

Local Action Plan

EUniverCities ULSG Delft



Connecting cities
Building successes



1. Introduction to EUniverCities

Early 2012, the city of Delft launched the EUniverCities Network: a cooperation of primarily mid-sized European cities and their universities. The main premise is that, if local governments and universities are to further develop in technological, economic, social, and cultural spheres, there must be more and improved cooperation between these local governments and universities.

Shortly after establishing the network, a project proposal was submitted under the European Union's URBACT Programme. Spring 2012, the proposal was approved. Following that, the process was launched and participating cities could work in close collaboration, share knowledge and experience, learn from one another, and advise and encourage each other through Peer Reviews.

The following cities have worked together on the project: Delft, Aachen, Aveiro, Ghent, Lecce, Linköping, Lublin, Magdeburg, Tampere, and Varna.

All of these cities held their own Peer Review meeting and received feedback from their European colleagues that was then used to improve cooperation between city and university at the local and regional level.

At the local level, each city created an URBACT Local Support Group (ULSG), consisting of important stakeholders. Representatives of these stakeholders met on a regular basis to determine what issues were important to Delft. They were also actively involved in visiting other project cities. In addition to the direct involvement of the Delft University of Technology (DUT) and The Hague University of Applied Sciences, students from Delft actively contributed.

The following stakeholders participated in the Delft ULSG: City of Delft, Delft University of Technology, The Hague University of Applied Sciences, (Student) Housing Corporation DUWO, OBS Railway Area Development Agency, YES!Delft Students, ORAS Student Association.

2. Problem analysis

If the significance of DUT is taken into consideration, there can be no other conclusion than that the city and DUT are natural partners for each another. Good collaboration between administrators and co-workers is indispensable for monitoring and improving quality of life, the level of public facilities, and the scientific climate in Delft. In many circumstances, other parties are also involved, including Institutes of Applied Sciences, student organizations/interest groups, housing corporations, OBS Railway Area Development Agency, business owners, etc. By involving other stakeholders in the discussion, the most important topics can be addressed.

A key to success in the international “battle for brains” is the ability to attract and accommodate highly educated talent. The number of international students and doctoral candidates at DUT is still growing and contributing to the institution's international profile and scientific achievements. This international appeal is also reflected throughout the city. To support this growing group of knowledge workers, sufficient and comfortable housing is required.

Delft's urban environment is an excellent testing ground for new technologies, services, and concepts. The idea of Living Labs can contribute to the marketing and valorisation of future products. The Delft University of Technology, the Hague University of Applied Sciences, YES!Delft, and various

other organizations have shown an interest in Living Labs. The circumstances and conditions in the city must be suited to the implementation of Living Labs.

The Joint Strategic Cooperation Agenda, agreed upon in July 2014, by the City of Delft and DUT, provides the basis for collaboration. It describes the topics and methods to be used that the city and university will act upon in the coming years.

The key question in this LAP is:

In what specific ways do the City of Delft and DUT form a partnership to address the “battle for brains”?

Sub-questions in this LAP are:

- Does the Joint Strategic Cooperation Agenda between the City of Delft and DUT have the right content and structure to address the “battle for brains”?
- How is collaboration organized between the city and other institutions of higher education in Delft?
- What living facilities for knowledge workers are lacking in Delft?
- What other facilities can be offered to knowledge workers to properly accommodate them in Delft?
- What measures should be taken to facilitate, execute, and promote the Living Labs concept?

3. Introduction to Delft

Delft is located in the middle of the Randstad, the beating heart of the Netherlands, a well-organized country with a highly educated population average. Delft stands for a modern Europe, with rapid connections to the entire world, both physically, with Schiphol and Rotterdam-The Hague Airports nearby, as well as through many international networks, alliances, and enterprises.

Delft is a city steeped in centuries of history. Despite its extraordinarily rich history, Delft is always looking to the future. In Delft, “Creating history” means to look to the world with an open heart and mind, technologically as well as culturally. With leading learning institutes such as TNO, DUT, Science Park Technopolis Delft, and renowned museums and galleries, a charming nightlife, and a highly educated, internationally-oriented public, Delft is a city with a vibrant community and an astonishingly beautiful historic city centre. This is how Delft continues to make history.

Delft excels in the areas of research, knowledge, and innovation. Delft plays a leading role in various technological sectors and is among the world’s leaders in medical technologies, clean technologies (industrial biotechnology and water and delta technology), and the creative industries. Knowledge and creativity come together in the fields of nanotechnology, ICT, aeronautics, and spaceflight technology. The creative industries in Delft create the right conditions for a unique synergy, allowing these research fields to overlap. Delft is committed to strengthening the cross-over between, *inter alia*, design and technology to accelerate Dutch innovation.

Key sectors are:

- Water – and Delta Technology
- Industrial (white) Biotechnology
- ICT
- Sustainable Energy & Climate
- Nano & Micro Technology

The many high-quality educational institutes in Delft continue to support the growth of professionals and scientists. The close collaboration between institutes of higher learning, research institutes, and the business community, not to mention the city government, make Delft an excellent location for innovative entrepreneurs. Also noteworthy here are Delft's efforts in implementing a continuous learning track in the field of technology. First, primary school-aged children are encouraged to explore their interests in technology at the Science Centre (a technology and science exhibition and research centre), while secondary school-aged children are encouraged to attend “Technasium” schools (an education movement for secondary education students in which science and technology are central). Delft has also recently started a vocational training programme in technology as well as a “High-Tech Centre” and “Betafactory” (building environments for education projects).

Statistics as at 1 January 2014

Number of residents	100,000
Number of residents of international origin	12,000
Labour force	45,000
Highly educated labour force	23,000
Number of employees in knowledge economy	16,400
Number of expats	6,500
Number of students at DUT	18,800
Number of students at The Hague University of Applied Sciences, InHolland University of Applied Sciences, UNESCO-IHE	3,400
Number of foreign students	3,500
Number of dwellings	48,500

4. Cooperation between City and University

Delft University of Technology was founded in 1842 as the Royal Academy for the education of civil engineers. Its name was then changed to the Polytechnic School and again to the Institute of Technology and finally, since 1986, to its current appellation. The core of DUT is its campus, situated in the south-eastern quarter of the city, which houses the education and research facilities, library, main assembly hall, as well as student housing and a growing number of businesses.

Without the DUT and its nearly 19,000 students, Delft would be a different city altogether. The city and university are intertwined in a variety of ways: students are omnipresent given that they live, study, go out, relax, work, and help create the atmosphere. With its student party STIP, the university has a political representation and even has a municipal executive on the city's board. Together with the municipal government, other governments, and businesses, DUT is investing in accessibility, quality of life, business climate, facilities, and culture. The University of Technology is the city's largest employer, with a workforce of around 5,000. Its numerous engineering graduates offer technical consulting services through their own or private firms, or work for municipal organizations.

