

Appendix B

Qualitative survey
Analysis stakeholder interviews

Subject	Cor van Asch (spatially focussed)	pf	Bert Hooijer (environment, chances)	pf	Bert van Pelt (concept focussed, threats)	pf	Hans Beekman (strategic projects, creating dynamic in the Stadshavens, helicopter view, cultu hist herit as a mean to reach the goal)	pf	Floor van der Kemp (knowledge development, link village and RDM, Socially engaged, priest, most critical to all)	pf	Gabrielle Muris	pf	Jon van Rooijen (in search of commonness)	pf	Astrid Karbaat (the voyeur)	pf
involvement	1. personally 2003 in the preamble year of Stadshavens 2. continuation of Stadshavens: 2005 intention declaration Stadshavens, HR, Albeda, Woonbron. Havenbedrijf took it over. 3. 2002 Havenbedrijf purchases the area from Municipality idea 4. intention develop in 10-20 years, impossible high costs, area went downhill	1,2	2003 commissioned to find a new location for the automotive course	1	communication, problem solving capacity, anticipation on the future, avoid paperwork and stimulate doing, creating drive and focus in applied technology	1	Organizing a service or start or start through of a NV. That is what I'm doing here. Never more than 3-4 years. Stadshavens is a program that started in 2004 as no after 2,5 years both commissioners municipality and Havenbedrijf took out the plug because the process got stuck because of several reasons. I was approached to start up Stadshavens with a new organization, new planning and at the end also execution. That is what I have been doing now for 2 years and	1	1. 2003 began with a structure vision for Pernis en Heilijplaat 2. in principal I practice area development of Pernis and Heilijplaat but in an agreement with the board of Woonbron I practice one day a week knowledge development in broader sense, in collaboration with the other partners. A) because I like it B) because I think it is important to look forward and not to sit still and C) in construction you see that it is a traditional club and try to bring in an innovative way to bring people and knowledge together. to breakthrough things that fit our business. I would like to do so my contribution and that is what I do a few hours a week as a social task. That is why I never reject an interview. 3. personal interest influences my role. I represent an organization so I keep pace with the policy and how far I can go.	1,2,4	Muris in September 2007 in service of HR Jasper Tuytel asked her. Also paid by Albeda first post of cooperation. Decisions among the rebuilding where taken but then the question how to develop the campus further. Schools companies recruiting and work on knowledge exchange. 2) function is program manager, front office. Plays a partial role as process manager. Match and switch we are now in a professionalizing phase. making the organization formal in structure so stabilization.	1	they were part of Stadshavens project formally seen municipality Rotterdam self-responsible in the decentralized form of heritage preservation. Via bureau monumenten we are indirectly involved in the project. Formally seen they should come with plans and we look at them, advise and we will see what's good and what's not. That is a problem because developers want to have an idea in what to take into account. On the long term you can't have a sorted out plan. That is why we participate in an early stage to promote our interests and to search within the frames we develop without harming the cultural historic value or even better by using them. This resulted in a study of Crimson. Used as inspiration document to get a grip on the values. 2) I was involved from Stadshavens' first initiatives on in 2000. The Monument Selection Project was already there. Initiatives Havenbedrijf development Stadshavens where taken quiet soon. Initiative taken also now after the taking over of Havenbedrijf.	1	1.4 years working at the municipality of Rotterdam at the dSW as architecture historic. Bureau monumenten 10 people. Monument policy and cultural historic policy in the wider sense. Development history in search for characteristics and identify translate that to future planning, develop based on strong and weak points space for transformation and maintenance. 2. 1 or 2 years ago Havenbedrijf & Muni started making area visions in harbor. It is a natural process from both ways asking for cult historical value & making sure the plans being made are ok. once in a while sit around table to bring the value to the attention. 3. you can see us as an intermediary between Havenbedrijf & RACM	1,2,4
