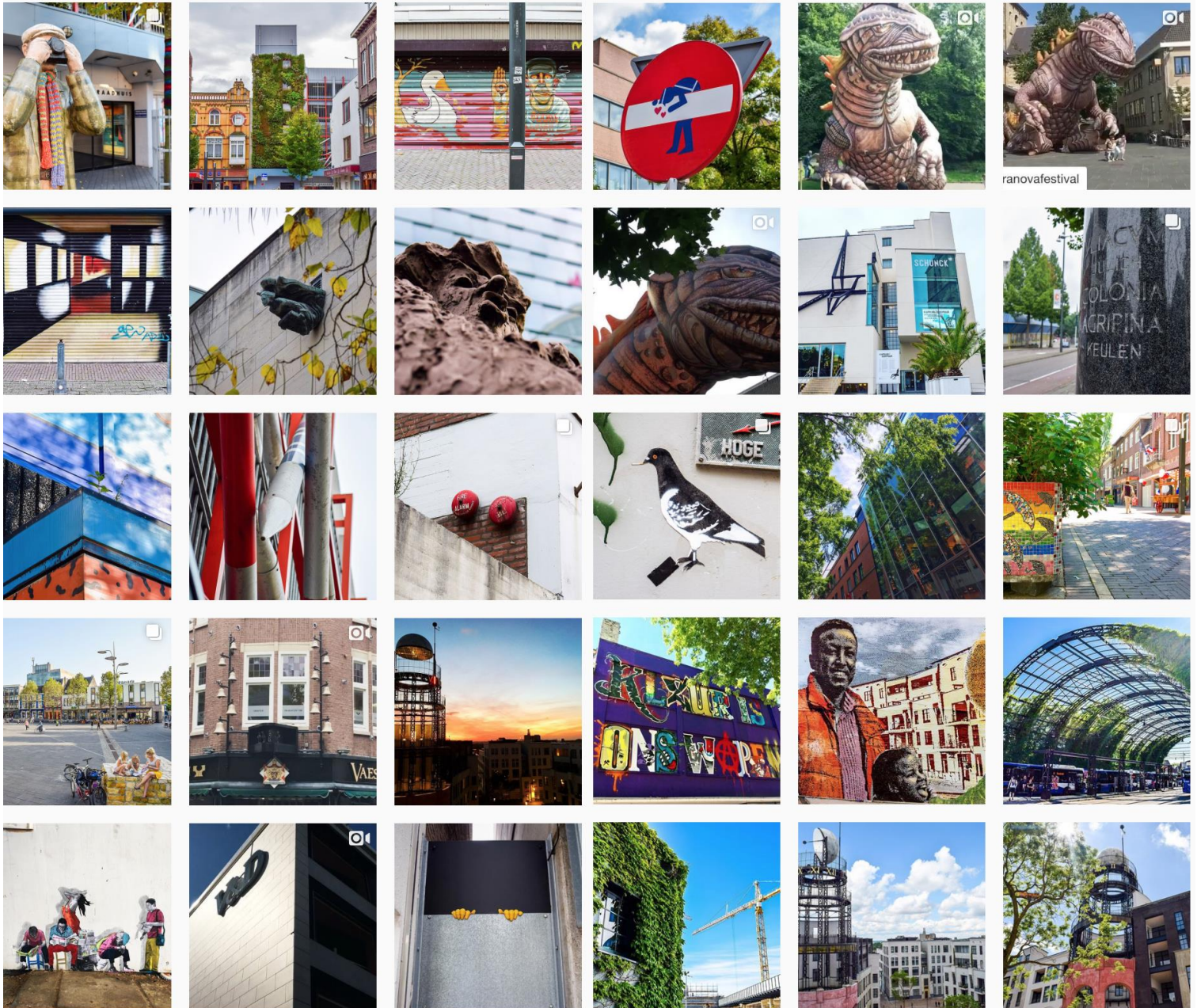


Integrated Action Plan | Executive Summary

Heerlen

20.02.2018 | V2



1. Heerlen

Heerlen is a relatively young city. In the last century, Heerlen experienced a growth spurt from a village with an agricultural economy to a prosperous city with an industrial economy. After the closing of the main employer, the mines, the city experienced a downward spiral economically, with all the socio-economic side effects that are related to this.

From the turn of the century, a renewed confidence in the future is slowly but surely emerging. In addition to the manufacturing industry, the service economy is developing more and more. The mining history is no longer a traumatic experience, but gains its own appreciation in the collective memory of the city; among others in the form of a fully-fledged mining museum. Although the mining museum is not located in the center of the city, it can reinforce the tourist appeal of the city center of Heerlen. Due to large investments in the cultural infrastructure, the cultural sector is developing rapidly. This creates an ideal breeding ground for a blossoming creative sector. The demographic shift (the ageing population) challenges the municipality even more to stimulate young people in their development. The slogan 'Krimp als Kans' (roughly translated to 'decline as an opportunity') was not a content-free marketing slogan, but reflects the conviction that there is room for innovation. This must of course be used fully. Together with Maastricht, Sittard-Geleen and the neighbouring city of Aachen, we all provide a distinctive offer so that the cities reinforce each other.

The city centre of Heerlen is the urban signboard for the Parkstad Limburg region. It's the place where Urban experience is tangible and where the IBA and Palet principles are applied. In certain areas, the balance may more often go to 'liveliness' instead of 'liveability', also outside office hours. Public spaces beautifully decorated with murals, that are multifunctional and can also be used for events or for urban sports. Office space aimed at starters, retail/shop offers designed for the modern city dweller, with an affordable offer in an innovative package. A wide range of properties with the necessary facilities, urban and inexpensive with here and there some extra space. Easily accessible, also by bicycle and public transport. A visible but also tangible the story of Heerlen, heritage you can touch and/or play with.

The center of Heerlen has evolved in recent years from a center of 90,000 inhabitants to a conglomerate Parkstad Limburg with 252,000 inhabitants, which is almost a quarter of all inhabitants in Limburg.

The development took place along three lines:

- 1) the foundation;
- 2) people in the city;
- 3) economic security.



1.1 URBACT City Centre Doctor - Revitalisation

In 2013, Heerlen participated in a project led by the specialised innovation agency Fresh Forward, with marketing guru Jempi Moens. Several parties participated in this process, including civil servants, representatives of the hotel and catering industry, entrepreneurs, residents, education, APG, real estate, cultural institutions, etc. At the time this process was labeled as very successful. Here the name HeerlenMijnStad was created. The cooperation between the various participants was intensified and ultimately resulted in the start of the formal organisation Heerlen Mijn Stad. One of the first successes at the time was the Social Sofas project. Subsequently, the Murals were brought to the attention of the public and more and more became part of the public spaces. Parties managed to reach each other faster and the municipality of Heerlen also became an easier-to-approach partner.

