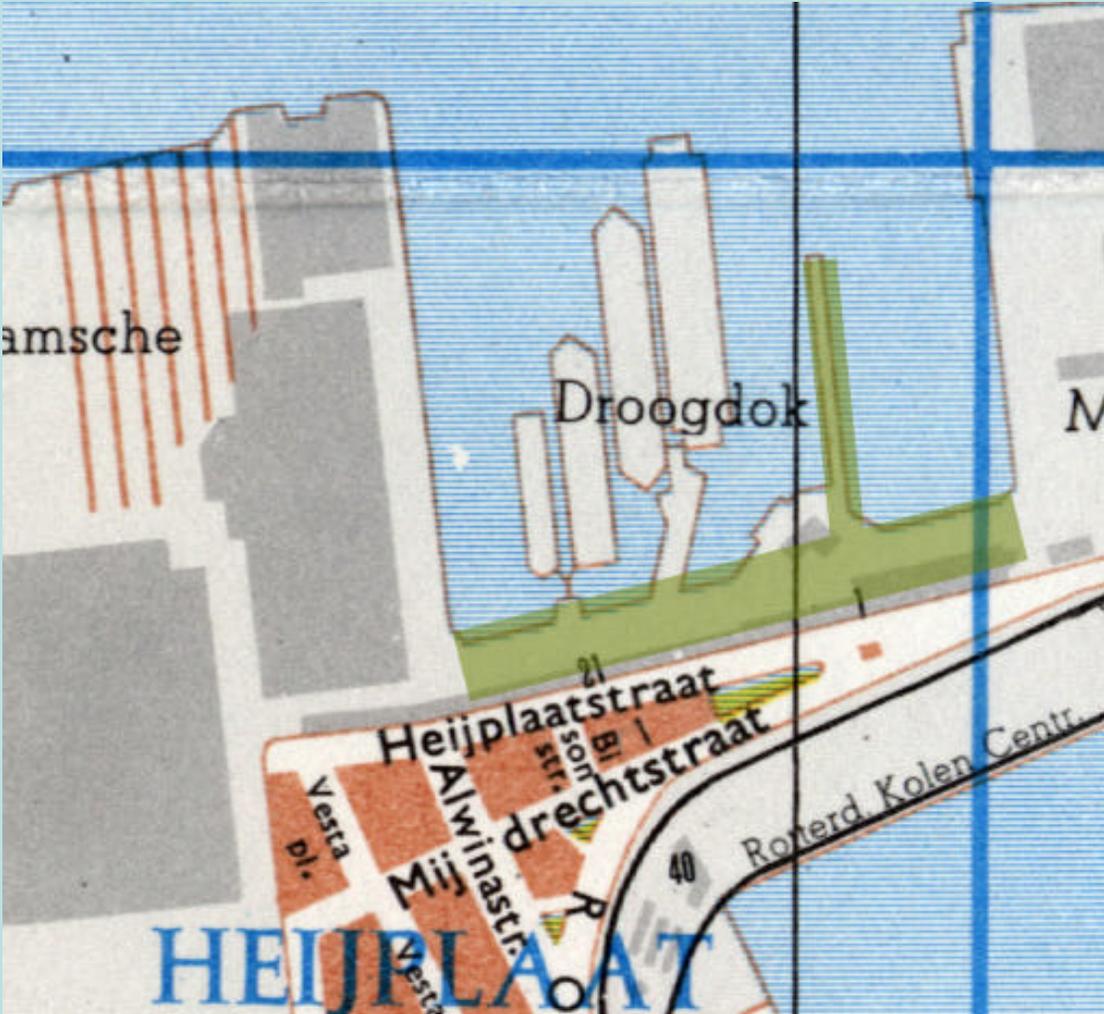
## Potential Visions

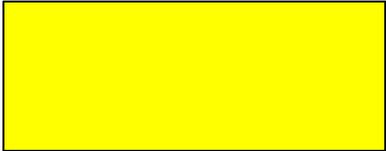
- Old Heijplaaters in dock restoration
- New housing will fund social programs



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# Historic Dock Preservation





