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Delft Peer Review Report: Hospitality & Living labs



Results Peer Review Meeting Delft (18-20 March 2015)
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1. Introduction

Delft is a medium-sized university city, located in the Dutch Randstad area. It has about 20,000 students on a total population of about 100,000 people. The Delft University of Technology (DUT) is by far the largest university and it plays a dominant role in the city. In the last decades, it has expanded rapidly, it has attracted more international students and researchers, and it has become an engine for the local and regional economy. Next to DUT, there are three smaller higher education institutions¹ as well.

The city and the university realize that fruitful collaboration is important in many respects. By 2014, the city and the DUT committed themselves to a joint Strategic Cooperation Agenda, in which they describe the main areas of common interest and opportunity in the coming years. Both sides agree that in order to attract talented people and stay competitive globally ('Battle for Brains'), an attractive study and living environment for students and researchers is of paramount importance.

This report contains the outcomes of a Peer Review meeting, in which Delft received ideas and recommendations from its partner cities in the EUniverCities project. The Local Support Group – a local group made up of stakeholders from the municipality, universities, students, (student) housing corporation, OBS Railway Area Development Agency) identified two topics worth exploring more in depth: Hospitality and Living Labs. Both are seen as important areas where an improved collaboration might bring results for both city and universities. For each topic, a number of challenges and questions were identified:

Hospitality

Historically, Delft attracts lots of international students, researchers and knowledge workers. Over the past years the number of internationals coming to the city has increased remarkably. DUT expects a further raise in foreign students and researchers in the near future. Businesses work cross border and employ a large number of foreign knowledge workers. It is a challenge for DUT, higher education institutions, (student) housing corporations, the city administration and businesses to accommodate these ever increasing numbers. Do they offer the right types of housing to cater the wishes of foreign students and researchers? Are the services provided of good quality? Do internationals in Delft feel welcome in the city and can the urban environment easily adapt to changing needs? The project partners were introduced in the topic by presentations and site visits: the university, the student housing corporation, and the city.

Living Labs

A Living Lab can be defined as 'a user-centred, open-innovation ecosystem, often operating in a territorial context (e.g. city, agglomeration, region), integrating concurrent research and innovation processes within a public-private-people partnership'. The concept is based on a systematic user co-creation approach integrating research and innovation processes. Through co-creation and experimentation in real life use cases Living Labs come to life.' The question is: Do they also come to life in Delft? Are the appropriate conditions available to co-create, test and develop new inventions, products or services? What needs to be done to improve the urban environment? And what does it require in terms of governance, procedures, facilities and services to the main stakeholders in order to foster Living Labs in Delft? During the peer review, the project partners explored a number of existing living labs, through expert presentations and site visits.

¹ Other Higher Education Institutions in Delft are: The Hague University of Applied Sciences, Inholland University of Applied Sciences and UNESCO-IHE Institute for Water Education.

The Peer Review sessions on both topics intended to generate views and inputs from peers from other cities, in order to learn from each other and help the stakeholders in Delft to take next steps and to improve in both themes (see the full programme in annex 1).

This report contains the outcomes and results of the meeting. First, it summarizes the basic features of the city, its economy, and the relevant policy context² (section 2). Next, section 3 gives an overview of the current collaborative efforts by the city and the university, as well as recent developments. Section 4, finally, summarizes the observations and recommendations made by the working groups during the transnational Peer Review meeting in Delft, on hospitality and living labs.

² This section is partly derived from the “Baseline Study” made for EUniverCities, for which the author interviewed a number of stakeholders in Delft.

2.Context: City & University

2.1 City

The city of Delft (<http://www.delft.nl>) has about 100,000 inhabitants. It is located between the cities of Rotterdam and The Hague, in the southern part of the Randstad area, a densely polycentric region in the West of the country with about 6m inhabitants. It has a well-preserved historic inner city – Delft became an important centre of trade and handcrafts in the 16th century-, and the city attracts many visitors who come to marvel at the city centre, the museums, the famous “Delfts Blue” ceramics, and other highlights. The city is also known for its connections with the Dutch royal family: the founder of the Dutch nation, William of Orange, was murdered in Delft, and until today, members of the royal family are buried in the “new church”, one of Delft’s main churches in the historic city centre.

Delft has several strong assets that make it a “city of knowledge”: the largest university of technology in The Netherlands (Delft University of Technology), universities of applied sciences, key knowledge institutions (including Netherlands Organisation for Applied Scientific Research (TNO), Deltares and UNESCO-IHE), and important knowledge-based companies including DSM, Applikon and others. It hosts about one hundred young technology businesses with ambitions to grow (part of the YES!Delft incubator, elaborated later). Also, Delft has a substantial chunk of innovative design and technology firms.

Delft positions itself as a city of innovation, with its many knowledge institutes, innovative companies, and the Delft University of Technology as main flagship and talent attractor. More particularly, it defines itself as “the cradle of industrial biotechnology, the international capital of water and delta technology, a test bed for medical technology and healthcare innovation, and the breeding ground for design driven innovation”. Here is a full overview of the activities and projects: http://www.delft.nl/pdf/1820_Lobbybook_EN_DEF3_lowres.pdf.

