# RESILIENT BOTU 2028.

TOWARDS THE URBAN SOCIAL AVERAGE IN 10 YEARS.

## TOGETHER WE MAKE BOTU.

ROTTERDAM.
MAKE IT
HAPPEN.

# PREFACE.

Together we make BoTu.

We are proud, of both you and your neighborhood, where you live and work happily. A neighborhood that has proven to be able to withstand setbacks through a strong community. This bond, coupled with concrete solutions, is the foundation for the future for Bospolder and Tussendijken.

The start of the ‘Resilient BoTu 2028’ programme was a visit to Brownsville, New York, in 2018. There we saw what is possible when residents and organizations work together to raise the neighborhood to a new level, to make it resilient. Thanks to them, Brownsville has become a safer place, where people now look to the future. This has touched us, but above all, it has inspired us.

Consequently, the college of the mayor and aldermen wants to make space for you. Space to do things differently. Space to do things together, just as the residents of BoTu want to! Use this space. Together we make BoTu!

**Ahmed Aboutaleb**
**Mayor of Rotterdam**

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# INTRODUCTION.

**In the programme Resilient Bospolder-Tussendijken 2028 we work together with residents and businesses to bring major improvements in the Bospolder-Tussendijken (BoTu) district. Our goal is to make BoTu the first resilient district of Rotterdam within 10 years.**

This programme describes the major themes and challenges in BoTu, the actions we want to undertake and the main locations in the district. The municipality, market parties or local bottom-up initiatives cannot accomplish the goals alone. That is why Resilient BoTu 2028 is above all an open programme.
It is the launch of a proces in which new alliances are formed in order to improve the living environment,quality of life, engagement and capacities in the district.

In doing so, we apply the following shared values:
1 People come first.
2 Integral co-operation in and with the district.
3 Innovation with the market and society.
4 Transition; change and experimentation.
5 Learning by doing

**The programme welcomes everyone who wants to join. Together we are BoTu. Why not join us?**

| | | |
|---|---|---|
| DELFSHAVEN COÖPERATIE | IABR– | Havensteder |
| ABEL | Bospolder Tussendijken | Gemeente Rotterdam |
| wmo radar | centrum voor jeugd en gezin rijnmond | stichtingjoz.nl |
| CULTUUR CONCREET | Eneco | Your logo here? |
| Your logo here? | Your logo here? | Your logo here? |

# RESILIENT BOTU IN 2028.

## MOTIVATION

Rotterdam has positively developed in different areas over recent years. The city is doing well, and the same goes for BoTu. The strategy of the past four years has been succesfull thanks to close collaboration with residents and partners. Recent scores for the district profile show that both Bospolder and Tussendijken have been seeing an upward trend in the safety index, the physical index and the social index (www.wijkprofiel.rotterdam.nl).

But success should not be taken for granted. BoTu is still lagging behind in the social domain in particular, with scores comparable to those for the weakest districts in Rotterdam-South.
BoTu has an above-average number of residents who do not have a diploma or do not have the right diploma, who feel lonely and unhealthy, depend on welfare and/or are battling serious debt. The residents of Tussendijken rate their quality of life lower than anywhere else in Rotterdam.

There is also good news. Bospolder and Tussendijken both score well when it comes to connectedness.
Residents feel connected with their neighbourhood, are involved and want to invest in the district. The turnover rate is relatively low. The district's location and accessibility, its many facilities, numerous community networks and small-scale initiatives all play a part in this.

It is precisely this positive energy and the many cooperative ventures in the district that offer opportunities for continuing the upward trend in the social index in BoTu seen over the past four years. The district's relatively small size and developments in the vicinity also offer good starting points for making BoTu a resilient district, in this way enabling the jump to the urban average. The political and administrative will to press ahead in BoTu is made clear in the 'New Energy for Rotterdam 2018-2022' coalition agreement of the mayor and aldermen, in which BoTu is mentioned several times and in relation to a number of areas.

### Definition of resilience

In order to increase the resilience of the city of Rotterdam, since 2016 we have been working on a resilience strategy. Resilience is about how well individuals, municipalities or organisations are able to handle changes, shocks and tension in their lives. How they respond to, recover from, adapt to or even transform in response to change. The vision and ambition for BoTu is to be a resilient district, both socially and physically. The Resilient BoTu 2028 programme wants to help BoTu residents become sufficiently resilient to be able to handle challenges and change in their lives. Its aim is also to equip the district to deal with changes in the context of energy transition and climate adaptation.



