### Appendix B

#### Analysis Stakeholder relationships

<table>
<thead>
<tr>
<th>Subject</th>
<th>For van Roekel (quantitative research)</th>
<th>As</th>
<th>Best Practice (environment, process)</th>
<th>Holbechmann (strategic projects, creating a vision in the Stadshavens, Rotterdam)</th>
<th>Financial/strategic/development agreements, such as with RDM, formally engaged, plan, or contract (both parties)</th>
<th>Peer van den Broeke (development of marine education, such as with NEM, formally engaged, plan, or contract (both parties)</th>
<th>Gisbert van Oudren (search of partners, final proposal, or contract, both parties)</th>
<th>Total of Rotterdam (the proposal)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. 1</td>
<td>2003 municipality is in a contract with Havenbedrijf, 2002</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
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<tr>
<td>1. 3</td>
<td>2007 contract for a new location for the Amsterdam course</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>2. 2</td>
<td>Communication, problem solving, cooperation, and political and social participation and cluster design, environmental focus and access to applied technology</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Lector connection harbor and automotive course</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>Bert van Pelt (concept focussed, Shells the only thing they do is buy nice ideas. Comes from the starters and not the BP's and starters and deliver employment in the area)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Hans Beekman (strategic projects, creating a vision in the Stadshavens, Rotterdam)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>1. 4</td>
<td>2001 begins with a structure via Pernis in integrated 2. Development of a vision (or vision from the vision)</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tbody>
</table>

#### Description

- **Design concept**: 1. Idea center for applied technology (innovation) and 2. Project connection harbor and City Marker Study
- **Relevance, add**: 1. Development of vision (or vision from the vision) 2. Development of a structure via Pernis in integrated
- **Threats**
- **Opportunities**

#### Additional Notes

- **1. 4 years working at the municipality of Rotterdam at the 3rd architecture district, learning the Delta project 2nd round, and 3. 2002 Havenbedrijf (the voyeur) 5. 2007 contract for a new location for the Amsterdam course 3. 15 year contract bad economic times for mono-city Marten Struijs Lector connection harbor and automotive course
- **2. 15 year contract bad economic times for mono-city Marten Struijs Lector connection harbor and automotive course**
- **3. 2002 Havenbedrijf intention declaration Stadshavens, direction Stadshavens: 2005**
- **4. intention declaration Stadshavens, direction Stadshavens: 2005**
- **5. 2007 contract for a new location for the Amsterdam course**

#### Relevant Examples

- **Hans Beekman (strategic projects, creating a vision in the Stadshavens, Rotterdam)**
- **Bert van Pelt (concept focussed, Shells the only thing they do is buy nice ideas. Comes from the starters and not the BP's and starters and deliver employment in the area)**

#### Factors

- **Monument policy and cultural historic policy**
- **Bureau monumenten 10 people. 1. 4 years working at the municipality of Rotterdam at the 3rd architecture district, learning the Delta project 2nd round, and 3. 2002 Havenbedrijf (the voyeur) 5. 2007 contract for a new location for the Amsterdam course**

#### Challenges

- **Havenbedrijf & RACM see us as an intermediary between developers and the municipality.**
- **RACM can provide the city the freedom to deal with the preservation of the buildings.**
- **If it is hard to find adaptive reuse for these complexes, the city's interest in the area is high.**
- **The city can deal with the preservation of the buildings.**
Appendix B

Havenbedrijf strategy key figures

2. area plan Heijplaat Noord to develop this area instead of OBR
due to the interest of Havenbedrijf.

1. interest of Havenbedrijf, should not be
focused on the social historical value. Should
not be too much focus on the former
history of a place. That can make a place
dead. It has to be to the advantage of the
people. A variety of choices that can be
made to develop this area. Other
interests can be included.

2. commercial paradigm switch
at Havenbedrijf.

The commitment with municipality and
corporate shareholders to get
agreement on an open society as the
cornerstone of the project. That is a
decision now. That can be interpreted
as an opinion.

A. Havenbedrijf has reached a
point where more talk is needed.

1. needed an intensive cooperation
between the Stadshavens area development
team and the chairman of the board.

2. very intensive cooperation
between the project leader and the
corporate shareholders.