At the same time and in many ways, Delft works closely together with other actors in the wider polycentric region. Very nearby, the cities of Rotterdam, Leiden and The Hague have large (research) universities with particular specialisations that are complementary to the ones in Delft. Cities and universities in the Randstad Region each have their own history, culture and profile, but they increasingly realize that effective collaboration is a precondition to remain competitive vis-à-vis other regions. New types of collaboration platforms and organisations are being developed to meet this complex governance challenge. A recent significant development is the creation of a joint unified regional development organisation (i.e. Innovation Quarter (IQ)), with the participation of several triple helix partners. This organisation should replace the current large number of structures that deal with economic development in the polycentric region. The new organisation will deal with innovation promotion (focusing on some key regional strengths such as clean tech, med tech and security), and have a participation fund of about € 100m. The organisation should facilitate collaboration, develop a stronger lobby, and strengthen the “smart specialisation” of the province.

In the city of Delft, the reconstruction of the station area is the major urban project. The area will develop into a multimodal and multifunctional hub – a functional mix of living, working and leisure -, and the new city hall is being built there as well.

From 2011-2016, Delft and its partners together will be investing about € 1b in the knowledge economy. In addition, the ambition is to have the universities, knowledge institutions and knowledge-intensive companies expand during the coming 20 years from 16,000 to 30,000 jobs.

2.2 Universities

Delft has one main university: Delft University of Technology, and three smaller higher education institutions.

Delft University of Technology (DUT) is by far the largest and oldest. In 1842, King Willem II founded the 'Royal Academy for the education of civilian engineers, for serving both nation and industry, and of apprentices for trade'. The institution also educated civil servants for the colonies and revenue officers of the Dutch East Indies.

Currently, it has about 19,000 students, and an academic staff of more than 2,500. The university positions itself as a broad technological research and education institute, with four “priority domains”: Health, energy, environment and infrastructures & mobility. In its vision, DUT views its role in society as “supplying technological solutions that take us significantly further along the road towards sustainability and a flourishing economy”. The university has eight faculties, and a number of interdisciplinary schools, research schools and institutes. It received €377m as government funding, and earned another €143m from third parties (EU and other research funds, industry contracts etc.; figures for 2011) .

In addition to the DUT, Delft is also home to three smaller higher education institutions. The first is the technical branch of the The Hague University of Applied Sciences, with about 2,000 students. Second, the Inholland University of Applied Sciences offers international courses in aerospace and agriculture for about 1,000 students. Third, Delft hosts the UNESCO-IHE Institute for Water Education where Dutch and international graduates can obtain a Master or PhD degree in water management and water engineering. Around 200 students are enrolled.

There is a growing collaboration between the three research universities in the province of South Holland – the ones of Leiden, Rotterdam and Delft. In some fields, joint programmes are already offered (bio sciences, nanotechnology), and students study at two locations.

For all universities in the Netherlands, “valorisation” is a key trend and challenge, briefly defined as deriving more economic value from research activities. Valorisation takes many different forms (contract research, licensing, spin-outs, etc), some of which will be described later.

In terms of geography, almost all buildings and facilities of Delft University of Technology are located at the large university campus, located to the southeast of the historical city centre. This campus hosts some remarkable buildings, including the famous new library, and it is increasingly filled up with a number of other amenities and student homes. Most students live scattered over the city of Delft (with a concentration in and around the centre), with a growing share of them living on campus. There is a perceived shortage of housing for students: city and university share the ambition to increase the number of flats substantially. About 5,000 student accommodation units are planned for a 10-year period, to be built by different developers.

Delft University of Technology has a marked international profile. There are about 600 international Master students, and this number is growing. 16% of all students are from abroad (2011), and about 60% of the PhD students are from abroad. Of the latter group, 60% bring their own funding for their PhD track.

3. City-university co-operation: an overview

In Delft, there is recognition of mutual dependence of city and universities. The personal relations between leaders of the city and the universities are good, overall. Four times per year, there is a strategic meeting between the board of Delft University of Technology and the political leaders of the city. Moreover, the student party STIP – with three seats in the council, and a deputy mayor) ensures a continuous dialogue between city and students. There is a student taskforce (with housing developers, the municipality and student representatives) dealing with relevant issues such as student housing.

By mid 2014 the city and the DUT committed themselves to a joint Strategic Cooperation Agenda. Among other things, the Agenda describes the main areas of common interest and opportunity in the coming years. Both parties agree that in order to attract talented people and stay competitive globally ('Battle for Brains') an attractive study and living environment for students and researchers is of paramount importance for the local and regional economy.

Given its size and reputation, DUT is a dominant force in the city of Delft, and considers itself mainly as an international, global player, with its many international research co-operations, business contacts, foreign students, PhDs and staff. In the view of the university leadership, the city of Delft main role is to enable the university to flourish, and to provide an urban environment that fits the universities' ambitions: there should be sufficient student housing, a high level of quality of life for staff and expats, a variety of cultural amenities, facilities for students, incubation facilities etc, and the city should facilitate the expansion of the campus. For the city of Delft, the university is a crucial partner to realize its "innovation city" ambitions.

The city-university nexus covers a number of fields. Below is a list of the most important current collaboration activities in the domains as identified in the flower model:

Local/regional economy

There is a range of collaborations between city, university and other stakeholders. Here, we make the distinction between A) incubation, and B) participation in a number of triple helix consortia.