The cooperation between the city and the university is becoming ever more intertwined and therefore more important. This is reflected in DUT's agenda-setting in the form of Delft Research Initiatives and study programmes. Increasingly, there is a joint approach to municipal tasks by and for the city. Both for the city as well as for DUT, it is important to tackle big societal challenges. In Delft, the focus is on 1) scarcity of energy and resources, 2) climate change and 3) population ageing. Cooperation creates great opportunities here.

Joint Strategic Cooperation Agenda

In July 2014, TU Delft's executive board and the municipal board of the City of Delft agreed upon an agenda for strategic cooperation. The agenda stems from a shared perception that, in the international struggle to attract talent to university cities, success is influenced by the degree to which university and city work hand-in-hand. Investment in attracting and sustaining talent encourages, for example, innovative SMEs (small and medium-sized enterprises) to settle in or around Delft. This gives added value to the city given that the innovation and knowledge economy create jobs and opportunities for everyone in Delft. It also spurs the development of the southern wing of the Randstad as a knowledge-economy powerhouse.

The Joint Strategic Cooperation Agenda consists of the following three pillars:

1. Ecosystem for Science and Economy
2. The City as Campus and the Campus as City
3. A Shared Regional Agenda

1. Ecosystem for Science and Economy

Objective: Knowledge economy x 2

- Knowledge infrastructure – institutes, labs, etc.
- Valorisation – entrepreneurship and knowledge transfer to SMEs
- Red carpet for innovative SMEs. Come together to attract and establish innovative entrepreneurs in Delft
- Work for all Delft residents; TU Delft as socially responsible organization
- In the city, it is clear that the knowledge economy creates jobs at all levels

- Testing ground for new technology: Green Village, Smart City, etc.
- TIC Delft (Technological Innovation Campus Delft) network as unifier of the Triple Helix
- Programme office as shared organization

2. The City as Campus and the Campus as City

1. Living Campus – The City as Campus
 - Co-creating a plan for scarce facilities, such as housing and office space
 - Instead of competing, working together to attract entrepreneurs
 - Using pop-ups and events, like the International Festival of Technology
2. Accessible campus and city
 - By 2017, Delft will have the most accessible campus
 - Overcome possible obstacles in advance
3. Sustainable Campus in Sustainable Delft
 - Working together toward an energy-neutral Delft in 2050
 - The campus and the city: Testing ground for sustainable technology

3. A Shared Regional Agenda

Knowledge is not location-specific. Due to the constantly changing environment, universities and learning institutes must work with one another. This cooperation leads to expansion, interdisciplinarity, cross-overs, and new innovations. At the regional level, DUT is involved in a Strategic Alliance with the University of Leiden and the Erasmus University Rotterdam. Delft's broad technological studies, Leiden's comprehensive university, and Erasmus University Rotterdam's more specialised programmes combine to create great opportunities for added value for education, research, and valorisation. Together, they amount to more than just the sum of their parts.

In the Strategic Alliance, partnerships are linked to broad societal challenges. This also means cooperation in Europe. Cooperation directly affects international competitiveness throughout the region.

The Delft University of Technology, in coordination with other universities in the western region of the Netherlands, has played a substantial role in both Smart Specialisation Strategy and the ERDF Programme 2014-2020; "Opportunities for West 2". To secure ERDF funds, significant collaboration will be required between HEIs, local and regional governments and SMEs in the coming years. Ideally, end-users of a specific product or programme (such as Living Labs) will also be involved. To this end, ideas are currently being processed.

Board Consultations

Delft's municipal board of directors and DUT's executive board conduct regular consultations. These consultations take place twice a year and are administratively prepared. The meetings are strategic in character and deal with topics concerning campus development, accessibility, quality of life, promoting and partnering with the business community, regional development, regulation, lobbying, and cooperation in Europe.

Programme Office – Delft Technology Partners

The Programme Office – Delft Technology Partners was founded to achieve common governance with respect to key strategic dossiers. Through creating a more dynamic ecosystem for technological innovation, the intention is to double the knowledge economy in Delft by 2030 (indicators include the number of knowledge workers, business start-ups, and patents). This ties in with DUT's valorisation policy, the municipal knowledge economy policy, and the Delft Technological Innovation Campus programme.

Main objective:

- Creating an optimal business climate for technology firms and learning institutes, wherein exchange of technological knowledge and talent are central to economic growth.

Key elements are: accessibility for outside world, visible, resolute, and managed by a steering committee.

Further specific objectives are:

- *Ushering in* businesses and institutions
- *Maintaining, establishing,* and facilitating them
- *Connecting* all technologically innovative parties in the city with one another and with Innovation Quarter (the regional development organization, started in 2014)
- *Marketing* and publicising the results achieved in Delft

The Programme Office – Delft Technology Partners will run for four years and will have its first evaluation late 2015/early 2016.

5. Collaboration between the City and the Universities of Applied Sciences

Two applied sciences universities house a campus in Delft: The Hague University of Applied Sciences and InHolland University of Applied Sciences.

The Hague University of Applied Sciences

While The Hague University of Applied Sciences' main campus is located in The Hague, it has a branch in the far north-western corner of DUT's campus. This branch, opened in 2012, is packed with smart and innovative technologies: it uses solar panelling, windmills, and heat pumps to save energy; energy storage takes place in the ground; and energy is generated from the rooftop car park. Students make use of these installations during their studies: they monitor and observe energy consumption at the Netherlands' most sustainable school building.

Students completing a technological course at The Hague University of Applied Sciences mostly study in Delft: several programmes of the Academy for Technology, Innovation & Society Delft and the Academy for ICT & Media are housed here and 2,000 students are enrolled.

The Hague University of Applied Sciences focuses on three areas of innovation

- Health Technology
- Sustainable Mobility
- Climate Building and Environment

Inholland University of Applied Sciences

Inholland is a general applied sciences university with locations in the western region of the Netherlands. Its Delft campus, situated next to The Hague University of Applied Sciences, offers courses in technology, design, and computer science, as well as agriculture, horticulture, veterinary science, and life sciences. Aeronautical engineering is an important field of study for the region (aeronautical technology firms in Delft and Leiden, ESA/ESTEC in Noordwijk) and it attracts a considerable number of international students. There are 1,000 students enrolled at Inholland.

The Delft University of Technology collaborates extensively with applied sciences universities with regard to technological research and projects. In this respect, there is a “cross-pollination” taking place between integral research, practical application, and industry.

Missing Link?

While the City of Delft and DUT regularly come together for strategic planning sessions involving directors as well as lower-ranking officials, this kind of relationship is still lacking between municipal government and directors at the applied sciences universities. Recently, Delft began administrative talks with The Hague University of Applied Sciences. The city is in an excellent position to serve as contractor, including when it comes to issues that have social impact. As described below in this LAP, The Hague University of Applied Sciences is engaged in the development of ‘Nieuw Delft’ (New Delft, regenerating the railway area) through the development of the Living Lab concept.

In November 2014, Delft and The Hague University of Applied Sciences held initial talks about possibilities for cooperation. With respect to the innovation axes mentioned above, cooperation is already taking place.

