

TITLE : PUTTING CREATIVITY AND INNOVATION IN PLANNING

CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES : AMSTERDAM AND NANTES



Image 1: Amsterdam, NDSM Werf: <http://www.asthebirdfliesblog.com/>



Image 2: Nantes: "Les Anneaux" (The Rings) http://switchboard.nrdc.org/blogs/kbenfield/from_elephant_to_estuary_does.html



Image 1: Amsterdam, <http://www.metropolismag.com/May-2011/Bouyant-Market/>

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Image 2: Nantes: <http://www.iledenantes.com/fr/projets/63-les-nefs.html>

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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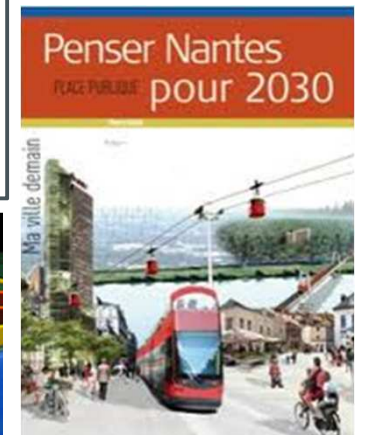
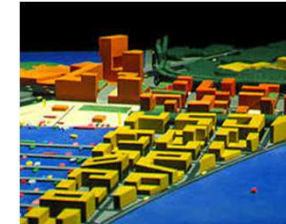
Introduction

- Planning thought and practice today and the need for planning to become more innovative and creative in response to contemporary challenges, uncertainty and complexity.
- Two (2) Case study cities, and their Metropolitan area: Amsterdam and Nantes
 - Not Comparison
 - Relatively open investigation
 - *Are they examples of creative and innovative planning?*



Key words:

Creativity, innovation, collaboration, strategic plans, social innovation uncertainty, complexity, risk, change, stakeholders, learning, social cohesion, environmental sustainability, experimentation.



INTRODUCTION

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Research Question and Hypotheses

- Are there examples of planning practices which are developing more creative and innovative approaches to planning in response to the current context and new challenges?
- Planning must change because the contemporary city defines a completely new environment.
- This is shared by all cities and towns however cities, in particular, are exposed to a certain scale of change and associated challenges which require new, innovative solutions and approaches.
- Even though this change is unescapable, it can be very difficult and threatening and thus there is reluctance amongst people in general including within planning, to accept change especially when it may entail sharing of power and unforeseen risk.
- However, in some places there is evidence that creative planning is a reality and examples of what is discussed within the literature has become not only a claim but a reality.
- And in addition:
 - Which lessons are transferable to other situations?
 - Why do innovative approaches develop in some specific places and not in other contexts; what fosters this change?
 - Do these examples, and also the literature go far enough in advocating change? Does this represent a real change and innovation or is there a need to go further?

INTRODUCTION

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Literature Review

- “Creative and innovative planning:” how planning can adapt and change to meet new challenges of the urban condition today and the need for more creative and innovative responses in order to achieve this.
- Diverse literature explored;
 - **Planning Thought Today**
 - **Creativity**
 - **Communicative Planning**
 - **Strategic Planning**
 - **Social Innovation**
 - **Context Matters**

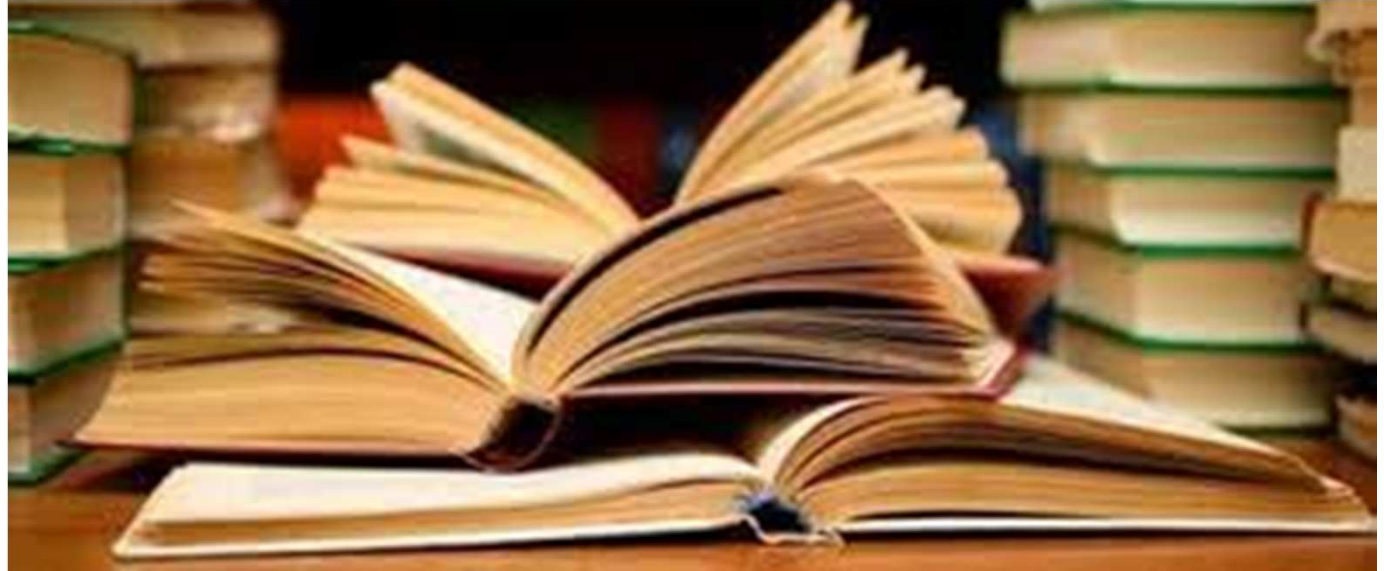


Image: <http://otecportfoliomei.weebly.com/literature-review.html>

LITERATURE REVIEW

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Planning Thought Today

- Current ideas about the purpose and role of planning have evolved significantly over the 20th C
 - Beyond physical fabric of cities. Includes social, economic, political and environmental factors
 - Various dimensions co-exist and often produce contradictory forces
 - Creating a better future for all
 - Refer for example: Albrechts, 2005, Healey, 2007, & 2010, Hiller, 2010.
- **Society and Urban Condition has changed**
- Increased complexity, new forms of governance, consequences of neoliberalism and growing social exclusion, environmental concerns, new technologies and new networks and collaboration...
 - For example, Albrechts, Healey, Sandercock; Mahsud, Moulaert, Novy and Swiatek; Booher and Innes; Castells; Klein and Tremblay. For growing inequality, for example, Mayer, Peck; Theodore and Brenner and Changes in governance, for example, Gerometta, Hausseerman and Longo; Healey; Healey and Gonzales; Swyngedouw; and Van Dyck.
- **The need for change**
 - Resulting from these changes, contradictions and complexity, the approach to planning and spatial governance needs to change.
 - Calls for a “new imagination,” (Sandercock, 2004), a “culture change” (Healey, 2007, p.179) or “more creative responses” (Albrechts, 2005, p.247) but all are calling for a change.

There needs to be changes in thinking about how to plan, changes in values and modes of practice, the inclusion of new and different actors, and new resources are required (Albrechts, 2004 and Gerometta Haussermann Longo, 2007).



Image: <http://www.courrierinternational.com/article/2011/01/13/un-insecticide-vietnamien-tres-epice>

LITERATURE REVIEW: PLANNING THOUGHT TODAY

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Creativity

- Planning thought, governance structures and the actual practice of planning (the tools, methods and regulations).
- A response to the complexity and challenges of the urban condition to produce improved outcomes.
- To discover and develop new approaches and mind sets, new techniques and tools.

Definition: Lack of precise definition

- Albrechts: a (preferably social) process that "stimulates the ability to view problems, situations and challenges in new and different ways." Not simply accepting the current way of doing things as being the best way of doing things and a way of imagining "possible futures" in response to problems, situations and challenges (Albrechts, 2005, p.249 & 253).
- Refer also Healey 2004, Higgins and Reeves, 2006, Klein & Tremblay, Landry, 2011.



Image: <http://www.jsha.com/blog/5-ways-to-jumpstart-your-brainstorm/>

...this is a "way of imagining possible futures in response to problems, situations and challenges" (Albrechts, 2005, p.249)



Image: <http://worldcreativity.wordpress.com/>

Sandercock (2004) describes 20th century planning as "regulatory, rule bound, procedure driven, obsessed with order and certainly; in a word inflexible" and writes that "when the world is changing around you, it is often not appropriate to stick to the rules, to the tried and true, nor for that matter to cling to whatever is the main oppositional ideology - to simply assert the opposition for the currently conventional wisdom or the dominant ideology." Sandercock argues the need for a "mix of imaginations required for the complexities of Twenty first century urban life." Sandercock outlines four key qualities of such an imagination as being; political, audacious, creative and therapeutic" stating that these qualities are "quite different to the skills that have obsessed 20th century planning education."

LITERATURE REVIEW: CREATIVITY

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Creativity

- Healey, “Creativity and Urban Governance” (2004):) what types of governance infrastructures have the capacity to release “imaginative and innovative” outcomes.
- Sandercock, “Towards a Planning Imagination for the 21st Century”(2004): need to move past 20th century planning modes and towards a new planning for the 21st Century which entails imagination and risk taking.
- Landry, “Creative City Index” & “Creative bureaucracy” (2008, 2011 & Landry Blog): an alternative “creative bureaucracy” is required for the 21st Century.



Image: <http://www.musedt.com/penser-la-ville-collective-lexemple-de-la-wikicity/>

Landry: ‘Creative bureaucracy’ idea is not a plan, but a way of operating that assists in creating “better plans and better future ways of operating.” What is proposed is an “adaptive, responsive and collaborative organisational form” which has the potential to mobilise the initiative ,full intelligences, imagination, creativity and competence of those working within the organizational structure as well as respond to the hanging demands of “those they seek to serve” (Landry, 2011).

LITERATURE REVIEW: CREATIVITY

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Communicative & Collaborative Planning

- More participatory planning: involve citizens, groups and communities
- Bottom up processes, local initiatives, collaborative or communicative planning
- Generate new ways of thinking and doing planning.
- Refer: Booher and Innes, 2003, Albrechts, 2005; Healey, 2010 and Hiller and Healey, 2008.
- **Criticism:** whether ideal of open, fully inclusive and collaborative urban governance is possible in an uneven society
- **“Real” collaborative planning and governance:** not just about advising the public about what is already decided. Not just discourse but actually being involved in the planning process, being listened to and trusted.
- Refer: Albrechts, 2002; Agger, 2012, Booher and Innes, 2003, Seltzer and Mahmoudi, 2012,
- **Web 2.0** technologies etc. to encourage and enhance participation (Agger, 2012, Seltzer and Mahmoudi, 2012).