A) Incubation

The main incubator in the city is YES!Delft - the Young Entrepreneurs Society. It educates, coaches and supports students, professionals and researchers interested in starting a high-tech company or further developing an early stage high-tech company (www.yesdelft.com). It is a limited company, and receives about € 150k per year from the city to cover its exploitation. It has three areas of activity:

1) Inspiration: organizing career events linking students to new firms, graduation projects, inspiring students and researchers to start their own businesses;

2) Education: YES!Delft - in co-operation with the Delft Centre for Entrepreneurship - provides business education at Bachelor's and Master's levels, including minors such as the course 'Technology-based entrepreneurship' or 'Writing a Business Plan'. The courses are state-of-the-art, thanks to close partnerships with high-level academic institutions (including Delft University of Technology, MIT, Cambridge University, and Shanghai University). Many of the teachers are professionals with proven track records in the worlds of business and academia.

3) Incubation: the YES!Delft Incubation Centre offers accommodation, coaching, education, a large network and a pre-seed loan for high-tech startups. Only 'technostarters' (defined as companies on the basis of a new technological invention or a new application of existing technology) are admitted to the centre. Applicants must present a sound business plan. Accommodation is offered for three years maximum. YES!Delft helps to develop a company's new product by providing equipment and facilities, (i.e. a workplace, or a wind tunnel, or other facilities), in cooperation with Delft University of Technology. Users pay reduced fees, that normally only apply to DUT subsidiaries.

Over its lifetime, more than 150 firms have started up in YES!Delft, and 70 are currently located in the incubator. Their combined turnover amounts to € 56m, and they represent an invested capital of € 110m. Some interviewees note that the incubator has significantly contributed to an entrepreneurial climate among students and in the academic community at large.

B) Participation in "triple helix" clusters and consortia

The city of Delft and the university participate in a variety of "triple helix" initiatives that promote research, development and innovation in particular fields:

Medical Delta (http://www.delft.nl/delften/Business/City_of_Innovation/Medical_Delta) is a cluster of universities, medical schools business parks, incubators, companies and regional governments situated in the Province of South-Holland. It was founded in 2006 by the Delft University of Technology, Erasmus Medical Centre (Rotterdam), Erasmus University, Leiden University and Leiden University Medical Center, and its mission is to generate breakthroughs in medical sciences and health care, to develop novel technologies and to ignite related economic opportunities.

The Clean Tech Delta is a group of companies, knowledge institutes and the government which stimulates and practices innovation in clean technology. "Clean Tech" are technologies that optimise the use of natural resources and minimise any adverse impact on the environment. The Clean Tech Delta initiative unities about 40 actors, and focuses on four main themes: bio-based economy, water & delta technology, accessibility & mobility, and sustainable building & construction.

Finally, TIC Delft (Technological Innovation Campus) is worth mentioning as a project that brought many actors together. With a network of partners in the region (starting first with the municipality and Delft University of Technology, later expanding to include other players as well), a joint agenda was formulated, with a number of priority challenges and projects. The process and the result mark a break with the past, when there was a lot of policy fragmentation and many ad-hoc projects.

Internationalization

The university sponsors the "international neighbour club" as part of efforts to make expats feel at home in the city. Furthermore, in 2010 the Expat Project Team was created by the city and the university in close co-operation with other international oriented knowledge institutes and companies such as UNESCO-IHE, Deltares, TNO and IKEA.

The main goal of this initiative is to improve the facilities for international knowledge workers and students. This concerns issues such as temporary housing, health care, education, etc.

Student life

There is a well-developed and organized student life in Delft, with many unions and organisations, some based on areas of interest, some along study lines, others more general. Overall, there is a strong sense of the 'Delft student identity'. At the same time, there is very little interaction between student life and the life of other citizens of Delft: there are "two separate worlds". Students meet in their own premises, there are a few caf  s that they frequent, and there is a dedicated student discotheque.

Students are represented in the City Council of Delft in a rather unique way: there is a dedicated Student Party, STIP. Founded in 1993, STIP is entirely run by students, most of them studying at Delft University of Technology. At the time of writing, STIP has three seats in the city council of Delft, and one deputy mayor is from that party. Although STIP is run by students, it is not a one-issue party: rather, it provides "a young view on an old city" (<http://stipdelft.nl/stip-in-english/>).

Science & society

The Science Centre Delft is a highly interactive centre, showing research results and capabilities of Delft University of Technology to the public at large. It opened in its "new" form in 2010 (before that, it was a more traditional science museum). It shows a number of features, there are working spaces (also used by researchers or companies); visitors are challenged to be active in many ways. The centre frequently organizes workshops, where visitors can become researchers, supervised by university students or staff. It attracts many children and school classes (primary and secondary schools), and in this way the centre helps to promote technology studies among young people. It has a budget of   1.5m, and about 9 FTE staff. About 100 students help to run the centre .

A recent activity in this field in Delft is the formation of "living labs", where solutions are developed with deep and direct user involvement. One example is the "network of care and technology". A number of stakeholders (including a hospital, an elderly home, an insurance company and some knowledge institutes) in Delft are developing (pilot) projects to invent and roll out new types of health care solutions. These projects bring innovations with practical value, but at the same time they show clearly –to people outside the academic and technology community- that science and technology can benefit everyone in society.

