Engaging with Professionals: Integration of Knowledge in Practice

Example: Course Integrated Urban Development for employees of the municipality of Rotterdam – Saskia Ruijsink 25 Janua

Engaging with professionals

- Introduction
- Background
  - Course in Beirut, Lebanon
- The Rotterdam Course
  - Why of interest to Rotterdam
  - Course overview
  - Course experiences
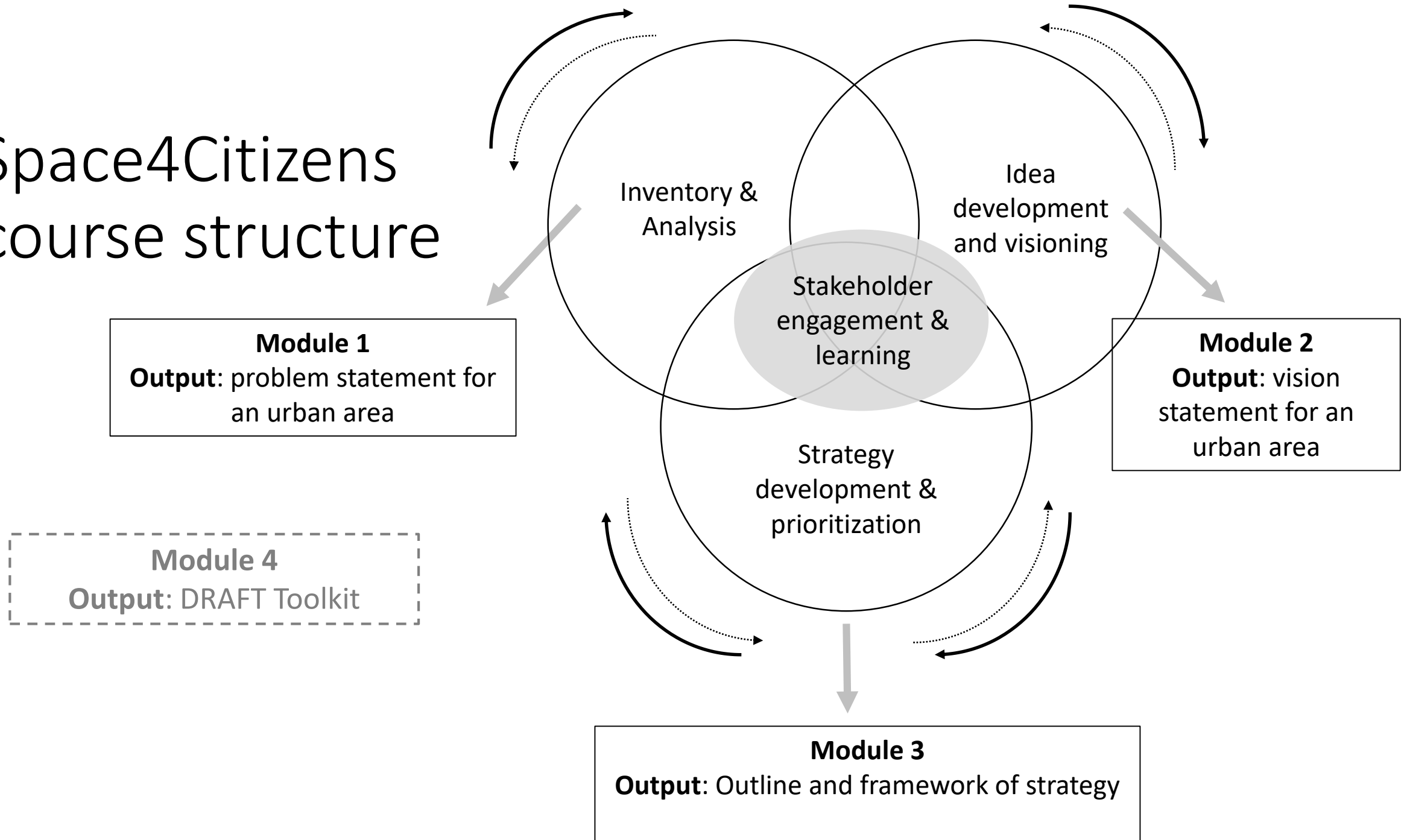- Follow-up: the need for integration in practice & Life Long Learning