Agreements reached during the first talks

1. Investigating the usefulness of regular talks between the municipal board of directors and the university's executive board.
2. The Hague University of Applied Sciences invites the municipal government to serve as principal on diverse (societal) issues.
3. Implementing a platform surrounding the use of open data between the municipal government and the university.

6. Priority topics in Delft: Hospitality and Living Labs

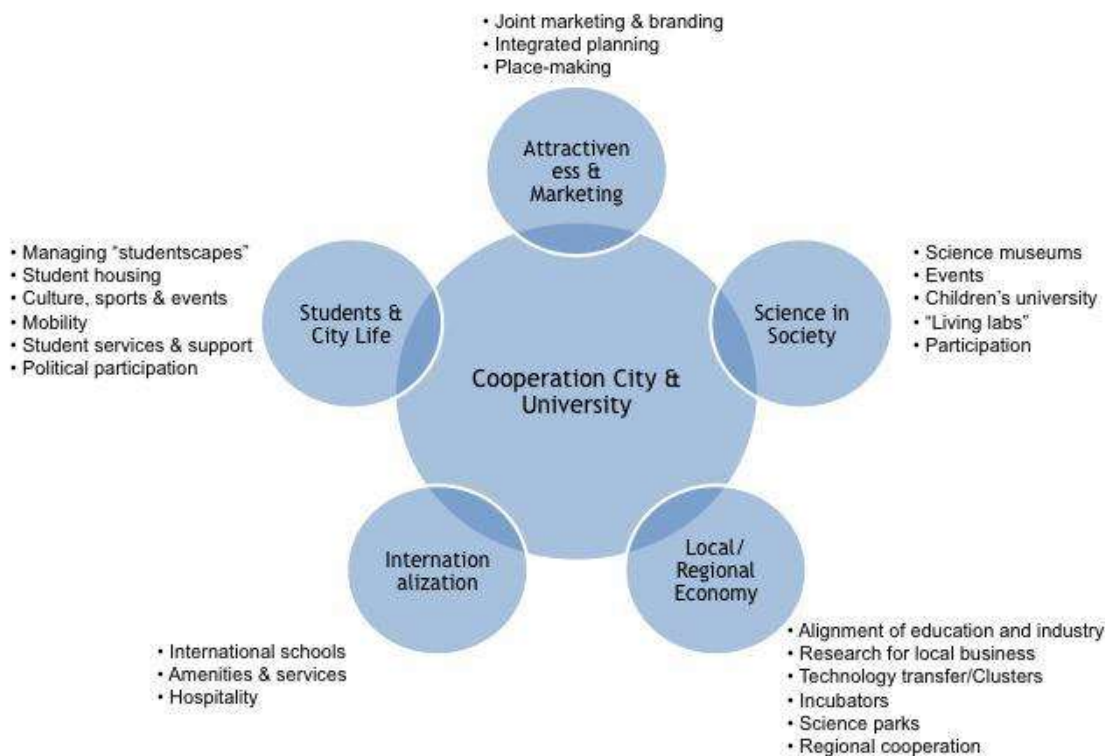
As part of the EUniverCities project ('How can we improve cooperation between city and university?'), Delft has chosen to focus on two topics:

A. Hospitality

B. Living Labs

These touch upon various subjects within the EUniverCities Flower Model and are examined in greater detail in this Local Action Plan.

Picture 1: EUniverCities Flower Model



This section focuses on Delft's central topics, Hospitality and Living Labs. For each topic, the primary initiatives are described first. These involve various interested parties in Delft. Feedback Delft received from its peers during the closing conference of the EUniverCities project, 18-20 March 2015, is then examined.

Finally, new initiatives in Delft that have either been adopted by other partner cities, or have served as inspiring examples, are examined.

A. Hospitality

When choosing a location where to study, the quality of education, the city atmosphere and available facilities are all important for students. Students prefer a city where they can feel “at home” and enjoy themselves. The same applies to international companies and their employees. Comfortable and attractive living and working conditions are important.

To be an attractive residential and business city for both students and international workers, Delft needs to offer an excellent range of facilities. Quality and diversity of housing, shopping, nightlife, culture, social services, healthcare, etc. must cater to their needs. For newcomers who are unfamiliar with the Dutch language, information in English (or other common language) should be available.

In the Local Action Plan, emphasis is placed on three elements:

1. Offering attractive accommodation for (international) students
2. Keeping students connected after graduation
3. Good reception and orientation for expats

Housing for International Students

When it comes to welcoming newcomers, good housing is essential. While the dormitory is not the main objective of the study abroad/international experience, it is an important part of an exchange student’s life and shapes how the student will look back on his/her time in the Netherlands. Negative experiences with housing will also influence the image one has of life in the city and this can impact one’s decision to stay or re-locate when one’s studies are complete. Word-of-mouth advertising also influences decision-making among prospective international students.

Around 14,000 students live in Delft, of which at least 3,000 come from abroad. Nearly 60% of the students live in rooms/apartments owned by housing corporations and the rest live in private rented houses or apartments, shared or otherwise (landlords, student house). Housing corporation DUWO specialises in student housing, and houses around half of all the students, including the majority of international students, in Delft. Due to the growth in the number of domestic and international students, the main focus in recent years has been the addition of more student accommodations.

In the context of the “battle for brains,” it is critical that, in addition to offering affordable rooms, there is more investment in facilities and atmosphere. International students need a place where they can meet each other and meet Dutch students.

International Student House

Research shows that a communal space is important for many students, serving as a source for contact, entertainment, and support. DUWO estimates that thousands of students in Delft are lacking a living room, a place of their own in the city, where they can enjoy their privacy or invite others to join them, for example, for dinner, to play darts, or watch a movie – a space where they

meet others not only from their own culture, but also from all other parts of the world (including the Netherlands and Delft itself).

This has led to the idea of creating an International Student House (ISH), located between the DUT campus and the city centre, to serve as a “stepping stone” with around 2,000 m² of special facilities for international students in Delft, but open for the entire (student) community. This would include features such as:

- conference space
- large communal space with café and terrace
- multi-purpose space for debates, presentations, film screenings, etc.
- study and workspace(s), e.g. for language courses
- office space and conference rooms for (international) student groups (DISS, AEGEE, VAAD etc.), student doctors with travel desk and others
- small-scale commercial spaces

It is critical that this facility, along with its activities programme, be a group effort on the part of students, DUT the municipality, and DUWO, so that the ISH will optimally achieve its objectives:

1. a good reception and support for international students: feeling “at-home”
2. a meeting and exchange of cultures and ideas
3. a positive memory of their time in Delft: word-of-mouth!

The intention is expressly *not* to compete with existing initiatives and areas. It should rather be an enhancement, specifically oriented toward the students' living environment and free time (leisure, gaming, debating, dining, fitness, etc.).

Primary actions:

- Further development and planning for ISH: achieving physical realisation
- Exploring the possibility of housing facilities and activities from Delft inside the ISH (e.g. Expat project team operations office, DUT's International Office, shared programmes from Night of the Enterprises, the DISS' Career Event, and the “Introduction to Delft” for new international students and visitors).