In the peer review, it was discussed how Delft could further develop as a living lab.

4. Results of the peer review

4.1 Introduction

The key questions, posed by the Local Support Group, related to two themes: 1) improving hospitality and 2) enhancing living labs. On each theme, in the morning sessions, the foreign visitors were asked to write down their first observations and connotations with the concept. Then, they obtained information through lectures, presentations and field visits, and were able to ask questions. After that, they were asked to give their opinion on the Delft approach, and to formulate ideas for improvement or innovation. In groups, a number of ideas were developed.

4.2 Hospitality

The theme of hospitality was placed centre stage during the first day. How can Delft be a hospitable city for its students and knowledge workers? Which improvements are needed? During the day, the discussions focussed very much on hospitality for foreign students, and, more in particular, on their integration into Dutch society. The new international student house that is being developed by DUWO was also widely addressed.



Most mentioned keywords on hospitality

English signs, maps, clear information, available and affordable housing, feeling connected, a truly international atmosphere, fun factor, safety and security, a landlord that listens, availability of working and study spaces, good connections (internet and transport), integration with locals, contact beyond the economic transaction, feeling at home, warmth, feeling welcome.

On hospitality in general

- There seems to be a lack of cultural & artistic scene
- The gender-balance is not right, with a dominance of males

On the newly planned international student house:

- + The location is good, between city and campus, not far from public transport hub
- + Quality of housing looks very good and the atmosphere is friendly and open
- + DUWO seems a professional and strong organisation providing good services
- + The architecture is of high quality, safety standards are high
- + The offer of shared facilities (kitchen, lounge, etc.) is good, students will appreciate this as it helps them getting in touch with other students
- + The offer of sports accommodation, medical care etc. seems well catered for
- + The house will encourage a sense of belonging
- The plan does not stimulate integration of foreign and Dutch students. As one participant put it, rather extremely: "International student house = discrimination of international students". Most participants agreed that mixing students might be better to integrate the foreigners into Dutch society. Integrating foreigners is not a luxury but a necessity; companies in the region will need them in the future.
- Some participants considered that rents are high from an international perspective, and heard no mention of any rebates for students from poorer families (but in fact, there are cheaper rooms as well, and there are all sorts of different financial arrangements for poorer students or students from abroad, but these are not managed by DUWO).
- Some participants got the impression that DUWO has a monopoly on student housing (in fact, it has not, as over 50% of the student housing market is private, and there are private sector investors in the market as well).

On marketing, visibility and communication:

The "Technology" feature of Delft is insufficiently visible in the city and in public spaces

Delft Technology Partners lacks a clear strategy. What is the link between bottom up (fostering and growing startups) and attracting larger firms from elsewhere?

Ideas to improve integration

- A change of attitude is needed towards foreigners, especially foreign students; they must not be seen as mere by-passers but as potentially very valuable members of the Delft community and economy.
- Create a common budget (funded and run by universities, city and companies) to set up projects that aim at improving integration.
- Integration of foreign students must take place on the social, cultural and economic level, and housing can be an instrument to bring that ideal closer. Mix Dutch and foreign students there. Call it a "multicultural" house rather than international house.

- Continue to develop an integrated housing strategy for international students, i.e. through a steering group with renters, student unions, companies, housing corporations, and the city.
- Find ways to mix Dutch and international students also in the other student housing in the city. Create a common task force to think about it and develop ideas.
- Integration can be stimulated by a “buddy system”: each foreign student gets a buddy, which can be a Delft citizen, or a Dutch student. This person helps him or her around.
- Set up a mentoring programme with companies: let companies adopt an international student and introduce them into Delft and the Dutch business world.
- Actively encourage international students to participate in high-profile projects in the city.
- Interaction can be promoted by matching the supply and demand of people’s skills/capacities and needs. The idea emerged to promote a sharing economy where the supply and demands of citizens, students and companies meet. A “matching app” could cluster the needs of foreign students and locals (students or not) and what they can offer, in various respects (language skills, repair skills, cooking, etc.). It could result in new communities of people in Delft who might collaborate in new ways and benefit from each other’s complementarities.
- It would be helpful to think about an event strategy: organize events that stimulate mingling of national and international students.
- Develop a “Global Lounge”, an international place where people from all sorts of nationalities can meet.
- Work harder to make foreign students learn the Dutch language. This is in the end very important to integrate them in society (contacts with other citizens) and economy (in many firms you must be able to speak Dutch). One idea is to give them a bonus (in the form of cash or otherwise) if they have learnt Dutch to a sufficient degree in the time that they were in Delft.
- The Dutch student unions are not ready to integrate foreigners. But their numbers keep rising. They must find new ways to organise themselves and adapt to the new reality.
- Set up a biking guide for foreign students.
- Develop a welcoming event for foreign students.
- One weekend in the year, organise a special “Foreign Family Weekend”, where the foreign students can invite their family, and the city & university organise all kinds of events that show in what a great place their child has arrived. A welcome opening with a speech by the mayor, a city tour including University high lights etc.
- Set up a “dinner hopping” system where foreign students can have dinner with Dutch families and vice versa.
- Create digital and physical platforms where international students can present themselves as well as their culture and share it.