(contribution to) concept			1. idea center for applied technology Jasper and Bert 2. Lector connection harbor and city Marten Struijs	1,2	1. maximum connection schools and innovative companies 2. continuation education line 3. maximum transparency of technique	1	thinking from the content it was for me very important that the professional education became traditional. The professional education related to companies and 1 of the conditions to do this is to be present in the area and be in contact with the business. You go kind of back to the artisan school so port related educations need to be practiced in that field they need to be able to see and show how things work. and then you need to try, that is the quality impulse again to rise that, is my philosophy above the simple generation of internships and guest lectures. 2) I guess HR had the leads in the concept forming of RDM Albeda was also involved. Havenbedrijf and HR. Testing of feasibility. I am the one who makes sure the College van B&W or the minister of VROM OCW generates the national contribution but the real concept is most of all from the HR.	4-jan	1 higher value functions. focus on knowledge and innovation. Ideas like that fixed in time with Stadshavens. We came up with functions that suit the area like floating objects, live and work ships that kind of initiatives. Less relevant after North South deal 2. In cooperation with Cor en Hans Beekman thinking of the Brand direction building, powdering and moving (transport, energy and building on land and water.	1,3		RDM selected in inventarisatie project. Rotterdam in development and from that moment on the project starting a follow-up. Common interests and conflicts emerged. That's why agreements were made with Stadshavens.		It is hard to find adaptive reuse for these complexes the continuation of nautical actions is superb in the line of the history. Not a spot for something like the Tate Gallery because of the port activities. Intern ID glass houses is nice solution	5	
occasion			bad economic times for mono-functional harbor	1	search of HR for new practice room, Stadshavens got a clear development vision & Albeda needed to move	1		living survey of what to preserve, adjust and demolish and replace is the occasion to the structure vision in 2003						1	1	1,2
deal			1. 2003/2004 Havenbedrijf restoration outside HR inside, 2. 15 year contract	2												1
design cooperation school and companies					1. Knowledge contracts formally enclosed with the RDM 2. Acquisition team with 2x HR and me, judging companies on reciprocal surplus value. To offer knowledge and development: expertise: HBO & TU Delft & Building prototype: Albeda & relatively low rent. Demanded Relevance, attractivity, add something, suitable for practice assignments. selected? rent contract with Havenbedrijf	1,4	so the second part is that innovative companies come in and that you try to come to product innovation in knowledge contracts. So you facilitate starters to come up with innovative things, large companies come from starters and deliver employment in Rotterdam, MKB 85-95% of Rotterdam. So the employment impulse as the innovating power comes from the starters and not the BP's and Shells the only thing they do is buy nice ideas. that is different than self developing.	4			initially a steering group RDM with Havenbedrijf, Woonbron, CVB chairman.					

keyfigures	1. Jasper Tuytel initiative to locate at RDM	2	Jasper Tuytel (College van Board) in infrastructure relation municipality (Rotterdam Advisory Board)	1,2	Piet Belcloud in problem youth	3	Jasper Tuytel took risk, showed guts and persistence to do what he did. The idea wasn't that obvious for everyone so he absolutely played an important role. The idea evaluates though. His plans 5 years ago where different from form and layout but that is great it shows that it flexible.		Jasper Tuytel chairman takes things to another level. Lobby at all offices and not letting go than it must be realized and money need to be found. Than it succeeds	Jasper Tuytel, Chairman of the college board HR, Piet Boekhoud, Chairman of the college board Albeda, Wil van de Hooi, Development company Stadshavens, Cor van Asch, Project leader Havenbedrijf, Bert Hooijer, director HR Construction and business, Frank Rieck, Lector and chairman of the development team, Bert van Pelt Project leader Albeda, Floor van de Kemp, Woonbron.			Cor van Asch & area manager Edwin Hupkes have affinity with cult historical value	2		
strategy		2	1. connect with municipality and company objectives 2. get public, private and knowledge institutions together 3. surf on hype and trends 4. connect indissoluble with the plans of municipality 5. lobbying	2 & 4	1. Bottom up initiative maximum cooperation 2. with strategic vision company cooperation came in 3. economic development needs experts- investment principle 4. doing is priority	1,2,5	phase can be passed. Then a new direction/management is needed who manages that and makes sure the execution is done in time. Then no new things will be set up. Then there are a couple of inv's, joint ventures and concessions and all sorts of investors who are actively involved in developing this area. the Stadshavens area is an area of the size of the municipality of Gouda that needs to be mapped. you can extract three phases. The first one is that you need an organization that is adequate but also positioned and therefore is accepted, taken serious and being prioritized by the ones involved. This phase is finished. the second phase is that you need to get an idea of when does Stadshavens have success? Where we need to be in the region 20 years from now? What needs to be done? In short we have formed 2 targets and 3 ambitions. You always need to keep it simple and keep the overview. first target: a new social economic structure. you need a couple of things for that. This area is lacking, we propose all sorts of wrong lists, we have a low employment rate we are not future proof so change need to come. The second of the target is that you need the	1,2,3	1. in the structure vision is decided to preserve and to strengthen the historic prewar part. In that sense image quality plan (I) and elected buildings with a high cult historical value. After war a area elected to be demolished due to problems technical and vacancy. We spoke to heritage preservation. 