To further expand this collaboration, in 2014, it was decided that it was necessary to commence with a Heerlen-centrum program. The biggest question at the time; How should we engage in this process. At first the choice was made to collect expertise in other municipalities of comparable size in the region. Later on, the idea arose, if possible, to make use of national and European expertise and examples. Furthermore, no additional financing was provided for projects in the center during this period. Therefore there was also a need to investigate the extra possibilities for for instance financial aid from other (European) cities.

Heerlen also searched for methods to transfer knowledge of the innovative projects in the center. How is it possible, preferably together with other "players", to make the center more attractive? How do we increase the involvement of the residents and entrepreneurs? How can we collaborate in a better way

so that citizen's and entrepreneurial initiative is stimulated. Also because at the time there wasn't a structured meeting schedule with the stakeholders in the city center. Participating in the CCD project could possibly kick start this more collaboration.

After it was announced that Heerlen had been selected to participate in the CCD project, the second step was to get the ULG (Urbact Local Group) together. As a foundation, an appeal was made to active members of the city center organisation Heerlen Mijn Stad. Not only are the ULG member the core of the CCD project, the ULG Heerlen is also closely involved in the realization of the Urban bidbook. The alderman who is responsible for the developments in the city center periodically informs the ULG about the developments. More about the ULG Heerlen is explained in chapter 2.2.



1.2 CCD Place Analysis

In accordance with the URBACT method, the ULG executed a 'place analysis' in Heerlen. For this place analysis the ULG set out a survey among Heerlen's citizens, several 'place observations' were mapped out, and the 'problem tree analysis' was put into practice. The following conclusions were drawn from this.

The City Centre Doctor survey concludes some remarkable results. The largest number of respondents either resides in Heerlen or one of the other Parkstad-municipalities. They often visit the city centre due to easy access. The demographical characteristics of the respondents; nearly 80% live in the suburbs of Heerlen, 54% of the respondents are aged between 45-64 years, and 30% is more than 65 years old.



The accessibility of the centre is perceived as positive, as well as parking facilities for bicycles and motorbikes. The respondents are also positive with regard to public transport. However, half of the consumers who visit Heerlen still travel by car, aside from the fact that many are not satisfied with the parking fees. They indicate that a lot of frustration regarding parking can be eliminated by openly communicating about the destination of the parking proceeds, and more transparency provided by the municipality. 26.5% of the surveyed frequently use a bicycle as a mode of transportation. This is also reflected in the increase in use and appreciation of (free) guarded and unguarded bicycle parking

facilities. Which could explain the relatively large number of visitors using a bicycle as method of transportation. The welcoming feeling visitors experience (more than 50%) is also highly appreciated. Furthermore, feelings of insecurity have decreased dramatically in recent years.

In principle visitors come to the city centre with the goal to either go shopping and/or go to a café or restaurant. 40% of the respondents shops at least once a week, from which 60% is satisfied with the opening hours from shops and food, beverage and entertainment. 38% of respondents indicate that they prefer shopping in Heerlen compared to neighbouring cities, 27% prefers a city nearby.

The largest group of visitors do not come to Heerlen to shop the entire day; they only spend about 1-2 hours in the city. This can have various causes for instance; shop diversity. Half of the surveyed feel that there is something missing in the shop offer. The consumer survey from 2013 also noted the fact that consumers only spend a short time in Heerlen centre.

When asked what is lacking, a couple of things are mentioned. On the one hand, consumers are demanding crowd pleasers such as Primark, while on the other hand there is a demand for more authentic, smaller and exclusive shops. The latter is, for small businesses in this time of economic crisis and the rise of Internet shopping, a difficult task.

There are also critical comments on the layout and design of the city centre. Due to the lack of a compact shopping centre meaning that the shopping areas are scattered, it isn't always clear for consumers where to go.

Vacant retail buildings and empty spaces are for many visitors and inhabitants an eyesore. One of the ambitions in the Bid Book is to make the shopping centre more compact. They want to achieve this by reducing the total number of square meters used for retail surface with 30.000m². In order to develop methods to counter shop vacancy various initiatives are being developed, like Streetwise, who aim to create structural arrangements for new entrepreneurs. Another initiative is in cooperation with centre organisation Heerlen Mijn Stad and the municipality to visibly tackle shop vacancy by temporary filling empty storefronts with thematic visual concepts.

1.3 Heerlen = Urban

Heerlen has chosen for a clear positioning strategy and profile. Heerlen = Urban: unfinished, raw, it challenges you to experiment and to create a contemporary experience, is innovative, young and creative in spirit. This suits our residents, it suits our city and adds something to the urban qualities in Limburg and the Euregion. Heerlen has room for innovation, space to experiment. Not only physically but certainly also mentally and is committed to developing this urban positioning strategy further. New initiatives that meet these requirements are given an opportunity and are embraced. This is expressed in events such as; The Notorious IBE, Pro Freestyle and Night in the Woods, in the creative clusters that have developed in various places in the city, in the murals that are receiving more and more national attention, and also physically in the development of de Vijf Pleintjes (referring to Heerlen's five squares). Below you will find the brand values that fit this urban profile:

Non-conformistic	Focus on transition	Participative culture
Own choices	Innovation	'From the street'
Progressive	Looking across borders	Accessible
Bold (having guts)	Stimulating & dynamic	Authentic

By maintaining strong levels of commitment to the urban profile, we focus on the existing strength and identity of the region. Strongly complementary to, and therefore also attractive to, the inhabitants of cities such as Sittard-Geleen and Maastricht. Aside from that, the interaction with the German city Aachen can not be underestimated; With its thousands of students and a vast knowledge economy, there can be beautiful cross-fertilization between Aachen and Urban Heerlen. This is the only way that Heerlen-Centrum can make an important contribution to the location conditions needed to attract top talent to the region and the various campus sectors in the Euregion. With strong facilities such as the Smart Services industry, medical technology, tourism and creative industries making up about 20% of Limburg's employment, Heerlen and Parkstad are significant players in Limburg and the Euregion.

Urban focus areas

We distinguish four different urban focus areas, Urban Experience, Urban Heritage, Urban Culture and Urban Living. They give shape to the positioning strategy, Heerlen = Urban and serve as an organising principle for our efforts. These spheres are to a certain extent geographically clustered. Central is the urban center 'Urban Experience', on the southwest side with its historical significance we find 'Urban Heritage', on the east side the meeting place of youth and culture 'Urban Culture' and along the northwest side the urban green, residential, work and recreation area 'Urban Living'. These are the concentration areas of elements that are felt throughout the city.