## HISTORY IN BRIEF

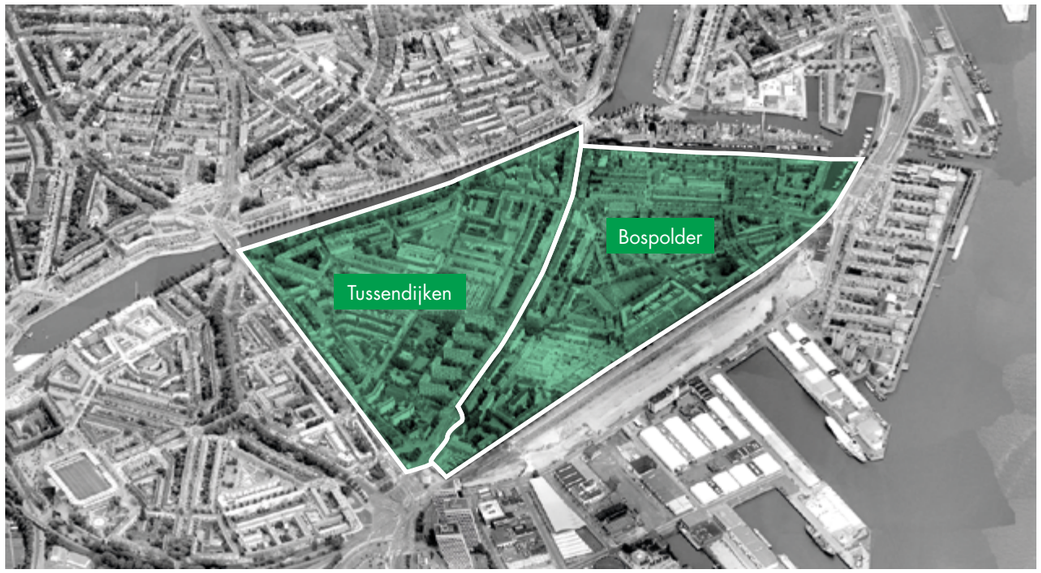
Its early history demonstrates that BoTu is capable of withstanding shocks. The district was built between 1910 and 1930, in the same period during which the port area was expanded. Bospolder was known as a working-class district, while Tussendijken was a middle class district.
On 31 March 1943, the western section of the district close to the Marconiplein was hit by an Allied bombardment on Rotterdam-West. This is known as the Forgotten Bombardment. A total area of 18 hectares was destroyed. Hundreds of people died and thousands became homeless.

It took until the 1960s for the devastated streets to be rebuilt. Park 1943 was built on the rubble, in the heart of BoTu.

Urban renewal began in the 1970s, with a focus on social housing construction. Thanks to a combination of inexpensive housing and the availability of unskilled work in the port, different groups of migrant workers laid down roots in BoTu. These migrant workers and their descendants explain the varied demographic in the district today.

*75-year commemoration of 'the forgotten bombarment'*

# BOTU IN NUMBERS




The districts of Bospolder and Tussendijken are around one square kilometre in size. Together they account for 7,000 households with more than 14,000 residents. Both districts have a high population density, and there is a high degree of diversity among the residents. Approximately 80% of the population is made up of 'new Dutch' and nearly 70% of residents have a non-Western background. In addition, the population is relatively young. There are more 0 to 14-year-olds than the Rotterdam average, while the percentage of older residents (65+) is lower than average.

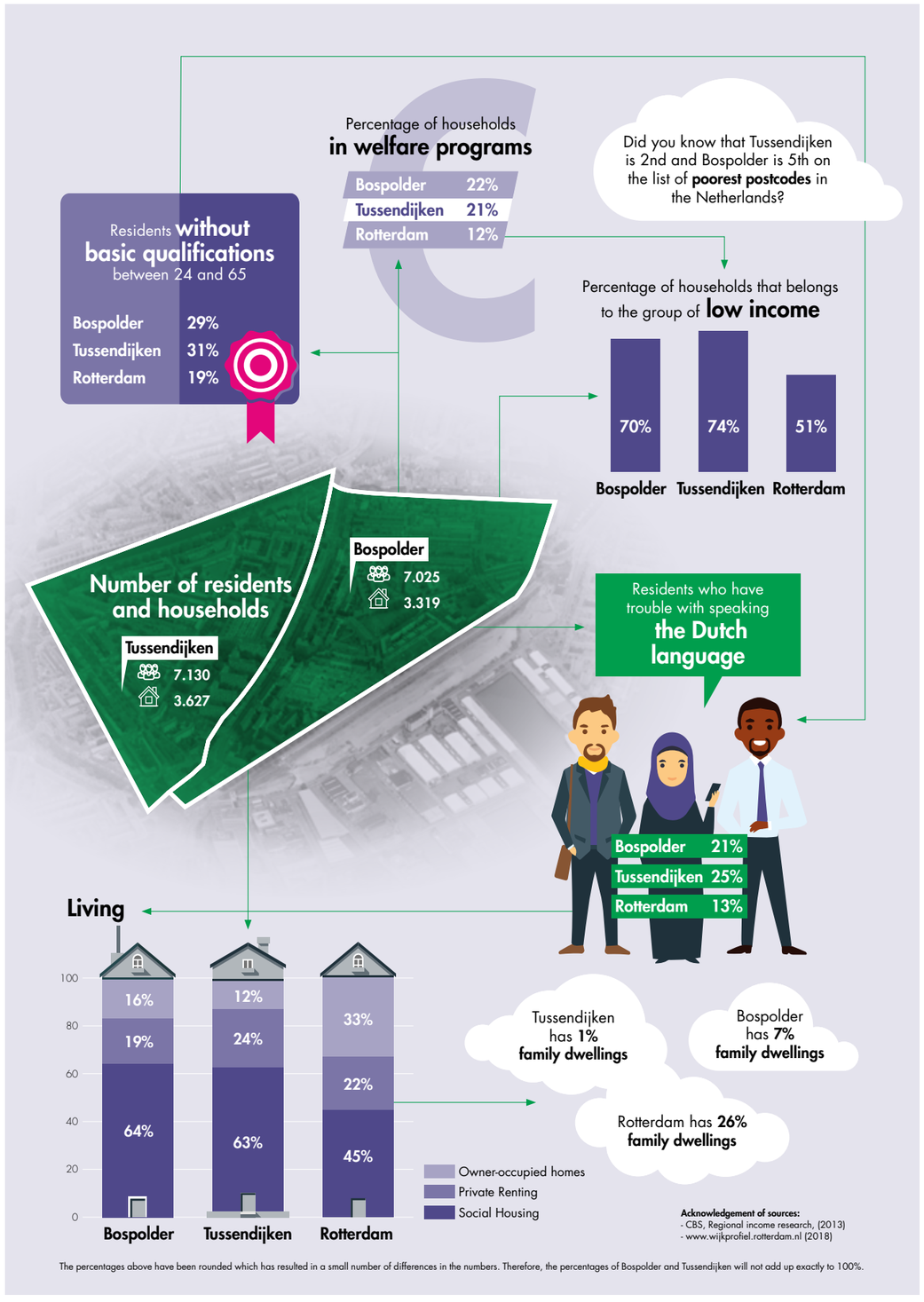
Many households in BoTu are battling severe debts, and the average unemployment rate is high. Almost three-fourths of households are in the 'low income' bracket. On the list of the 20 poorest postal codes in the Netherlands, Tussendijken and Bospolder are in second and fifth place, respectively.