- Adapt the city more to foreigners; increase international signposting, also in public transport; At the new city hall, create a welcome desk for foreigners and ease administrative duties. Set up big screens in the city with information and events, in English.
- Hospitality was also seen in a broader perspective: welcome them, but also offer them a living after they finish university. For example by a better integration with the business: satellite offices of big companies embedded in the University, more integration and easier entrance in a company. And give lectures at the big companies for both students and employees.
- Develop a special Exceptional Talent Programme for students who show they are especially talented. Together with the business you give them extra attention and opportunities.

Ideas on marketing and promotion

- Opt for a clear strategy, bottom-up or top-down oriented, and use that for the marketing of Delft.
- Bottom-up: let students tell how great Delft is and why it makes sense to come to Delft as entrepreneur or start-up. Top-down: let the big firms in the region (e.g. Shell) or recent newcomers tell why they came to Delft and why it is a good location for knowledge-based business (testimonials).
- Brand the city as attractive, human scale city with a high quality of life for all family members, close to Schiphol, The Hague and Rotterdam.
- Use crowd funding for new investments in buildings for tech companies or expensive infrastructures like cleanrooms; or invite Delft citizens to participate financially (“I have a share in our supertech cleanroom”).
- Show more of the innovative and new technology in the city, i.e. a high-tech “Luna-taxi” driving around, etc.; organize events that visualize technology and bring it close to the people → “International Festival of Technology”.
- Engage with students to communicate the message.
- Delft Technology Partners needs a strong slogan (eventually to be carried on by students on T-shirts):
 - Young (tech)people make the difference – Be Delft
 - (Out of the blue -) We help you – Be Delft
 - Talent is waiting for you – Be Delft

4.3 Living Labs

During the second day, we focused on living labs. The project partners were informed about a number of living labs in Delft, and were offered field trips to some of them.

Most mentioned keywords on living labs

Testing, involvement of real end users/citizens, equipment/facilities, test new ideas in real time, experimental environment, output of new products that address a real need, a co-creative entrepreneurial approach, realizing dreams, collaboration, pushing boundaries,

different views, meeting point, applicability, room for making mistakes, theory meets praxis, ecosystem.

On the various examples of living labs that were presented:

+ there are a number of well-functioning living labs in place (climate change, flood protection, green technology), and they deliver concrete results. Good ideas are turned into action here. This is a great achievement given the complexity of setting them up. Participating companies see living labs as a means to find better solutions in a shorter time frame.

+ Many students are involved in the living labs, university professors see living labs as regular part of the curriculum. Living labs are important for students to gain concrete research and design experience in a real life setting, they must learn how to work in teams and how to combine disciplines; It is a new and important vehicle for learning, and they will benefit from that in their future jobs

+ Over the years, Delft built up an excellent competence base around water management in all its dimensions; this is a strong point as it links the Dutch geography and history to future-oriented innovation, research and technology; it boosts the image of the city and the country as a whole as innovators in this field.

+ There is a good collaboration culture between academia and large technology and construction companies, and they manage to set up complex projects together. The university has found a variety of good methods to work with companies, and companies appreciate the research and innovation power of DUT and the other universities. And many co-operations are not ad hoc but were given a structural basis or form. This is not the case in all of Europe.

- The participation in living labs is mainly confined to academics and students. And even the number of students involved is rather low.

- The term “living lab” is still ambiguous, people use it for very different things. This gives rise to confusion. There is a tendency to call every integrated, multi stakeholder approach a “living lab”; it is hard to understand how living labs differ from other kinds of innovation tools.

- There is no codified method of setting up or running a living lab; all are re-inventing the wheel and depend perhaps too much on one or two visionary and strong people who take the lead.

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

- The living labs in Delft are very much technology focused, which is natural given the orientation of the universities, but this might lead to a “technology push” approach and insufficient attention for the human behaviour aspects.

- Where is the role of the municipality in the living labs? In most of the cases that were presented, the municipality hardly played a role, but there seem to be many urban challenges and problems for which a living lab set up would be appropriate.

- The living labs are strongly business-driven, oriented towards marketable technologies and solutions. The societal dimension is weaker.

- The set-up of living labs is complicated (many partners have to be aligned, you have to deal with regulation), expensive and takes very long, and it is not always clear what the concrete benefits are.

Ideas to improve living labs

- Use living labs to forge communities not only of students but also of other interested and involved citizens or organisations in Delft. It was suggested to link living labs to the emerging “maker movement”, that unites people who want to make things by themselves, or in the community (using new tools like 3D printing), and who want to learn from each other. It is recommended to broaden the participation and find ways to integrate this in the living lab approach.

- Develop not only technology-centred living labs aimed at technology or product development (natural as it is for DUT), but also set up social experiments that might bring people closer together or achieve other social goals like reducing loneliness or stimulate positive social interaction.

- This would require the connection and integration of technology studies with other fields (social sciences, cultural studies, medical sciences). Here, DUT can benefit from the nearness of and existing collaboration scheme with universities like Erasmus University Rotterdam or Leiden University.

- Develop living labs in the city, not just on campus

- Take the living lab approach to a strategic level, work more systematically, and create labs around any policy priority of the municipality. The municipality could consider to spend a fixed % of their expenditures on innovation in living labs.