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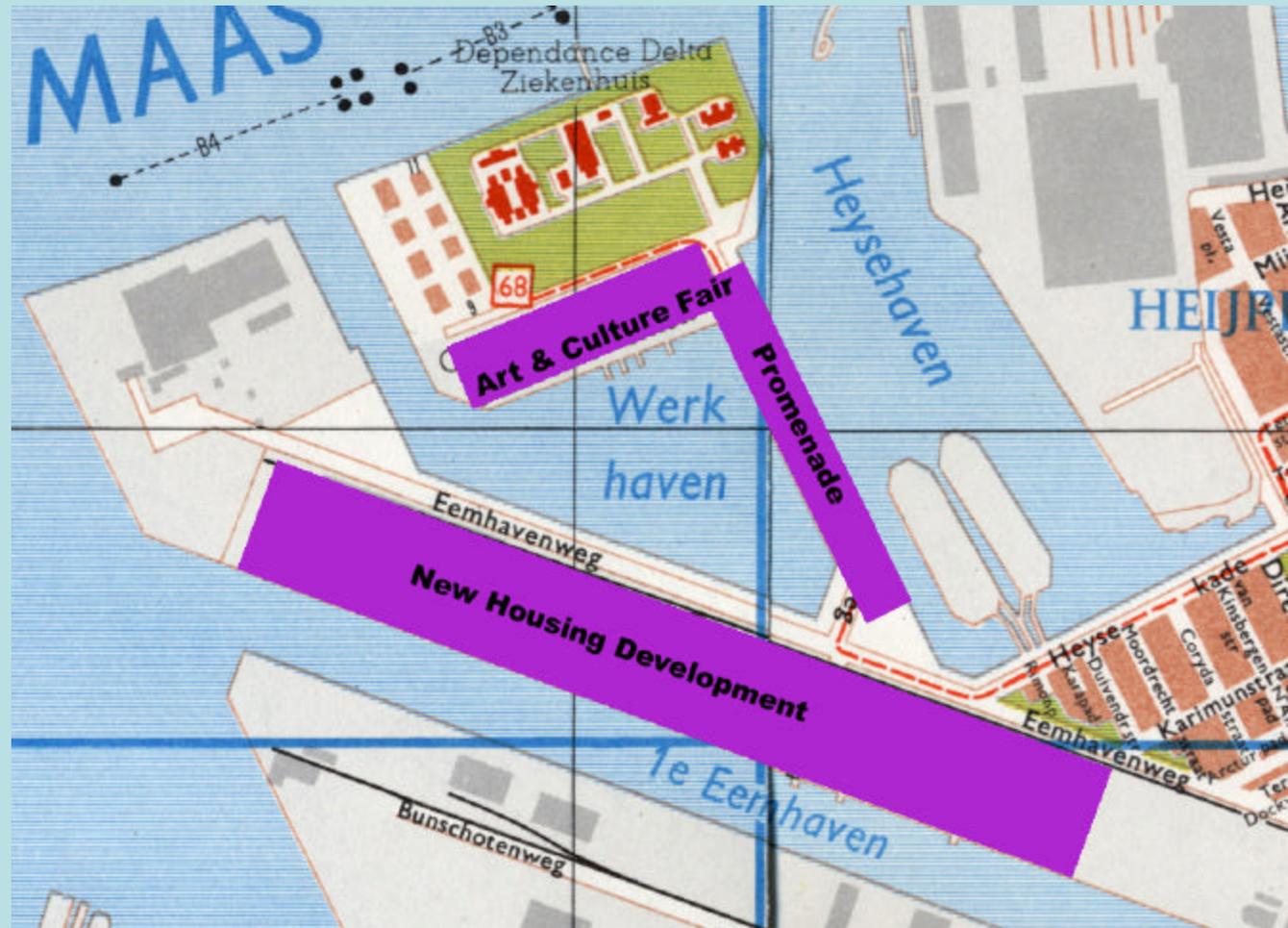
Goals

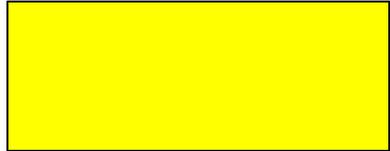
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**Visions**

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# New Housing Funds Social Programming





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# Broader results of process

- Evolving Institutions



- Better Citizens

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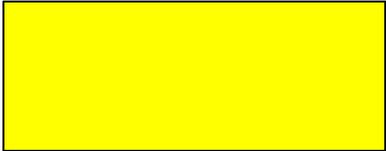
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## Evolving Institutions

- Redefining roles
- Broader networks
- Local Focus, Global Awareness
- “Capacity Building” Functions



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# Better Citizens

- Greater Political Engagement



- More Direct Democracy
- Self-Reinforcing Identity

## Questions?

