

Hermez - the economic achievement must come

The City of Amsterdam Economic affairs policy programme 2002 – 2006

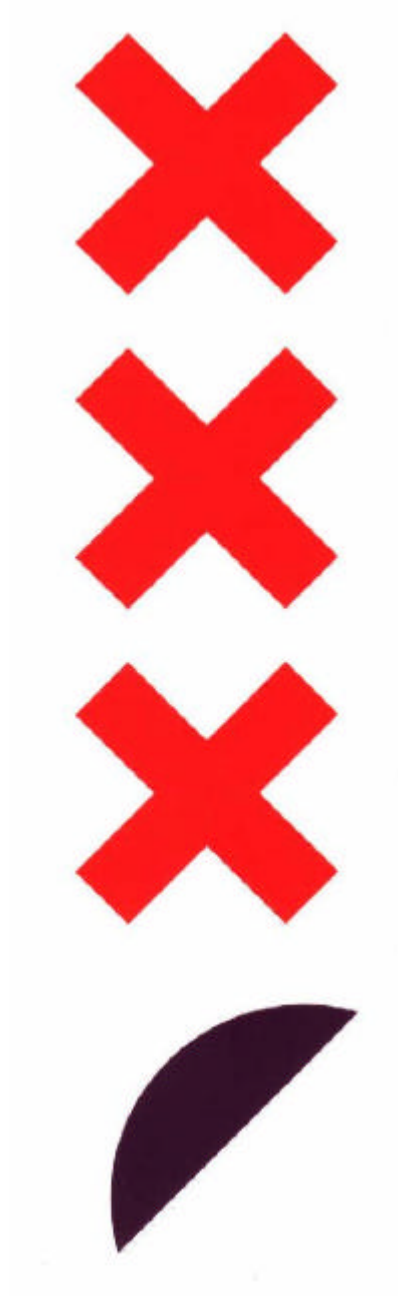


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1. The need for a new economic programme

Amsterdam's economy developed positively over past years partly due to the favourable international economic climate. Over the past seven years, after a long period of stagnating economic growth, Amsterdam was better able to keep pace with national development. This evidenced itself in an increase in the number of new businesses, a broadening of the economic base, a drop in unemployment and increase in workforce participation.

The labour market still faces problems in spite of the economic growth of the past years. There has been a reduction in unemployment, but over 45,000 inhabitants of Amsterdam have still not benefited from economic growth: they are still unemployed. There are still major discrepancies between demand and supply in a number of sectors in the labour market. The required level of education of employees is rising and not all sectors have sufficient numbers of qualified participants.

For many years the city proved very successful at drawing in foreign companies, but the once relatively favourable competitive position is now facing heavy pressure. The number of new companies establishing operations in the city declined in the last two years and Amsterdam scored ever lower on international lists of favourable business locations.

The economic climate in general has also clearly reached a turning point with regard to the positive developments of past years. In 2001 and 2002 economic growth started levelling off around the world. Predictions for the coming years are certainly not overwhelmingly positive, something that will have a direct impact on the relatively open economy of Amsterdam and the rest of the Netherlands. Economic growth will face increasing pressure over the coming years.

This decline in growth will travel in tandem with fiercer competition between cities and regions. Technological developments, ICT in particular, are creating a more global economy. The creation of the Monetary Union and expansion of the European Union means borders no longer form barriers to trade. National factors are becoming less important in drawing in and keeping companies, while local and regional factors are gaining ground.

Amsterdam is not only coming under increasing pressure internationally, but also nationally. The traditional net loss of companies from the city has increased over the past years, with a considerable loss of jobs as a result. Prices for business accommodation have increased relative to surrounding areas. The outflow will continue if this is not compensated by an improvement in the quality of the business environment.