- One group identified some elements that should be included in any living lab:

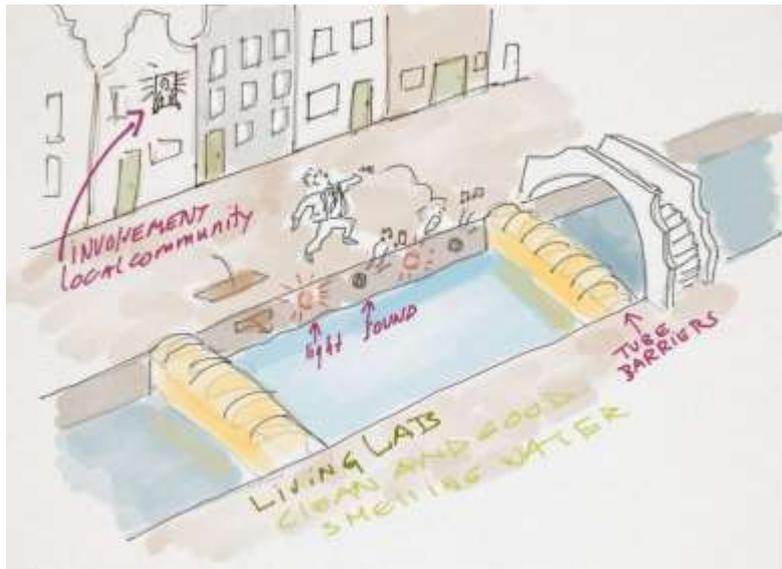
- A. A sound and continuous progress evaluation procedure.
- B. Clear guidelines and rules to involve students properly.
- C. A marketing plan to make the results visible, using social media adequately.
- D. Very good meeting and communication facilities to enable result sharing.
- E. A strong department that takes care of governance, administration and finance.

Proposals for new living labs:

Turn the international student house into a living lab, not just to test technology but also for more social experiments. Test how well the integration of foreign students is realised under different types of settings; on each floor, you might try another setup (mixing with Dutch students or not, having shared facilities or not, etc.). Also the building itself could become a living lab where suppliers can test new types of equipment etc.

Take a small part of the city (a few streets or one neighbourhood) and use that as a test bed for mobility of any type. Here, triple helix partners might be doing experiments with new interventions such as alternative bike storage, and then study how people use it, etc.

Living Lab “Clean and good-smelling canals”. This lab could address the problem that canals smell and are often dirty. Much improvement is possible here. A living lab should unite experts of different fields, citizens, schools, students, various municipality departments. One particular canal should be used as test base.



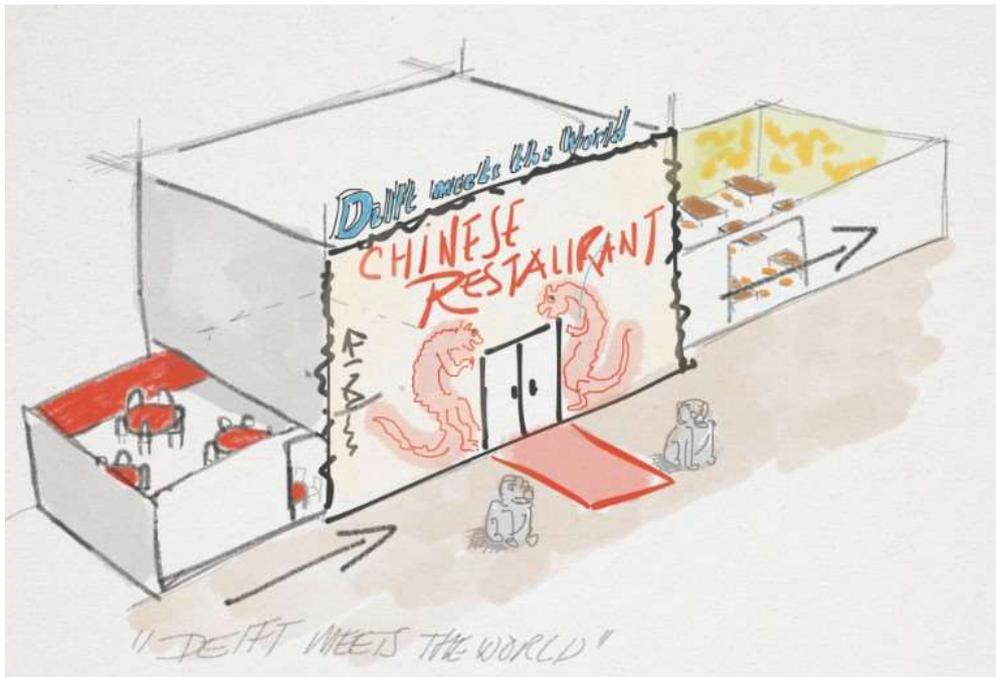
Consider the entire city as an “innovation platform”. Following the example of Tampere (Finland), large construction sites (where the city is involved) can be used to test new technologies and methods, in collaboration with universities and companies. Doing this systematically will promote innovation, reduce costs, and could make urban projects better. It might generate knowledge that can be used elsewhere.