Image: <http://www.nantesgreencapital.fr/en/living-in-nantes/the-participatory-metropolis> & <http://www.nantes.fr/home/a-vous-nantes/ma-ville-demain/imaginer-les-possibles/lexposition-ma-ville-demaintrois.html>

LITERATURE REVIEW: COMMUNICATIVE & COLLABORATIVE PLANNING

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Strategic Planning

- More strategic approaches.
- Strategic planning can be seen as a creative approach to planning.
- Response to the current challenges of spatial planning including uncertainty.
- Can adapt to changing circumstances, is more flexible and accepts risk.
- Critical of more traditional land use planning which is “quantitative” and “pragmatic.”
- Understanding of multiple dimensions and complexity of urban condition
- Hiller (2008) states that strategic planning is “concerned with the question of how humans and nonhumans might live.” For Healey (2007) the term ‘strategizing’ is about “potentialities and possibilities” which can be drawn from “multiple unfolding relations, within which to set actions that will intervene in these unfolding relations in the hope of furthering particular objectives and qualities.” Albrechts (2004) defines strategic plans as “frameworks for action.”
- Refer (for example); Albrechts, 2004, Balducci, 2011, Healey 2005 & 2007, Hiller, 2008, Van Den Broeck, 2008. In particular: for more detailed explanation: Hiller (2008) Plan(e) speaking: A multiplanar theory of spatial planning” Albrechts (2004), ‘Strategic spatial planning re-examined’ Healey, (2007) “Urban Complexity and Spatial Strategies.”



Image: Plan Amsterdam 01, 2011

LITERATURE REVIEW: STRATEGIC PLANNING

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Social Innovation

- Critically examines, responds to and challenges mainstream governance and Institutional structures
- A creative strategy in response to social needs, and a means to create better futures.
- Innovation in meeting social needs or delivering social benefits to communities and responding to social exclusion in a way which is better or more effective than traditional public sector or market reliant approaches.
- Search to improve the human condition and a means of fostering inclusion and wellbeing through improving social relations (both micro and macro between classes and social groups) and transforming structures of governance.
- Social Innovation is explained as consisting of three core dimensions, which ideally co-exist and interact, these being;
 - The Satisfaction of needs, (Content dimension);
 - Reconfigured social relations (process dimension);
 - Empowerment of political mobilization (empowerment dimension).
- Refer for example, Moulaert, MacCallum, Mehmood and Hamdouch, 2013, Gerometta, Haussermann and Longo, 2005 and Moulaert, Martinelli, Swyngedouw and Gonzalez, 2005.



LITERATURE REVIEW: SOCIAL INNOVATION

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Social Innovation

- Diverse projects and initiatives: range from making local services available, renewal of deprived areas, improving attractiveness of local area, development of new organisations to improve participation in local governance, changes in neighbourhood governance dynamics, cultural or artistic projects, new community facilities etc.
- Refer: Moulaert, Martinelli, Swyngedouw and Gonzalez, 2005, Moulaert, MacCallum, Mehmood and Hamdouch, 2013, Moulaert, MacCallum and Hiller, 2013, Moulaert, Martinelli, Swyngedouw and Gonzalez, 2005, Gerometta, Haussermann and Longo, 2005, p.2012,, Vicari, Haddock and Tornhagi, 2013, Van Dyck, 2010, ad Van Dyck, B & Van den Broeck, P 2013
- Refer Research Projects: Social Polis, Katarsis, Singocom, Spindus/SP2SP & Demologos



Amsterdam Smart City, 2014 *The First Workshop on Social innovation*:
<http://amsterdamsmartcity.com>

LITERATURE REVIEW: SOCIAL INNOVATION

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Literature review

- Existing literature depicts an urban condition which has changed significantly, including in terms of new technologies, increasing environmental concerns, social changes, a focus on market-economics and competitiveness between cities (and regions) and new forms of governance.
- Urban condition with diverse, contradictory forces; economic, social, environmental etc. which co-exist and need to be balanced. It is argued that these multiple and diverse changes have created a context in which planning is now done which is challenging, complex and uncertain.
- It is argued that planning therefore needs to change from more traditional, modern conceptions of planning which focus on linear processes, regulations and physical form and which value certainty and rules.
- Instead it is argued that planning needs to develop new, more creative and innovative ways of thinking about and doing planning. It is argued that such an alternative is needed in order to find new solutions which better respond to the current context in which planning is done, including complexity and uncertainty and which address current problems and challenges in new ways, finding new solutions.
- This alternative planning calls for open mindedness and imagination in order to view problems in a new way and to imagine and create alternative ways of doing things to the current practices. The literature argues that such an alternative planning would value and encourage experimentation, the capacity to learn and exchange knowledge. Such practices would appreciate the necessity of diversity, risk, uncertainty and flexibility.
- In addition: discourses on (alternative) strategic spatial planning, (real) communicative and collaborative processes and more socially innovative practices which deal with planning in a comprehensive way, involve a larger more diverse group of stakeholders from all aspects of society with various skills and knowledge and is linked to social values.
- In particular the literature emphasises involving new actors and creating new relationships between various actors from diverse disciplines and levels of governance, with different knowledge and skills and the ability for this exchange to foster creativity. The literature also emphasises that such change is about believing in a better possible future and creating improved outcomes, an improved urban condition and greater social cohesion.

LITERATURE REVIEW: SUMMARY

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Literature Review

- Literature clearly argues this need for change
- Literature is less precise regarding what, exactly creative planning practice is or would be in reality and not many examples are provided.
- Literature does not provide a precise way to measure if creative practices exist
- It remains merely a call for change and even a utopian idea existing only in theory.
- Based on the current theory and the gaps within the existing literature I examine two case studies to examine if these are examples of “creative planning practices,” or at least planning moving in a more creative and innovative direction.
- I develop a framework by which to examine if creative planning exists in practice.



Image: <http://veromulet.pbworks.com/w/page/30150241/FrontPage>

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Methodology

- Whether beyond the literature, creative planning exist or is emerging
- Two (2) case study cities: Amsterdam & Nantes
- Respond to gap within the existing literature:
 - Way in which creative planning can be detected
 - Limited number of examples of real concrete practices of creative planning
- Aim is to investigate whether examples of creative planning are emerging.
- Furthermore, how to measure if “creative planning” exists or is starting to emerge,
- Challenge: how to measure creativity in planning or “creative planning”?
 - Set of criteria as “proxies” to represent creativity
 - Assessing if they can be found in the case studies.



LITERATURE REVIEW: METHODOLOGY

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Creativity involves imagination, experimentation, innovation, resourcefulness, adaptability, flexibility, risk and learning.

I emphasise that my understanding of creativity can be understood as consisting of four levels;
Why, How, Who and What?



I define “creative planning” as follows:

Creativity is a response to a situation (issues, problems, challenges) which involves seeing the situation from a different angle, imagining and searching for an alternative and bringing something new into being in response to the existing challenge which is not only new and original but has added value; creates a better possible future.

LITERATURE REVIEW: METHODOLOGY

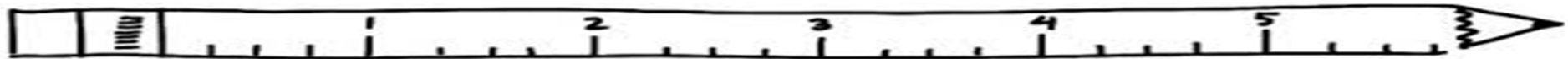
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Methodology: 10 Criteria

- What was the motivation for change; what situation or challenge is it in response to?
- How was change initiated? By whom?
- Who is (or was) involved; were new actors involved? Interdisciplinary or trans-disciplinary collaboration, changes in departmental structure and looking beyond the department. In what way were they involved? Including who makes the final decision(s) and who played a leading role?
- Including participation beyond government, involvement of the public, of artists, cultural professionals and involvement of academics or researchers?
- How are new, changing circumstances and the unexpected and unknown dealt with?
- Is there a capacity for experimentation and reflective learning? How are experiences and experimentation assessed, valued and learnt from?
- How is the value of a project measured?
- Have existing values, norms, mindsets and governance discourse been challenged? Including a focus on cohesive planning, long term strategies, changing scale or time frame, and a broader comprehension of an urban area in terms of economic-social-political dimensions.
- Has organisational practice changed? Such as changes in processes, organisational structures, new networks and trans-disciplinary approaches?
- What is the benefit or value to the community?

CREATIVITY IS HARD TO MEASURE.



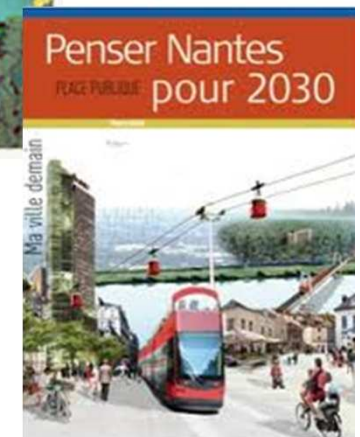
LITERATURE REVIEW: METHODOLOGY

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Methodology: Case studies

- Two (2) case study cities, Amsterdam and Nantes:
- Use the criteria as a framework for investigation and assessment
- Build on existing literature and theory plus provide new evidence and information regarding cases of creative planning
- Draw out lessons which contribute to further understanding of creative planning and show whether creative planning is possible in reality and raise questions for further investigation.
- Case Studies:
 - History of doing planning differently of more strategically
 - Preliminary evidence that new, more creative practices may be emerging
 - Whilst they are both different and have their own unique context and specificities there are also similarities between the two cities making a comparable study of the two possible
 - Open Investigation
 - Primary and secondary information. In particular websites and publications of the cities and their departments and interviews with academics and professionals
 - Not Comparison but two separate examples to be explored



LITERATURE REVIEW: METHODOLOGY

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Image 1: Amsterdam, Canals & Bikes: <http://www.skyscanner.net/news/10-best-things-do-amsterdam-locals-guide>

Case Study I: Amsterdam

- Context
- Dienst Ruimtelijke Ordening (DRO)
- A Vision & A Strategy
- Smart City: Climate, Energy & Data
- Case study: Noord
- Case study: IJburg



Image 1: Amsterdam, NDSM Werf: <http://www.asthebirdfliesblog.com//>

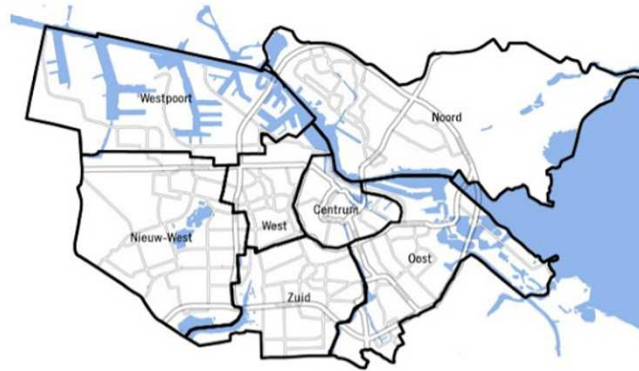
CASE STUDY 1 : AMSTERDAM

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Amsterdam: Introduction & Context