The current problems on the labour market and the somewhat weakened position of the city as business location, together with the economic predictions for the coming years and increasing international competition underline the need for continuous attention to Amsterdam's economic structure. Also over coming years the focus will have to lie on initiating,

stimulating and supporting developments in the different sectors through targeted activities. Amsterdam's economy must be made resistant to cyclical fluctuations. And more people need to enter employment. A new economic action programme is essential. Targeted and selective action is needed to make optimal use of the available financial resources. The Economic Affairs operations of the city of Amsterdam will need to fulfil a stronger guiding role with regard to initiating, stimulating and supporting economic activities. This policy programme explains which policy areas will receive extra attention over the coming years.

2. The economy's structure

Amsterdam is a breeding ground for initiative and entrepreneurship. But the city will have to work hard to maintain this traditionally favourable position.

Amsterdam's economy is founded on a number of foundation piles:

- Financial and business services, in size the most important cluster of the urban economy. With some 150,000 jobs, the banks, insurers, consultants and stock-trading companies generate around one third of the city's employment. Certain parts of these sectors are relatively sensitive to cyclical movements (banks, stockbrokers). The financial sector in particular is currently under pressure.
- The port and port-related industry cluster (including supply companies) offers employment to around 55,000 people. The port is steadily increasing its share in goods transshipments among the ports in North West Europe (in the so-called Le Havre – Hamburg range) to eight percent. The transhipped products are mainly handled and processed locally which means the port generates a relatively large level of added value and employment.
- The Amsterdam Schiphol Airport cluster. A wide range of companies operates on and around the airport. Over 50,000 people work there (20% of which originate from Amsterdam), in jobs at all levels from the unskilled to the highly trained. Schiphol is a hub in international air traffic and fourth largest European airport in terms of freight and passengers. The city's proximity to the airport has a strong positive effect on its appeal as business location for international companies. The airport also has a positive effect on the local tourism and conference industry.
- The ICT and new media cluster. Amsterdam traditionally has a highly developed graphics sector, with numerous publishing houses, printers and creative talent. Over recent time a completely new kind of business has been created which focuses on Internet and other new media. Hundreds of 'content'-oriented companies are located in the city centre. Amsterdam is also proving an ideal business location for the ICT and telecommunications sector, due inter alia to the presence of an Internet hub in the Watergraafsmeer. Some 40,000 people work in this cluster.
- The tourism and conference cluster employs some 45,000 people. The city that appeals strongly to tourists – with cultural events for example – increasingly attracts the higher segment of visitors. The city ranks eighth on the list of conference cities around the world, but it has to work hard to maintain this position.
- Shops and small-scale companies. Tens of thousands of shops and small-scale enterprises collectively account for 25 percent of urban employment. They determine the look of the city and form a breeding ground for new economic activities.

These economic clusters together form a varied and powerful production structure that is also developing spatially. In addition to the traditional centres of economic activity (the port and city centre) new areas have developed in and around the city such as Amsterdam Schiphol, Teleport and Amsterdam South east (Zuidoost).

Amsterdam's southern part has been functioning as a draw for the urban economy for many years. The so-called Zuidas or southern axis at the edge of the city has been developing rapidly into an international top location for offices.

Many international companies have set up their European head office or distribution centre in the city. The city's open community and open economy benefits from the increasing world internationalisation. But this same trend is also leading to increased competition between cities and regions. If a city loses its appeal to investors, then offices can quickly relocate to new places. Research into factors that determine where international businesses set up shows that the human factor is increasingly important. Recent research into these factors shows that 'availability of well-trained personnel' now tops the list of establishment factors. But the availability of well-trained workers is not Amsterdam's strongest point. The working population's level of education is not esteemed highly by international business. The question remains whether its strong points (broad knowledge of languages, good connections to the hinterland) will continue to outweigh its weak points.

Small and medium-sized businesses are also emitting signals which must be taken into consideration. During the past years more companies have been leaving than was previously the case. This could be the result of a healthy dynamic in a city which acts as breeding place for new initiatives. It could mean that companies are growing healthily and seeking different (possibly also cheaper) business locations. But companies can feel forced to leave, for example due to a shortage of properly skilled personnel, or accessibility problems for clients and business clients.