Although more and more well-educated people are moving to the outskirts of the district, the inner residential areas remain very vulnerable. More than 60% of the housing stock consists of social rental housing in the lowest segment. These homes are often aged and suffering from overdue maintenance.

In 2018 the social index was 94 for Bospolder and 84 for Tussendijken. The Rotterdam average was 105. The social index is split into four aspects: capacities, living environment, participation and connectedness. The 'general quality of life' indicates how people rate the quality of their own lives. The differences compared to the Rotterdam average are marked lower in BoTu for more or less all aspects, especially in Tussendijken.

| | Rotterdam | Bospolder | Tussendijken |
|---|---|---|---|
| **Social Index 2018** | **105** | **94**<br>**-11** | **84**<br>**-21** |
| Capacities<br>*Including income, level of education, health, language and debt* | 97 | 88<br>-9 | 68<br>-29 |
| Living environment<br>*Including contact with neighbours, suitable housing* | 106 | 106<br>0 | 103<br>-3 |
| Participation<br>*Including work and school, leisure time and social contact* | 106 | 95<br>-11 | 81<br>-25 |
| Connectedness<br>*Including commitment and active engagement in the district, turnover rate* | 113 | 116<br>+3 | 104<br>-9 |
| General quality of life perception<br>*Summary of perception score for subjective social index; residents' assessment of quality of life* | 109 | 71<br>-38 | 45<br>-64 |

*The numbers are an average of objective and subjective values (source,www.wijkprofiel.rotterdam.nl, 2018)*



# FUTURE DEVELOPMENTS

BoTu is a testing ground for renewal and improvement. This means Resilient BoTu 2028 also needs to move with the times and respond to trends and developments.

### Changing demographic of the district

There is a high degree of diversity in BoTu due to the immigrant background of its residents. This diversity is still growing, in part because of increased immigration and a greater number of single-person households. The number of older residents is also rising. As a result, the demand for suitable housing for pensioners and additional care provision is growing. These developments also offer opportunities, for example increased job openings for residents from the district in the health and social care sector. That is, providing they have the right training. The arrival of increasingly well-educated residents with a higher disposable income creates more balance in districts and offers opportunities for local businesses.

### Energy transition and job opportunities

The Rotterdam Municipal Executive is aiming for a sustainable, energy-efficient Rotterdam. The energy transition and economic transition in the city and the port offers new opportunities for BoTu to upgrade housing, create jobs and renew the economy. Developments in Merwe-Vierhavens (M4H) and the Spaanse Polder are also creating greater employment opportunities. These jobs require new skill sets and a higher level of education.

### Increasing individualisation alongside a need for connectedness

Traditional social relationships are becoming less important and society is becoming increasingly individualistic. Nevertheless, most people still want to feel a sense of belonging. They look for an affiliation with their social network, their own ethnic group or a common interest. Some examples are networks pertaining to sustainability, such as residents who procure energy together, residents' associations and other interest groups. This is important for BoTu because the district is home to a number of strong communities.

*The Vierhavenblok with Keilepand, Keilewerf and Voedseltuin, one of the maker spaces in M4H*

# WORKING TOGETHER TOWARDS A RESILIENT BOTU.

"BoTu, the first resilient neighborhood in Rotterdam, that's what we strive for. How? By adapting to climate change and transitioning to cleaner energy to create a more socially resilient BoTu."
*Arnoud Molenaar, Chief Resiliece Officer Rotterdam*

Our goal is to make BoTu the first resilient district of Rotterdam by 2028*. This means that the district (and its residents) will be resilient to economic crises, climate change and other events that can negatively impact people. The capacities of individual residents, informal networks and communities, institutions and businesses form the foundation for this. This means in figures that BoTu will attain the urban social average in the social index within 10 years. This result will not be reached solely by attracting new, more highly educated residents to BoTu. The aim of the Resilient BoTu 2028 programme is first and foremost to invest in the current residents of BoTu.