- Amsterdam: largest city and capital of Netherlands (Officially “The Kingdom of the Netherlands” or “Koninkrijk der Nederlanden” in Dutch)
- Seat of government: The Hague.
- Continent: Europe
- Country: Netherlands
- Province (provinces): North Holland (Noord-holland(Dutch)/ Noard-holland(Frisian))
- Amsterdam metropolitan area (metropoolregio amsterdam-MRA)
- Randstad urban region



- Amsterdam city (gemeenten amsterdam):
 - 7 boroughs (Stadsdelen)
 - 8 districts (wijken)



Maps: <http://c-arch638.blogspot.fr/>

CASE STUDY 1 : AMSTERDAM - CONTEXT

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Amsterdam: Introduction & Context

- **Geography:** Low lying territory with much land reclaimed from sea
- **Urban Landscape:** Unique morphology with many canals, narrow streets & historic houses and Within inner city, growth borders have been reached, thus growth must be in greater region & newly made land
- **History:** From fishing village (13th C) to the 'Golden Age' (17th C), the development of Trade and the expansion of the city ...
- **Institutional Structure:**
 - Head of State: Monarchy
 - Government: Prime Minister & Council of Ministers
 - Dutch Parliament (Staten Generaal)
 - Provinces (provincies)
 - Amsterdam City (GemeentenAmsterdam)
 - Municipal Council: (Gemeenteraal)
 - District councils: boroughs (stadsdelen)

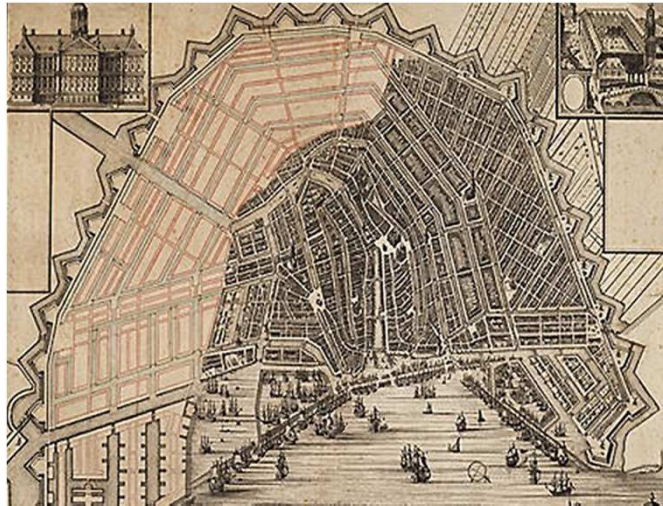


Image: <http://www.amsterdamartstation.com/amsterdam/tag/canal/>

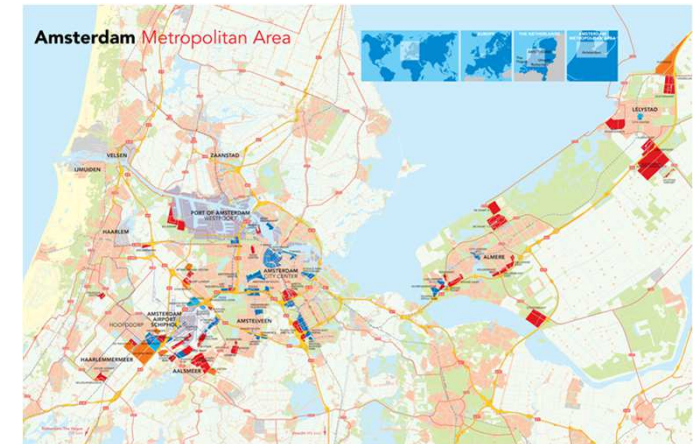


Image: <http://www.lelystad-future.com/>

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Population, size & density:

Netherlands:

16.8 million

41,526 km²

405 inh./ sq. km

North-Holland

2.7 million

2,671 km²

999 inh./ sq. km

Radstad area:

6.6 < 6.7 million

Amsterdam city:

800,000

219 km²

3,650 inh./sq km

Greater Amsterdam:

1.5 million

Area: 859 km²

Density: 1,800 inh/ sq. km

Amsterdam metropolitan area:

2.3 million

2,580 km²

890 inh./sq km



Image: <http://www.dutchessroz.com/2013/05/amsterdam-queens-day.html>

CASE STUDY 1 : AMSTERDAM - CONTEXT

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CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Dienst Ruimtelijke Ordening (DRO) Spatial Planning Department of Amsterdam.

- Role of the department: providing a “coherent spatial development of the city and region”
- Search for new approaches
- Bottom-up Processes
- Multidisciplinary teams on rotation
- Collaboration:
 - Development Alliance (OA)
 - Amsterdam Metropolitan area (AMA/ MRA: Metropoolregio Amsterdam).
 - social development department (DMO: Dienst Maatschappelijke Ontwikkeling).
 - Private Stakeholders



*“The challenge for the spatial and the social world is therefore to continue to look at each other and work together to solve social issues together.”
Dienst Ruimtelijke Ordening: Plan Amsterdam, Vol. 03, 2011, p.03.*



Images: <http://www.amsterdam.nl/gemeente/organisatie-diensten/dienst-ruimtelijke/anders-ontwikkelen/oostelijke/>

CASE STUDY 1 : AMSTERDAM - A VISION & A STRATEGY

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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A Vision and A Strategy:

- **Structural Vision 2040 (Structuurvisie Amsterdam 2040)**
- This is the document which sets out the long-term development goals for Amsterdam within the Amsterdam Metropolitan Area (MRA). It is the 10th major plan for Amsterdam (the first having been produced in 1935).
- Scale of the Amsterdam Metropolitan Area
- Interdisciplinary Approach
- Framework: Not a concrete structure but a “visionary scenario for the future”
- Flexible: described as an “elaboration of a flexible socio-spatial vision”



Images: <http://www.amsterdam.nl/gemeente/organisatie-diensten/dienst-ruimtelijke/wij/visie/structuurvisie/>

“(The) complexity of urban development means it is no longer possible to make do with blueprint planning; ‘certainties’ that stem from them have long been lacking in credibility. The ‘Structural Vision: Amsterdam 2040’ carries forward the city’s long tradition of spatial structural planning, yet on important points the new Structural Vision diverges from previous structural plans, both in substance and in form. The emphasis has shifted to the vision for the city, while the spatial elaboration, in policy and regulations, primarily plays a complementary role” (van Zanen, K, Plan Amsterdam 2011).



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Participation:

- From the outset
- Various forms: discussions, exhibitions, an online website a TV program.
- Public participation was actively sought and that the comments and wishes were used as the building blocks for the structure vision.
- ISOCARP and Eurocities awards
- 2011 Award for Excellence in the category “Urban/ city planning” In giving the award the ISOCARP states that the plan (or vision) for 2040 is “done in a highly innovative way especially through extensive and interesting public consultation methods.” Furthermore one of the jury members called it an example of “next generation of planning tools” (ISOCARP).



Images: <http://www.youtube.com/watch?v=nM2Tfbb4OpA#t=88>

“Emphatically developed from the bottom-up, proceeding from a multitude of interests and drawing on contributions from every section and stratum of society. Thanks to an open approach and making full use of ‘the wisdom of crowds’, many people have contributed to the conception of a liveable, sustainable and thriving city, something which would have been unthinkable without such a breadth of input” (Hemel, Z, Wikicity: Open Planning for a Liveable Amsterdam).



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“While designs – drawings or maps – often bear the personal signature of the designer, stories open up a pluralistic perspective by constantly combining new insights. In fact, in a story, the contributions of others and the inevitable diversity of perspectives and meanings are actually right at the forefront of attention” (Hemel, Z, Soft Planning).

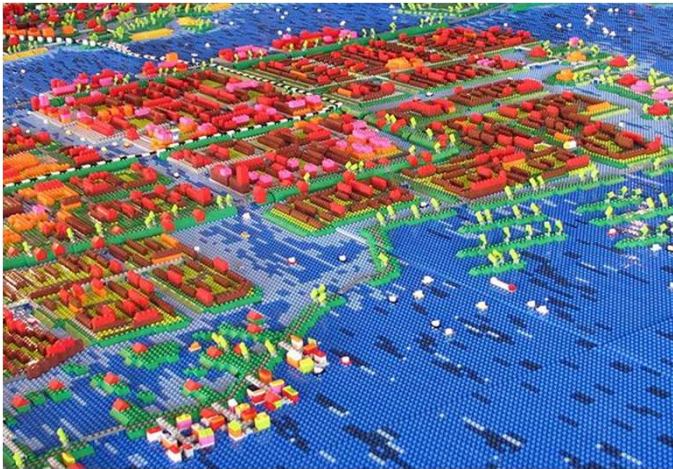


Image: <http://www.kennislink.nl/publicaties/wikicity>

A change in planning...

- **“Soft Planning”** Starting late 2004 and evolved during 2005-2006
- Communication
- Quantitative aspects
- “Wiki-city.”
- Storey telling
- “wisdom of crowds.”
- Examples: Structural Vision 2040, Participatory Platforms and Interdisciplinary Courses (for city Planners)

“A large mass of people – a critical mass – is much more intelligent than the most brilliant experts.” This is the concept for the “wiki-city,” it is about utilising the “collective brain” and building up a source of knowledge in a forum which is open to everyone, where everyone is encouraged to contribute. “Wikipedia is open. Everyone can join it and work on it. Your planning should therefore be open.” (Hemel, Z, 2014)



WikicityY

an open process gets
far better results

Image: <http://www.amsterdam.nl/gemeente/organisatie-diensten/dienst-ruimtelijke/anders-ontwikkelen/wikicity/>

CASE STUDY 1 : AMSTERDAM - A VISION & A STRATEGY

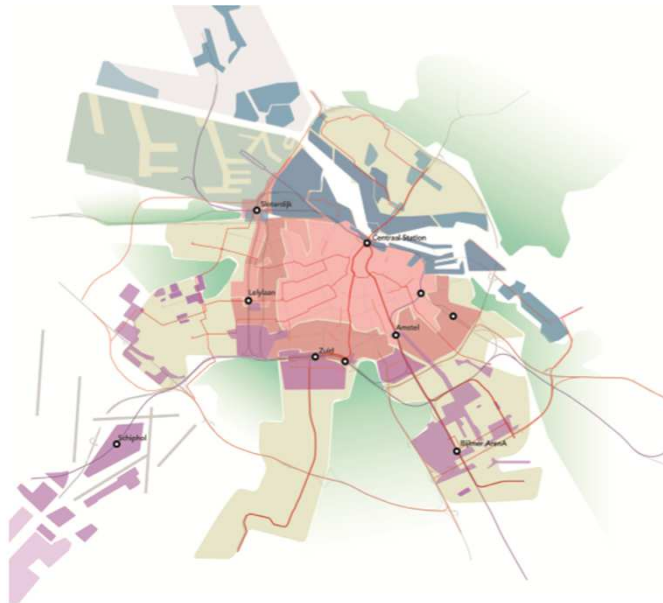
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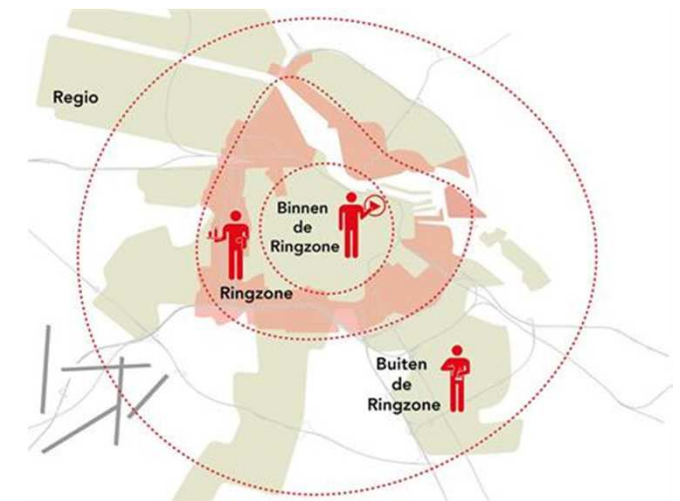
Strategic Plan 2020 (Strategisch Plan 2020)

- Elaboration of the Structural Vision to the new Strategic Plan 2020.
- Search for alternative ways for projects to be realised in new economic and political reality
- Collaboration and input from external parties (Business, academics, etc.)
- Re-phasing of projects, targeted investment, joining of projects etc.