3. Strengths and weaknesses analysis

Amsterdam still has a good basic position from which it will be able to achieve healthy economic growth over the coming years. But the city and businesses must grab the opportunities which the economic structure offers, and at the same time identify and tackle the threats. The increasing economic dynamism means that a threat could swiftly lead to stagnation or even decline.

In a SWOT analysis a systematic analysis of Amsterdam's strong and weak aspects of its economic and social structure is made. The results shows opportunities for further development on the one hand, and threats which must be faced on the other. The next chapter examines which actions Economic Affairs wishes to undertake in each of these fields.

4. The challenge

The primary task of the city of Amsterdam – and with it the department of Economic Affairs – is to create the ideal conditions for development and economic activity. The above analysis shows that the city's economic prosperity is under threat on several fronts.

Businesses deserve the space to undertake their economic activities, in their own interest and that of the community. But there are only a limited number of square metres in a metropolis like Amsterdam, and these are in heavy demand.

Economic Affairs Amsterdam uses many different ways to encourage the creation of and raise the availability of space for economic activity, both for small-scale companies and multinationals.

A large number of companies in and around the city face bottlenecks that cause difficulties. Dealing with these demands an integrated approach. Large parts of the municipal body and Amsterdam's businesses must be involved in solving issues such as accessibility and imbalances in the labour market.

Using the opportunities which economic development offers, and limiting threats to city's economic strength demands a broad approach in which many actors are involved.

Economic Affairs Amsterdam plays a stimulating role in this, sometimes as initiator, sometimes as director, sometimes facilitator and as financier of new initiatives.

It is of course mainly responsible for themes and projects which concern the entire city and which may well go beyond the borders of the city areas.

5. Policy framework of the new economic programme

Different sources have been used to draw up the new economic programme (HERMEZ) for the years after 2003:

1 The Programmakkoord (programme agreement) as drawn up mid-2002 explains which points will take priority in the city administration's programme for the coming years. Objectives and forecast results have been formulated for a large number of fields.

2 The Actieprogramma Economische Structuur AES II (Action Programme Economic Structure II) was evaluated begin-2002. The results will be expressly included in the implementation of this new economic programme.

3 Mid-2002 a large number of services and organisations closely involved in the economic development of Amsterdam were requested to formulate ideas and wishes for the coming years. A number of services and organisations were requested to further explain their ideas and wishes at a meeting.

4 On 18 November 2002 the Bestuursakkord (City Management Agreement) was signed between the central city and the city districts. This agreement outlined what the central city's future responsibility should be, and which powers the city districts will have.

5 The NEI Kolpron Consultancy report was published in 2001, on the basis of which the Board chose the 'network city' model. The choice for network city was also incorporated in the new economic programme.

The following paragraphs show what HERMEZ's main input has been for each of these sources.

1. The Programmakkoord 2002–2006: 'only the result counts'

The Programmakkoord makes the following remarks regarding Amsterdam's economy:

- Priority to improving accessibility and access (from and to, but also in the city).
- Promoting the Southern Axis (Zuidas) as (inter)national top location for living, work and transport.
- Strengthening the economy through:
 - attracting companies from the Netherlands and the rest of the world (promotion and sales)
 - construction of new wide lock in IJmuiden
 - stimulating new businesses
 - encouraging small-scale business activities
 - restructuring business sites

- spreading tourism around the city
- better co-operation between municipality and business sector

Reflecting on the logic of the incentive programme.

2. Evaluation of AES II

Begin-2002 Economic Affairs Amsterdam conducted an evaluation of AES II. This was discussed in the Municipal Executive and sent to the Economic Affairs Committee for reference. The main conclusions of the AES II programme were:

- Many plans and requests were not yet ready for implementation (for example multi-tenanted business properties/business centres).
- Some applicants have long been uncertain as to whether they would receive a financial contribution because the implementation programmes used were only confirmed at the end of the year.
- The approach until now shows insufficient coherence and some fragmentation of effort, both among administrators and other partners.
- There is insufficient communication with residents on the AES II programme; not enough publicity was generated around the successful projects.
- Over the past period Economic Affairs Amsterdam has put insufficient effort into a central urban knowledge base and communicating this (in the form of 'best practices'), by which it has not sufficiently profiled its guiding and management role.