Image 2. Map of Heerlen with a visual of the urban focus areas.

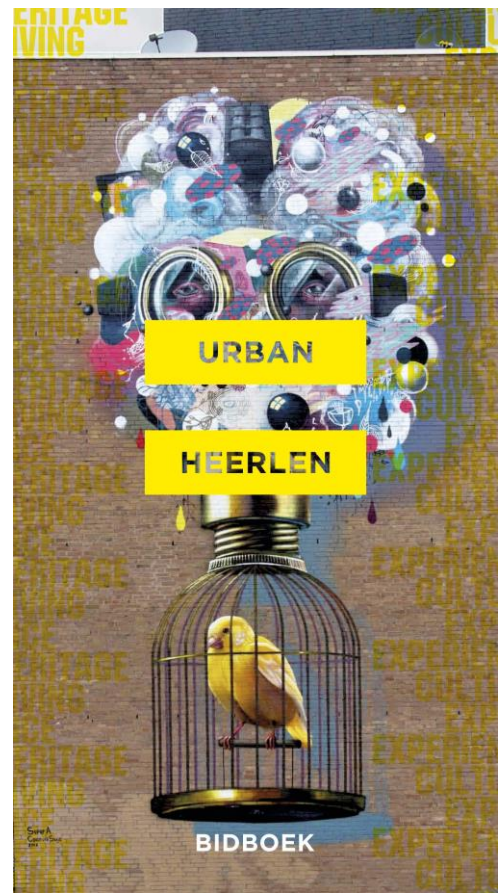
1.4 Bidbook and its 25 ambitions

In this chapter we look at the center of Heerlen from the different policy fields. Opportunities but also challenges are present in every policy field. The thematic approach gives the possibility to rise above areas and projects in the center. It should be clear that every area and project contributes to the ambitions per policy field. It is not an everyday strategy, but one in which commitment has been expressed by various partners such as IBA and Province of Limburg. Below the ambitions for the coming years.

The ambitions are clustered in five topics; 1. Retail, hospitality, offices and housing, 2. Public space, 3. Culture, heritage, sport and education, 4. Events, leisure, experience and city marketing, 5. Sustainability, asbestos removal and transport.

Ambitions

1. We have the ambition to remove 40% of the retail square meters, of which we aim to realise at least half in 2020 (around 20,000 m²).
2. We reduce vacancy in the core shopping area (around 8%).
3. There will be at least 20 new store formulas in the center, of which 10 are new starters that reinforce the urban profile.
4. Planological barriers to the hotel and catering industry will be removed if this leads to the reduction of retail square meters or a better connection / integration between retail and catering.
5. We have the ambition to remove 40% of the office square meters in the center, of which we aim to realise at least half in 2020 (around 20,000 m²).
6. We are transforming a minimum of 5000m² of vacant real estate into breeding grounds for creative industries.
7. We aim to add approximately 400 homes in the center of which 100-150 young people / student residences and 50-100 land-based / city housing, without reducing the number of current housing.
8. Outside the core shopping area, living on the ground floor is permitted and encouraged.
9. We will create an unambiguous profile for Heerlen's public space, which will reflect the profile of the different parts of the center on the street. In case of interventions in the public space, this profile will always be used with the addition of urban green.
10. We will redesign the following squares according to the principles mentioned above: the Van Grunsvenplein, the Bongerd, the Raadhuisplein and the Zuidplein of the Maankwartier.
11. We will restore at least twelve facades back to their former state.
12. We aim to realize a well-developed cultural cinema in the center of Heerlen.
13. We aim to create a breeding ground for (young) makers in the performing arts.
14. There will be at least 6 productions in our center for 2020 with a supra-regional image.



15. Prominent buildings must be restored and converted in the event of redevelopment.
16. We will double the number of visitors to our archaeological heritage.
17. There will be facilities for at least 2 urban sports.
18. In 2020, at least 200 students will be enrolled in the city center.
19. We annually add an urban event with an (supra) regional appeal and organize an urban winter event every year.
20. Every year at least three high-quality street artworks are added.
21. We fully facilitate leisure concepts in our center, both in- and outdoor.
22. The development of the center is accompanied by an extensive city marketing campaign.
23. We will place 5000 solar panels in the center, with each project.
24. For each project we will make the physical objects completely asbestos-free and re-use usable material that is released for recycling during demolition or renovation.
25. We aim to realise a guarded and covered bicycle parking facility on the north side of the center and strive for good bus connections to the leisure ring, the smart services campus and the educational boulevard.
26. We aim to invest in a citylab.

2. The process of action planning

The process of the changes in the city of Heerlen can be divided into two parts. Major changes are taking place in the public space under the command of the Municipality, and small-scale experiments (beta-actions) take place, especially in the squares, lead by the ULG. These beta actions ensure that smart connections are made, activities are tried out and through the analysis of these actions, when positive, they can be converted into permanent facilities. In this chapter the process and progress is presented.

2.1 Approach major changes (public space)

The major changes in the center of Heerlen are supervised by the Municipality. The table below shows the overview of progress and current status.

Ambition	2020	04/17	12/2017
1	-20.000 m2 retail		
2	-50% shop vacancy		
3	20 urban shopping formulas		
4	New horecanota		
5	-20.000 m2 office space		
6	5000 m2 transformation		
7	+400 housing		

8	Expand Cityplan (BP)	Yellow	Yellow
9	Vision on public space	Yellow	Yellow
10	Transformation 4 squares	Blue	Blue
11	Restauration 12 facades	Yellow	Yellow
12	Cultural cinema	Yellow	Yellow
13	Breedingground for performing arts	Orange	Green
14	6 supra-regional productions	Orange	Yellow
15	Rest./herb. beeldb. panden	Yellow	Green
16	2x visitors thermen museum	Yellow	Yellow
17	2 urban sports places	Yellow	Yellow
18	200 students	Yellow	Yellow
19	Yearly urban (winter)event	Yellow	Yellow
20	10 streetart artworks	Orange	Yellow
21	Leisureconcepts	Yellow	Yellow
22	Citymarketing campaign	Yellow	Yellow
23	3.000 solar panels	Yellow	Yellow
24	Re-use demolition	Yellow	Yellow
25	Bicycle storage	Yellow	Yellow
26	Social agenda - city lab	Grey	Yellow

Ambition
Realized
Ahead of schedule
On schedule
Behind schedule
Wordt niet gehaald
N.A.

2.2 Approach Beta Actions by ULG Heerlen

As stated in the introduction, Heerlen is actively participating in the CCD project because they are interested in sharing and learning from the experiences of the other cities with similar challenges, combining knowledge to create 'best practices'.