Strategische locaties in combinatie met investeringen in infrastructuur



“Our old way of working didn’t work anymore, we had to find a different approach and try something new...we noticed that we would have to do it differently; our internal process needed to be different and also the outcome would be different” (Laura Harkvoort, 2014)



Nicole Maarsen; “Together we can do more (Samen staan we sterk),”

Images: Investeren in stedelijke ontwikkeling Afwegingskader tot 2020`

CASE STUDY 1 : AMSTERDAM - A VISION & A STRATEGY

PUTTING CREATIVITY AND INNOVATION IN PLANNING

CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Smart City: Climate, Energy & Data

■ Integrated Approach:

- 4 pillars of the program; climate and energy, sustainable mobility & air quality, sustainable innovative economy and materials and consumption
- Sustainability Vision 'Amsterdam: Delivered Sustainable. Perspectives for 2040' (Amsterdam Uitgesproken Duurzaam Perspectief voor 2040) & Structural Vision (2040).

■ Networks and Research

- International networks and programs

■ Transform:

- Sharing & exchange
- Intensive Labs, Pilot Projects

■ Pilot Projects

- Transform, Universities, C-Change etc.

■ Collaborative Approach

- Working with stakeholders from the outset



Image: Plan Amsterdam 08, 2013

The challenge is so vast that my city, Amsterdam, is not fully equipped to solve this alone. Working together with other cities, knowledge institutes and international operating companies gives us the opportunity to look beyond borders and to find solutions elsewhere; solutions on a technical level, on a political level, on the level of DATA gathering, on the level of finance, governance or on a legal level. TRANSFORM is a group of nineteen partners looking for ways to make our cities more smart, more sustainable and more liveable." Ronald van Warmerdam, TRANSFORM project coordinator.

CASE STUDY 1 : AMSTERDAM – SMART CITY: CLIMATE, ENERGY & DATA

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Amsterdam Smart City

- ASC: started in 2009
- Partnership between business, authorities, research institutions and the citizens of Amsterdam
- Various partners working together, building a “smart city.”
- bottom up approach to sustainability
- **Testing Ideas and Learning**
- 5 themes, these are living, working, mobility, public facilities and open data

As both part of ASC and Transform an important aspect is developing open data “no one actually knows who will use the data and what for.” In discussing the benefit (or consequence) of open data,...“Data = Knowledge” and “Knowledge = Power” (den Boogert, G City of Amsterdam, Transform post #8).



Image: <http://amsterdamsmartcity.com/news/detail/id/70/slug/the-latest-asc-movie>

CASE STUDY 1 : AMSTERDAM – SMART CITY: CLIMATE, ENERGY & DATA

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Case Study : Amsterdam Noord

- The transformation of the northern banks of the IJ River (IJMeer). Described as being in contrast to the developments that occurred on the southern side over the previous decades.
- Several alternative approaches to planning and development being trailed.
- Two cases explored:
 - Buiksloterham
 - NDSM Werf (Shipyards)

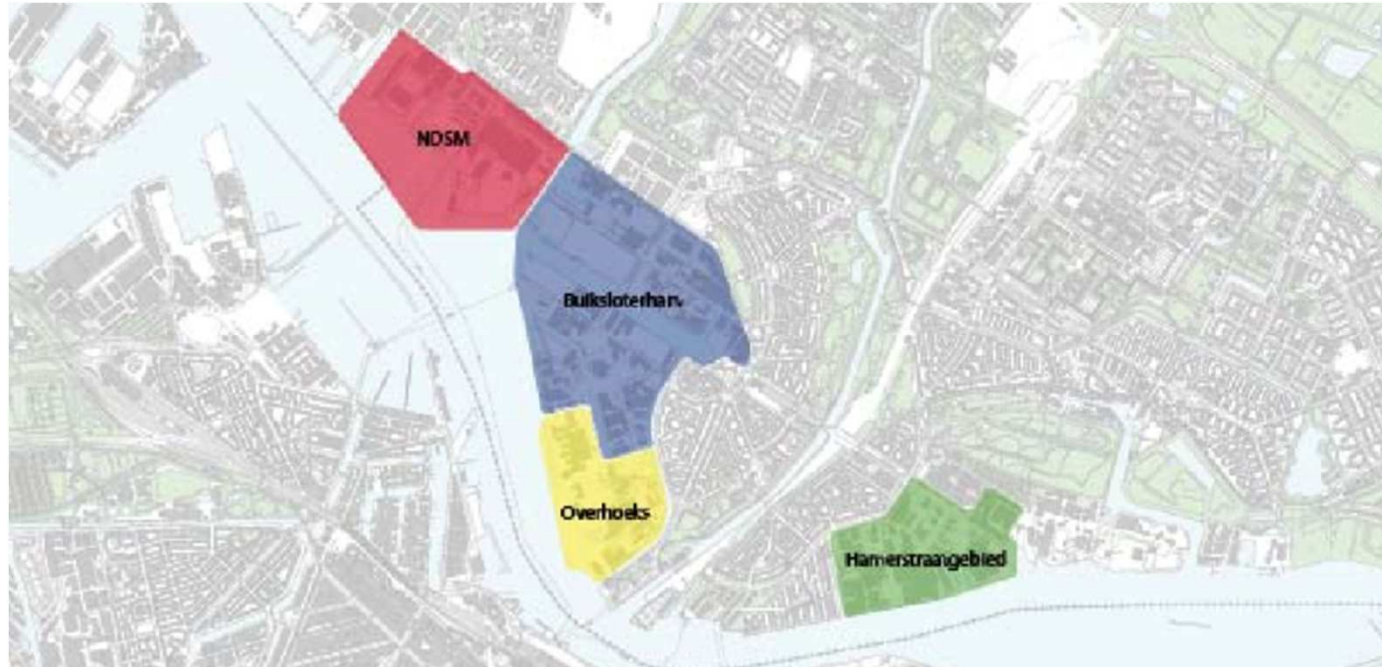


Image: Plan Amsterdam 05, 2011

CASE STUDY 1 : AMSTERDAM – AMSTERDAM NOORD

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Buiksloterham

- Stadsdeel Amsterdam-Noord & Central City
- Started 2005: plan approved 2009
- Gradual transformation into a mixed-use urban neighbourhood (2030)
- 100 hectares surface area -52 hectares net plan area.
 - Approach to land acquisition
 - Gradual transformation (described as organic or step-by step transformation)
 - Flexible, mixed use approach
 - Mixed activities occurring at the same time
 - Challenges arose and there was need to find new solutions and flexible tools to enable the gradual transformation over 20 - 25 years
 - Transformation plan and rules of play map
 - Flexibility: sustainability and financial crisis



Image: [http://www.noord.amsterdam.nl/wonen/projecten/woningen/buiksloterham-\(bsh\)/](http://www.noord.amsterdam.nl/wonen/projecten/woningen/buiksloterham-(bsh)/)

CASE STUDY 1 : AMSTERDAM – AMSTERDAM NOORD

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NDSM Shipyard (werf)

- NDSM site: three large construction halls (20, 000m²) and surrounding outdoor area
- Total site area of approximately 86, 000m² (8.6 Ha) hectares).
 - Temporary uses: Used to transform the area & also be a part of a more long term vision for regeneration of the wider area
 - Stimulating larger development and more permanent transformation
 - Non traditional players
 - Bottom up (& bottom linked) initiatives
 - Broedplaatsen fonds (Breeding places fund) / “Art Factories” programme



The project is described as a “pioneering temporary use of a huge abandoned ship yard” and, in the words of the NDSM itself, “a self-made city” (Topalovic, T, etal. & NDSM website).



Images: <http://www.ndsm.nl/en/story/overpeinzigen-over-de-ndsm-werf/>

CASE STUDY 1 : AMSTERDAM – AMSTERDAM NOORD

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Case Study : IJBurg

- Area where some innovative or alternative approaches are being trialled.
- IJBurg: a collection of artificial islands located in the IJmeer Lake. Once completed the area will be 450 hectares.
- I address two elements of the overall development;
 - Sustainable development and Smart City Projects
 - “Waterbuurt” (water quarter)



Waterbuurt

IJBurg

Map: Project Bureau IJBurg
Ontwikkelingscombinatie Waterbuurt
West, *Floating Amsterdam: The
development of IJBurg's Waterbuurt*,
Municipality of Amsterdam, Amsterdam

CASE STUDY 1 : AMSTERDAM – IJBURG

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Sustainable Development and Smart City Projects

- “Sustainable dashboard” (William McDonough + Partners):
 - Measure environmental performance
 - Development of the “cradle to cradle” index
 - Development of a set of principles to guide development to achieve this goal.
- IJBurg: allocated as area to trial various initiatives through Amsterdam Smart City (ASC).
 - ASC: working with the residents
 - Initiatives are focused on transport, work, healthcare and energy



Images: <http://amsterdamsmartcity.com/projects/detail/id/21/slug/ijburg-smart-workijburg>

CASE STUDY 1 : AMSTERDAM – IJBURG

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“Waterbuurt” (water quarter): Floating homes

Is it a boat, is it a house? Is it romantic or is it pragmatic? It is a hybrid.

Architectenbureau Marlies Rohmer

- 165 floating houses: mix of typologies and a mix of owner-occupied and social housing.
- Concept (urban development plan): 1999
- Competition: 2000
- First homes: 2009
- To date there are approximately 100 homes
- Experimentation, many questions and challenges, (including legislative challenges, building regulations and classification of ‘floating homes’ as floating house was “real-estate” or “moveable property”)
- Experience, reflection and Learning, for example ‘Knowledge booklets’ produced.