3. Analysis of ideas and wishes in external organisations

Early August 2002 some 25 organisations (among which small and medium-sized business organisation Amsterdam, ORAM, Syntens, the Ministry of Economic Affairs, Chamber of Commerce, municipal services, city districts) were requested to list their ideas and wishes for strengthening the city's economic environment over coming years. A large number of organisations responded and discussions were held with many representatives.

4. The Management Agreement

The starting point of the BestuursAkkord or management agreement between the city districts and the central city was: 'decentralise where possible, centralise where necessary'. This was combined with financial decentralisation and reducing internal bureaucracy. The economics paragraph discusses four subjects which concretely express the role of the central city and the city districts. This covers the following subjects – events, business locations, small-scale business areas and retail trade / shopping centres.

During the previous AES period Economic Affairs Amsterdam regularly financed projects which only concerned a single city district. In line with the Management Agreement, Economic Affairs Amsterdam will focus more on the central urban character of the projects. This includes pilot projects (whereby the results of successful projects are applied in other city districts), projects that look beyond city districts or network / knowledge exchange projects where specific thematic knowledge is exchanged on certain subjects such as starters policy. In this way Economic Affairs Amsterdam aims to implement its director's better and more clearly and prevent fragmentation.

5. The NEI Kolpron report: Amsterdam network city

OGA (the former Land Development Company), the Spatial Planning Service, the Port Authority and Economic Affairs commissioned a study 'towards a spatial economic policy view for Amsterdam' (NEI Kolpron, January 2001). Three policy variants were worked out on the basis of two long-term scenarios by the Netherlands Bureau for Economic Policy Analysis. Amsterdam chose the policy variant 'network city', which entails urban development that is complementary to that of the region. This involves co-operation with the local area where labour market and spatial accommodation for businesses is involved.

6. The role of Economic Affairs Amsterdam in HERMEZ

Based on the philosophy outlined above Economic Affairs Amsterdam will have a different role in HERMEZ than during implementation of the Policy Programme Economic Structure (AES II). Economic Affairs Amsterdam will focus more on the role of initiator and director in achieving the formulated policy objectives. This role will differ per case (initiating, intervening, implementing, facilitating, financing, monitoring, guiding). Its main responsibility lies with central urban themes and projects beyond city district level. Economic Affairs Amsterdam will not be primarily responsible as chief municipal service in all policy fields. Policy development for example in the field of traffic, transport and the economy can only be solved collectively (and in consultation with business). The economic line of approach forms an integrated part of the decision-making process. Economic Affairs Amsterdam aims to realise the formulated objectives in this field in this manner. The same applies to intervention in the region, province and government.

7. Towards a new policy programme: the spearheads of policy

Paragraph 3 shows an analysis of Amsterdam's economic opportunities and the potential threats to the urban economy. This revolves around the question as to how the city can seize the opportunities and avert the negative influences. This paragraph reveals the spearheads of Economic Affairs Amsterdam's economic policy for coming years.

The actions which Amsterdam wishes to take are indicated per policy area. The central city plans to work together with the city districts, companies and residents to achieve this. The central city will be involved in research (tracking new trends and developments) and vision creation (preparing and working out new policy). Urban policy (such as city promotion) is naturally a task of the central body. This also has the directorial function where policy extends beyond the city districts involved.

The city districts and other parties involved have been invited to help think out how to translate the aforementioned spearheads of policy to the city district level. Economic Affairs Amsterdam will support the implementation of projects in the city. This can be financial support, but may also concern exchanging knowledge, research, vision creation or linking the different actors involved.