Keeping students connected after graduation

After completing their studies, students enter the job market and start a family. This group, known as “knowledge workers”, are essential to the local and regional economy. The municipal government is putting an effort into drawing more graduates from DUT and the vocational/trade schools in Delft to stay connected with the city. To date, this initiative has not been entirely successful.

Delft's share of knowledge workers in the labour force has grown more slowly than that of other university cities in the Netherlands. This has to do with the housing market, which consists primarily of social housing and relatively few private housing or rentals. For recent graduates and those who are new to the workforce, housing is in short supply. Additionally, available housing is relatively expensive, small, and of low quality. Even for those knowledge workers in the 28-35 age group, there are too few options and the available houses do not provide good value for money. The housing

markets in Rotterdam and The Hague are both larger and more diverse. Promising, however, is the fact that an increasing number of knowledge workers seem to view the 'Spoorzone/Nieuw Delft' as an ideal residential location. This opportunity should be better exploited.

Connect the Knowledge Worker

The municipal government, in cooperation with HEIs, research institutes, commerce, and knowledge workers, has developed an action plan to connect more knowledge workers with Delft: the "Connect the Knowledge Worker" programme. This plan operates on the "city=campus, campus=city" principle. The programme aims to increase the provision of facilities, both inside the city centre as well as on-campus, through location-specific "stepping stones" (train station > city centre > DUT Noord (North) Campus).

The action plan consists of long-term goals and ambitions (2014-2017) and eight concrete and tangible short-term actions (2014-2015). The actions are focused on living, working, and facilities.

The primary actions are:

- Campus-plus: arrangements with Woonbron, DUWO, and other student housing corporations on how to encourage students to re-locate to other parts of Delft after their studies are finished.
- Creating "fixer-uppers", for example, by making depreciated real estate available to students. This might especially be of interest to students of architectural engineering and industrial design, to use as a study or personal project.
- Developing housing construction for knowledge workers, both through individual contracting as well as through corporations, in the 'Spoorzone/Nieuw Delft' area.

Visit http://www.delft.nl/Bedrijven/Stad_van_innovatie/Kenniswerkers for a complete overview of actions and latest developments (in Dutch only).

Good reception and orientation for expats

With its University of Technology, applied sciences universities, high-level research institutes, and specialised businesses, Delft has a strong international orientation. In addition to the number of international students, which is growing every year (3,500 in 2014), there is also a large expat population living in Delft. In 2014, there were 3,000 expats working in the private sector and at institutes for higher learning in Delft.

Students are primarily welcomed and served by their individual educational institute. For specific issues, they are referred to the appropriate agency. In this respect, DUWO provides (temporary and long-term) housing, the International Office is responsible for the correct residence permits and visas, and the city government handles the official address registration.

In 2009, Delft, together with partners, launched the Expat Project Team.

Expat Project Team

Since 2009, Delft has pursued a proactive policy in which the municipal government, DUT, applied sciences universities, TNO, Deltares, UNSECO-IHE, IKEA, DUWO, Woonbron, Grotius College, and healthcare organizations all form part of the Expat Project Team. In joint consultation, plans have been drawn up and implemented. These plans relate to:

1. Education and childcare
2. Housing
3. Expat website and Expat Desk
4. Social activities
5. Employment
6. Healthcare

The Expat Project Team aims to continue activities over the coming years in the six areas listed above, but also wants to achieve standards of quality and professionalism to better accommodate expats. To that end, a long-term action plan has been compiled.

Key actions:

- Set up a (salaried) implementation office
- Explore modes of cooperation between commercial and non-commercial service providers, e.g. to expand the Expat web portal
- Cooperation with other cities in the region, to complement and strengthen each other. In the regional context, streamline administrative processes for residence permits with the Dutch Immigration and Naturalization Service (IND)
- Develop investment programmes with a suitable range of facilities to meet the needs of the projected expat community growth (2015-2020)
- Dutch language school to offer a short programme for international schoolchildren to help them integrate into the Dutch school system

1.1 Feedback from peer cities and their local stakeholders on Hospitality

General remarks on hospitality in Delft: English signs, maps, clear information, available and affordable housing, feeling connected, a truly international atmosphere, fun factor, safety and security, a landlord that listens, availability of working and study spaces, good connections (internet and transport), integration with locals, contact beyond the economic transaction, feeling at home. But on the downside also: lack of cultural and artistic scene, gender-unbalance.

Ideas for improvement of Hospitality are:

- Adapt the city more to foreigners, e.g. through international signposting, also in public transport, and installing big screens in the city with information and events announcements in English.
- At city hall, create a welcome desk for foreigners and ease administrative duties.
- Integration of foreign students must take place on the social, cultural and economic level, and housing can be an instrument to bring that ideal closer.
- Set up a mentoring programme with students ('buddies') or companies: let companies adopt an international student and introduce them into Delft and the Dutch business world.
- Promote interaction by matching the supply and demand of peoples skills/capacities and needs, e.g. via a "matching app" that can cluster the needs of foreign students and locals.
- With regard to the International Student House the main remarks can be summarized as: quality of housing and offer of facilities are high, good location between city centre and the campus.

But peer cities criticize the nature of the building where living is just for international students; mixing and integrating students in the Dutch society should be stimulated more. Call the ISH a "multicultural" house rather than international house.

1.2 Stakeholders analysis

Table 1.1

Stakeholder interest analysis				
Issue	Hospitality			
Stakeholders	Interest and how affected by the issue	Capacity and motivation to bring change	Possible action to address stakeholders interest	Ownership
Primary Stakeholders				
City of Delft	Being an attractive city for talent and being capable of attracting the brains requires a need for a variety of services to students and knowledge-workers	Provide a service oriented programme for students and knowledge-workers	Evaluate and improve existing programme (tailor made); Offer an attractive environment for entrepreneurship	<ul style="list-style-type: none"> • City of Delft • Delft University of Technology • TNO – Netherlands Organization for Applied Scientific Research • International major companies and SMEs
Delft University of Technology	International competition for talented students, knowledge-workers, their families and tech companies	Create an attractive biotope to attract talented students, researchers and companies	Offer high quality education; Offer high quality research; Offer innovative job opportunities at PhD level and beyond; Offer international living and working environment; Arrange connections between companies and scientific research and researchers	<ul style="list-style-type: none"> • Delft University of Technology • City of Delft
The Hague University of Applied Sciences	International competition for	Create an attractive biotope to attract	Offer high quality education; Offer cross-	<ul style="list-style-type: none"> • The Hague University of Applied Sciences • High Tech Centre • SMEs