The city writes that “basically, a floating house differs only in one respect from other Amsterdam houses: the house rests on the water instead of piles. But that single difference has many consequences, ranging from swinging chandeliers to deviating mortgages, and from risks regarding water quality to jetties that have to be passable under all weather conditions” This ranged from technical, legal and financial challenges. Procedures and requirement that are normally “routine” had to be “re-invented” as the city states “sometimes by trial and error” (Project Bureau IJburg Ontwikkelingscombinatie Waterbuurt West, p.5).

CASE STUDY 1 : AMSTERDAM – IJBURG

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Image 1: Nantes: <http://www.nantesgreencapital.fr/en/living-in-nantes/design-and-innovation>

Case Study 2 : Nantes

- Context
- Scale of the City
- Métropole Participative
- Eco Métropole
- Case study: L'Île de Nantes
- Final points: From Economic to Social Innovation



Image 2 : Nantes: "Les Anneaux" (The Rings)
http://switchboard.nrdc.org/blogs/kbenfield/from_elephant_to_estuary_does.html

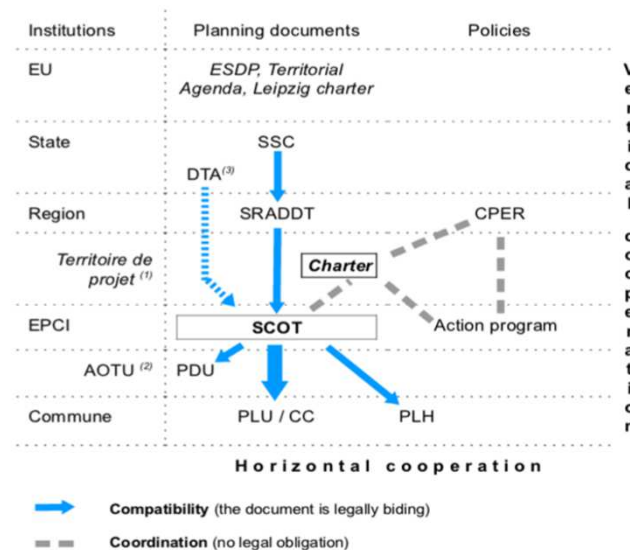
CASE STUDY 2 : NANTES

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Institutional Structure

- The government of France; or “The French Republic” (Republique Francaise) is a unitary semi-presidential constitutional republic. The government is determined by the French constitution of the fifth republic of 1958 (amended several times)
- Mainland France + 4 overseas departments (DOM): Guadeloupe, Martinique, Réunion and French Guyana. + 5 overseas territories; French Polynesia, Mayotte, Saint-Pierre and Miquelon and Wallis and Futuna and one territory with special status; New Caledonia.
- State level institutional changes & laws effect lower tiers: for example decentralization, development of Intercommalite, development of competitive regions, environmental requirements



Co-ordination in the French Spatial Planning System,
From Geppert, A, 2013

- 4 tiers of government; the State, Region, Department and Commune.
 - 26 Regions (22 of which are located in mainland France and 4 are overseas departments (DOM)).
 - 100 Departments (96 in mainland France and 4 being overseas departments (DOM)).
 - 3,600 (Approx.) Communes. The commune is the level at which the local Mayor of Nantes is appointed.
 - Additional Level: inter communal structure (intercommunalite)

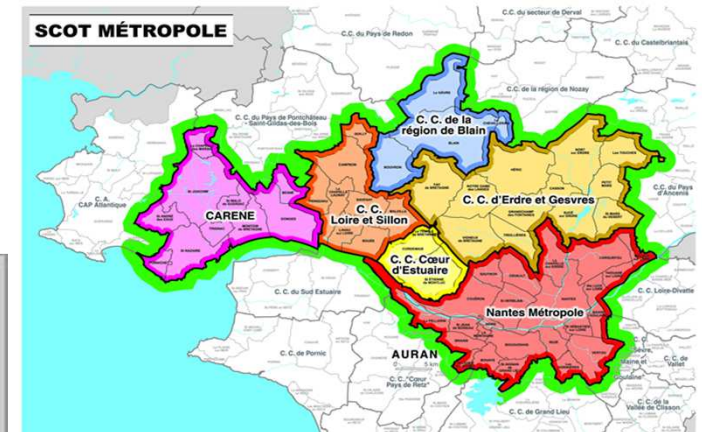
CASE STUDY 2 : NANTES –CONTEXT

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Nantes : Introduction & Context

- Continent: Europe
- Country: France – located in Western France
- Region: Pays de la Loire (52)
- Department: Loire-Atlantique (44)
- Nantes Metropole: 24 communes
- Scot Nantes- Saint Nazaire: 61 communes
- Pole Metropolitan Loire - 2 regions: Pays de la Loire and Bretagne
- Capital of region, Pays de la Loire and Department Loire-Atlantique
- Considered by many as capital of Bretagne
- 6th largest city in France



CASE STUDY 2 : NANTES - CONTEXT

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Geography & Urban Landscape:

- Port City in Western France located at the Estuary of the Loire, the longest river in France.
- Approximately 380 km southwest of Paris & approximately 110 km south of Rennes,
- “Green- blue metropolis.” includes agricultural land, many parks, squares & forests and is rich in biodiversity.
- Includes over 250km of waterways, 53 km of walking trails along the banks of the rivers and 100 parks, squares and municipal gardens.
- 13% of the territory of the Metropole is zoned protected area “Natura 2000.”
- Green space accounts for 15% of the metropolitan area. 60% of the Metropole is either natural area or agricultural land.



Images: 1: <http://www.oaee.org/omaee-2013/2>:
http://switchboard.nrdc.org/blogs/kbenfield/from_elephant_to_estuary_does.html

History:

- Long history going back to before 50 BC when it was inhabited by Gallic tribes
- From 13th century: developed as trading city. During the 17th -19th centuries the city developed into an important port city and trading hub.
- 19th Century: developed into industrial city
- 20th century: underwent considerable urban transformation
- After 1970's: economic crises
- 1987: closure of the shipyards
- Since the 1990s: development toward innovation, technology, creativity and environmental sustainability

CASE STUDY 2 : NANTES –CONTEXT

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

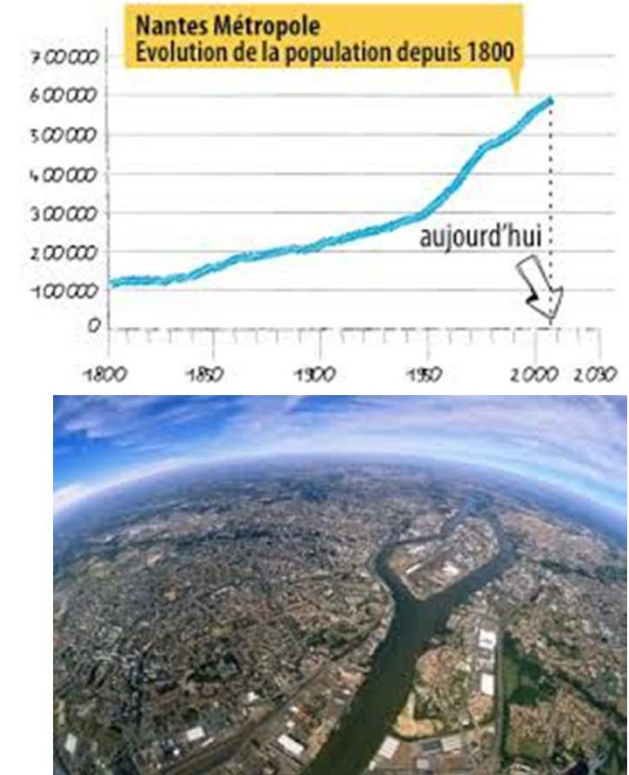
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Nantes : Facts & Figures

- France Population: 65.8 million (Approximately 2013)
- Region: Pays de la Loire (52) (Capital) - 3,539 048 (2011, From INSEE)
- Department: Loire-Atlantique (44) (Capital) - 1.3 M (Approximately, 2011) (From INSEE)
Population municipal: 1 296 364
Population total: 1 332 524

The population of the metropolitan area grew by 100 000 over the last 20 years, ranking Greater Nantes as the sixth biggest French city with 600 000 residents. The same trend is forecast over the next 20 years, with up to 100 000 more people.
European Commission: Nantes- European Green Capital 2013

- Nantes: 290, 000 (Approximately, 2011 INSEE)
Total population: 296, 027
Municipal population: 287, 845
Area: 6,519 hectares (65.19k2)
Density approximately 4, 400/ km2
- Nantes Métropole: 590, 000 (approximately, 2011)
Area: 53, 490 hectares (534.9 km2)
Density 1, 100/km2 approximately
- Nantes - Saint Nazaire (pôle métropolitain Nantes Saint-Nazaire):
Population: 817, 774 (2011)
Area: 1 660 km2
- Pole Metropolitan Loire - Bretagne: 1.6m



Images: 1: <http://www.mavilledemain.fr/Lexiques/26-croissance-demographique.html>

2: <http://www.nantes-developpement.com/territoire/articles/international-nantes-metropole-prend-de-la-hauteur>

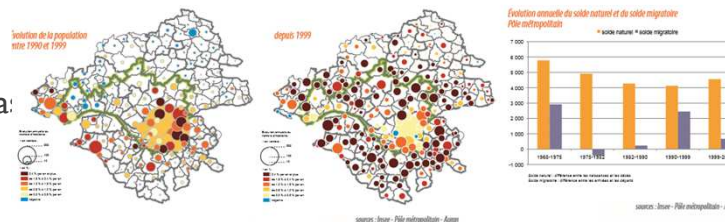
CASE STUDY 2 : NANTES – CONTEXT

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A.U.R.A.N

- Urban Planning Agencies (Agences d'urbanisme): Originally created under the Land Use Planning Act (1967).
- A.U.R.A.N: Agency of urban studies Nantes region (Agence d'Etudes Urbaines de la Région Nantaise) (created in 1978).
- Territory covered includes 106 communes, 13 inter-communalities & 880, 000 inhabitants
- Multidisciplinary team: planners, engineers, economist, geographers and sociologists ...
- Produce documents, undertake studies and share knowledge
- AURAN website describes the organization as a “place of study, reflection and proposals” and as “a sort of laboratory” for the development of the agglomeration



The agency outlines its main tasks as follows (Refer Auran website):

- Observation and evaluation
- Development of strategic documents and urban projects
- A tool of governance and territorial cohesion
- A place of foresight and innovation.