2. expanding not possible so hoe how to give the area higher value functions. focus on knowledge and innovation. Ideas like that fixed in time with Stadshavens 3. integral vision on area and take chances. 4. as a priest preaching to look over borders for extra values. now result with urban plan for RDM area. urban planner, Havenbedrijf talk with Wo13 Bronbron for links in opening up the area. I involved the ds w and partial municipality and it looks like we are naming qua structure vision an area in which Heijlpaat belongs to Stadshavens area, name ambitions and work on them together. Took me 3 years. 4. (Geen suggesties) focus on the red world dynamic, undertake extravert private commissionership	1,4,5		hard enough, we do want cultural history to get a strong position in the plans. we want to be informed. We follow developments since it is an interesting development on knowledge level. Making agreements to start up a project that means that we look at that in a development minded way. What are the possibilities of preservation of cultural historical values. 2) The intention was to see what we can do for each other and to help. Based on the conversation, Havenbedrijf commissioned a urban planning office to study the development potential of the area. 3) You should not have it from legal protection but from the acknowledgement of the interest. in that one case it is for the Havenbedrijf more not knowing than not wanting but on the other side is making money for the city the objective of the Havenbedrijf. You need to be aware of that things. From there we look hoe we develop where we can make money and how we can preserve cultural historical value. where are the borders and	1,2,5	1. unconstrained sit around table keep an eye on developments and persuade other of cultural historic value. Support from urban designer & planner & Havenbedrijf 2. telling the story of cult. hist. the trend of cult historic's qualities in redevelopment. Rotterdam is a city in movement inherent to the Rotterdam way of cult historical to redevelopment. Rotterdam requires the position of development and not preservation 3. need to go with the time and not hold on to old habits need for development indeed difference in old and young ones at RACM	2,3	
in general about stakeholders	28 may 2008 gate open for Heijlpaat habitants. Public space	2	1. very intensive cooperation between municipality, Havenbedrijf, Albeda & HR 2. RDM development team	3	foundation industrial heritage holds its yearly conference here	6	we do the mapping and prioritizing obviously in cooperation with many other parties, Municipality, OBR, Gemeentewerken, ds w, council, regional environment services, Havenbedrijf, you see that everywhere on national level you have the contram and are we a part of Randstad urgent and as a prioritized traject there are also 5 departments involved and investing money, then you have the Central Planbureau who guards all that. You see that with the Province but also reflected in the knowledge institutions as the TU HR Erasmus Wageningen and so on. Also a couple of companies and corporations of course. the fun or the challenge is to streamline the vision, philosophy, ideas and above all planning of all parties in the same direction. that position has been reached.	1	I miss the integral vision and taking chances in other parties that are too focused on their own area. And go for the interest to realize their own story. My social interest is wider. Everything that happens around the village is of influence so village is primarily my concern but not the only. I cant say that I can direct it but I can manipulate/influence it to accomplish the best result for the inhabitants. 2. different situation and agenda of all parties complicates common strategy 3. ds w (Geen suggesties) want to solve own problems don't have time to look over borders.	4		Together with the OBR they developed a strategy on how to develop best. One of the aspects how to map the area, interest users, and attract. That can be done by small initiatives, manifests, restaurants with a boat. That is how you make it alive. At the end that grows a school want to move there, also the academy, the question is should you take that out of the city? on the other side there is an attractive environment for education and students (or vice versa?). Discussion we preserve, they handle it with respect and want to connect a potential use to it.	1-feb	1. Crimson CHV in commission of project bureau Stadshavens in cooperation with municipality and RACM 2. others are willing to look for possibilities for reuse and preserve. 3. last years there is a growing awareness to connect the history to the future plans. The willingness to develop this is growing. the story of the RDM is known.	2	