3. no pressure on the quality
was needed. The project leader
recognized that the project had
been started.

4. it is the conclusion, that the
area planning effort
is lacking. We propose all sorts of
wrong lists, we need to sort the
priorities.

5. the Stadshavens area
development team
and the urban planning office.

1. historical context requires
cooperation with strategic
corporate shareholders so it
can be a basis for the
direction program.

2. investment principle
does not follow developments.

3. no development condition
in the current investment
perspective. The interests
are to develop this area.

In the structure vision is decided to
preserve and strengthen the historic area.

It is a reconstruction of the area.

The open market area has taken
place. The square has finished the
second phase. It needs to be
completed. It is a project that
is not finished. It is an area
that is in development.

1. Crimson CHV, a
community for project
development.

2. learning on the market place
with the urban planning office.

3. last years there is a growing awareness to
develop this area. The question is should you
drag what you have or develop this area.

4. historic value.

5. lobby at all offices and not letting go
than a certain degree. In the
city of the objective of
the development.

I miss the integral vision and
taking chances in
other parties that are too focused on their own
interest.

Other parties are too focused on their own
interest.

Value report was an eye-opener for the
company.

Support from urban planners, Havenbedrijf.

2) The CHV is not clear yet what the
future proof so change need to come. The
structural vision is decided to
preserve and strengthen the historic area.

It is a reconstruction of the area.

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that is in development.

1. said to handle according to the Crimson
model, where the quality of the
investment is not important. It is
clear that the development
is not preservation. The development
does not follow developments.

2. need for development indeed
difference in level. Lobby at all offices and
not letting go than a certain degree. In the
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## Appendix

### Strategic Vision in Early Days

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<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/4/2004</td>
<td>Havenbedrijf established the Development Company Stadshavens</td>
</tr>
<tr>
<td>3/4/2005</td>
<td>Woonbron was established in the south area of Rotterdam</td>
</tr>
</tbody>
</table>

### About Stadshavens

- Established in 2002
- Municipalities: Rotterdam, The Hague, and Den Haag
- Development areas: City Port Academy Rotterdam (Stadshavens), Stadshavens, and HR

### Strategic Vision

- Integrated government in planning subsidies
- Established the Development Company Stadshavens
- Created a city academy in the south area of Rotterdam

### 2002 Resolution

- Municipality to wait for awarding the monument status
- Responsible for maintenance of the hall and rent
- Havenbedrijf to put out to contract
- Stadshavens to become the developer

### Woonbron

- Located in the south area of Rotterdam
- Development area for social housing

### 2008 Horizon

- 2008 Horizon was a development plan
- Stadshavens set up the planning group

### 2010/2011 Horizon

- Pressed to organize the City Port Academy Rotterdam (Stadshavens)
- Havenbedrijf not to put out to contract

### 2011 Horizon

- Havenbedrijf to become the developer
- Woonbron to stay in the south area of Rotterdam

### 2012 Horizon

- Havenbedrijf organized the planning group
- Stadshavens to develop the south area of Rotterdam

### 2013 Horizon

- Havenbedrijf to become the developer
- Woonbron to stay in the south area of Rotterdam
Appendix B

...creative problems/situations attractive for new business activity...
Appendix B

speciality of built heritage

Over the role of company schools of Albeda 5. Albeda asked to take a better image of the harbor. Harbor & education can make it more visible. 3. Aging of the harbor would close the harbor to public so this gesture to municipality of token can form the core of urban development. 1, 2,3

Olympic dames to redevelop the unfinishedness of the harbor and requested freedom for offices have bended over this limit. In opinion is figured out so 200 ambition 2. The unfinishedness of the harbor can make quality over decennia, investing in buildings for the historic value in the future. That is thus an expression of the harbor. that is what I do a few hours a week as a social worker. I would like to so my contribution and together. to breakthrough things that fit our freedom, fantasy, feeling of possibility how far can you direct developments. 2) it is important to look forward and not to sit still but you are in an equal position on the other side you are in an equal position. license of which the other is an agreement to prevent conflicts. One strategic or do you make such an agreement to prevent conflicts between parties. There is a basis to improve the outside space and make it more visible here related to the historic heritage. that is thus an expression of the harbor. that is what I do a few hours a week as a social worker. I would like to so my contribution and together. to breakthrough things that fit our freedom, fantasy, feeling of possibility. that is thus an expression of the harbor. that is what I do a few hours a week as a social worker. I would like to so my contribution and together. to breakthrough things that fit our freedom, fantasy, feeling of possibility. that is thus an expression of the harbor. that is what I do a few hours a week as a social worker. I would like to so my contribution and together. to breakthrough things that fit our freedom, fantasy, feeling of possibility. that is thus an expression of the harbor. that is what I do a few hours a week as a social worker. 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sustainability in industrial heritage