Images: AURAN Website & Analyse des resultants de l'application du schema de coherence territoriale, 2013

CASE STUDY 2 : NANTES – CONTEXT: AURAN

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

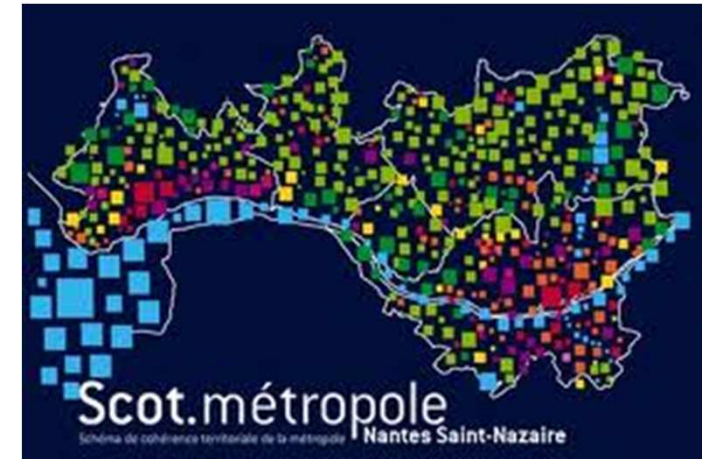
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SCoT: Schéma de Cohérence Territoriale

- Local area plan, established by the SRU law (Urban Solidarity and Renewal Act) 2000 (as amended by the Urban Planning and Housing Act of 2 July 2003)
- Strategic planning tool across several municipalities or groups of municipalities
- Defines major objective and priorities for the development of an area in a medium to long term time-frame.
- Once approved is valid for a 10 year period.
- Summarised as the “*spatial expression of the project d’agglomération*”

SCoT of the Métropole Nantes Saint-Nazaire

- Began development in 2003
- Adopted in 2007
- SCoT for the Nantes area is one of the largest Territorial schemes in France.
- The SCoT (2007) initially consisted of 57 communes. This grew to 61 with the inclusion of Region Blain in 2010
- The SCoT defines the orientation for the development of the entire area which has a population of over 800,000 inhabitants.



Images: <http://www.scot-metropole-nantes-saint-nazaire.com/web/accueil.do>

CASE STUDY 2 : NANTES – CONTEXT: PLANNING DOCUMENTS

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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PLU: Plan Local d'Urbanism

- Summarised as the development plan for the local area (commune or group of communes)
- Establishes the planning zones for the area, including future development areas, agriculture areas and protected areas where development cannot take place.
- Takes into account areas of planning, housing, transportation, economic activities, public facilities, landscape and heritage.
- PLU for Nantes has been revised with a new PLU for the entire area PLUm (Plan Local d'Urbanisme Métropolitain) developed in 2012 which is to be enforced across the Metropole from 2017

Additional Documents:

- **PSMV:** Plan for the historic centre of Nantes (modified 2013)
- **PLH:** Housing plan (Programme Local de l'Habitat) (2010 – 2016)
- **PDU:** Transport and Mobility plans (Plan de Déplacements Urbain) (2010 – 2015 & 2030 outlook)
- **Climate and Energy Plan Nantes Metropole** (PCET: Plan Climat Energie Territorial) (adopted 2007)
- **Agenda 21:** (officially recognised by the Ministry 2007, revised 2011)



Image: <http://www.nantesmetropole.fr/pratique/urbanisme/elaboration-du-plan-local-d-urbanisme-metropolitain-58572.kjsp?RH=1276507272042>

CASE STUDY 2 : NANTES – CONTEXT: PLANNING DOCUMENTS

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

Student Name: Joanne Hutchinson - Student No.21307836 - Email: joanne_hutchinson@hotmail.com – Presentation: 25th June 2014 - Polytech'Tours-Département Aménagement 43

Scale of the City: Birth of the Metropolis

- Establishment of intercommunity (intercommunalité) started in 1992: creation of District of Nantes (district de l'agglomération nantaise).
- Evolved into the urban community of Nantes (communauté urbaine de Nantes) or Nantes Métropole: 2001
- Nantes and Saint-Nazaire:
 - 2007-2008: discussions to create "Eco-métropole"
 - The Nantes-Saint Nazaire international agency was created 2011 under banner 'Nantes, just imagine'

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- SCoT (Territorial cohesion scheme) (2007),
- Metropolitan Pole Loire-Bretagne, 2012:
 - 5 metropolitan areas from the 2 regions; Nantes Métropole, Carène (the Saint Nazaire Agglomération), Rennes, Angers and Brest
 - Became EPCI 2012
- Nantes & Rennes, beginning 2009 with (Coopération métropolitaine Nantes-Rennes – Organisation du Colloque Nantes-Rennes, 2009: "coopérations des deux métropoles en matière de recherche et d'innovation")

"1 + 1 = 3"

(Rennes/ Nantes: 'La coopération en actions')

CASE STUDY 2 : NANTES – SCALE OF THE CITY

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Scale of the City: National & International Networks

- Nantes: “resolutely turned towards Europe and the world” (Nantes Green Capital).
- Relationships with cities around the globe, participating in networks, associations, and conferences.
- Exchanging good practice, sharing knowledge and learning.
- Eurociites, UCLG (Global network, of cities, local and regional governments), The Covenant of Mayors, ICLEI Local Governments for Sustainability, Energy Cities, CIVITAS/CIVINET network, ECIA, the European Creative Industries Alliance ...



Image: <http://www.nantesmetropole.fr/la-communaute-urbaine/competences/europe-et-attractivite-internationale-28883.kjsp>

CASE STUDY 2 : NANTES – SCALE OF THE CITY

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Métropole Participative

- Various forms of community involvement and participation.
- City of Nantes has been engaged in a consultation process since 1989
- “Conférence Consultative d’Agglomération” (Community Consultative Conference) in 1996 (transformed into the “Development Council of the Urban Community” in 2001)
- 11 district councils (established 2009)
- “Charte de Dialogue Citoyen” (Citizen Charter of Dialogue) 2010
- Evaluation of Policies (by public)
- “Ma Ville Demain” 2010 - 2012



Images: <https://www.nantes.fr/home/a-vous-nantes/dialogue-citoyen>

“Citoyen dialogue”

The established councils, each of which organises various programs including workshops or forums are:

- Neighbourhood councils (Les conseils de quartier) renewed in 2012, 11 in total
- NCCC: (Conseil Nantais pour la Citoyenneté des Étrangers/ Nantes Council for foreign citizenship)
- CNY (Le Conseil nantais de la jeunesse/ NYC: Nantes youth council)
- CNPH (Le Conseil nantais des personnes handicapées /Council for disabled citizens)

CASE STUDY 2 : NANTES – METROPOLE PARTICIPATIVE

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Métropole Participative: Some Projects

- **Place aux piétons et aux vélos:** improved walking and cycling paths in the city. Result of discussions involving 10 of the 11 neighbourhood councils of Nantes, and 120 citizens in total.
- **Maison de quartier (des Confluences):** Community centre - multi use space and resource for the community. Resulting from the "Conseil de quartier Nantes Sud" workshops and citizen dialogue.
- **New Developments and Urban Projects:**
 - Bellevue
 - L'Île de Nantes

Image: <https://www.nantes.fr/home/a-vous-nantes/dialogue-citoyen>

14 exemples de projets menés avec les Nantais

Antenne-relais : quel consensus ? Nantes Métropole est la première collectivité à faire un travail de concertation élargie sur ce sujet sensible, en réunissant pendant trois week-ends des opérateurs de téléphonie mobile, des collectifs de riverains et des citoyens lambda. Objectif ? Faire des propositions aux 24 mairies de l'agglomération pour élaborer une charte métropolitaine sur leur implantation.

Repérer ce qui fonctionne mal. Déchets, entretien des halls d'immeubles... Dans le cadre des « diagnostics en marchant », habitants, élus et agents de la collectivité arpentent les quartiers pour améliorer la gestion des espaces collectifs.

Les « pépites » d'un quartier. Pendant six mois début 2011, une dizaine de membres du conseil de quartier Hauts-Pavés-Saint-Félix ont réalisé un « diagnostic sensible du paysage ». Objectif ? Repérer tout ce qui fait l'identité et la qualité de vie du quartier afin de mieux le préserver.

Rénover un immeuble. Début 2012, Nantes Habitat a organisé cinq ateliers participatifs pour imaginer avec les locataires du Grand Watteau aux Dervallières la requalification de leur immeuble.

Une Maison de quartier. 22 associations et 13 habitants de Nantes Sud ont planché sur la manière de faire vivre la nouvelle maison des Confluences. Outre le choix du nom, plusieurs de leurs idées ont été reprises comme la mise en place d'un bar associatif.

Des solutions pour les déchets. L'atelier « développement durable » du conseil de quartier Breil-Barbier a débouché sur l'élaboration d'un guide des déchets propre au quartier et la création de nouveaux points d'apport volontaire. Une expérimentation de broyage du quartier va également être lancée.

Un nouveau marché. Sur proposition du conseil de quartier Nantes Nord, un marché du soir verra le jour à la Bourgonnière en 2013. Originalité ? Il sera animé (Espace associations, coin café...), privilégiera les producteurs locaux et proposera de nouveaux services (portage de courses).

Des commerces plus accessibles. Depuis juin 2010 dans le cadre d'un atelier du Conseil nantais des personnes handicapées, des associations de commerçants et des étudiants en design travaillent sur l'accessibilité des commerces. C'est concret : des exemples d'aménagements virtuels en 3D ont même été proposés.

Des « citoyens-relais solidaires » ? L'idée est née des ateliers menés avec les habitants du Breil et des Dervallières sur l'isolement et la précarité. Une expérimentation sera lancée début 2013 avec l'association Les Petits Frères des pauvres.

Impliquer les jeunes. Forum Quartier pour débattre autour d'un repas ou d'un concert et proposer des solutions sur des sujets qui les intéressent. Atelier du jeudi au lieu unique... Les formes de participation proposées aux moins de 25 ans sont multiples. + d'infos : cym@nantes.fr

Comment participer ? Pour s'informer des multiples initiatives existantes et s'inscrire à un atelier citoyen, un conseil de quartier ou encore un diagnostic en marchant... renseignez-vous auprès des équipes de quartier de la Ville. Contacts sur www.nantes.fr

Aménager un parc. Une soixantaine d'habitants ont travaillé avec le service des espaces verts de la Ville au réaménagement du parc des Obliques qui ouvrira au printemps 2013. Nantes les Petits Citoyens.

5000 personnes, riverains, commerçants, associations, ont assisté à la soixantaine de réunions publiques organisées depuis 2010 dans le cadre de la concertation liée à la création des lignes Chronobus.

Des réponses pour la planète. Pendant un an entre juin 2010 et juin 2011, 150 ménages volontaires ont passé au crible leurs comportements dans le cadre de « l'atelier climat » de Nantes Métropole afin de donner leur avis sur les moyens de réduire les émissions de gaz à effet de serre dans l'agglomération.

Place aux piétons et aux vélos. 10 des 11 conseils de quartiers nantais, 120 citoyens au total, ont élaboré des plans de déplacements doux dans le cadre d'ateliers citoyens. Nantes Métropole a déposé 1,9 millions d'euros pour réaliser certains des aménagements qu'ils préconisent, d'ici à 2014.