1. The smaller and medium-sized enterprise: a stimulus for the economic engine

Small and medium-sized businesses (abbreviated to MKB in Dutch) are responsible for almost 50 percent of the city's employment. It is also an important service sector for the city's residents and for social cohesion in city the neighbourhoods.

A large number of policy fields in which the municipality is active involve the small and medium-sized business sector. The starters policy, the need for small-scale business locations, (un)safety and criminality, labour market and accessibility are all subjects which involve this sector. Joint initiatives between businesses are important for exchanging knowledge on numerous subjects and to discuss and tackle common problems. These are also essential in order to address a clear contact point for the individual companies that make up this sector. The city feels it is important that the organisational capabilities of the business sector be improved.

The retail trade makes up an important part of the small and medium-sized business sector. This is important in determining the city's image. Amsterdam has been making efforts to give new impulse and encouragement to the older and outdated shopping areas. The so-called 'Work in Store' (Werk aan de Winkel) projects aim to improve public areas, diversification and concentration, safety and awareness. Co-operation between all different parties involved such as businesses, property owners and city districts has proven an important factor for success. Research shows that the retail trade is one of the areas most badly hit by criminality. The lack of safety (for

entrepreneurs, employees and customers) is one of the problems that has high priority. Accessibility and parking in shopping areas also play a role in how a shopping area functions.

Action points include:

- Preserving the finely-woven retail-trade structure by revitalising old and outdated shopping streets (Work in Store).
- Examining the possibility of appointing a manager for the small and medium-sized business sector and co-ordinator for policy in this sector.
- Developing a virtual 'business desk', to provide better access to information and products of the city districts and municipal services.
- Improving safety in shops and shopping centres, where attention is also paid to the informal or 'counter' economy.
- Improving accessibility. An expansion in the number of restricted 'blue' parking zones (evaluation complete March 2003) and a review of the parking permit system will be essential to support the retail trade.

2. Knowledge infrastructure: better use of knowledge

For the knowledge-based economy to function properly it is essential that scientific and specialist know-how is converted into innovations at a higher pace. The exchange of knowledge between universities and knowledge cluster on the one hand and the business sector on the other must be optimised.

Better use can be made of Amsterdam's current knowledge infrastructure (two universities, two colleges of higher education, various research institutes). This can be achieved through economic spin-offs in the shape of new innovative companies, development of contract research together with the business sector, and attracting (foreign) knowledge-intensive business activities.

Over the past decade Amsterdam has profiled itself strongly as ICT capital. The city can further broaden and benefit from its potential in this sector. Important strong points are the availability of the Internet hub (AMS-IX), the dense ICT cabling throughout the city, the strong position of content-based companies (new media, designers etc), the high concentration of ICT companies in the city, and in particular the innovative starters at the Science Park Amsterdam.

The city is therefore actively participating in the Cyburg experiment. In the city district of Zeeburg, companies, institutes and residents are researching all kinds of possibilities to create new and better products and services, higher productivity and a closer community. The experiences gained in Cyburg will be applied in other city districts as soon as possible.

Amsterdam will make a special contribution by completing the glass-fibre infrastructure for data transmission (the broadband network). The Andriessen Committee recommends the creation of a public/private development company to link all buildings of Amsterdam residents, institutes and companies to the Internet. The government will provide support by guaranteeing a universal, open network.

In addition to the further expansion of the ICT spearhead, further emphasis will be put on other elements of the knowledge infrastructure such as bio and medical technology and sustainable energy. The opportunities in this field do not only lie with UvA-NWO/Science park (University of Amsterdam, Dutch Science Organisation), but also with AMC (Amsterdam Medical Center), NKI, VU and CLB. The opportunities lie mainly in the field of bio-informatics, neurosciences, gene therapy and cancer research. There are also possibilities in the field of sustainable energy with Shell Research.