about Havenbedrijf	1. interest of Have. should not be underestimated RDM in between essential harbors that continue economic development that is partially the reason why they chose to develop this area instead of OBR 2. area plan Heijlpaat Noord including Quarantine area	2	1. paradigm switch Havenbedrijf 2. commercial minded 3. needed lots of talk and persuasion 4. only in 2006 independent from municipality - private company difficult to convince but strong argumentation and choose to go with the experiment	2,3	1. invest millions and tend to end up in a break even situation 2. surplus value versus quality knowledge contracts creates friction but once every 14 days meetings 3. no pressure on the quality demands of the contracts with companies 4. social responsible enterprising & strategic interest so difference between exploitation and investment perspective. interest is to have enough expertise in the future harbor	3,5							have land, an owner what is in the way I demolish and I can store large offshore pieces in depot. So Rijksdienst urged them to consult a urban planning office to study it. Based on a plan like that we can make agreements. We are open to develop the area we get that it is essential and that it is just a matter of time when nothing happens. In February 2009 a assignment is formed. 2) For me it is not clear yet what the Havenbedrijf has in mind. doesn't mean that they don't have it clear. maybe they are struggling with that I understand that they fall back to their core business. The cultural historic value report was an eye-opener for the Havenbedrijf. Monument doesn't want to be a burden they are willing to help. Policy is directed to development preservation Belvedere. 2) we are involved with the Havenbedrijf as one large owner... They don't have a project office as far as I know(?) 3) Havenbedrijf is powerful and also politically, the port officer can tell the officer of Monument to back of. That is	3	1. said to handle according to the Crimson rapport 2. Cor van Asch takes the cult historical value as given and has affinity with it. Edwin Hupkes area manager the same. On same track with monument. 3. interesting to see how Havenbedrijf deals with it. reaching the targets, accomplishing the numbers in the combination with being inventive in cultural hist. this takes effort and investment	2,7

about municipality			1. pressed to organize transport-city council decided: 2010/2011 2. without full support & belief of government it won't succeed 3. lobbying 4. integrate in short time spans of aldermen	3,4	1. Help government in requesting subsidies EZ. Pieken in de Delta, European subsidy for special facilities 2. creative economy we just throw up the ball and it is caught due to status 3. support and enthusiasm of Aldermen and mayor 4. let us free but involved	4,5,6				Formally the municipality has the responsibility, though not formally documented. They inform us. The contact and agreements are done at a municipal level between Havenbedrijf and bureau monumenten. The agreement is that we meet on the moments when documents like a urban plan is released. Then we sometimes have a larger general meeting. As Rijksverheid we are on the main lines. Actual exploitation is on municipality level. So the municipality coordinator participate and inform Rijksdienst. We protect cause interest on national level.	oral deal between Rijk & municipality, not to be found in formal documents is curious. Decision of municipality to wait awarding monument status taken when the Havenbedrijf was leaving, the area would become more urban and the concept and plan on Stads Havens was started. Now that's in the mix, they were supposed to look further after cultural historic exploration. 2. We work for the municipality officers and major, we have to find the common interest with other parties. 3. has a double role as interest in the local economy of the port Havenbedrijf and on the other hand the heritage policy 4. RACM legitimacy and authority to preserve	1,3/4, 4	
about Albeda	1. in the building in continuation of the RDM office school. 2. looking for another room due to arbo legislation 3. We connected Albeda & HR with the intention declaration as a result in 2005	2	1. was already there approached for cooperation convenant	3									
about Hogeschool Rotterdam	1. wants to make the step to south. First another building. Jasper Tuijtel initiative. 2004 Teachers not amused 2. We connected Albeda & HR with the intention declaration as a result in 2005	2			1. surplus value Havenbedrijf versus quality knowledge contracts creates friction but once every 14 days meetings 2. 2006 scared with problem youth Albeda in one area got solved 3. took lead in requesting subsidies	3,4		In corporation with Stads Havens, HR and Woonbron City Port Academy established.	3	Plays a part in the outcomes of the research. It is a suitable user for the large hall. But how long do the schools stay. Development needs to give a vision over a long period. The school function is given a chance to map RDM. It isn't sure though for how long they will stay and what the effects are. Will they generate new developments.			