## THE AMBITION

A resilient BoTu in 10 years means:

**In BoTu you can develop your talents**
- In BoTu children and adolescents grow up safe, healthy and with a promising future.
- The schools in BoTu are some of the most resilient schools in The Netherlands. Schools and nearby public squares in BoTu are sustainable meeting places in the district where young and old feel safe and welcome. Children have opportunities at all levels so that they can work on their development..
- Where intervention or assistance is sought, the residents of BoTu are offered integrated and appropriate customised solutions. The informal and formal network of services and spaces are joined up effectively.

**In BoTu you matter; everyone participates**
- In BoTu everyone has access to social networks, gets the same opportunities and can make a living. In BoTu and beyond (such as in M4H and the Spaanse Polder) there are enough opportunities to participate in society, including through voluntary or paid work.
- The residents of BoTu can sufficiently understand and express themselves in the Dutch language.
- The number of people living in poverty has decreased. The debt strategy is effective and people are debt-free for the long term.

**BoTu as one of the first energy districts in The Netherlands**
- In BoTu the energy transition has been achieved together with local initiatives and the residents. The energy transition provides leverage for community building, education, employment and fighting poverty.
- People who want to continue living in the district/region can do so. There are sufficient housing opportunities for residents whose income is increasing.
- BoTu is characterised by green spaces and less concrete. Streets, public squares and courtyards are as green as possible.

**The effectivity of the Resilient BoTu 2028 programme is primarily defined by the increase on the social index. However, this does not mean that the physical index and safety index are not important or should be allowed to lag behind. There is still a lot of room for improvement with regard to the psysical environment and the safety perception in BoTu.*

*BoTu District Student Council 2016*



## THE 3X3 STRATEGY

"Can we learn from the vast knowledge we have of combating the dangers we face from water and use those technologies to solve the complex issues in Rotterdam-West?"
*Mayor Aboutaleb*

Resilient BoTu 2028 is an integrated programme whose goal is to raise the social index of BoTu to the urban average in 10 years' time. We are guided by the experiences amassed within the Resilient Rotterdam programme and 100 Resilient Cities across the globe. Municipality, entrepreneurs, residents, institutions and public authorities form new alliances, closely working together to make BoTu the first resilient district of Rotterdam.

The programme is structured around what is known as the 3x3 strategy. This strategy combines the following:
- 3 topics: 3x What are we going to do?
- 3 methods: 3x How are we going to do it?
- 3 places: 3x Where are the opportunities?

The table below illustrates the 3x3 strategy. We will answer the three questions above in the following sections.

**A RESILIENT BOTU IN 2028**
BoTu at the urban social average in 10 years' time

| 3x WHERE | 3x WHAT | | |
|---|---|---|---|
| | Work, Language and Debt | Healthcare, Young People and Parenting | Energy, Housing and Outdoor Space |
| Schans-Watergeus | | | |
| The Heart of BoTu | | Call for Action | |
| | | Community Building | |
| Resilient schools and public squares | | Professionals | |

3x HOW

Safety as a precondition

# SAFETY AS A PRECONDITION

"Before we start talking about resilient schools, could you first help us turn the district into a safe place to live and work?"

*Marja Damman, Director of public primary school Dakpark*

A clean and safe environment is a basic requirement for a resilient district. The safety indexes for both Bospolder and Tussendijken increased greatly in the past two years. Both districts are slowly moving towards the Rotterdam average. But we are not there yet, despite major progress made in combating theft and burglary. Residents are still alarmed by severe violent incidents on a regular basis. These incidents are often related to drugs or other undermining crimes. BoTu is explicitly named in the coalition agreement of the mayor and aldermen as one of the districts that will get a targeted safety strategy. The strategy to reduce undermining crimes has already produced good on the Mathenesserweg and will be extended to the Schiedamseweg and Vierambachtsstraat.

*Mothers in conversation with King Willem-Alexander and mayor Aboutaleb*

# 3X WHAT ARE WE GOING TO DO?

# 1 HEALTHCARE, YOUNG PEOPLE AND PARENTING

"Children are the leaders of the future. They will be steering the ship soon. As a school, it is our task to teach children the tools and skills necessary to live a healthy, happy and successful life in a society that is both continually changing, and rapidly becoming more complex."

*Bernadette Lensen, Director of the Nicolaas School*

Growing up in BoTu is not always easy. A significant part of the district population has difficulty to participate in society. Many children grow up in difficult circumstances and cannot fully develop their talents. Parents barely keep their heads above water and frequently encounter problems to find support or help. The elderly are often confronted with isolation and loneliness.

## YOUNG PEOPLE AND PARENTING

### Public square programmes as the foundation

The district analysis shows that many parents in BoTu rarely if ever allow their kids to play outside. In order to change this, programmes were recently developed for different squres such as the Driehoeksplein, Watergeusplein, Bospolderplein and Park 1943. Thuis op Straat (TOS) (At Home on the Street), district partners and innovative community businesses are all a part of this effort. The programmes vary from sports to educational and cultural activities. One of the focal points is education and activities for girls, if relevant at indoor locations.

### Parenting and parental engagement

Formal instutions don't reach many parents in BoTu who can use help in parenting. We therefore want to stimulate easy accessible parenting programmes within the schools. The Centrum voor Jeugd en Gezin (CJG) (Centre for Young People and Families) is active at the school in close cooperation with the parental engagement officer, who fulfils a bridging function between the school, district facilities and parents.