The main action points in this field are:

- Promoting the use of ICT in small and medium-sized businesses: encouraging projects for companies and employees to become familiar with the capabilities of the technology. Setting up demonstration projects where possible (E-Biz platform).
- Stimulating bio and medical technology. Possibly support to further development of the five knowledge clusters (UvA-NWO / Science park, AMC, NKI, VU, Shell Research). Promoting co-operation between knowledge institutes, researchers and business.
- Stimulating the set up of incubators; multi-tenanted buildings for start-up companies among which those in the field of biotechnology, medical applications, sustainable energy and ICT.
- Attracting new companies. Special attention to be paid to attracting interesting foreign companies in these and related fields. A covenant has been entered into with the University of Amsterdam (UvA) and the Amsterdam Medical Center (AMC) for sales initiatives at the Science park and the AMC site.

3. Labour market: countering the bottlenecks

Although there are currently signs that the economic climate is weakening and there is declining pressure on the labour market, significant bottlenecks continue to exist. There are considerable shortages in certain segments of the labour market, mainly jobs which require higher technical skills. This is having a restraining influence on the city and region, and may even represent a negative factor for new companies. Economic Affairs Amsterdam limits itself to the demand side of the labour market in its policy.

Action points are:

- Relieving bottlenecks on the labour market. Highlighting bottlenecks on the demand side of the labour market in the city and region. Intervening in education and school policy in favour of technical education.

- Employers desk. Providing better information to businesses, better services related to employment and social services. To be set up together with the Centres for Work and Income and the employee insurance schemes (UWV).

4. Safety

Safety is currently a hotly debated issue, and rightly so. Businesses in Amsterdam face an unacceptably high level of criminality. Controlling criminality in shopping streets and on business sites takes high priority in the policy of the city and so also of Economic Affairs. Safety is not just important from a social perspective, but also from an economic perspective. The city of Amsterdam is currently working on an integrated safety policy involving a number of services.

Economic Affairs contributes to the urban policy via the following action points:

- Platform for controlling criminality Amsterdam (PCA). Economic Affairs Amsterdam takes active part in this platform, and guides the safety manager of the PCA.

- Financial support for the safety manager and projects aimed at improving the safety of the public and personnel in shopping centres and on business sites.

5. Large-scale business locations: room for companies and offices

It is crucial for the urban economy that sufficient – good quality – business sites are available. This requires the construction of new sites and more intensive use of existing sites.

Service companies (for example the printing industry, small construction companies) must be taken into account in the choice of locations for new sites. This type of activity cannot be banned to the city's periphery. In practice this means: room for business sites must also sought inside the ring road. Reserving room for business sites with a logistics function near motorway junctions and the ring road is wise. The policy to improve the use of existing business sites should be continued forcefully.

Action points are:

- Place for new business sites, inside and outside the ring

- New logistics sites in or near the Lutkemeerpolder and the Noorder IJplas

- Developing a Medical Science Park near the AMC

- Better use of existing sites and optimisation of the ground use
- Upgrading sites through restructuring and revitalisation
- Stimulating initiatives in the field of park and transport management

The city districts and other parties involved can contribute significantly to these via managing and maintenance of business sites.

6. City Promotion and Tourism: Amsterdam must show itself off

Amsterdam is an extremely popular destination for tourists and day visitors, both domestic and international. This sometimes amounts to the fact that parts of the city approach their maximum capacity (mainly in the centre).

This is a threat to the city's appeal and reduces the social background reasoning for the tourism industry – an important sector for the urban economy. The aim is to generate greater spending per tourist. The city will also focus more on tourists spending (several) nights in the city and specific segments in the tourist market. Organising congresses is a field where Amsterdam does well and attracts many visitors. The sector must make renewed efforts to maintain its leading position in this market. In general the city must focus more on selling itself. The policy with regard to City Promotion will be forcefully co-ordinated.