about woonbron			1. one of the initiators 2. area development got on background 2006	3	Social domain Heijplaat in redevelopment	1				was planned to do the maintenance of the hall and rent it and to invest in the ship. Didn't happen. Expenses of the SS Rotterdam ship. Despite directional agreements Woonbron couldn't make it happen financially and that's why they dropped out as investing party. They do have a lot of contact and cooperation in projects that will take place. In area development it remains an important party.	3		
about Stads Havens	1. 2002 resolution municipality to erect 2003 preamble year 2004 Development company Stads Havens erected formally also the independence of Havenbedrijf (see environment) 2. coordinates but doesn't execute	1	project group assigned to develop the south area of the harbor	4	strategic vision in early days	1		1. in the time of the structure vision the development company Stads Havens started with who we directly signed a cooperation contract and agreed that we would look together to that part of Stads Havens. Together with Ria van Oosterhout en Cor van Asch they searched for development possibilities, name chances where to aim for. 2. in cooperation with Stads Havens in the first period we established the City Port Academy Rotterdam (Stads Havens, Woonbron and HR.	1,3	Stads Havens NV just a little mandate and little budget so for the execution of plans they were dependent on Havenbedrijf. Period 2004-2005 development company Stads Havens. Munit together with EDR and people HR and Albeda and Stads Havens meeting at the area.	develop the area. That is what you see in Copenhagen where the port company owns a lot of land but doesn't use it. there are potential landowners but they can do 2 things sell it or develop it themselves. Not a specific role of Havenbedrijf. When Stads Havens becomes the developer it will be more profitable. Stads Havens set up by Havenbedrijf not to put out to contract. 2) Stads Havens organizes the planning but Havenbedrijf says it is about our port business. Back to original objective, we want to do something with cultural history but we need to make money with it. The answer of the first conversation because we saw emerging a risk, it started with the plans on a yacht and ship wharf. Havenbedrijf saw the forge as an obstacle. They gave their own content to it. So a while ago we announced in a conversation to the Havenbedrijf that that was not the deal. We have an agreement with Stads Havens and develop it fine but it needs to be done in respect to the buildings. But that is	the dismantling of project office Stads Havens caused that fixation of the Crimson rapport got lost. 2. project office Stads Havens played an important role in making people aware of the cult historical importance of the complex. It is a theme. Awareness is there.	2

<p>change Stadshavens from urbanism to nauticism for RDM/north south deal</p>		<p>Pressure of urbanism makes a difference but opportunity to use the headquarter and spread over a substantial area on which we can work</p>	<p>4 slowed down the process of decision-making and caused friction</p>	<p>6 The split up didn't cause the shift to nautical instead of urban destination. I OBR and Havenbedrijf where the only commissioners before. What we did is choose of another concept. The Stadshavens Old just because it was a NV has given an own content to the area and set up quality demands. A bit extreme but it clarifies directly. They got in the situation where the Havenbedrijf was told how to handle a container terminal and how to exploit best. The Havenbedrijf knows that themselves. So that process was one of the reasons that it clashed, at the end Stadshavens was one of the parties in the area that called. Havenbedrijf also called something and the dSv also and so on. There was no directing power.</p>	<p>6 irrelevance of adding housing clear after north south deal (that the north would become more urban in the future and the south more port related and maritime). However we kept on joining thinking about developments on RDM because it influences the village 2. Havenbedrijf became important player in the area - border made tidier and less. in the period of Stadshavens I discussed a lot with Cur about possibilities of floating and special objects, or role became less when Havenbedrijf could decide themselves. Less deliberation rumors come up not invited on the table. we are talking about discussion how to opening up infrastructure. Havenbedrijf tells fine but you pay then, input means contributing financially, more tied down. 4. different interest between Stadshavens and Havenbedrijf, development company can freely develop plans they don't have to invest. Havenbedrijf needs to pay so has a business case with targets.</p>	<p>2,8,9</p>	<p>Stadshavens didn't make it was probably too heavy after all. The consequence is that the Havenbedrijf took it back. They are developing themselves right now. (?) ambitions are set. The growth of 60000 houses in the complete Waalhaven area seemed to be too complicated. They focused on RDM and space for new companies, there you do find back the idea of the RDM as historic core of new developments somewhat. The ambitions are there but the direction is on how the RDM can be used to stimulate new business activity. Another approach if you ask me.</p>	<p>no problem for the moment head offices can maintain their function. The Gieterij is a building that can play a role in the urban development in the area. These should be remained</p>	<p>6</p>