The “Pavement Powerplant”: generate electricity from cycling lanes into powerplants using the latest available technologies. This might be done in collaboration with the electricity providers and university groups. The power can be used to do all sorts of playful things like creative lighting of the cycling lanes, or music.

The Dream Tower: since there are a lot of empty offices, the idea is to make one office a “permit free zone”, where you can try a lot of new things. In the building you can experiment with office spaces and with housing spaces, build different types of living environment (a floor with sensors so you can measure everything, but also everything reacts to the people, a floor which is totally circular and sustainable, a floor where you try out new office structures). To make it easy to redecorate and change objects, the building has a huge lift, so big objects can easily be brought up to the right floor.

Living Lab “Delft meets the world”, looking for the best ways to integrate foreigners (currently they live too much in separate worlds). It should be located in the city centre, at an accessible and highly visible place. Every week, a different nationality is centre stage, and the challenge is to generate meetings, business contacts and social interaction. During the Chinese week, the Chinese community can present itself: the lab serves Chinese food and organizes events around Chinese fashion, movies, games, export opportunities, etc., and Chinese students help to organize it. Entrance is free to encourage the widest possible participation of citizens, tourists, companies and the academic community. The effects on social and business interaction should be evaluated and measured carefully. Cultures must come out of their silos and this is a way to do it.

In addition to the above, a special restaurant might be set up, with two rooms that can be moved so that you decorate one room in the Chinese style and while in use you have time to build an Indian restaurant in the other room. The front of the restaurant is a printed plastic cover that can be easily changed. After the Chinese week/month, comes the Indian month, then the German one, and so on. One of the things that can be measured is which concept has the best effect on integration.



Annex 1 Programme of the meeting

Programme

Tuesday, 17 March

Arrival of European guests

18:00-19:00	City Centre walking tour for those that are interested Meeting point @ City Hall, Markt 87
18:45-19:00	Welcoming guests @ City Hall, Markt 87 (Burgerzaal)
19:00-22.00	Welcome dinner, City Hall, Markt 87 (Trouwzaal) Welcoming words by Deputy Mayor Stephan Brandligt and Vice Rector DUT Peter Wieringa

Wednesday, 18 March

Presentations, Site Visits and Peer Review sessions

Theme: Hospitality

Time	Topic	Speaker	Location
8.30-8.45	Walk to venue		City Hall, Markt 87
8.45-9.00	Registrations		
9.00-9.15	Opening	Patrick van Geel (City of Delft) & Willem van Winden (Urban IQ)	
9.15-9.20	Introduction video Delft		
9.20-9.50	First open brainstorm session: What associations do you have about hospitality? What are your first impressions and expectations on this topic concerning Delft?	Willem van Winden (Urban IQ) & Dré Kampfraath (InterimIC) and moderators	
9.50-10.15	General introduction to Delft's joint Strategic Cooperation Agenda (City of Delft - DUT)	Hans Krul (Director General, Delft)	
10.15-10.25	Q&A		
10.25-10.50	Keynote speech "Sporzone & New City Hall: Hub for City Hospitality and Living Lab demonstrations?"	Dick van Gameren (Mecanoo)	
10.50-11.00	Q&A		
11.00-11.20	Coffee break		
11.20-12.10	Round table on Hospitality: project pitches and discussion:		
	Programme Office City (City of Delft - DUT)	Marieke Wolthuis (DUT) & Jan Roelf Sikkens (City of Delft)	
	Central International Office (DUT)	Alexander van der Wel (DUT)	

	Student housing and International Student House (DUWO)	Jan Benschop / Noek Pouw (DUWO Student Housing Corporation)	
	Retention of Knowledge Workers Programme (Bind de Kenniswerker) (City of Delft)	Hans van Engelenburg (City of Delft)	
12.10-12.30	A Students' Perspective on Hospitality	Malou Visser & Umbriël Post (ORAS), Omar Jacobij (The Hague University of Applied Sciences), Sander Peltenburg (YES!Delft Students)	
12.30-12.40	Q&A		
12.40-12.45	Explanation about PR set-up	Willem van Winden (Urban IQ) & Dré Kampfraath (InterimIC)	
12.45-13.45	Lunch buffet		
13.45-15.45	Excursions to specific locations relating to Hospitality:		
	Development of railway area and inner city ('Spoorzone')	OBS	Loods 015, Nijverheidsplein 7
	DUT Campus: University Library, Dream Hall, Faculty of Architecture, and Science Centre	Joël Klerks (Student DUT)	Library DUT, Christiaan Huygensweg/ Schoemakerstraat
	Examples of student housing, International Student House	Jan Benschop & Noek Pouw (DUWO Student Housing Corporation)	DUWO, Kanaalweg 4
	Technopolis Science Park	Matthijs Noordermeer (DUT)	YES!Delft, Molengraaffsingel 12
15.45-16.15	Coffee break		DUT, Sports & Culture, Mekelweg 10
16.15-18.00	Peer Review sessions Hospitality (Group work)		
	End of programme, transport back to hotels (buses)		
19.30-22.30	Dinner and presentation of posters		Kamer van Charitate (Prinsenhof), Schoolstraat 7