This strengthens the school-child-parent educational triangle. Homework support, where the school, parents and local initiatives work together, is also fostered.

### Vocational guidance, role models and part-time jobs

To prevent children from dropping out of school, it is important for them to have a realistic perspective of the future. Programmes that facilitate the transition from primary to secondary school are promoted. One example of this is the co-operation between the Nicolaas School and the Melanchton Community College. Programmes that give young people information about professions and bring them into contact with the business community, such as JINC and IMC weekend school, are supported. Local government and the business community work together to strengthen the district economy and to create more part-time jobs in the district, so that young people get an opportunity to be a positive role model.

*Lalaboys*

## INTEGRATED TEAMS

There are many informal networks in neighborhoods. By actively connecting these networks with formal parties you can reach more people and attain more results. Professionals are at the same time challenged to broaden their scope and the understanding of their tasks. Youth professionals will take parents into account; income consultants will take children into account. We research the available budgets for healthcare and welfare and implement these with flexibility. The coalition agreement states, "Healthcare professionals have the freedom to spend the healthcare budget in the way that best serves the healthcare and welfare of the residents. A neighborhood corporation ensures that the necessary actions are taken."

Healthcare professionals work in integral teams that are bound to predefined locations or groups in the neighborhood. In these teams, professionals and local promoters from many different disciplines work together, such as community building, living, work and income, youth and upbringing, and healthcare and welfare. Residents with questions can directly approach these teams.

"As a healthcare professional specialized in youth, I always thought I was very close to the parents and children. Since deepening my role as a healthcare professional in BoTu, I have come to realize how far I actually was from them."

*Jamila Faloun, Youth Healthcare Professional Center for Youth and Family*

## OLDER PEOPLE

There is a very vulnerable group of older people in BoTu. Often, old age begins at a relatively young age, starting at fifty. Many older residents in BoTu have a limited income; only welfare payments or the state pension. They are often in poor health or have limited understanding of the Dutch language. This confines their network, resulting in isolation and loneliness. Therefore, a better job has to be done to reach these groups, through existing communities and key figures and by creating accessible neighbourhood centres in large, anonymous housing complexes. We encourage small scale facilities and services where older people can find information, a network, a sense of community and support.

"Each of the five blocks has a flat coordinator and every walkway has a contact person. That way all of us on the Gijsinglaan can keep an eye on each other."

*Grandpa Jacques, about the "walkway culture" in the Gijsingflats housing development*

*Grandpa Jacques, Park 1943*



# 2 WORK, LANGUAGE AND DEBT

"I am thankful that you are helping us, that you have given us hope again and are creating opportunities for us. Could you also help me find a place again in the labour market?"

Naima, resident in search of employment

BoTu residents want to be part of society. When they work, either paid or voluntarily, it is easier for them to participate. But finding a job icdifficult Many residents have problems with the language, their health and/or their finances, all of which impede their access to the labour market. In the coming years, programme partners will do their utmost to eliminate these impediments and create opportunities. Concerns will be addressed by offering education and training and helping residents find work. Co-operation with businesses in the Spaanse Polder and M4H will offer opportunities for the future. The energy transition is also creating jobs for BoTu residents. However, this is not going to happen of its own accord; a district and people-oriented strategy is needed, with room for growth, development and self-direction.

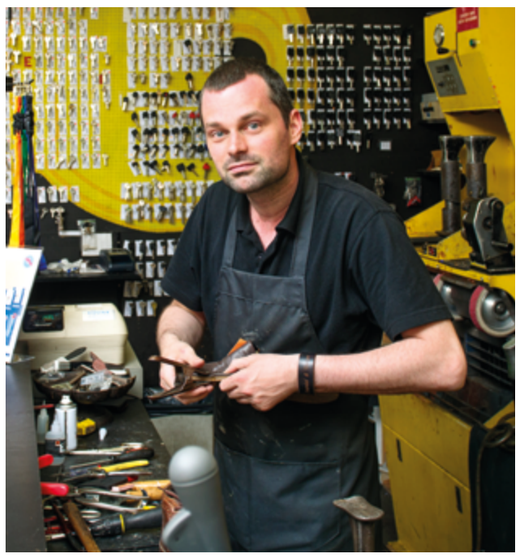
## JOBS AND INTO-WORK SUPPORT

In BoTu everyone can participate. There are enough opportunities to participate via work: both volunteer as paid work. There is no differentiation between the different unemployed groups. Individuals who, through Prestatie010, are active volunteers can expect the same support as individuals who are already mediable for work. Residents are supported and guided based on their motivation, life experiences, skills and talents.

Employees of Work and Income and of Activation work together with residents, promoters and entrepreneurs in the neighborhood. The communication lines between the VraagWijzer and the neighborhood teams are short and there is space for flexibility. The approach aimed at work is closely related to improving language abilities and the tackling of problematic debts. For mothers who want to work, solutions are being looked at so that the children are taken care of. To this end, the daycare possibilities and foster parents are being researched.

Using a neighborhood client council, residents of BoTu are asked to help with solutions in activation, work, language and debts.