Sharing and acquiring knowledge from the other partner cities and their URBACT Local Groups provides many practical insights. Increasing ones knowledge on subjects like introducing and/or integrating citizens' initiatives/budget, adjusting the design of public space to create interaction, or gathering ideas to minimize shop vacancy within the city centre, will help to create a more participative city centre. Knowledge surrounding these subjects is often gathered by practical implementation and experimentation, after which the focus is on reflecting and improving.

The URBACT Local Group Heerlen consists of a diverse group of people from different backgrounds and ages. The majority are active volunteers from city centre organisation Heerlen Mijn Stad. This group is

complemented with people of different genders, ages and their own expertise whom were invited personally. The purposes of the ULG Heerlen is to analyse local challenges and opportunities, to be part of the transnational network, and to contribute to this by communicating on a local level, and participating in meetings and visits.

After mobilizing the ULG Heerlen in the spring of 2016, the municipality of Heerlen feels they have made a step in the right direction. One of the principles for the ULG Heerlen from the beginning was that the ULG does not have to execute the projects that are initiated by the Municipality of Heerlen. In fact, it is desirable that the ULG expresses its own wishes and also chooses its own direction. The ULG is, as described earlier, a representative reflection of the various parties in our city center. They have a share in the center, and work, undertake, organize or represent the interests of the various parties. Meaning that the ULG members know better than anyone what the best chances of succes are for ideas in the center. This is because they are active in the center every day. The ULG Heerlen aims to meet approximately six times a year. After the inspiring transnational working visits, the delegation presents feedback in the ULG meetings in the form of a presentation with photos and ideas.



3. Setting of focus and objectives

From the 'place analysis' survey conducted in the autumn of 2016, various points of attention emerged that are considered leading for the ULG. In this survey (in which 719 respondents participated) the residents of Heerlen were asked about their opinion about the center of Heerlen. This included the atmosphere, event calendar, work and store offer, visit frequency, parking offer, leisure offer.

The results were not surprising in many areas. The participants were also asked an open question: "What would the first thing be you'd like to change in the center of Heerlen?"

The answers to these questions are then divided into four categories:

1. Shop/building vacancy
2. Atmosphere, experience, design and public space
3. Traffic and parking (car and bicycle)
4. Shop offer - diversity of shop offer

With the answers to this open question in the back of our mind, we then had to decide for ourselves in which area the ULG would have the most influence; as we all agreed it was important to have some quick 'wins'. It will not surprise you that the choice quickly fell on the second category: Atmosphere, experience, design and public space. Some of the remarks spoke volumes: more terraces and street musicians; nicer pavement; more benches and meeting places; more water elements and the construction of small parks.

The other themes were also seen as important, but the limited possibility of influencing a solution was experienced as objectionable. In addition, several organizations are already active in the other categories. Think of Streetwise (Shop/building vacancy) and Qpark (traffic & parking). In addition, the financial section of the other categories is also much larger, which makes realisation more difficult.

In close consultation and in cooperation with other parties involved in the center (municipality of Heerlen, Heerlen Mijn Stad, cultural institutions, residents, catering and hospitality), a start was made with an initial assessment. Where can we start? Which locations are in need of immediate changes?

Meanwhile, several initiatives have already started and implemented. Here are some examples:

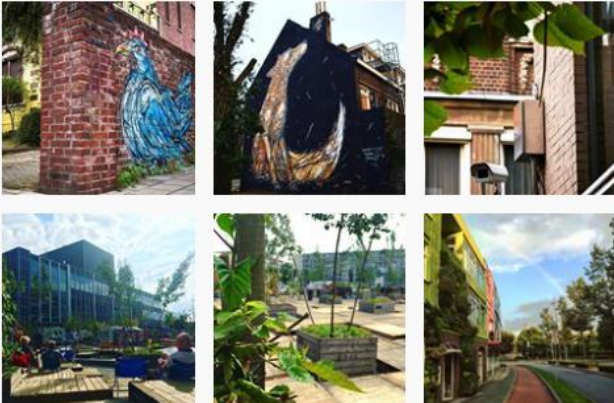
1. A meeting with all the local event organisations

In 2017, Heerlen was selected as the winner of 'the event city of the year price' (up to 100,000 inhabitants). Together with the event organizers a brainstorm session was organised with the main question 'how can we positively influence the atmosphere and experience in the city center'. How can we help each other? Can events be linked? Does cooperation also provide financial benefits for the event organizers?

One of the success stories is the collaboration between event organisers Limburgs Mooiste with Wheels & Bites in May 2017. This collaboration resulted in a mixed target group, a joint advertising campaign, and especially many visitors in our center. The enthusiasm among visitors and the organisers was large.

In one of the other partner cities in the CCD project, Nort-sur-Erdre, we came into contact with an effective long-term planning system. Currently, we are now also working on a (multi-year) calendar, with one of the main priorities being that we can inform the community, stakeholders and entrepreneurs more timely about the impact of events. In Valmez we saw that the largest employer played an important role at the most important event (light show) in the city center. We are currently investigating how these types of partnerships can benefit Heerlen. How, can we for example, involve DSM or other large stakeholders in the developments and events in the center?

2. More green



Together with the local residents and entrepreneurs involved, a first assessment was initiated on the possible locations of a 'more green design'. A list was compiled with several possibilities. The first location was the square on the Geleenstraat. Together with the entrepreneurs and residents, the decision was made to speed up the existing plans for this location. This has resulted in the current square that was completed in the summer of 2016 and now generates many enthusiastic reactions. We

have learned from other cities in the project (e.g. Amarante and Medina del Campo) that adding green (flowers, plants etc) not only makes a square lively, but also offers shelter from the various weather influences. This was taken into account in the Geleenstraat project.

3. Accessibility city center

The discussion in Heerlen about parking fees has been going on for some time, just like in other cities. Various stakeholders including real estate parties, Qpark, Heerlen Mijn Stad and the Municipality of Heerlen have been discussing for some time to see what the options are. The visits to other European cities (including Naas, San Donà di Piave, Nort-sur-Erdre, Amarante) showed that parking and traffic in the center plays an important role for a successful center. The big question is of course how to deal with these matters of accessibility; parking fees, parking locations etc. Each participating city has its own views on this, but also its own problems.