« Laisser aux citoyens une place à la table des discussions »

Le dialogue citoyen, c'est quoi ? Ce terme est proprement nantais. Ailleurs, on parle de démocratie participative ou de démocratie de proximité. Derrière ces termes assez flous, on retrouve à la fois des élus qui souhaitent être plus transparents pour mieux informer les habitants. De la communication institutionnelle qui repoint tout en « participatif ». Mais cela peut aller jusqu'à un partage de la décision. Il s'agit de compléter la démocratie représentative en mettant à disposition des citoyens les moyens d'exprimer leur avis et de discuter des choix politiques qui les concernent. Les habitants en général se sentent de plus en plus éloignés de l'action publique... Une piste pour restaurer la confiance et rendre les décisions plus légitimes, c'est de leur laisser une place à la table des discussions. C'est une manière aussi de rendre la démocratie plus continue, car beaucoup de choses évoluent entre deux scrutins électoraux. Nantes tient-elle une place singulière en la matière ? La Ville a une démarche ancienne et les dispositifs expérimentés vont au-delà des prescriptions législatives qui encadrent la vie démocratique locale. Le dialogue citoyen vise à améliorer les politiques publiques et il se décline à différentes échelles : de la métropole au quartier, avec de grands débats prospectifs sur les enjeux d'avenir, Ma Ville Demain par exemple. Mais aussi des sujets très concrets, touchant au quotidien des gens comme l'élaboration de plans de déplacements doux dans les quartiers ou l'expérience Dialogue pour tous qui a provoqué une refonte de l'accueil du Centre communal d'action sociale.

JUDITH FERRANDO Y PUIG/SOCIOLOGUE, MEMBRE DE L'INSTITUT NATIONAL DE LA CONCERTATION

CASE STUDY 2 : NANTES – METROPOLE PARTICIPATIVE

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Ma Ville Demain (2010 – 2012)

- Aimed to engage the entire population of the agglomeration in a participatory process to design the future of the Metropole to the year 2030.
- Various forms of participation, online portal, public meetings, workshops, debates ...
- Additional diverse approaches: the University of Nantes had a “special wall” allocated for student to use as a space to express their ideas, a series of three café sessions; “Café 2030” where debates and discussions were held in a café setting, activities involving schools, an internet game available for all citizens to play, “le jeu de l’urbnaïst” which allowed citizens to “play at being a planner” and design the future city of Nantes for 2030...
- Variety of responses encouraged and received: survey responses, an online suggestion box, drawings, photo montages, 3d models. ..
- Contributions were received from children through to retirees.
- Reflects the Charter for citizen dialogue of Nantes which states: “develop and test modes of participation tailored to different audiences, topics, according to the expected result, drawing on a diverse tool box” (Pôle Politiques Publiques et Prospectives Mission dialogue citoyen, 2010, P.6).
- The ultimate goal for the process is described as being to “provide elected representatives with “some food for thought” and to “get citizens involved in drawing up scenarios for 2030.”

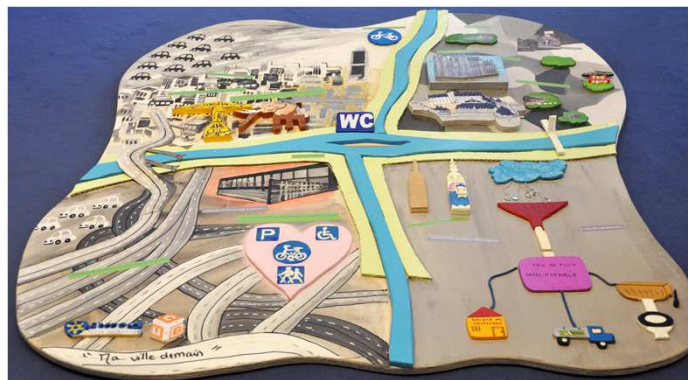


Images: ma ville demain

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Images: ma ville demain

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Eco Métropole

Development: Forward thinking and early implementation, developing over 20 years

- Introduction of modern tramway: 1985
- Founding member of Energie-Cites: 1990
- Tools for environmental & energy accounting in the early 1990's. First local authority in France to start obtaining long run data: 1991
- Late 1990's started developing Agenda 21. 2004 agglomeration began to develop a community Agenda 21. 2006 the first community Agenda 21 adopted.
- Climate and energy Plan for the Nantes Metropole (Plan Climat Energie Territorial - PCET) adopted in 2007.
- First "Plans déplacements" was approved in 1991, followed by Plan de déplacements urbains) 2000.

Today: Grenelle 2 : Environmental sustainability objectives of SCoT & PLU being extended

- SCoT foreshadowed the new requirements, anticipating the Grenelle in regard to several aspects: for example the relationship between urban planning and travel, priority placed on reducing space consumption and preserving agricultural land
- PLU(m): combined PLU for the entire agglomeration (one of the new requirements from the Grenelle 2). Also something already, to an extent, developed and in place in Nantes.
- Process started after 2007, prior to the legal requirements of Grenelle 2 in 2010.



Image: Aéroflorale: <http://flickrhivemind.net/Tags/a%C3%A9roflorale/Recent>

“SCoT of the Metropolitan Pole is made just before the Grenelle 2 environment. It anticipated the spirit of the Grenelle but does not necessarily meet all expectations” (Analyses du SCoT, 2013)

CASE STUDY 2 : NANTES – ECO METROPOLE

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Eco Métropole

Integrated: a “coherent, holistic approach” in order to fight climate change and reduce energy consumption; combining urbanism, housing and mobility

- Evident in the various documents of the agglomeration; the Climate Plan and the Agenda 21, SCoT and PLU, and also the PLH (local housing Plan) and PDU (Plan de déplacements urbains).
- Integral aspect of the elaboration of the new PLUm which aims to further integrate sustainability into all aspects of urban planning
- Agenda 21 document approaches sustainability as a holistic topic which consists of various aspects; combining environmental protection objectives with social cohesion, economic diversity & governance
- Climate and Energy office of Nantes Métropole: co-operation with other departments & actors to ensure consistency & implementation of a holistic strategy



Images: <http://www.nantes-developpement.com/territoire/grands-projets/articles/eco-cite-nantes-saint-nazaire-zoom-sur-deux-projets-innovants>
http://www.concertoact2.eu/en/project_cities/nantes_project/research

Research, Collaboration & Pilot Projects:

- For example Concerto Act 2 (L'île de Nantes): described as having 3 main focuses: demonstration, research action and good practice dissemination.
- Eco Districts: For example Erdre-Porterie and Ecoquartier Prairie de Duc

Participation: Nantes Métropole explains that it aims to involve various stakeholders and the community in the process

- It is a “principle of co-responsibility” based on the belief that “everyone is an actor and must (be) mobilized” (Nantes Métropole, 2013)
- Information & communication policies to inform the community,
- Workshops and forums

CASE STUDY 2 : NANTES – ECO METROPOLE

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Case Study : L'Île de Nantes

- Brownfield transformation in centre of Nantes
- 337 hectares, 4.9 km long and 1 km wide
- One of largest urban development projects in Europe
- **Development today (& tomorrow)**
- Social diversity, a mix use area: residential, office, retail, educational facilities, an arts quarter ...
- So Far:
 - 5000 new apartment buildings (22% social rent units), 230 000m² economic activities, 100, 000 m² of community facilities
 - 60 hectares of redeveloped public space, 2 new public transit lines,
 - Approx. 22, 000 jobs, 1, 400 firms
 - Home to approximately 18,000 residents (6% of the population of Nantes)
- **Development today (& tomorrow)**
 - By end 2015:
 - 5, 500 new apartments: 25% social housing and 25% affordable housing
 - More than 8,000 new jobs.
- Future development to 2030:
 - 1 million m² net floor area, including 6,000 more apartments, 25, 000 m² economic activities, 350, 000m² community facilities
 - Includes 270,000m² for the relocated hospital (and associated activities)
 - 70 hectare of redeveloped public space
 - 1 more additional new public transit line.
 - Remaining housing developments the aim is again for 25% social housing and 25% affordable housing (Samoa).



Images http://commons.wikimedia.org/wiki/File:Ile_de_Nantes.JPG
<http://www.iledenantes.com/fr/projets/63-les-nefs.html>

CASE STUDY 2 : NANTES – L'ILE DE NANTES

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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Process & Approach:

- Flexible, open and accommodating
- Via consultation, negotiation and debate between the various actors & stakeholders
- SAMOA: 2003 the urban community of Nantes created Société d'aménagement de la métropole Ouest Atlantique a public) to oversee project for a 20 year period
- Time to “reflect” after closure of shipyards
- Competition between 3 teams. Work to “develop a vision” for the project
- End of 1999 the proposal of Chemetoff (associated with the agency Berthomieu) was selected (of “Atelier de L'Île de Nantes.”)
- First phase: 2000 and 2010. Chemetoff and “Atelier de L'Île de Nantes.”
- Second phase: 2010 -2030. Team of Marcel Smets and Anne-Mie Depuydt.

**‘The DNA of the project: ambition, innovation, creativity, responsibility, sharing’
Samoa, L'Île de Nantes: Phase 2 booklet.**



CASE STUDY 2 : NANTES – L'ILE DE NANTES

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Phase I 2000 – 2010:

Chemetoff & “Atelier de L’Île de Nantes.”

- **Open, flexible, process**
- **Plan Guide:** strategic framework for the process.
- **Chemetoff:** *“This is a very specific plan, redesigned regularly, every three months, at the same time as the project progresses. It allows everyone to have a global vision of the impact of changes caused by a specific intervention on a particular site. This is a work in progress, a tool that allows all stakeholders of the city to share a project. This, it is not a Zac, a Zup, it is not a zone; it is a city. A plan that is transparent, it is malleable and can be visually checked that it does not lack consistency (interview with Chemetoff, from Place Publique No 4, Guidet, T & Murgale, J-F (Eds.), 2007, p.39, note, translated from French).*



Images: Plan Guide, Chemetoff: http://www.thalweg.fr/?page_id=607

“If Alexander Chemetoff won the contract that is due to its flexibility of his approach, his famous guide plane. An attitude well in tune with the times wary of rigid planning”
(Devisme, L, 2007, p.27).