The areas of Spaanse Polder and M4H are rich in opportunity now that there is a high demand for employees. In the current economic climate, employers value motivation over diplomas. Jobhunters and job consultants actively look for suitable work that fit well with the skills of the residents. A "close switching point" mediates between the demand and the opportunities and ensures that tailored support is provided at the workplace. An example is the implementation of a job coach or language training on the work floor. Employers are also challenged to develop suitable educational pathways for their employees, including internships and short, field-specific courses on mbo 1- and mbo 2-level. To integrate well with the current systems in BoTu, we are looking for cooperative opportunities with local organizations (such as Delfshaven Lokaal and West Practice).



*Locksmith Hakzo, entrepreneur*

*Delfshaven College*

## LANGUAGE

"There is plenty of unskilled work available in the Spaanse Polder. I tried to send quite a few BoTu residents there. However more than 70% returned because they were unable to read a simple packing slip."

*Work & Income Coordinator*

BoTu needs a differentiated language offering. Language classes need to be offered at the right locations and at a level that matches the job that people are able to do. This could take place at central locations, such as in the workplace or at the local mosque. In addition, people need to be encouraged to continue on from beginners conversation level, and to move on to more advanced classes. A central language school will be opened in the district to help people with this. There are also classes in basic computer skills being organised at various locations in the district.

## POVERTY AND DEBT

"The amount of poverty in the neighborhood scares me. In the past year we have had 18 evictions due to rent related debts, under which there were 2 families with children. That's not easy to experience."

*Employee Havensteder*

Poverty is often passed on from generation to generation in BoTu. We examine how to tackle the underlying causes of poverty. In any event, improved access to debt support services is needed.
The VraagWijzer and the Kredietbank Rotterdam (Rotterdam Credit Bank) join forces with the informal network of counsellors in the district. We will continue successful pilots, such as the one by Bureau Frontlijn for the foodbank. In addition, innovative solutions are being sought for people with debt problems who get stuck in the system. BoTu is set to be one of the first districts where measures from the poverty strategy by the municipality and Reset Rotterdam (Urban Delta Plan for Debt) are being put into effect. The Rotterdams perspectieffonds (Rotterdam Perspective Foundation) and the integrated family strategy are two examples of this.

*Computer course for residents*



# 3 ENERGY, HOUSING AND OUTDOOR SPACE

"It is inconceivable that we should only invest the 160 million euros required for the energy transition in BoTu in new underground pipes and insulation behind the facades, and have the district be just as poor, vulnerable, unhealthy and unsafe in 10 years as it is now."

*IABR, June 2018*

In the programme of mayor and aldermen of 2018-2022 BoTu is named as one of the first 5 neighborhoods in Rotterdam where a coherent, sustainable district approach will start to eliminate the use of natural gas. This energy transition provides opportunities to improve the housing stock and outdoor space, while at the same time improving the social-economic resilience.

## ENERGY

The municipality, together with different partners, will start a district approach in BoTu in order to eliminate the dependence and use of natural gas. The key principle within this is the cheapest option for the society. In the case of BoTu, this solution is the creation of a collective heating grid, onto which a large part of the existing housing stock can be attached. "No nonsense sustainability" is what we call this We want the energy transition to be the catalyst for community building, work and elimination of poverty. Together with different partners, such as the municipality, the International Architecture Biennial Rotterdam (IABR), the Delfshaven Coöperatie (Delfshaven Cooperative), the neighborhood, Havensteder and Eneco, we are developing an approach to realize this goal. We strive to follow 3 lines:

- Community building and awareness; for many residents the energy transition is still a far-off scenario. Together with local initiatives, such as the Formaat participatory theatre and the Zelfregiehuis, we want to increase residents' knowledge and awaken their interest in order to bring the energy transition alive for them. We not only want to involve people, but also educate, train them and give them a key part in the process. One example of this is training energy coaches who enter into dialogue with people.
An energy cooperative enables residents to organise, feel involved and take part..
- There will be specific projects to illustrate the energy transition and its benefits. For example, a model home will be furnished by Havensteder, a studio will be set up in the district and showcase projects such as a sustainable Zelfregiehuis and sustainable primary schools. A district installation company will also be set up that will provide jobs and training for the energy transition.
- A perspective for a CO2-free BoTu by 2050, including a roadmap for how to get there. Together we are examining various possibilities and opportunities that the energy transition offers the district. In addition to solutions with the greatest sustainability benefits and the lowest (social) costs, we are also looking for solutions with the greatest (social) benefits for the district. The principle here is that the energy transition should be feasible and affordable for everyone.

**The IABR, a BoTu partner**

The Internationale Architectuur Biënnale Rotterdam (IABR) has been a key partner since 2018 and is explicitly focused on the energy transition in BoTu. With Energiewijk BoTu (BoTu Energy District), the IABR wants to show how the energy transition can be leveraged for a socially inclusive district, here and elsewhere. How can we link the physical action plan to the social action plan? How can we create resilient cities? And how do we do this so that all residents are participants and can benefit?

For the final part of the IABR-2018+2020-THE MISSING LINK diptych, the IABR is planning to land in BoTu in the autumn of 2020. The objective is to let BoTu itself be the exhibition. The focus here is the future of BoTu; amidst inspirational examples of other resilient districts. The district will be the platform, the space in which the biennial manifests itself in all shapes and sizes: exhibitions, interventions, workshops, films, conferences, etc. BoTu's residents will be centre stage within the event: their faces, their stories, their joint future. It will be a public moment during which we will show the new future of BoTu to one another and to the world.