4. Shop/building vacancy - shop diversity

Since 2012 the organisation Streetwise has been active in Heerlen. And since 2015-2016 Streetwise is active in the municipalities of the Parkstad City Region and therefore able to act upon their Retail Vision. This means that developments in the retail and 'best practices' are shared at regional level. Streetwise tries to link new entrepreneurs to owners of vacant properties; if possible, to achieve more accessible rent prices in order to generate a win-win situation for all parties for the owner-owner and the center. The counseling by Streetwise to the new entrepreneurs consists of all kinds of facets; setting-up a business plan, financial plan, choosing a business location, rental conditions and application for authorization. Next to these practical matters is trust and cooperation of all stakeholders in the shopping area of great importance. For municipalities this means more flexibility when it comes to

regulations on “blurring” concepts and new ways of financing new business like “crowdfunding”. Real estate parties are prepared to do concessions as soon as they meet a well prepared rental candidate and are even willing to invest in the necessary facilities of the property. We are proud to announce that in 2017 21 new entrepreneurs have settled in the center.

The participating cities in the CCD project are all dealing with vacancy. However, there are several cities (e.g. Medina del Campo) where people are very committed to hosting creative entrepreneurship. It’s an interesting concept to host creative entrepreneurs in vacant buildings.

5. Park Urbana

Park Urbana was created in 2016 as part of the cultural festival Cultura Nova. Together with IBA-Parkstad the Park Urbana was designed and executed. A green environment was created next to the fountain on het Burgemeester van Grunsvenplein. In 2017, a new location was chosen with all partners. A firm foundation was the basis: an environment that is defined by bricks and has strong cooperation partners. The 2017 edition of Park Urbana, Hotel Park Urbana was located on de Vijf Pleintjes. We drew inspiration from the southern European cities in the project (Amarante, Medina del Campo, North- sur-Erdre and San Donà di Piave). In the first edition of Park Urbana using the nearby fountain as a was a perfect addition to the experience. In cities such as Medina del Campo, Amarante, Radlin, Naas, North-sur-Erdre, and San Donà di Piave, it became visible that access to water offers the city many possibilities. Heerlen unfortunately does not have this extra possibility.

Learning

Thanks to the choices made and the participation in the City Center Doctor project, Heerlen has already been approached several times to give presentations at various conferences. Heerlen has held a presentation at the Cities Forum and the Placemaking week. This is of course a great honor, and a special confirmation of the invested time and effort of all parties involved. Thanks to the approach regarding street art (murals), Heerlen even won a prize for good practice from URBACT.



4. (BETA) actions and planning

The beta actions developed and implemented by the ULG van Heerlen during the City Center Doctor project are first explained after which the planning is presented in the table below. In the table, under 'Resources / Assets', we take account of investments. These investments are categorised as follows: € under €1.000, €€ under €10.000, €€€ under €100.000, and €€€€ above €100.000.

1. Transformation Raadhuisplein on the Geleenstraat

The project was initiated in order to liven up the square on the Geleenstraat, this was done by implementing green and fitting design elements. The result led to a welcoming square where people can meet, have lunch and more.



2. Assignment Bernardinuscollege | Heerlen 2.0

Highschool students visited the city center, from this location visit they brainstormed and wrote down their creative ideas to liven up the less attractive locations in the city centre.

3. Hotel Park Urbana

'Hotel Park Urbana' was the follow-up to the first edition of Park Urbana in 2016. Visitors were so enthusiastic about this temporary pop-up park that the decision was made to repeat the concept in 2017 in a different setting, the city centre. Together with various members of our ULG we opted for a place where the implementation of greenery was the most desirable: De Vijf Pleintjes. Together with all those involved (local residents, entrepreneurs and stakeholders), a new pop-up park was designed and opened just before the summer. The reactions were again very enthusiastic! Each square had its own identity within the concept. The foundation 'de Vijf Pleintjes' was initiated, together the people (local residents, entrepreneurs) created an ambition document for 2018, that was handed over to the alderman. Their ambition was made very clear; a wish to have more permanent green in the squares. The Alderman Center has promised that the Wilhelminaplein and the Morenhoeck will be tackled in the summer of 2018. The design phase has now started. This strategy was greeted with enthusiasm from the ULG.



4. Parking Pilot

This pilot project was initiated with the goal of setting up a savings system that allows customers to receive a discount on the parking fee in parking garages when buying in stores.

5. Winterevent - Holy Moly Heerlen

This project was initiated with the goal of realising a regionally distinctive winterevent with an urban character; first edition in December 2017. The event will be subsidised for four consecutive years and should be fully self sustaining after those four years.

6. Tensioncables Geleenstraat

An initiative by local entrepreneurs to decorate the street per season of specifically for events.

7. Decoration of the construction wall Coriokwartier

An initiative from the local entrepreneurs to create an attractive mural on the construction wall around the Maankwartier building site.



8. Urban Heerlen promotional video

A promotional video was created to visualise the vision statement about Heerlen; Urban. Meaning that the four focus areas of Urban are highlighted; culture, experience, heritage and living. View the video [here](#).

9. Urban Centre Heerlen

An initiative by the local graffiti scene with the goal to realise a temporary graffiti museum in an empty building.

10. Cityquarter meetings

An initiative from Heerlen Mijn Stad in order to bring together the local entrepreneurs so that they are informed about current developments in the center. Together new ideas are developed and new possibilities are explored.

11. Meeting event organisers | Event Monitor

An annual meeting was initiated where event organizers can meet and are asked to cooperate. The goal would be to where fitting combine events to attract a more diverse target group.

12. Themed meeting; community ‘together we achieve more’

A themed meeting was initiated in June 2017 where the ULG and community members of Heerlen Mijn Stad discussed, within the focus areas, different opportunities in the city to make each other and the center stronger.

13. Kantoor Contour in a vacant building

An empty building was decorated with minimalistic objects in order to organizing creative sessions with nearby residents and entrepreneurs. The main focus was the development of that particular area, but also sustainable developments in the city centre the coming years.

14. Lighting the buildings during the winterperiod (16.11.2017-07.01.2018)

The ULG found it important that with a new winter event, the city should also focus on the beautiful buildings. Five locations were chosen to be illuminated during the winter period

15. City parade Urban Procession - Journey Downtown

Creative urban parade through the center with emphasis on alternative urban locations, urban appeal and participation for everyone. View the after movie via this [link](#).



16. Urban Seats

The initiative to create cardboard (festival) seats that are uniquely decorated with graffiti art. All limited editions. These urban seats would be a sustainable yet focus on decorating a square or street during events.

17. Combining two events: Kids Weekend and Popronde Heerlen

The initiative to combine two successful events with different target groups; Kids Weekend and Popronde Heerlen. The combination allows different target groups to come together in the centre.

18. Combining two events: Limburgs Mooiste and Wheels 'n Bites

The initiative to combine two successful events with different target groups; Limburgs Mooiste and Wheels 'n Bites. The combination allows different target groups to come together in the centre.