Theme: Living Labs

Time	Topic	Speaker	Location
8.15-8.30	Walk to bus stop 'Blue Heart', Oude Langendijk/ Markt (next to New Church)		
8.30-8.45	Bus to venue		YES!Delft, Molengraaffsingel 12
8.45-9.00	Registrations and coffee/ tea		
9.00-9.15	Welcome speech and introduction to YES!Delft	Pieter Guldemon (Managing Director a.i., YES!Delft)	
9.15-9.45	First open brainstorm session: What associations do you have about Living Labs? What are your first impressions and expectations on this topic concerning Delft?	Willem van Winden (Urban IQ) & Dré Kampfraath (InterimIC) and moderators	
9.45-10.35	Round table on Living Labs: project pitches and discussion:		
	Green Village	Ad van Wijk (DUT)	
	Beta Factory	Nico Persoon & Jeroen Visser (The Hague University of Applied Sciences)	
	Smart and Resilient City: Climate adaptation (City of Delft a.o.)	Maartje Scholten (City of Delft) & Heleen Bothof (LUZ Architects)	
10.35-10.55	Coffee break		
10.55-11.25	A Students' Perspective on Living Labs	Jeroen Delfos & Mathijs Hoogland (ORAS), Omar Jacobij (The Hague University of Applied Sciences), Menno van der Zee (YES!Delft Students)	
11.25-11.35	Q&A		
11.35-11.55	Keynote speech "What Living Labs mean to DUT/Science"	Ad van Wijk (DUT)	
11.55-12.05	Q&A		
12.05-13.15	Lunch: walking buffet @kas	YES!Delft company: Lacquey	
13.15-15.15	Excursions to specific locations relating to Living Labs:		
	Green Village: Pret-à-Loger (DUT)	Tim Jonathan (Student DUT)	Van den Broekweg 2

	Beta Factory (The Hague University of Applied Sciences)	Nico Persoon (The Hague University of Applied Sciences)	Abtswoudseweg 16
	Smart and Resilient City: Green Blue (City of Delft a.o.)	Maartje Scholten (City of Delft) & Heleen Bothof (LUZ Architects)	Library DUT, Christiaan Huygensweg/ Schoemakerstraat
	Flood Proof Holland (Valorisation Centre DUT)	Marjan Kreijns, Lieuwe van der Meer, Rolf Ziel & Arjen-Pieter Troost (Flood Proof Holland/ DUT)	Thijssseweg 11
15.15-15.45	Coffee break		The Hague University of Applied Sciences, Rotterdamseweg 137
15.45-17.30	Peer Review sessions Living Labs (Group work)		
17.30-17.40	Wrap-up today's programme	Willem van Winden (Urban IQ)	
17.40-17.45	Outlook on tomorrow's conference	Patrick van Geel (City of Delft)	
17.45-17.55	End of programme participants / coffee break for URBACT coordinators		Back to city centre by boat
18.00-19.00	URBACT Coordinators meeting		Afterwards: boat for URBACT coordinators to dinner location
19.30-22.30	Dinner offered by Mayor Bas Verkerk and Rector Karel Luyben (and presentation of posters)		Museum Lambert van Meerten, Oude Delft 199

Friday, 20 March

Open Seminar: 'How to make Europe's University Cities future proof?'

Van der Mandelezaal (Museum Prinsenhof), Entrance: Oude Delft 183/185, 2611 HB Delft
(Netherlands)

Time	Topic	Speaker
9.00-10.00	Registrations	
10.00-10.10	Opening speech & introduction to today's programme	Arthur Tolsma (Master of Ceremony)
10.10-10.30	Presentation Peer Review meeting Delft EUniverCities movie	Willem van Winden (Urban IQ)
10.30-10.40	Q&A	
10.40-11.00	Keynote speech "Entrepreneurship as major tool for development"	Bernard Wientjes (Chair Entrepreneurship and Leadership at Utrecht University)
11.00-11.30	Presentations and reflections	Tuija Télen and Anne-Mari Järvelin (Tampere) & NUON Solar Team (DUT)
11.30-11.45	Coffee break	
11.45-12.05	Presentation: University Cities of the Future - Campus development	Alexandra den Heijer (Associate Professor, DUT)
12.05-12.30	Presentations and reflections	Christiaan Haag (Aachen), Andrea Matta (Parma) & Amund Aarvelta (Trondheim)
12.30-12.45	Q&A	
12.45-13.45	Lunch	Presentation of LAPs by all EUniverCities URBACT partners NUON Solar Team and NUNA
13.45-14.05	Delivery Final Project Report & Statement EUniverCities, followed by signing ceremony	Mayor Bas Verkerk (City of Delft); Emmanuel Moulin (Director URBACT); Normunds Popenis (European Commission, Deputy DG Regional and Urban Policy)
14.05-14.15	Q&A	
14.15-15.15	Presentation and Round table: Cities and Universities realizing Europe's Grand Societal Challenges: Harnessing the Potential of Horizon 2020 for Urban-related Research & Innovation across European Cities & Universities	Pia Laurila (European Commission, DG Research & Innovation)
	Presentations and reflections	Jan Axelsson (Linköping), Els Uytterhoeven (Ghent), Servaas Duterloo (Delft)
	Q&A	
15.15-15.20	Closing words	Patrick van Geel (City of Delft)
15.20-17.00	Networking (drinks)	
	<i>End of programme</i>	

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

<http://www.urbact.eu/all-networks>