**Combating energy poverty - Urban Innovative Actions**

In a cooperative venture with Delfshaven Coöperatie, IABR, Wolfpack, Havensteder, Erasmus University Rotterdam and SAS, the municipality submitted a grant application for 5 million euros to the European Commission, within the framework of Urban Innovative Actions (UIA). UIA focuses on urban activities with a highly innovative character. The application aims at an innovative strategy, with the energy transition being leveraged to help combat poverty in BoTu. The application is well-aligned with the plans and ambitions for the district in Resilient BoTu 2028. It is anticipated that the announcement by the EU of whether the grant application has been approved will be made in June 2019.

## HOUSING

Much of the housing in BoTu is very dated, despite the urban renewal that took place over recent years. Many people live in (very) small apartments that are not properly insulated or heated. There is little family dwelling or houdes for older people who want to continue living at home longer. Other than areas like Park 1943 and the Dakpark, the outdoor spaces are not always appealing to young families. Therefore, one important challenge for the coming years will be to improve the housing stock so that people can live in a pleasant environment in BoTu and can climb the housing ladder.

New build construction is primarily taking place on the edges of BoTu (the Hudsons and the top and bottom of the Dakpark), but there is also space on the Visserijplein and around the Watergeusplein. New builds bring opportunities for improving spatial planning and reducing parking pressure, so allowing for more green spaces and wider pavements. The transformation of social real estate offers opportunities for additional housing and for strengthening the local social infrastructure of neighbourhood centres such as the Zelfregiehuis, Schiezicht, de Waterstokerij and Studio Delfshaven. This will act to rebalance housing provision in the district in the social and mid-price segment, while still enabling (social) entrepreneurship, culture, self-organisation and room for residents to shape resilience.

Havensteder will also be investing in its social housing stock over the coming years. It will insulate 360 apartments in the Gijsingflats and refurbish 61 apartments in the Professor Oud complex on Jan Kobellstraat. A residential block in the Watergeusstraat will be demolished to make room for new build construction.

## OUTDOOR SPACE

BoTu is one of the districts in Rotterdam with the greatest expanse of hard paving. In Bospolder, for example, only 16% of the surface is porous or water-absorbent. Some examples of this are the Driehoeksplein, the Visserijplein, the Watergeusplein and the Bospolderplein; all covered with block pavers or concrete slabs. In the summer, it is almost unbearable because of the heat. After a rainstorm the public spaces are deluged.

The Greening, Climate Adaptation and Resilience urban programmes will make outdoor spaces green as part of activities for energy transition, changing mobility and green self-management. Public squares next to schools will be up first: the Driehoeksplein next to the Valentijn primary school and the courtyard behind primary school Dakpark. These will be transformed into climate-adaptive, green-blue playgrounds that will fulfil an important sports, play and meeting function, including after school hours. Greening of the district is also an important condition for the densification activities around the Watergeusplein and Visserijplein. These improvements will result in attractive public squares that invite people to meet, play and exercise.

*Green group, Visserijstraat*

# 3X HOW ARE WE GOING TO DO IT?

If we carry on doing what we've always done, BoTu will not reach the urban average in 10 years. Citizens, players in the market and public authorities must take unconventional steps to shape the city together. In the light of this, the most innovative aspect of the Resilient BoTu 2028 programme is the **question of how**. We will employ the following three methods in BoTu.

## 1 COMMUNITY BUILDING

"The best place to start is what's strong within communities, not with what's wrong."
*Cormac Russell, founder of the ABCD-method*

Active ownership and resident engagement is necessary for sustainable resilience of the district. In recent years, we have worked together closely with residents, their networks and initiatives in various areas of BoTu. Community building is aimed at further strengthening, connecting and mobilising local communities. District development from within and bottom-up with a focus on capacities instead of on problems and shortcomings. The basis for this is the Asset-Based Community Development (ABCD) method. Community builders go into the district without an agenda and - under the direction of the Delfshaven Cooperative - seek out talent and make connections in order to increase the district's resilience.

*Parents' room in the Nicolaas School*

## 2 SOCIAL IMPACT BY DESIGN

*Social Impact by Design* is about new forms of cooperation between the market, society and public authorities. Through a *Call for Action* we invite creative entrepreneurs, citizens, private parties and other organisations to make a (financial) contribution to integral and structural solutions that make BoTu resilient. To this end, we organise a controlled process with various phases. First we form teams. Then, in subsequent phases, we examine whether ideas have sufficient support, can be financed and can be implemented. We look for external investments through new joint ventures (arrangements).

## 3 RESILIENT PROFESSIONALS

"I have someone who listens to me now. My consultant in Pier 80 is looking for solutions and is very supportive. I find that much better than someone saying "you have to, you have to, you have to."
*Grandela, resident in search of employment about her job consultant.*

There is a wide gap between residents and facilities in BoTu. To bridge this gap, we need flexible and responsive public authorities and resilient professionals These are professionals who work closely with residents, key figures and informal networks in the district. Resilient professionals know what is going on in the district, work both for and with residents and are given the freedom to provide customised solutions.

*Parental engagement officer, Valentijn School*

# 3X WHERE ARE THE MOST OPPORTUNITIES?

We have designated three areas in BoTu where the difference will be made in the near future. There is an integral challenge for each of these areas. This is where local stakeholders and healthcare, work and energy issues come together.