<p>problems /complications</p>		<p>critical moments with permission dS-V licenses, sound contours & building requests: succeeded but took a lot of tug-of-war, competition and nepotism and bobo talk even the mayor had to step in now and then to get things done</p>	<p>4 1. needed to find each other different opinions led to tensions 2. 2006 HR scared with problem youth Albeda in one area, got solved</p>	<p>3</p>	<p>1. vacancy and construction problems old part Heijplaat elected to be demolished 2. the law on noise pollution made expansion impossible. Still discussion due to less inhabitants 2. difficult to put on the market since the community has become less tight 3. no integral vision of partners in development 4. parties need to make clear the targets and ambitions and collect them at a higher level. parties focus on own islands which makes creating more value impossible</p>	<p>1,2,4</p>	<p>April 2007 had to make sure the 1.5 million of the municipality was transferred to Havenbedrijf. Official services got involved. Tuytel and Boekhoud inquired if the mayor was at home. Tuytel was so tired during with the project and set an ultimatum: Does the city want it or not? What is of greater importance than just the city? Exciting meeting with mayor Ivo Opstelten. Things needed to get arranged. This is the moment where the transport got arranged.</p>	<p>1. Difficult task for reuse not a small area with a couple of buildings. Havenbedrijf is the owner and the harbor is still in use as one of the most important motors of the city. 2. not familiar with development issues of the schools. Not deeply involved, not involved with restoration since it is no monument, at the point that the premises get destroyed they will step in.</p>	<p>1,5</p>
<p>potential problems</p>		<p>with heritage preservation but no monument yet</p>			<p>1. underestimation of Havenbedrijf of cult historical value. Timmerloods neglected. I strive that it doesn't happen. But it is a hell of a job to make a durability vision that fits under the umbrella of the complete harbor area. Where we make a couple of anchor points with each other I'm convinced that when u preserve the buildings at RDM terrain and design the outside space well you can generate lots of value that can translate financially in time. 2. problems with social property like a multifunctional centre creates spillovers, so generated value but not directly financially, complicates investing since you can not own the values. 3. hard to translate financially and socially in surplus to convince parties to invest, we are developing a method to measure it. 4. short term interest versus long term interest. demolish quarantine area for harbor activity or invest make quality not just modernize and develop pearl on the Maas 5. problem is the switching between Stadshavens and RDM. connection needed. centralize provisions between harbor and village</p>	<p>5,6</p>			
<p>creative economy</p>		<p>(adapt to the creative economy policy) attracting youngsters, enhance labor productivity</p>	<p>4 1. bottom up initiative 2. stupidest ever to say we need a knowledge economy applied technology integral in knowledge development practice has faded away in this picture & competitive advantage with China?? (vs. strategy HR) 3. economic development needs experts 4. busy integration in creative economy with ontwerpers nu innovatie office furniture, still exploring focused on applied technology, design platform comes talking so now and then</p>	<p>1,2,5</p>	<p>5 you come from the municipality: is this embedded in the creative economy? Yes it is. Especially if we have product innovative companies. Finally it is just a question of labeling. Everyone has their own label for it. But if you let it in the whole liveliness work in what the story of the 2 axis means and you look at the creative making industry then you can see that that is happening. And what you will is that the complete region of Delft Rotterdam will develop market and acquire companies together. the model of Eindhoven Philips the municipality university and Siemens is an example. It creates an open innovative space and creative making industry is part of that. logic combination of TU HR Practice. It could be nice if companies like ship wharves and yachts would come back. at the end that should lead to a creative making industry/mechanism</p>			<p>1. combined action and cooperation between colleagues that know what kind of economy is situated at the location. Connections emerge spontaneously.</p>	<p>5</p>

	startup place with attraction which can form the core of urban development.	2,3	1. spark of area 2. financially we are crazy to do so	4	roots of applied technology and social domain Heijlplaat	1	1.RDM/Heijlplaat 2.knowledgedevelopment in broader sense, in collaboration with the other partners. A) because I like it B) because I think it is important to look forward and not to sit still and C) in construction you see that it is a traditional club and I try to bring in an innovative way to bring people and knowledge together. to breakthrough things that fit our business. I would like to do my contribution and that is what I do a few hours a week as a social task. That is why I never reject an interview.124	3							
motivation															
interest/reasons	1. gesture to municipality of token directions 2. SP5 code after 9/11 closed the harbor to public so this can make it more visible 3. aging of the population and unsexy image of the harbor. harbor & education better image 4. cranes built in china but maintained here important role of Albeda 5. Albeda asked to take over the role of company schools	3				1) we blow new life into the rare cultural historic heritage. that is thus an expression of but it actually has more to do with the other component and that is that you want to bring dynamic in the area. this was a dead, left and forgotten area. we have the same in Vierhaven, the area is gray, has no identity not even a vision on the future. So you want to initiate something. And on the moment that we had the 2 schools we knew the students were coming we knew, we knew that a bus boat needed to come, we knew the bus line would come from Zuidplein, we knew that Woonbron had to do something with student housing, they promptly start renewing the old Heijlplaat so it means that Havenbedrijf needs to improve the outside space and make it available. Shortly you create a dynamic in which when the match is lit all parties react. 2) Also a personal joy attached! 6 years ago I worked at the economic affairs at the city council and there were the first plans for this spot. Then there was a shortage of 1,5 million or something, that is of course really hard to arrange that ground exploitation and exploitation of patents. It is of course very	3	1. reason to keep involved is the interest to control what happens on ram for the strategy. Involved in development of Stadshavens period and now the Havenbedrijf due to the infrastructural issues. Development of RDM has positive as well as negative effects with eminent functions as in the past and knowledge development. 2. personal interest influence my role I look for balance. I get freedom from the board to think and look further than just renting and developing housing, the social side. also looking for an integral energy vision for Heijlplaat and RDM. 3. social value on a higher abstract level to accomplish your targets.	2,4		story tells itself more or less flowing on the trend				