Introduction

- Saskia Ruijsink
  - Scientific coordinator Cities Hub Leiden-Delft-Erasmus Centre for Sustainability
  - Researcher Resilient Delta Initiative (TU Delft, EUR, EMC): Integration deficit & place-based approaches
  - Multi-disciplinary background: education at 2 faculties (TU/ Eindhoven)
  - Experience in practice (consultancy), academia and professional education

- Veldacademie
  - Ruth Höppner - Manager of Veldacademie
  - Architecture & sociology degree, Master City Developer (TU Delft)
  - Veldacademie: research with students to inform and evaluate policy in Rotterdam
  - Link with the municipality of Rotterdam
  - Partnerships with universities

Background: Course in Lebanon

- Starting point: How to involve non-spatially trained stakeholders in urban planning processes

- Tailor Made Training funded by Orange Knowledge Programme of Nuffic and implemented in 2019 with 'urban activists' / NGO NAHNOO in Beirut, Lebanon

- Training title: Space4Citizens

- Objective: Co-create a context-specific approach to engage stakeholders in city-making processes

- Thematic focus: access to public space (beaches) in Lebanon

Space4Citizens course structure

Inventory & Analysis

Idea development and visioning

Stakeholder engagement & learning

Strategy development & prioritization

Module 1
Output: problem statement for an urban area

Module 2
Output: vision statement for an urban area

Module 3
Output: Outline and framework of strategy

Module 4
Output: DRAFT Toolkit

Theory, case studies & tools

Theory & Case Studies:

Interactive Classes - plenary

- Strategic spatial planning
- Collaborative planning
- Spatial Analysis & Mapping
- Urban & Spatial Justice
- Co-creation & Participation
- Visions
- Narratives
- Visualizations
- Theory of Change
- Funding

Tools: **Assignments in groups**

Step	Focus	Tools
Analysis	Problem Analysis	5 why's; fishbone; mindmapping; problem tree
	Stakeholder Analysis	Power-Interest; Stakeholder Mapping; Persona; Living Lab
	Spatial Analysis	Spatial SWOT; Spatial Structures; Living Environment Field Analysis; Participatory Mapping
Vision & Interventions	Visioning	Manifesto; Narrative; Collage; Visioning Map
	Ideation	Brainstorming; Association exercises; Reference Projects
	Just City & Values	Where do I come from?; Value exercise; idea matrix
Strategy	Theory of Change	Canvas; Flow-chart; SOAR; Visualisation
	Funding & Resourcing	Resourcing – objective cycle
	Time planning	Back-casting
	Scenario Planning	PESTLE Analysis; scenario 4 axes

Output of the course

Outputs

- Analysis
- Vision
- Strategy
  - input for training volunteers in NGO's
  - Input for lobbying with the government

Lessons learned

- Groups work with different tools
- Integration of different tools and findings
  - Works well with 3-5 groups
  - Increased learning because of different tools = different angels and viewpoints
  - Presentations (incl. discussions & reflections) of outcomes facilitates integration
- Flexibility / adjustment based on context

Course for Rotterdam Municipality – Integrated Urban Development

The Need for a course

- Complex urban issues
- Social inequality & sustainability
- Space is a limited resource
- Place matters
- Need for collaboration across departments: disciplines, stakeholders

A course for professionals of municipality

- A training of 2 blocks (each block is 3,5 days) or staff from various departments of municipality of Rotterdam
- Edition 1: 2019 - 2020
- Edition 2: online version in 2021
- Edition 3: 2022
- Follow-up day: November 2022 – alumni from edition 1,2 &3
- Edition 4 (upcoming): 2023

Course 'Integrated Urban Development'