CASE STUDY 2 : NANTES – L’ILE DE NANTES

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

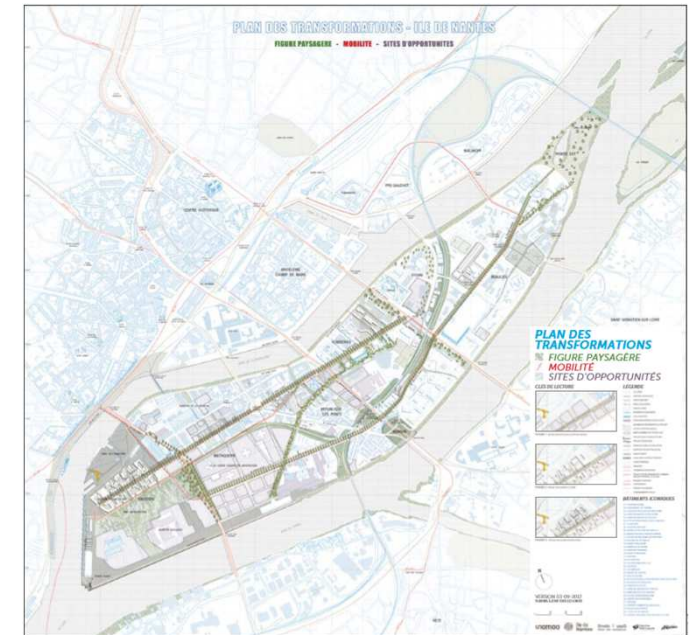
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Phase 2 2020 – 2030

Marcel Smets & Anne-Mie Depuydt (UapS) & landscaper João Nunes of PROAP

- ‘Testing ground’ and area of “urban creativity” & “urban laboratory, addressing global warming and inventing new ways of life” (cited in de Graveline (Ed.), p.11 -12).
- **Transformation Plan & Landscape Pattern:** Accommodates the transformations already underway as well as prepares for future changes.

- **Transformation plan:**
 - “Strategic plan” which provides policy guidelines for future developments and aims to plan out the gradual transformation and evolution of the island.
 - Establishes long term plan for the island which has enough flexibility to adapt to opportunities and risks that may arise, “particularly in an uncertain economic and social context” (Samoa, 2012).
- **Landscape pattern:**
 - Landscape highlighted as a feature which unites the various districts of the overall area.
 - A development strategy which ties the area together, giving meaning to each project and “each project participates” in building the landscape pattern



Samoa; Ile de Nantes, Phase 2 : Plan des Transformations

CASE STUDY 2 : NANTES – L'ILE DE NANTES

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Phase 2 2020 – 2030

- **Participation:**
- Including 7 workshops (with elected officials and engineers), “Circle of quality” (professionals including urban planners and sociologists, invited to view and comment on the project.), Citizen’s workshops & debates.



Images: De Gravelaine (c), F, 2013, 'Partie II: De la Conception à la réalisation', Les Chroniques de L'île de Nantes No. 6,

“Many uncertainties remain about the developments to be built and the new uses to be featured in the city of tomorrow, which is why, now more than ever, the island project must move forward progressively and experiment with new ideas in cooperation with those who will ultimately live and work here” (Gravelaine (Ed.), p.7).

CASE STUDY 2 : NANTES – L'ILE DE NANTES

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Images: Plan Guide, Chemetoff: http://www.thalweg.fr/?page_id=607

Quartier de la Creation

- Collaboration: European networks of collaboration and exchange (ECCE & ECIA)
- Changing role of SAMOA: Urban design agency to creative economy
- Risk and experimentation and challenge
- Future evolution: challenges and success & debate?

(it is) part of the experiment, and a way of working within the ever-changing and developing domain of the creative industries; it is an endless process, it is not “comfortable” it is not fixed. As stated by Helene, “the cultural and creative industries are changing a lot, therefore we need to change our strategy a lot and make mistakes.” (Helene Morteau, Quartier de la Creation)



“SAMOA had been a traditional urban planning organisation but then it grew to have this additional responsibility; a new mission which was both an economic mission and an artistic-cultural one” (Discussion, April 2014).

CASE STUDY 2: NANTES – L'ILE DE NANTES

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Economic to Social Innovation

- **Reinvention: Knowledge and innovation economy:** an identity transformed
- **Collaboration vs competition:** “solidarity and complementarity”
- **Relationship of collaboration:** with other cities & regions for example Saint Nazaire (Nantes just imagine) , Pole Loire-Bretagne & Rennes (NR(s) Rennes/Nantes Metropoles)
- **Eco-Innovation:** combined ambitions in regard to sustainability & economic development. Particular focus on the development & support of “eco-innovative companies” & research. For ex marine energy, renewable energy, and eco-construction.



"Nantes provides us with valuable examples of how we can achieve marry respect for the environment, a high quality of life and economic growth" Janesch Potocnik, European Commissioner for the Environment (Cited in European Green Capital 2013)

- **Social cohesion and equality:** multiple dimensions of sustainability to create a sustainable future; social cohesion, economic diversity and environmental protection.
 - **Local agenda 21** etc.
 - **Integrated strategy**
 - **Citizen participation**
 - **Social housing & social mix policy**
 - **Local social solidarity economy** (l'Économie Sociale et Solidaire- ESS or SSE in English).
 - **Social Innovation**

CASE STUDY 2: NANTES – ECONOMIC TO SOCIAL INNOVATION

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Conclusion

- 10 Criteria
- Comments, Observations....
- Questions & Discussion



CASE STUDY 2: NANTES – CONCLUSION

PUTTING CREATIVITY AND INNOVATION IN PLANNING CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES

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How was change initiated? By whom?

Collaboration with external actors.

TRANSFORM project - collaboration and changing approaches to energy and climate

Strategic plan 2020: Shaped by external stakeholders. Including contributions from academics and private companies. For example, an opinion piece written by Nicole Maarsen, general manager at Maarsen Group an Amsterdam Real Estate Investment and Development Company and article by economist Paul Tang.

“Soft planning” approaches (ideas of the city as a wiki-city, increasing participation etc.): Opinions, ideas and work of the Deputy Director of the Department, Zef Hemel.

- What was the motivation for change; what situation or challenge is it in response to?
- How was change initiated? By whom?
- Who is (or was) involved; were new actors involved? Interdisciplinary or trans-disciplinary collaboration, changes in departmental structure and looking beyond the department. In what way were they involved? Including who makes the final decision(s) and who played a leading role?
- Including participation beyond government, involvement of the public, of artists, cultural professionals and involvement of academics or researchers?
- How are new, changing circumstances and the unexpected and unknown dealt with?
- Is there a capacity for experimentation and reflective learning? How are experiences and experimentation assessed, valued and learnt from?
- How is the value of a project measured?
- Have existing values, norms, mindsets and governance discourse been challenged? Including a focus on cohesive planning, long term strategies, changing scale or time frame, and a broader comprehension of an urban area in terms of economic-social-political dimensions.
- Has organisational practice changed? Such as changes in processes, organisational structures, new networks and trans-disciplinary approaches?
- What is the benefit or value to the community?

How are new, changing circumstances, the unexpected and unknown dealt with?

Structural Vision: more flexible and open approach which allows it to be more adaptable. Described as an “elaboration of a flexible socio-spatial vision.”

Strategic Plan: way to deliver the main objectives of the vision in light of the financial crisis and changing circumstance. Part of this new approach is a focus on “process and administrative capacity” for example devising “flexible” approaches & experimentation with temporary use of vacant buildings.

Buiksloterham: step-by step organic approach to transformation in the project. “Soft planning:” an alternative, more open, process which is more flexible and can adapt more easily to changing circumstances.

CONCLUSION : 10 CRITERIA – AMSTERDAM

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What was the motivation for change; what situation or challenge is it in response to?

Response to the challenge of climate change.

Closure of industry and in particular the final shipyard on what is now L'Île de Nantes was a pivotal moment for the city, creating a momentum toward change.

To develop the region into a more competitive region on a national and international scale. This is seen for example in cooperation with Saint Nazaire & Rennes.

In explaining the motivations for the participatory & collective approach to designing the future of the city, ("Ma Ville Demain") it is explained that "the challenges we face require us to ask collectively and share a reflection" on the way we build the future.

- What was the motivation for change; what situation or challenge is it in response to?
- How was change initiated? By whom?
- Who is (or was) involved; were new actors involved? Interdisciplinary or trans-disciplinary collaboration, changes in departmental structure and looking beyond the department. In what way were they involved? Including who makes the final decision(s) and who played a leading role?
- Including participation beyond government, involvement of the public, of artists, cultural professionals and involvement of academics or researchers?
- How are new, changing circumstances and the unexpected and unknown dealt with?
- Is there a capacity for experimentation and reflective learning? How are experiences and experimentation assessed, valued and learnt from?
- How is the value of a project measured?
- Have existing values, norms, mindsets and governance discourse been challenged? Including a focus on cohesive planning, long term strategies, changing scale or time frame, and a broader comprehension of an urban area in terms of economic-social-political dimensions.
- Has organisational practice changed? Such as changes in processes, organisational structures, new networks and trans-disciplinary approaches?
- What is the benefit or value to the community?

How is the value of a project measured?

Polices are quite literally evaluated (measured) by the public. It is explained that the evaluation process itself is used as a "tool of democratic debate" as the city publishes and distributes evaluation notebooks to citizens who can make assessments of the various policies using the notebooks.

Through pilot programs and projects the value of the projects include sharing or dissemination of knowledge, research action, demonstration, and development of good practices.

It is explained that the benefit through pilot project is that information & knowledge gained can then be transferred to future projects.

Quartier de la creation: value placed exchanging of ideas and the knowledge learnt.

CONCLUSION : 10 CRITERIA – NANTES

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Conclusion: Comments, Observations...

- Literature review: strong argument for an alternative, more creative & innovating planning. Argued that this is needed to respond to the current urban context & create a better future.
- Two case studies, Amsterdam & Nantes: examples of cities where such alternative ideas & approaches are emerging & being explored in various ways.
- Some examples of this alternative approach, as discussed in the literature & encapsulated in my definition of “creative planning” on which the assessment is based.
 - **Response to change**
 - **Integrated responses**
 - **Change in scale & new networks of collaboration**
 - **Experimentation & Risk**
 - **Reflective Learning, sharing & exchange of knowledge**
 - **Participation**



WikicityY

an open process gets
far better results



CONCLUSION : COMMENTS, OBSERVATIONS ...

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Future Research, Queries & Thoughts...

- To more conclusively state Amsterdam & Nantes are examples of “creative planning” further investigation & analysis is required.
- I believe the information discussed provides a beginning for such an elaboration or further investigation and highlights that there are many areas where there is evidence that an alternative creative planning approach either exists or is evolving.
 - More in-depth and Critical Investigation
 - Comparison with other cities
 - Other practices within the departments and cities
 - Competing or additional influences (Efficiency, gentrification etc.)
 - To be further monitored in future (how evolve)
- What is certain is that there is much of interest in regard to both of the case studies.
- Both serve as an example of alternative thinking & practices and can be inspiration to other cities.
- I believe both cities, or at least cases or aspects within, deserve further research & investigation.



CONCLUSION : COMMENTS, OBSERVATIONS ...

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Thankyou/ Merci - Questions/ Comments/ Discussion?



**PUTTING CREATIVITY AND INNOVATION IN PLANNING
CONDITIONS, CHALLENGES AND LESSONS LEARNT FROM TWO (2) EXPERIENCES: AMSTERDAM AND NANTES**

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For complete list of all references refer to report.

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