built heritage			proven quality over decennia, freedom, fantasy, feeling of surplus value. 'You', kind of ambition 2. the unfinishedness is inviting to creative students	4,5	1.Piet Boekhoud in love with the area saw potential for youth in it when the school went broke 2. Open a ambience of building stimulates students 3. It is impossible to work optimal if you don't love this area, we need to make it. kick of reviving Headquarter 4. advantage of RDM is that it is directly mapped	3,4	The combination, the joy is that you give a second life to cultural historic heritage that you do something for the habitants and that you do something with that that fits in the targets of the area. This is thus the social economic structure. The physic transition is not more that a mean to reach the social economic transition, that is the real aim. You can make that visible here related to the environment. what also of great importance is in terms of support are the people of Heijlplaat who had the idea do something with the area. they see that it is not demolished without a second thought but that we give it a second life. and they are generally very pleased with that. It is an interesting social process to see the village changing, they have to say goodbye to the past.2) why it is important for me? 1. I'm convinced that it is of importance to save this sort of cultural historic heritage. 2. then you need to give it a proper function and that is what we did with HR and Albeda 3. it adds to the objective to of the social economic structure of such a concept. 4. it gives me a sort of dynamic in the whole city port area in which parties and corporations will see that it are not just nice ideas but that the initiatives	4,5	cult historical value personally I think it is absolutely of value. But depends on the person. I'm afraid that the Havenbedrijf still underestimates that. 2. I'm convinced of investing in buildings for the historic value in combination with a good infrastructure and architecture with green you can make quality that exceeds all expectations.	5	power of cultural heritage Hotel New York deserted area create an image when you bring people. The same idea did Stadshavens have for RDM. 2) it is no monument yet but there is a certain freeness of engagement. It is selected but we leave it open to develop that is a strategic choice. the possibility to declare it a monument is there but we want to fight it out together. protection can be a reward of what is still right to fix it in the further future. On the other strategic or do you make such an agreement to prevent conflicts between parties. Then a party has a license of which the other is dependent. that works limiting in the way you work together. On the other side you are in an equal position handling the assignment. Willingness to speak. Find a way to deal with each other for both parties. It makes no sense to force things upon others, complicated processes just make the relations more complicated.	4	1. redeveloping- preserving and transforming 2. we speak in terms of cult historical value based on a set of criteria to judge the cult historical value. Set of 5 values soc eco value like the RDM, urban design value, arch value, typological value, representative value, scarcity value. national heritage versus municipal monument	3, 4-5	
how to redevelop			1. each discussion or difference in opinion is figured out so 200 offices have banded over this case 2. slowness built in process no master plan or Olympic games to redevelop areas 3. facilitation no management 4. tend to boost a couple of places and connect later	5	experiment sustainable find out the way it works climatologic, use own knowhow	1	in first instance wanted to make a garden village but in panel discussions with interested people it seemed that they wanted the dynamic of the harbor and requested freedom for undertake. Rather restoring a storage house and using the noise and life of the harbor for their activities. reciprocal influence from Havenbedrijf RDM and Woonbron Heijlplaat. so attempts to connect the village with the port for a better cohesion.	2-mrt	What direction, port related or public area? living or working or education? in how far can you direct developments. New companies/concept. Choices are an consequence of the development process of which the Havenbedrijf maybe doesn't think that much.	2	1. longer term shows that harbor area will be left exkop van Zuid more space for urban development. Though for RDM much longer perspective but from cultural historic point of view this special part of Rotterdam's history should be preserved. Save for the future. With what can you come up to keep the part of the harbor in use while preserving the buildings. In that process I represent the cultural historic side to preserve 2. redeveloping- preserving and transforming	1,3			
speciality of RDM					1. experiment of education and sustainability of the building 2. contribute to the knowledge of sustainability in industrial heritage	1,2	1. The village is originally built by the RDM and grew due to the increase of activities. When the RDM went bankrupt the housing corporation was supposed to exploit the complex	1	Buildings like van Nelle used to brand special exciting different place in desert port area. To distinguish.		nominated by the municipality and rink.				