- Focus on integrated urban development;
- Participants work in small interdisciplinary groups on a Rotterdam-based assignment
- They work at various spatial scale levels: neighbourhood, district, city, region;
- Practical relevance: working step-by-step towards a coherent strategy linked to spatial policy of Rotterdam
- Relevant to the daily working practice of the course participants;
- Combination of theoretical insights, practical methods and interactive group assignments
- Learning by doing and learning from each other;
- Focus on networking and offering a platform for learning;
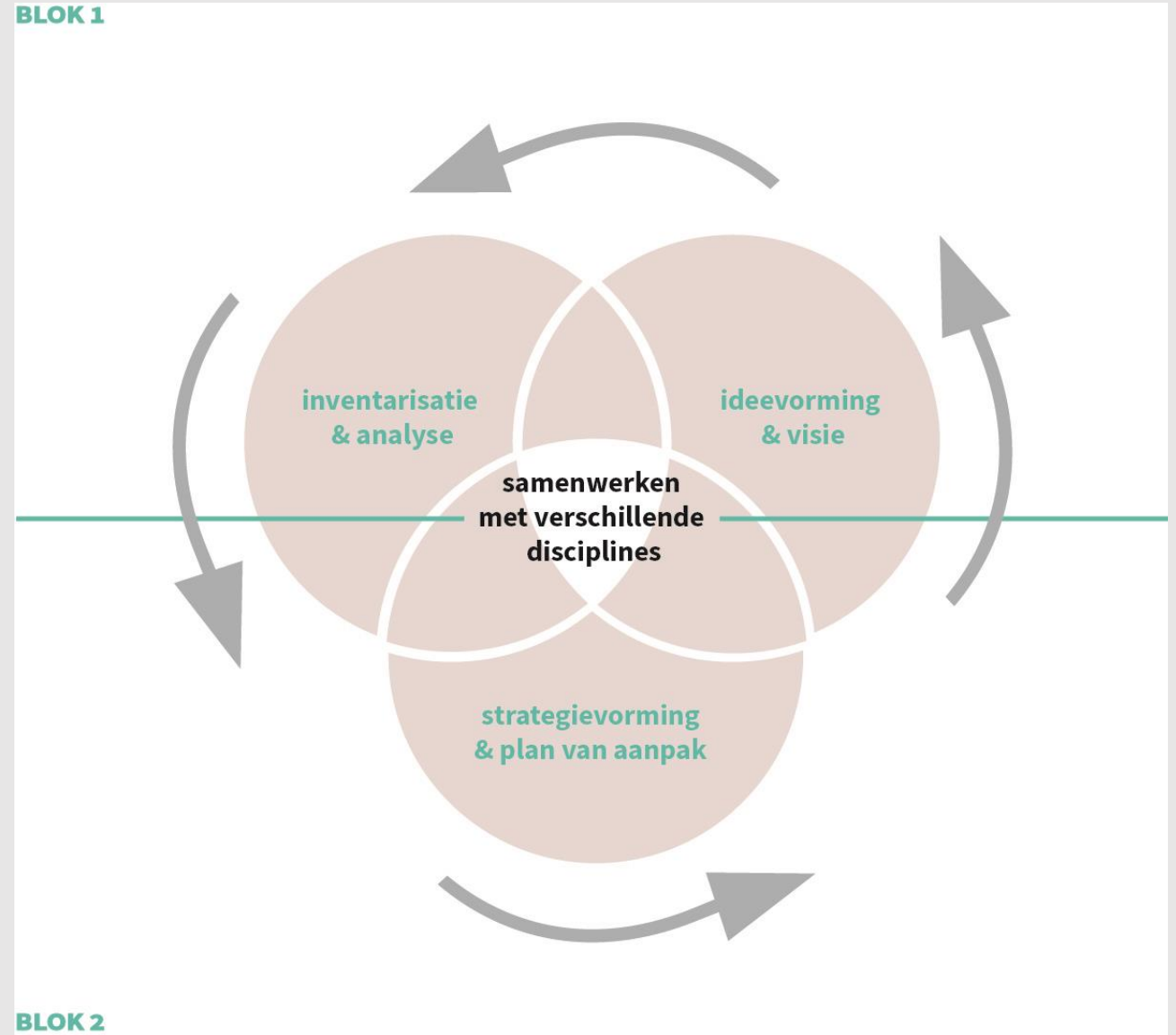- Importance of a safe space for learning

Learning Objectives

After this course participants can:

- Reflect on what interdisciplinary cooperation and its importance to tackle urban challenges is.