Applied Sciences	talented students	talented students	disciplinary teaching and project cooperation; Offer job opportunities after graduation	
(Student) Housing Corporation DUWO	Students and knowledge-workers need housing	Local and national agreement to create a minimum number of new student housing facilities	Create quality housing; Create affordable housing; Set up an International House as meeting place and place to live	<ul style="list-style-type: none"> • DUWO • Delft University of Technology • The Hague University of Applied Sciences • City of Delft
OBS Railway Area Development Agency	New train station as main gateway to the city; New train station area as attractive living and working environment	Train Station Spatial Development Plan operational	Develop new housing and office space; Develop new sustainable mobility assets; Create attractive green and leisure spaces	<ul style="list-style-type: none"> • OBS • City of Delft • Delft University of Technology • The Hague University of Applied Sciences
YES!Delft Students	Create career opportunities for DUT students	Promote innovative entrepreneurship among DUT students	Offer entrepreneurship training, skills, lectures, excursions, working space; Liaise with network of entrepreneurs	<ul style="list-style-type: none"> • YES!Delft Students • SMEs
YES!Delft Incubator	Create career opportunities for DUT students	Promote innovative entrepreneurship among DUT students	Offer entrepreneurship training, skills, lectures, excursions, working space; Find appropriate office space for expanding startups (and keep them in Delft); Liaise with network of entrepreneurs	<ul style="list-style-type: none"> • YES!Delft Incubator • City of Delft • Delft University of Technology • SMEs • Investors
ORAS, students	Have good living and study facilities	Deliberations with DUT decision	Co-create decisions that support and	<ul style="list-style-type: none"> • ORAS • Students • Delft University of Technology

	for students	makers	improve students' lives	<ul style="list-style-type: none"> • City of Delft • DUWO
Secondary Stakeholders				
Inholland University of Applied Sciences	International competition for talented students	Creating an attractive biotope to attract talented students	Offer high quality education; Offer cross-disciplinary teaching and project cooperation; Offer job opportunities after graduation	<ul style="list-style-type: none"> • Inholland University of Applied Sciences • SMEs
ROC Mondriaan (VET)	Prepare skilled students for future labour market	Create good education environment; Connect to Education Pillar in the city (i.e. technology education at all school levels)	Offer quality education; Offer job opportunities after graduation	<ul style="list-style-type: none"> • ROC Mondriaan (VET) • High Tech Centre • SMEs • City of Delft
Delft Marketing	Responsible for city marketing and hospitality issues	Focus on tourists	Signposting and announcements in English	<ul style="list-style-type: none"> • Delft Marketing • City of Delft
Business	Create career opportunities for students; Interaction with DUT to develop new products and services; Create inspiring environment for entrepreneurship	Create an attractive biotope to attract talented students; Create new businesses based on new technologies	Offer (international) job opportunities for graduates; Develop and provide suitable office space	<ul style="list-style-type: none"> • SMEs • City of Delft • Chamber of Commerce
Media/Press	News coverage	Publish inspiring and positive news items about city life	Articles and news items addressing target groups	<ul style="list-style-type: none"> • Media/Press • City of Delft

B. Living labs

Traditionally Living Labs are referred to as ‘a user-centred, open-innovation ecosystem, often operating in a territorial context (e.g. city, agglomeration, region), integrating concurrent research and innovation processes within a public-private-people partnership. The concept is based on a systematic user co-creation approach integrating research and innovation processes. Through co-creation and experimentation in real life use cases Living Labs come to life.’

(https://en.wikipedia.org/wiki/Living_lab)

Developing new technologies and conducting research is one thing; applying them or releasing them into the market is another. YES!Delft is a renowned start-up workspace in Delft with clean rooms; DUT has its own laboratories; Deltares has access to its own water basin to simulate waves. Increasingly, proposals are being made to use the urban space to experiment with rolling out new technologies, systems, products, and applications. For certain purposes, the compact cityscape in Delft is very well suited, though it is less useful for projects requiring a lot of open space. Moreover, city laws, regulations, and management also pose limitations to some of the possibilities in this area. How might the city facilitate other projects?

Europe promotes the development of Living Labs/Testing Grounds, particularly those that contribute to the solution of widespread societal problems. A coordinated Living Labs effort can help various parties in the community take steps toward developing their ideas and concrete products. This could lead to market introduction and maybe even make *Made in Delft* a concept.

High-Tech Centre

Delft’s High-Tech Centre (HTC) is a vibrant hub where study is attractive and innovation is accessible. In the HTC, vocational training at MBO-level 4 works hand-in-hand with the business community on educational programmes, applied research, and developing human capital, with a focus on top-sector high-tech systems and materials. This sector is heavily concentrated in the province of South Holland and Delft and is important to commerce in general, throughout the Netherlands. HTC is working to strengthen technical training in the curricula for VMBO/MBO (Dutch vocational training institutions) and HBO (Higher Education Institutes for Applied Sciences).

The High-tech Systems and Materials top sector is known for its rapid (technological) developments and its international orientation. The demands on personnel are ever increasing: good workmanship is more important than ever. Additionally, this sector is a powerful enabler for other sectors (agriculture and food industries, energy, sustainability, security, communications).

Key actions in the High Tech Centre are:

- Training in mechanics and electronics at the MBO-4 level, targeting students who combine the latest knowledge with outstanding skills and continuous learning tracks (VMBO/MBO/HBO). The programme is developed in close collaboration with experts from participating companies.
- Accessible workspace with state-of-the-art machinery and equipment, used by companies (for developing prototypes, innovation projects, and client demos) and by multi-disciplinary teams of students and teachers for innovation projects.
- Opening up of various partners' high-tech facilities to businesses and research institutes.
- Making technological studies more attractive (increasing enrolment) and generating more exposure for associated high-value technological firms.

Testing Grounds Website

As host to the knowledge economy, Delft provides opportunities – both physically and in terms of organization – to test innovations in a real urban environment in the Living Lab testing grounds. Testing grounds – or pilot projects - allow research and development to take place outside the laboratory. They are often developed in collaborations between businesses, research institutes, governments, and users.

The close cooperation between research institutes, the private sector, and the city, make Delft an excellent location for innovative enterprises to launch pilot projects. Individuals, businesses, or institutions which have made an innovative discovery, but are still working on preparing it for production, are encouraged to start a pilot project. Many initiatives benefit from Delft's strengths, such as sustainable energy, sustainable transportation, water and delta technology.

Visit <http://www.proeftuinendelft.nl> for details on pilot projects currently in progress in Delft (Dutch only).

Actions:

- Contribute to the vision and strategy for Living Labs in Delft
- Launch new pilot projects in Delft
- Work toward better regulating Living Labs
- Maintain, promote, and expand the website

'Nieuw (New) Delft Railway Area'

The area around the train station in Delft is being redeveloped and is gaining a new image. Since the beginning of 2015, trains pass through a 2.3 km-long tunnel rather than cross the city. At the end of 2015, a new municipal office will be opened along with new houses for residents. Nearly 500 new student homes will be completed, along with commercial spaces and public green spaces. The area is becoming an innovative, sustainable environment for living, working, travel, and transportation alike.