Many complex design tasks in urban development are nominated by the municipality and rink. It is nominated by the municipality and rink. Havenbedrijf should be preserved. Save for the future. With view this special part of Rotterdam’s history. Though for RDM much longer period the municipal monument would come from Zuidplein, we knew that Havenbedrijf is there for both parties. It makes no sense to speak. Find a way to deal with each other 4. cranes built in china the harbor. Harbor & education can make it more visible. 3. Aging of the harbor would close the harbor to public so this gesture to municipality of token can form the core of urban development. 1, 2,3
<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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<tbody>
<tr>
<td>WITH THE CITY OF AMSTERDAM</td>
<td>WITH THE CITY OF AMSTERDAM</td>
<td>WITH THE CITY OF AMSTERDAM</td>
<td>WITH THE CITY OF AMSTERDAM</td>
</tr>
<tr>
<td>1) Stupidest ever to say we need a knowledge economy, applied technology etc is knowledge development. A positive has been led away to individual competition. We need global strategies, MNE's, massive developed needs. Expert of profit not financially but historically in social terms. Integer maxes, economic crisis &amp; circumstances, diminishing transformation, \(30) of strategies, creating a common interest, taking copy the concept. Integer maxes, diminishing transformation, MNE's massive developed needs. Expert of profit not financially but historically in social terms.</td>
<td>2) Economic and energy crisis transformation needed energy to know how much knowledge institutions wanted, profit sharing. We need global strategies, MNE's, massive developed needs. Expert of profit not financially but historically in social terms. Integer maxes, economic crisis &amp; circumstances, diminishing transformation, \(30) of strategies, creating a common interest, taking copy the concept. Integer maxes, diminishing transformation, MNE's massive developed needs. Expert of profit not financially but historically in social terms.</td>
<td>3) Focus innovation, creativity, technique. Needed a lot of investment.</td>
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</tr>
<tr>
<td>3) In the beginning we succeeded to establish the product of the danishmaxxie and the \&amp; development company. Consequently we came \&amp; came to the conclusion that in Denmark maximized \&amp; concept 'Alden' calling Power to correct parties is needed to succeed.</td>
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<tr>
<td>4) The role you are given as heritage protector is caring, finding and preserving. To messe though that \&amp; development is needed and strategic.</td>
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<tr>
<td>6) Protecting the discussion versus participating in discussion is needed in development of artifacts.</td>
<td>7) Protecting the discussion versus participating in discussion is needed in development of artifacts.</td>
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<tr>
<td><strong>City Port Academy</strong></td>
<td>established by HR, Stadshavens &amp; Woonbron to develop and share knowledge for all kinds of issues taking place in the Stadshavens area. They organized meetings, summer schools for research and knowledge generation for Stadshavens. They were also supported by the province and the TU Delft. They also received support from the province due to new function of Stadshavens. They left as a partner, new one like new Stadshavens or Havenbedrijf never came. It will be continued with concept house village prototyping. New concepts research in cooperation with Rotterdam and Delft. The province supported Woonbron because it participated in the concept which companies can not understand. The project is to contribute to the knowledge development that allows in discussion with the under and HR.</td>
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<tr>
<td><strong>Business Case</strong></td>
<td>also works with business cases! Ambition and development for Heijplaat written in a business case. The range of investments and unfeasible investments. The ambitions of durability and all elements. Describe the value I aim to realize not just financial but also social value that I can accomplish. That has to do with first, second and third order effects that the developments bring. Each one set their own ownership. I invited parties to look together over the borders and set a higher ambition and to make a business case. Each one named their values and a common strategy for the area. This is what I aim for, a hell of a job.</td>
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</table>