environment (see also strategy: trend and types)	1. Stadshavens 50-50 participation and investing municipality and Havenbedrijf (in independence of Havenbedrijf) 2005 Willem Scholten-gate new ideas and structures: Rijk (now Rijk 1/3 Municipality 2/3) shareholder Havenbedrijf NV on the condition to draw back to the core business. 2006 led to exploitation agreement in which a) NV abolished - project firm exploitation competence to Havenbedrijf, OBR and municipality	1	1. economic and energy crisis transformation needed anyway so knowhow knowledge institutions welcome 2. profit focused less social responsible enterprising 3. lack of laborers in near future companies try to get closer to education: helpful in creating a common interest	5,6	1. stupidest ever to say we need a knowledge economy, applied technology integral in knowledge development practice has faded away in this picture & competitive advantage with China?? (vs. strategy HR) 2. economic development needs experts 3. profit not financially isolated but broader on social level: integral chain, economic crisis & circumstances, diminishing unemployment 4. lack of strategic vision in other education institutions who copy the concept 5. despite crisis still interests in company part 6. social domain, employment, making technique visible, practical education	2,3,4,5			4			1. help of the awareness of importance of cult historical value at partners. 2. the location makes it easier and more difficult the infrastructure but at the same time the lack of infrastructure makes buildings remain longer. Needed a lot of investment.		
common interests versus individual interests			identifying common interest by trends, policy, situational factors such as complexity demands multidiscipline open source talking and negotiating	6	social responsible enterprising & strategic interest Havenbedrijf so difference between exploitation and investment perspective. Interest is to have enough expertise in the future harbor	5			4,7			1. important to look for the common interest with other parties so we need be cooperative and willing to look for solutions in preservation. 2. Economic factor versus social economic factor 3. I believe that the RDM lives and that people talk about it is the potential of the area	4	
stereotypes			1. differentiated construction world makes unsustainable... 2. construction fraud 3. costs of failure have to be taken out by looking at the working out phase in the design phase 4. the consciousness comes that different disciplines are needed in large projects: not just design, construction or financial perspectives (quality price relation) need to see different perspectives at the same time durable, innovative & social responsible enterprising. 5. difference in fire fighters of Rotterdam & Amsterdam. 6. Harbor master doesn't want to adjust. not everybody looks over own borders. Personal issues/interpretation of assignment 7.	6		6					The role you are given as heritage protection is caring, holding and protecting. That remains though that doesn't mean that we are not willing to develop. That develops slowly. Sint Job schepen for example was a great operation in the name of development in houses. It is possible to operate drastically with remaining cultural values. The new approach of being involved at the first moment requires an open mindedness it is not testing the plan. That requires time to settle here. You need to direct ideas from zero. Critics are generally scared to participate thinking in the process that is nothing yet. You need to participate in it and not just the plan in front of you. It is no cultural legacy yet. There are sharp contrasts which are used in the RACM as protector or the participatory in development. Protecting the discussion versus cooperating to chances in development requires alertness.	3	1. In this case no issues with stereotypes but I can imagine the fear for heritage preservation. Movement from both sides caused that Havenbedrijf & bzm met frequently. 2. conscience taking up the position of preserving but moving looking for borders of development made friction minimal (Nijhof: difference between new en old garde?). 3. I agree that there is a shift in the last years in monument care where they take up a position that is more development directed	3
qualities that made it work					communication, problem solving capacity, anticipation on the future, avoid paperwork and stimulate doing, creating drive and focus in applied technology	6			5		1) good network in the different sectors: technique commercial education, Corus, HR innovative and externally with this team manifest. 2) Stadshavens starting over so wanted something 3) they fit in many subsidies education, innovation, creativity, technique. 4) focus		The urban planner picks up the story. Awareness of the value.	
spatial developments	What besides school? Division between RDM east (harbor) west (urban)	2												
interaction with the alderman													combination of consultation between alderman of participation and culture, alderman spatial development and alderman of port	4

City Port Academy						<p>established by HR, Stadshavens & 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. Consequently organizations like engineer office Arcades and Gemeentewerken Rotterdam 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. will be continued with concept house village prototyping RDM HR Albeda research tests and concepts on the market. That is my role from Woonbron because I participate in the CPAI will at companies that are interested, generate project to contribute to the knowledge development but always in discussion with the Albeda and HR.</p>	3					
businesscase					<p>also works with business cases!</p>	<p>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. look over the borders of the village. not always appreciated by the Havenbedrijf. But I see it as my obligation an responsibility to do it. the business case exceeds our ownership. I invited parties to look together over the borders and to set a higher ambition and to make a new business case. each one should set goals and results. Let each one name their values to get a common strategy for the area. this is what I aim for, a hell of a job.</p>	4					