## 1 RESILIENT SCHOOLS AND PUBLIC SQUARES

"School is the place where all children and parents come together. This is why it is the best place to discuss with each other, and thus, to start processes of change."

*Martin Krijgsman, Director of the Valentijnschool*

Schools and public squares are the meeting places of the district. BoTu has eight primary schools, six of which are regular primary schools and two are for special primary education. Together they provide places for around two thousand students and their parents. School is a safe haven for many residents of BoTu. Not only do parents leave their children there without worries, they also share their own concerns with others. This is why the schools can be regarded as the foundation for a resilient new generation.

Thanks to the Resilient Schools and Public Squares programme, schools and nearby public squares in BoTu are being transformed into central places, where young and old feel safe and welcome. Schools offer homework support, generate parental engagement and organise activities around talent development, parenting support, language and into-work support plus debt services.

A mums café is facilitated and rooms in the school are also available in the evening and at weekends. The informal network and the formal network of facilities come together at the school through an integrated team. Professionals from school, parental support, health care, work and income and housing work together closely with residents and local organisations.

Schools and public squares are being designed to be sustainable and climate-adaptive, places that invite people to meet, play and exercise. The school, parents and partners in the district are working together to create a positive educational environment. The Learning and Resilience Programme developed at the Nicolaas School is a good example. This programme aims to increase the mental resilience and well-being of both students and teachers in the long term.

*Driehoeksplein, Valentijnschool*



## 2 SCHANS-WATERGEUS

Schans-Watergeus is a neighbourhood at the east end of Bospolder with very dated housing stock, small, narrow gardens and little greenery. Many residents feel unsafe due to anti-social behaviour and drug-related crime. The percentage of welfare recipients is high and residents have little sense of connection to one another.

In the past year, we have supported initiatives that encourage community development. For example, avid gardener Hieke worked together with (new) residents to make the outdoor space greener, a neighbourhood centre was started up and and a group of around 15 residents now meets once per week. They have grown to such an extent that they now need a bigger meeting space.

There are various opportunities for employing an integrated approach to tackle the energy transition and the differentiation of housing and outdoor space while simultaneously working on the social challenge of strengthening resilience in the region. The acquisition of Abrikoos will enable the municipality to improve the connection between Schans-Watergeus and nearby Historic Delfshaven, thereby creating space for housing behind Historic Delfshaven. The relocation of the Watergeusplein offers opportunities for densification and diversification. Havensteder has been upgrading its rental properties for some time past.

*Schans-Watergeus*

## 3 THE HEART OF BOTU

The heart of BoTu is situated in the center of BoTu and consists of the Visserijplein with Pier 80, Park 1943, the five Gijsingflats housing complexes, the Zelfregiehuis and two primary schools. The area is a popular destination on market days, but other than that it is characterised by the grey concrete expanse of the Visserijplein Square. A combination of new build construction and refurbishment should transform the Hart van BoTu into an attractive area, with the market and Park 1943 as a central meeting place for young and old alike.

The refurbishment undertaken on the Gijsingflats and the Professor Oud complex offer not only a starting point for making the housing blocks more sustainable but also for addressing the social challenges in the heart of BoTu. Many residents in this area are dealing with poverty, debt, loneliness and poor health.

We are looking for a combination of investment flows so that we can strengthen not only the living environment but also the socio-economic position, health and self-reliance of residents.

There is room for densification at various locations in the heart of BoTu, for example through new construction on the Visserijplein and possible renovation of the building at Taandersstraat 121 (where the Zelfregiehuis is located). The challenge is not to fully allocate the scarce space in the district to housing but to reserve sufficient space for enhancing community facilities. Pier 80 as Huis van de Buurt (Neighbourhood House) is already a central location in the district where people can meet to interact, with provision for young people, healthcare, wellbeing and sports.

*Park 1943 and the Gijssingflats*

# KNOWLEDGE AND MONITORING.

The Resilient BoTu 2028 programme is a testing ground for the entire city. To be able to monitor the changes in BoTu, the Veldacademie (Field Academy) will be systematically observing and documenting the developments in the area. In consultation with the municipality and partners, the Veldacademie is developing criteria and indicators for monitoring the interventions and methods applied in the 3X3 strategy over the next four years.

The Veldacademie works along a two-pronged approach: stock-taking/reporting and knowledge sharing.
The Veldacademie will first take stock of the initiatives and projects in BoTu. To this end, it will work in close collaboration with the education sector. Students will collect qualitative data while simultaneously conducting action-oriented research.

One example of this is home visits to older people.
The Veldacademie will report its findings on a dynamic online chart.

Knowledge sharing for innovative district development is an important objective of the programme. To this end, the Veldacademie will organise various (inter)national work conferences, local knowledge cafés, master classes and workshops during its research. During these sessions, the developments in BoTu can be compared to other Rotterdam developments, such as at the National Program Rotterdam South, and can also be placed in a national and international context.

# ORGANISATION.

Resilient BoTu 2028 is a programme for the coming 10 years. It is a joint programme of the various partners in the district. All affiliated partners are a part of the *BoTu Coalition* that meets twice a year to monitor the programme's progress. The municipality has appointed a programme manager to oversee the daily running of the programme.

The programme manager is responsible, together with the *BoTu programme team*, for implementing the 3x3 strategy. Each quarter residents, partners and stakeholders (the *BoTu Community*) are invited to be pro-active and get involved.



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