19. Kleinkunst

An initiative by locals that gather upcoming artist to have mini-expositions in shopwindows.

20. Annual overview video

Heerlen Mijn Stad has created a large database with photo's and videos over the last few years. At the end of every year we present the public, inhabitants, stakeholders and press with all the events in video form. Click on the year to view the video, [2016](#), [2017](#).

4.2 Progress Table

Description	Nr.	Team	Important partners	Starting date	Finished	Resources/assets	Output indicator
Transformation Raadhuisplein on the Geleenstraat	1	Municipality of Heerlen	Entrepreneurs	Sept-16	Dec-16	€€€	- More green - More people using the public space/square
Assignment Bernardinuscollege Heerlen 2.0		Municipality of Heerlen	Highschool, students	Dec-16	Feb-17	Manhours	- More involvement of scholars in the city center
Hotel Park Urbana	2	Municipality of Heerlen, IBA-Parkstad	De Vijf Pleintjes, Heerlen Mijn Stad, ULG, Ondernemers, Bewoners	Jan-17	Jun-17	€€€	- More green - Awareness residents - Awareness stakeholders - More use of public space - More initiative of residents and entrepreneurs
Parking pilot		Heerlen Mijn Stad, Municipality of Heerlen	Entrepreneurs and stakeholders	Jan-17	Feb-18	Manhours	- More people in the city center - Longer stay - More access near entrepreneurs
Winterevent	3	Municipality of Heerlen	Local event organisers	Feb-17	Dec-20	€€€€	- After 4 years the organisation needs to organise a winterevent that appeals on a supra-regional level.
Tensioncables Geleenstraat	4	Heerlen Mijn Stad, Municipality of Heerlen	Entrepreneurs	March-17	May-17	€€	- Frequent change of decoration
Decoration of the constructionwall Coriokwartier	5	Municipality of Heerlen	Entrepreneurs	April-17	May-17	€€	- More entrepreneurial initiative
Urban Heerlen promotional video		Gemeente Heerlen	Entrepreneurs	March-17	May-17	€€	- Feeling of pride
Urban Centre Heerlen	6	Municipality of Heerlen, Heerlen Mijn Stad	Creative hub, ULG	May-17	Dec-17	Manhours	- Media attention - Physical places for cultural initiatives
Cityquater meetings		Heerlen Mijn Stad, Municipality of Heerlen	Entrepreneurs	March-16	ongoing	Manhours	- More entrepreneurial initiative - Frequent input/output
Meeting event organisers Event monitor		Municipality of Heerlen	Evenement organisers	Jan-17		€€	
Themed meeting; community "together we achieve more"		Heerlen Mijn Stad	Users of the city; residents, entrepreneurs, stakeholders, and civil	June-17		€€	- Growing/creating the community

		servants					
Kantoor Contour in a vacant building		Municipality of Heerlen, Heerlen Mijn Stad	Dear Hunter	Aug-17	Dec-17	€€	
Lighting the buildings during the winterperiod - Royal, Maankwartier, Qpark, Stadhuis, and Pancratiuskerk	7	Heerlen Mijn Stad, Municipality of Heerlen	Stakeholders	Nov-17	Jan-18	€€€	- At least five prominent building were lit during te period 16.11.2017 and 07.01.2018.
Urban Procession - journey downtown		Heerlen Mijn Stad	Event organisers, entrepreneurs, and stakeholders	Dec-17		€€	
Urban Seats		Heerlen Mijn Stad		Jan-18		€€	- Temporary livelines
Combining two events - Kids Weekend and Popronde Heerlen		Heerlen Mijn Stad, Nieuwe Nor		Sept-16	Ongoing	€€€	- More traffic/footfall - Mixing target groups
Combining two events - Limburgs Mooiste en Wheels 'n Bites		Municipality of Heerlen, Heerlen Mijn Stad	Ondernemers	June-17		€€€	- More traffic/footfall - Mixing target groups
Kleinkunst		Heerlen Mijn Stad		Sept-16	Sept-17	€€	
Annual overview video		Heerlen Mijn Stad		Jan-17	ongoing	€	- Online views - Media attention