The Hague University of Applied Sciences has been invited by the city to serve as a temporary tenant and pioneer in the effort to develop the area. For courses at the Academy for Technology, Innovation & Society Delft, this provides the opportunity to carry out activities on-site using a Living Lab. In co-creation with businesses, research institutes, governments, and users, the Lab gives a space for prototyping and testing innovative products, services, and business models. At the same time, these operations provide real solutions for real issues. As a result of the close involvement of entrepreneurs and other stakeholders, the knowledge, through innovation or otherwise, quickly and organically finds its way to the market and to society. The planned Learning Lab will focus on issues affecting the urban environment in 'Spoorzone/Nieuw Delft'.

Actions:

- Contributing through the Learning Lab environment to planning and development in the Nieuw Delft Railway Area.
- Through on-site studies, (future) residents and users become interested in participation to realise the new area's potential
- Carrying out project (research topics) in the field of semi-permanent construction (e.g. flexible construction forms, re-usable materials), sustainability (construction, energy supply, mobility), health and care (apartments, buildings, individuals).

H/Betafactory

As part of the Academy for Technology, Innovation & Society at The Hague University of Applied Sciences in Delft, the H/Betafactory facilitates partnerships that are necessary for achieving success in education and commerce. Entrepreneurship and achieving innovation are at the centre of their work. H/Betafactory functions as a testing and development environment across a range of projects. This prototype workspace of around 1,200 m² is located within walking distance of the Delft campus, has its own management, and is generally open 24/7 to students. In the hall, there are various machines for practical applications, as well as a number of partnering businesses.

Actions:

- Connect H/Betafactory with the High-Tech Centre
- Involve H/Betafactory in the development of the Nieuw Delft Railway Area

The Green Village

The Green Village is a demonstration site to discover, learn, and show how to solve society's urgent challenges, mainly in the fields of sustainable energy and housing. Focus is on generating innovative power to set horizons for a new, sustainable, green and circular economy.

The initiative will be built as a temporary village for a period of approximately 10 years. It is based on the principles of the circular economy: all materials and equipment will be owned by a resource company. This company will eventually take back all materials and re-use them in other projects or products. The Green Village will grow and change over time. It will be a place where you can see and experience new technologies and systems. It offers and shows amazing possibilities, technologies, products and systems that will contribute to a green environment.

The first visible and tangible result of the Green Village is the Pret-à-Loger house. Developed by students, this energy-neutral and low-carbon house of the future won a second prize at an international contest in Paris 2014.

The "fixer-upper" housing options named above as part of the "Connect the Knowledge Worker" programme (see Hospitality section) can benefit from knowledge generated through the Green Village.

Actions:

- Green Village facilitates development possibilities for Living Lab in the area of sustainable energy and construction.
- Use communication to profile the Green Village at various levels (local, regional, national, European) as a valuable Living Lab showcase.
- Seek European funding, e.g. through ERDF, HORIZON2020, INTERREG, etc.

Smart Cities

Cities change. New rules and requirements for air quality, energy consumption, space management, traffic, and transportation lead to changes in the cityscape. Its usage and the city atmosphere change, but so do the city's facilities, its accessibility, and liveability.

The Smart Cities concept offers solutions to build future proof and resilient cities and helps them face the grand societal challenges ahead. Topics pertaining to energy efficiency, climate, and transportation are fully addressed, with a focus on new ICT-applications.

TNO has developed an interactive (digital) Smart Cities tool to model the effect of changes and decisions in a given policy area on other domains. This tool is part of a wider approach to make Delft more manageable and leads to a better integration of city policies.

Delft is working on initiatives to make the city more sustainable, more energy-efficient, and more secure. Not only in Nieuw Delft, but also in other places around the city, experiments are being done with materials, methods, and designs, such as 'het Mobiliteitshuis' (the Mobility House), 'de Vrachtfiets' (the Freight Bike), and 'Groenblauw' (Greenblue).

Actions:

- Make necessary policy adjustments subsequent to Smart Cities tool (TNO) testing and as follow-up to the Delft Smart City report
- Develop initiatives in Delft in the area of Smart Cities, and/or combine efforts, among others, with het Mobiliteitshuis, de Vrachtfiets, Groenblauw
- Following Expression of Interest focus on participating in Call for Proposals: *European Innovation Partnership on Smart Cities and Communities (EIP-SCC)*

2.1 Feedback from peer cities and their local stakeholders on Living Labs

General remarks on Living Labs in Delft: experimental environment, involvement of real end users/citizens, equipment and facilities, test new ideas in real time, output of new products that address a real need, a co-creative entrepreneurial approach, realizing dreams, pushing boundaries, room for making mistakes, theory meets praxis.

Positive remarks on Living Labs are:

- There are a number of well-functioning living labs in place (climate change, flood protection, green technology), and they deliver concrete results.
- Living labs are important for students to gain concrete research and design experience in a real life setting
- There is a good collaboration culture between academia and large technology and (construction) companies, and they manage to set up complex projects together.

More negative connotations are:

- The participation in living labs is mainly confined to academics and students. And even the number of students involved is too low. Do citizens also play a part?

- Living labs are places for experimentation, but often legislation stands in the way of doing things alternatively. The government (local and national) is insufficiently able to provide the necessary regulatory space.

- Living labs in Delft are very much technology focused. This might lead to a technology push approach and insufficient attention for the human behaviour aspects.

- Where is the role of the municipality in the living labs? There are many urban challenges and problems yearning for a living lab set-up.

Some ideas for improvement are given:

- Use living labs to forge communities of students and other interested and involved citizens and organizations in Delft.

- Besides technology-oriented living labs, also set up social experiments that might bring people closer together or achieve other social goals. Collaboration with social sciences, humanities, political sciences from Leiden and Rotterdam universities is required.

- Consider the entire city as an “innovation platform” (like Tampere does).

- Turn the International Student House into a living lab, not just to test technology but also to foster social experiments, e.g. via different types of setting, test new types of equipment.

2.2 Stakeholders analysis

Table 2.1

Stakeholder interest analysis				
Issue	Living Labs			
Stakeholders	Interest and how affected by the issue	Capacity and motivation to bring change	Possible action to address stakeholders interest	Ownership
Primary Stakeholders				

City of Delft	The city as Living Lab showcase of new technologies	Economic and Investment Programme; Support to initiatives	Offer spaces, facilities, services to foster Living Labs; Address deregulation	<ul style="list-style-type: none"> • City of Delft • Delft University of Technology • The Hague University of Applied Sciences • Inholland University of Applied Sciences
Delft University of Technology	Prepare for the future economy and society via addressing European Grand Societal Challenges; Connect study and employment opportunities for students who want to work with new technologies	Offer study and learning opportunities for students where new technologies can be tested; Showcase innovative concepts	Engage in and support DUT initiatives in this field, e.g. Green Village/ Bouwcampus (Building campus) (funding)	<ul style="list-style-type: none"> • Delft University of Technology • City of Delft
The Hague University of Applied Sciences	Connect study and employment opportunities for students who want to work with new technologies	Offer study and learning opportunities for students where new technologies can be tested; Showcase innovative concepts	H/Betafactory; Learning Labs in Nieuw Delft Railway Area	<ul style="list-style-type: none"> • The Hague University of Applied Sciences • OBS Railway Area Development Agency • City of Delft • High Tech Centre
(Student) Housing Corporation DUWO	Testing of new technologies can help reduce building and maintenance costs and improve sustainability	Owner of several thousand student housing; Concrete plans e.g. for building International Student House	Test new technologies in student housing projects	<ul style="list-style-type: none"> • DUWO • Delft University of Technology • The Hague University of Applied Sciences • YES!Delft (Students)
OBS Railway Area Development Agency	Urban area under development which offers opportunities for experiments and showcasing	Strong focus on financial issues, but important as facilitating party	Possible links and cooperation with The Hague University of Applied Sciences	<ul style="list-style-type: none"> • OBS Railway Area Development Agency • The Hague University of Applied Sciences • City of Delft