Action points are:

- Greater spread of tourism around the city. The city districts outside the centre can attract more visitors mainly by improving tourist facilities and providing better information to visitors. Examples: the 'House of the Future' as potential crowd puller in the south eastern part of the city and the tourist information centre, 'Het Ponthuys' in the northern part of the city.
- New appealing events and tourist attractions. Large events like the Floriade and the Van Gogh/ Gauguin exhibition generate tens of thousands of extra visitors a day. The city – also outside the centre – offers room to new attractions which can draw on tourists and day visitors on a permanent basis.
- Increasing the supply of hotels, mainly outside the centre.
- Revitalising conference accommodations. International competition in the field of conferences is on the increase. The existing accommodation facilities must constantly be upgraded to modern-day requirements.
- Harmonisation and co-ordination of City Promotion. The way in which the city presents itself to tourists and business relations is being analysed. Co-ordination of City Promotion must be improved. The results of the promotion policy are constantly tracked.

7. Starter policy: Room for starters

Amsterdam is an enterprising city. Each year thousands of starters begin new companies. Economic Affairs Amsterdam wants to provide as much support as possible to new and existing businesses. The lack of small-scale business accommodation continues to be a bottleneck. This accommodation problem must be worked on with the many involved players.

Action points are:

- Better support for starters. The current fragmentation in starter policy must be tackled. Starting business will receive long-term support via business advisory initiatives, 'business houses'. Decision making on a financial fund for starters will soon be completed. To the professional skills of starters the business houses will add information on best practices. The effectiveness of the starter policy will be constantly tracked.

- More small-scale business accommodation.

The entire city faces a shortage in space for small businesses. Economic Affairs Amsterdam wants to increase the amount of business space by at least 20,000 m² per year. This will require co-operation between the many parties and people involved. Performance-based agreements have been made with three organisations that are involved in the production of small-scale business space. Talks will be held with house-building corporations, project developers and parties involved in the city districts and municipal services. The aim is to create projects that are aimed at development of small-scale business space. Creating locations for business centres is important. Business accommodation will have to be incorporated in the urban renewal plans of the city districts.

8. Accessibility

A lot of local business are frustrated by problems involving accessibility of shops and companies. This not only involves external accessibility (access from outside the city), but also movements of people and goods within the city's limits. Economic Affairs Amsterdam constantly emphasises the economic importance of good accessibility to the city. External pressure in particular is under pressure, mainly due to a mix of traffic flows from different levels and the limited capacity of radial access roads.

Action points are:

- Improving circulation. If calamities lead to blocking of the main traffic network for cars (main arteries of the city), then the underlying road network must be upgraded to the same level as the main traffic network to ensure circulation.

- Extending the North-South line (Noordzuidlijn) to Amsterdam Schiphol will improve the structure of public transport in and around the city.

- Expansion of the number of blue zones (evaluation blue zones complete in Spring 2003). Every shopping street should have its own blue zone.

- Improving parking permit policy. The policy with regard to loading and unloading must be reviewed. Important companies should not end up on a waiting list.

9. Relations with other public bodies

An increasingly important part of Amsterdam's economic policy is set up and implemented in consultation with other public bodies. As one of the largest cities in the Netherlands Amsterdam regularly discusses issues such as spatial planning, economic development and safety with the government. As network city Amsterdam maintains important relations with other hubs in the Delta metropolis and surrounding municipalities (in the Regional Body Amsterdam). The city is important participant in various European programmes (such as Urban). Amsterdam has its own input and interests on all these levels. The way in which the city presents itself within various political and social environments can be improved.

Action points are:

- Increasing participation in European programmes via Eurolink and the office of the four large Dutch cities in Brussels.
- Direct intervention in the government. Economic affairs Amsterdam has direct contact with the national government in important specific policy matters in the field of economic affairs.
- Regional co-operation. Economic Affairs Amsterdam does not only actively participate in the Regional Body Amsterdam (ROA), but also in the Administrative Committee for the Randstad (BCR) and the joint initiative Randstad Region. As part of the ROA regional policy frameworks and the new Regional Economic Development strategy will receive attention. As part of the BCR the city is involved in preparing the regional covenant with the government on spatial investments and pursuing spatial (economic) policy in the Randstad. It will also contribute towards providing an economic perspective for the Randstad.

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