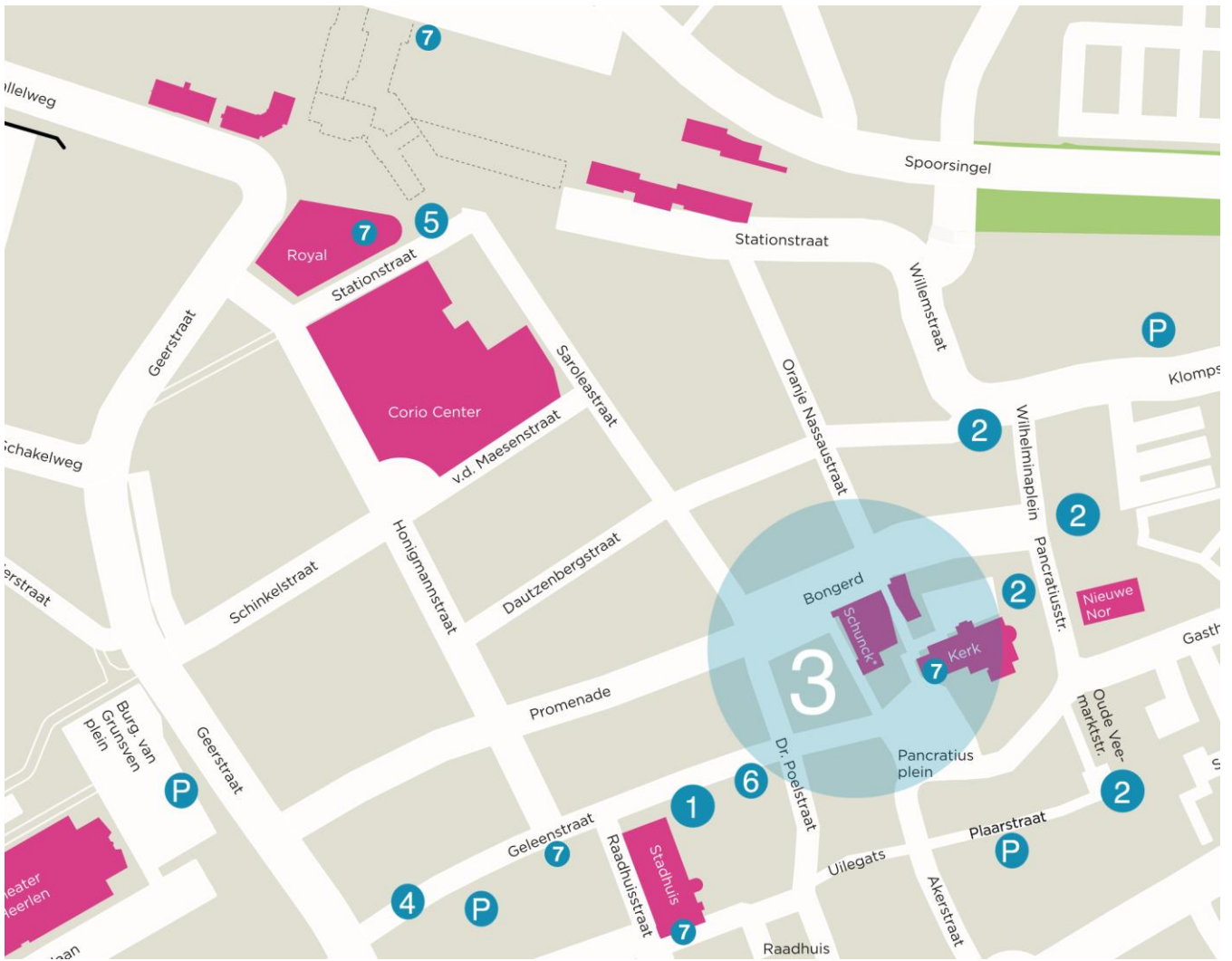









Image 2. Map of Heerlen with the beta-actions by number.

5. Resources and delivery mechanism

The overview below shows the various closely involved parties that have had a direct influence on the developments in Heerlen-Centrum. At the municipality of Heerlen, the officials and departments that were not directly involved in the City Center Doctor project are also important parties to inform. Heerlen Mijn stad, as the city center organisation with its diverse community members, and communicative resources is an important partner that will continue to focus on co-creation in the future. The list below is only a reflection of the parties, of course the large companies are also gradually included in the process, which is why they are not included in the overview below. In this overview, we also did not include all entrepreneurs from Heerlen-Centrum and the many organizers of events and activities individually.

Municipality of Heerlen	 Gemeente Heerlen
	Heerlen Mijn Stad is the center organisation of Heerlen. As an independent foundation Heerlen Mijn Stad is committed to 'facilitating meetings' between the users of the city center.
IBA-Parkstad	
	Stichting de Vijf Pleintjes
Streetwise establishes a network of stakeholders who all have an interest in a compact and vital retail structure.	
	Parkstad Limburg Theater is the theater of the Municipality of Heerlen. The theater has three stages and a very diverse program.
Nieuwe Nor is the popstage in the middle of the city center.	
	A bustling place in the municipality of Heerlen, with cultural and educational activities for young and old.

<p>A space in the center of Heerlen with about 20 workplaces for entrepreneurs in the creative industry.</p>	
	<p>Workspaces for entrepreneurs in the creative industry.</p>
<p>©-Mill is a business park in the area Molenberg. In the monumental buildings of the former Philips factories, a new way of working is being developed.</p>	
	<p>An open office that gives you space to work freely. In this office you are connected with the freelancers, start-ups and established entrepreneurs around you.</p>
<p>Het Betahuis is the place where working, inspiration and meeting one another is key.</p>	

6. Risk analysis

In the following chapter we describe the risks that we can anticipate in advance when implementing and continuing the objectives after the City Center Doctor project.

The political risk

In the near future Municipal Council elections will be held in Heerlen (March, 2018). The result of the elections might change the political reality which means that a different movement might become responsible for the implementation of the current plans. Political change is a difficult one as it can not really be approached with objectivity, you can only speculate. This risk can be tackled by assuring that there are several alternatives and or options to ultimately achieve the goals.

The financial risk

The ambitious plans also require sufficient financial resources for implementation. If for some reason these funds can not be released, or if they are limited, this is a risk for the feasibility of the goals in the plan. This risk can be classified as one with alternatives.

The community risk

If there is not enough momentum with the implementation of the plans, there is a chance that ULG members will drop out. Where there is a lot of energy in the creative process with idea formation, drawing up the basic plans and the implementation of the beta actions, there is a chance that this energy will be lost in case of insufficient speed and feedback. Informing the community periodically by the alderman center also ensures a certain bond between the board and the community. This risk can be classified as a scenario with alternatives, where clear communication lines with known feedback moments are a basic condition.

The redistribution risk

Due to the failure of the redistribution between the municipalities of Landgraaf and Heerlen, the question arises: How can this region be strengthened?. At the moment the decision lies with the Minister of National Affairs; as the redistribution has a direct effect on the socio-economic issues in the region. A possible, and desirable solution for these socio-economic issues involves the merging of two or more municipalities. Not only does this choice generate a lot of rumour, a lot of man-hours and management skills are needed in order to lead the process to a good result. The extra administrative pressure is a risk that can distract from the goals we are aiming for. Again, this risk can be classified as a scenario with alternatives. It is therefore very important to ensure that the center of Heerlen is prominently positioned.

The risk of not redistributing in the long term

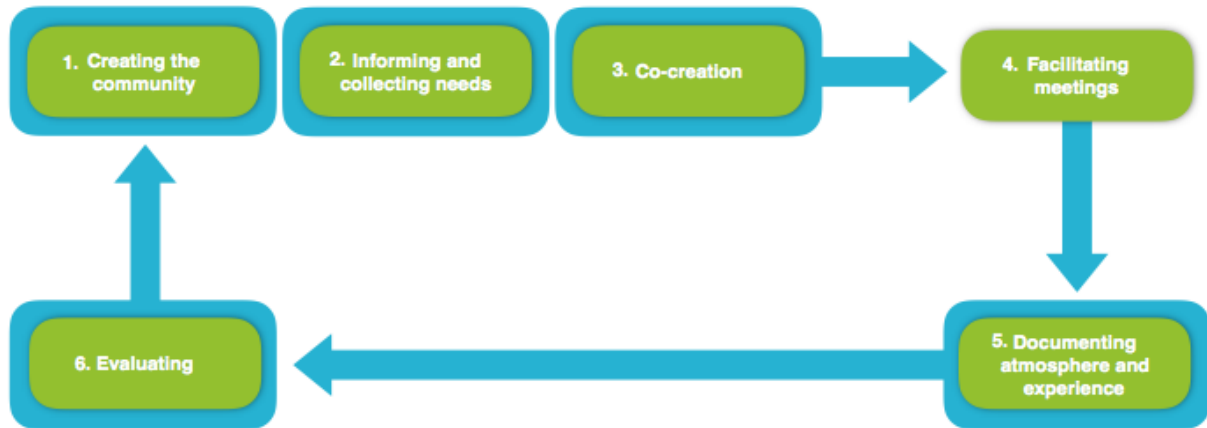
In the event that the Minister of National Affairs does not act in the necessary plans to strengthen the Parkstad region or for some reason has to postpone these plans, there is a chance that fewer resources will be available to implement plans. This can be financial, man-hours and infrastructural resources. The ambitions to implement city marketing properly might also become more and more difficult.