YES!Delft Students	Support and train DUT students in becoming entrepreneur(ial)s; Showcase new technologies and products in the city	Business environment, incubator, facilities, programmes	Facilitate Living Lab opportunities for and by student startups; Extension of network with other local players in education field and business sector	<ul style="list-style-type: none"> • YES!Delft Students • SMEs • Delft University of Technology
YES!Delft Incubator	Support and train DUT students in becoming entrepreneur(ial)s; Showcase new technologies and products in the city	Business environment, incubator, facilities, programmes	Extension of network with other local players in education field; Support to YES!Delft 2 building	<ul style="list-style-type: none"> • YES!Delft Students • SMEs • Delft University of Technology • The Hague University of Applied Sciences • Inholland University of Applied Sciences
ORAS, students	Inform DUT students about entrepreneur opportunities	Representation of students in university policy matters	Communication about Living Lab opportunities in Delft	<ul style="list-style-type: none"> • ORAS • Students • Media/press

Secondary Stakeholders

Inholland University of Applied Sciences	Connect study and employment opportunities for students who want to work with new technologies	Offer study and learning opportunities for students where new technologies can be tested; Showcase innovative concepts	Explore possible contribution to the development of the Nieuw Delft Railway Area	<ul style="list-style-type: none"> • Inholland University of Applied Sciences • OBS Railway Area Development Agency • City of Delft
ROC Mondriaan (VET)	Prepare skilled students for future labour market	Create good education environment; Connect to Education Pillar in the city (i.e. technology education at all school levels)	Develop High Tech Centre; Offer quality education; Offer job opportunities after graduation	<ul style="list-style-type: none"> • ROC Mondriaan (VET) • City of Delft • High Tech Centre • SMEs

TNO – Netherlands Organization for Applied Scientific Research	International research in applied technology	Develop and test new technologies and Smart Cities tools	Engage in and showcase new initiatives	<ul style="list-style-type: none"> • TNO – Netherlands Organization for Applied Scientific Research • City of Delft
Green Village/ Bouwcampus	Research on innovative sustainable and low-carbon housing construction	Test facility; Bring together relevant construction companies; Build knowledge platform	Share knowledge; Implement new sustainable technologies in construction industry	<ul style="list-style-type: none"> • Green Village/ Bouwcampus • Delft University of Technology • City of Delft • SMEs
Business	New product and service development	The sector needs talented and motivated employees; Make profit	Employment opportunities for talented students; Promote new products and services (=business promotion)	<ul style="list-style-type: none"> • SMEs
Financial institutions	New product and service development	Return on investment	Participate financially in Living Labs; Exposure	<ul style="list-style-type: none"> • Investors
Media/Press	News coverage	Publish inspiring and positive news items about technological and sustainable innovations in Delft	Articles and news items addressing target groups	<ul style="list-style-type: none"> • Media/Press • City of Delft • Delft University of Technology • The Hague University of Applied Sciences • Inholland University of Applied Sciences

3. Best practices and inspiration learnt from other partner cities

An important aspect of the URBACT project is learning from each other through best practices and inspirations. Delft has taken on a number of practices from other cities and is examining some further.

Night of the Enterprises

During the URBACT project meeting in Aachen (September 2012) the “Nacht der Unternehmen” (Night of the Enterprises) was presented. This evening programme gives students a peak behind the curtains at companies in Aachen and the surrounding region. In addition to a big business fair, there are hop-on/hop-off busses that stop at various companies. This event was implemented in a modified form in Delft in 2013 and 2014. Given that there are a number of business fairs, the idea of the evening bus tours was adopted.

Companies in Delft are opening their doors to present themselves to prospective employees. Students can sign up in advance online for a specific bus, e.g. a high-tech bus that stops at three high-tech firms, or an ICT-bus, etc. The event targets (international) students looking for internships, research contracts, starter positions, as well as young professionals who are hoping to find their first job in everything that makes the technology sector so interesting. Students and companies get to know each other better, forging connections for future relationships.

For an impression of the event, visit: <https://www.youtube.com/watch?v=uL-vVs33HdE>

Action:

- Evaluation of the event, followed by possible handover to DUT, student groups, or companies

Demola

In Tampere, universities and a large number of stakeholders developed an innovative way to let mixed student teams work, as part of their curriculum, on real-life projects in the city where they live. An intermediary organization called Demola (‘New factory’) was set up, to define assignments around actual problems and challenges defined by local organizations. Demola is a collaboration between the city, its universities, and a number of other local stakeholders. The Demola organization collects research questions and challenges from a variety of organizations in Tampere (companies, hospitals, government agencies, NGOs, etc.). It publishes the assignments on a website, including the type of skills that are asked for. Students are invited to subscribe to a project. Demola assembles student teams to address the projects, and offers a range of support and training activities for the student teams. Demola is an internationally recognized best practice programme that has been copied in various other cities.

Action:

- Newly investigate the viability of (aspects of) Demola in Delft

Consultation for Entrepreneurs

Every Friday afternoon, the Tampere University of Technology (TUT) offers walk-in consultation time for entrepreneurs. Those who come can present their plans and ideas for product development. The conversations help to determine what chances and possibilities exist for collaboration with the TUT. Researchers and professors help with testing feasibility and, where applicable, collaborating.

Action:

- Research into the viability and desirability of this initiative in the context of Delft

4. Funding

Delft is in financial dire straits. New austerity measures will force the city to make drastic choices in the coming years. Given that the knowledge economy, innovation, international profile, and the city-university collaboration are of significant importance to Delft, resources will continue to remain available for these areas in the coming years. But this will heavily depend on the definitive choice of programmes, projects, and other initiatives. Initiatives from the city, specifically those by parties affiliated with EUniverCities, are likely to receive positive assessments on the basis of their quality and their compatibility with Delft's priorities.

Still, Delft will need to look for additional funding. Delft's best opportunities lay with the EFRO programme, 'Kansen voor West II' (Opportunities for West II). This new programme, which runs from 2014-2020, will provide space for pilot projects (Living Labs), testing locations, demonstration projects, and research facilities, among other things.

Kansen voor West II (Opportunities for West II)

The investment priorities for the period 2014-2020 are defined in a partnership agreement with the European Commission. The programme has the following priorities:

Priority 1: Innovation in SMEs (small and medium-sized enterprises)

Kansen voor West II promotes cross-overs between sectors and niche markets through:

1. The development of marketable products and services
2. The availability of capital for innovation in starting and growing SMEs
3. Simplifying and improving ways of acquiring capital

Nearly 62% of the available budget (€113 million) has been earmarked for these purposes.

Priority 2: Low-emissions economy

Devoted to financing projects that adhere to the National Energy Accord or the European Rural Development Programme (POP), Kansen voor West II seeks to:

1. Reduce the share of fossil fuels in total energy consumption in the area of Kansen voor West II
2. Reduce energy consumption in the built environment

For these purposes, 20% of the total available budget (€36 million) has been earmarked.

(Priority 3: Urban development (Only intended for G-4 cities))

In addition to a substantive assessment, aspects such as collaboration with the targeted group(s) and the initiative's impact on broad societal issues are also important.

Promising projects

Initiatives such as sustainability projects (promoting a low-carbon economy) in the New Delft Railway Area and the region, such as the Sustainable Energy and District Heating Grid (a.k.a. Warmterotonde, or Heating Roundabout), Green Village/Construction Campus, the High-Tech Centre, the International Student House, seem to be in line with this priority.

Action:

- To prepare ERDF project proposals in the areas of sustainability (low-carbon economy) and Living Labs, in collaboration with relevant research and knowledge partners from Delft and the region

Revolving funds and the Juncker Plan (EFSI)

Financial instruments are on the rise as an alternative to subsidies. An example is the revolving fund in which invested money (partially) flows back as a return, making future projects available. The Hague and Rotterdam are experimenting with models that may also be feasible for Delft, for instance, in the area of refitting apartments and energy facilities to make them more sustainable, which is already taking place in The Hague.

European Commission President Juncker has developed a plan to kick-start the European economy: the European Fund for Strategic Investment (EFSI). This plan aims to invest €21 billion of the EU budget and to create a fund of €315 billion. Specifically, innovative and sustainable projects (like the Sustainable Energy and District Heating Grid, see Kansen voor West II, above) would be eligible for this.

Action:

- Dialoguing with initiative-takers about revolving funds in The Hague and/or Rotterdam, investigating the possibilities for sustainability initiatives in Delft
- Research into high-potential projects as part of the Juncker Plan (EFSI)

Further possibilities

- In European partnerships, research and demonstration projects with regard to the low-carbon economy, new technology, and entrepreneurship stand a good chance of being funded. Delft and its partners are working wherever possible to submit plans on these subjects to HORIZON2020 and INTERREG (e.g. INTERREG North-West Europe, 2 Seas, North Sea).
- To follow up the EUniverCities URBACT project, Delft is working together with other university cities in Europe to propose a sequel project. The focus is on entrepreneurship stemming from higher education (incubators, education and training programmes) and connecting with mid-level vocational training and small and medium-sized enterprises
- Delft is one of the cities that submitted an Expression of Interest to the European Innovation Partnership on Smart Cities and Communities (EIP-SCC). This was approved in 2014. The city council now wants to participate in the EIP-SCC Call for Proposals.

5. Conclusions

Cooperation between City – DUT – The Hague University of Applied Sciences

> The strategic talks initiated in 2014 between the city's board of directors and DUT's executive board have laid a good foundation to jointly discuss and address key issues. Through enhanced cooperation, action can be taken quickly on current issues such as housing, accessibility, traffic safety, etc.

> The Delft Technology Partners Programme Office was set up in 2014 to attract innovative businesses to Delft, to strengthen the knowledge economy in the city by setting up and connecting businesses, to expand business development, and to market Delft as a hub for innovation. In this office, TU and Delft work hand-in-hand to promote their shared interests. The coming years are expected to bring growth in investments, employment opportunities, new businesses, as well as collaborations between TU and companies, and between the companies themselves (e.g. cross-overs).

> Regular dialogue between the city and the applied sciences schools is still lacking, although an initial meeting on the topic of cooperation between the city and The Hague University of Applied Sciences has taken place.

Hospitality

> Within the international student community, students need a meeting place of their own. DUWO is working with the city, TU and others to create the International Student House.

> The "Connect the Knowledge Worker" programme is a series of measures developed by Delft and local interested parties to optimally accommodate domestic and international knowledge workers.

> The Expat Project Team's action plan for expansion and improvement is helping to better organize the welcoming and guiding of expats in Delft.

> Through a 'One Stop Shop,' businesses are being welcomed to the city: Delft Technology Partners has both a reference function and a monitoring function, making sure, above all, that businesses get in contact with the appropriate authorities (e.g. for questions about real estate or permits) or the right people (e.g. linking a business with a scientist or research group at DUT).

Living Labs

> Living Labs offers enormous potential, of which many Dutch cities without a university or knowledge institution are envious.

> On a larger scale, implementing Living Labs has its limitations in densely populated urban areas.

> There is a big demand for space, motivation, and less regulation to bring Living Labs into fruition on a larger scale in Delft.

> Good Living Labs practices in the area of entrepreneurship (e.g. DEMOLA) could also be put into place in Delft.

Miscellaneous

> The city occasionally makes use of students' knowledge and skills. The knowledge potential is made even greater among researchers and teachers/professors. Cooperation and enlistment of students in specific (strategic) projects by the city and its partners contribute not only to the realization of policy objectives, but also to the students' practical experience.

6. Recommendations

- As a follow-up to the shared Strategic Cooperation Agenda, Delft and DUT should compile a Strategic European Agenda.
- In response to the growing number of international students and the development of Massive Online Open Courses (MOOCs), Delft is increasingly internationalising. This subject deserves a more prominent place in the Strategic Cooperation Agenda.
- It could be useful for Delft to further institutionalise administrative discussions with the applied sciences schools and to stimulate more official cooperation.
- Delft and local interested parties (such as DUT, applied sciences universities, internationally-oriented firms) should combine efforts in the coming years to expand the “Connect the Knowledge Worker” programme.
- Successful initiatives, like the Night of the Enterprises, must be continued and, where possible, integrated into related projects (cf. Career Event).
- Stimulate development of Living Labs in the city and exploit the technological and knowledge-based potential of DUT and applied sciences universities.
- Enlist students into projects (in light of the changing role of city government and the promotion of cooperation between the city, institutions of higher learning, and the business community).
- Create an attractive business climate by removing unnecessary regulatory burdens (e.g. by creating a “free zone”).
- Stimulate interactions between science and industry.
- Get local citizens involved as a target group with regard to the university and the role of the knowledge economy in the city.

7. Local Support Group

This Local Action Plan is the result of a collaboration between representatives from local stakeholder organizations:

- City of Delft
- Delft University of Technology
- The Hague University of Applied Sciences
- (Student) Housing Corporation DUWO
- OBS Railway Area Development Agency
- YES!Delft Students
- ORAS Student Association
- Managing Authority ERDF – Kansen voor West
- Willem van Winden (Lead Expert)

Information

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