Staff and key figures

The ambition and scope of the plans for the change of the center of Heerlen is big. As a result, there is a lot of pressure among all those involved to achieve the objectives. It's difficult to rule out that the key people in this process choose to change jobs or are tasked to a different project. The risk involved with this component can be characterised as high and very impactful. In order to deal with this, it is important to have frequent conversations both in the personal sense and with the stakeholders, in terms of the content and processes that are needed to achieve the ambitions. Also important here is also to keep the existing CCD network strong. At the moment the network is kept up to date via a Whatsapp group and there is almost no threshold to ask or inform each other via e-mail or otherwise. It is a very valuable network with a lot of knowledge and expertise. An important and lasting investment both on a business and personal level.

7. Monitoring and communication

Various components are important in the process. Heerlen Mijn Stad works with a process scheme in which six components are paramount. The ULG has opted to focus on these six steps, which will also ensure continuity in the development process in the future.



1. Creating the community

We want to continue doing this by continuing to involve the community in projects where the input of the community is desirable. In addition, through the annual meeting that city center organisation Heerlen Mijn Stad center organises, we can also invite the various parties to stay connected.

In 2017, the ULG went on an inspirational trip to Rotterdam. A member of the ULG Heerlen came with the request to visit Rotterdam led by an Urban Explorer Ruud Tompot. Rotterdam is a comparable city to Heerlen in terms of DNA. Here, too, urban is an important theme and people have opted for non-everyday solutions to create an inspiring city center. Think of the district Katendrecht; the Markthal, North Sea Jazz, Erasmus Bridge etc. Further information about Ruud Tompot and his experiences can be found at:

<http://www.resetyourbrand.nl/Whatwedo>

<http://www.resetyourbrand.nl/people/ruud-tompot>



All the members of the ULG were invited to participate in the idea/inspiration trip to Rotterdam. In addition, other interested parties who are active in our center are also invited to participate.

The aim is to organise another inspiration trip before the end of the CCD project (either nationally or in Euregion). The idea is to repeat these inspiration trips annually.

Also we continuously want to share our knowledge with the international community, therefore we take our time hosting them. In October 2017, the Irish delegation from Naas visited Eindhoven and Heerlen.

During the two days the delegation was introduced to the different innovative ideas and approaches within the creative industry in Holland. Meetings were arranged between the delegation and several parties, like Walas (specialist on the re-use of building parts during demolition), representatives from the city center organization Heerlen Mijn Stad, and they've visited several creative concepts in Eindhoven (Strijp S).

2. Informing and collecting needs

Through organising meetings, where the Alderman also periodically joins, the ULG members are informed and can indicate what their needs and the needs of their environment are.

3. Co-creation

By continuing to stimulate beta actions initiated by the community, co-creation continues to exist.

4. Facilitating meetings

The aim of the co-creation process and the beta actions is to bring the users of the city together. It is therefore said that during an activity meetings are facilitated.

5. Documenting atmosphere and experience

It is important to monitor the progress of the City Center Doctor project by (visually) recording the meetings and beta actions; photos and video. These are shared on the collective WhatsApp group where the City Center Doctor team draws inspiration from, and also on social media so that the rest of the ULG and interested parties can follow the process. The annual compilation put together by Heerlen Mijn Stad is also part of capturing the atmosphere and experience in the city center. The social media that are used are; Facebook and Twitter.

6. Evaluating

Evaluating beta actions and developments in the center together with the group is a very important aspect of development. Generating this feedback is also a basic requisite to keep the ULG together.

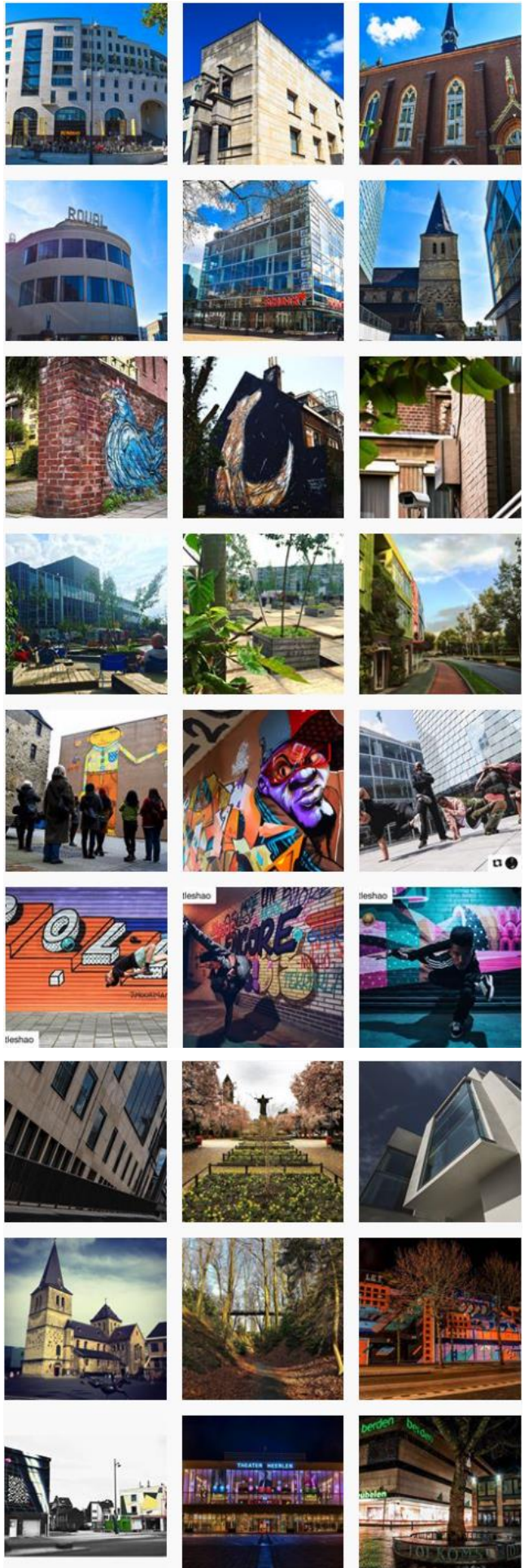
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Lead partner; San Donà di Piave – Italy
Integrated Action Plan - Heerlen



Idrija – Slovenia
Petrinja - Croatia
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Radlin – Poland
Naas – Ireland
Nort-sur-Erdre – France
Amarante – Portugal
Medina del Campo - Spain

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