- Translate this knowledge and the insights to their own field, projects or department.

- Can apply different tools, methods and skills that can be used for interdisciplinary collaboration.

Structure

- **Block 1:**
- Problem analysis
- Stakeholder analysis
- Social - Spatial analysis
- Vision & Interventions

- **Block 2:**
- Theory of Change
- Resourcing, Time-planning, Scenarios
- Strategy development

- **Follow-up event**: Reflect on practice

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	Funding & Resourcing	Resourcing – objective cycle
	Time planning	Back-casting
	Scenario Planning	PESTLE Analysis; scenario 4 axes

CURSUS 2020

Leerroute Urban Development

Groep 1: Afrikaanderwijk
Groep 2: Afrikaanderwijk
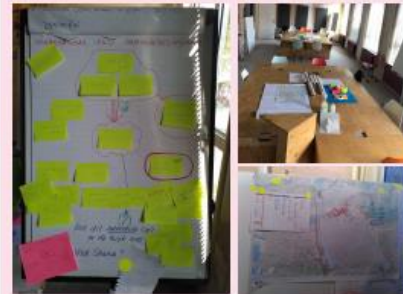
• Probleem-analyse
• Stakeholder-analyse
• Ruimtelijke analyse

Module 1: Probleem — 1

• Just City
• Publieke waarden
• Manifest
• Concrete idee

Module 2: Visie — 2

• Theory of change
• Strategie
• Eind-presentatie
• Reflectie

Module 3: Strategie — 3

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CURSUS 2020

Leerroute Urban Development

Groep 3: Carnisse
Groep 4: Carnisse

• Probleem-analyse
• Stakeholder-analyse
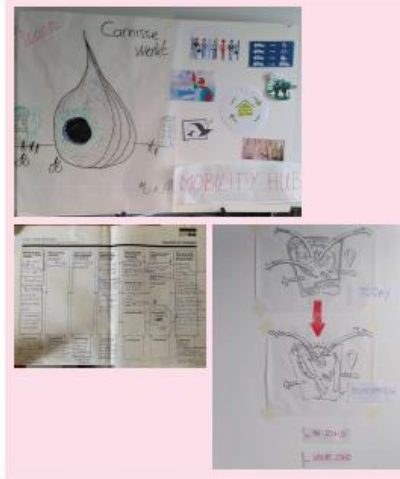• Ruimtelijke analyse

Module 1: Probleem — 1

• Just City
• Publieke waarden
• Manifest
• Concrete idee

Module 2: Visie — 2

• Theory of change
• Strategie
• Eind-presentatie
• Reflectie

Module 3: Strategie — 3

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CURSUS 2021

Leerroute Urban Development

Groep 1: M4H

Groep 2: Overschie

Module 1: Probleemstelling — 1
• Probleem-analyse
• Stakeholder-analyse
• Ruimtelijke analyse

Module 2: Visie — 2
• Just City
• Publieke waarden
• Manifest
• Concrete idee

Module 3: Strategie — 3
• Theory of change
• Strategie
• Eind-presentatie
• Reflectie

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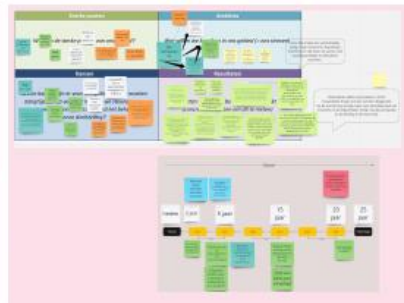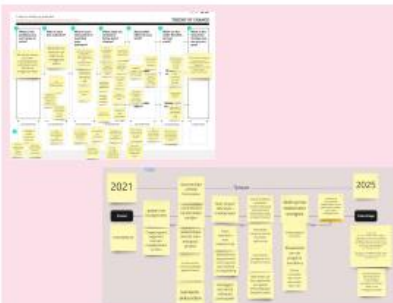
CURSUS 2021

Leerroute Urban Development

Groep 3: Westflank

Groep 4: BoTu

Module 1: Probleemstelling — 1
• Probleem-analyse
• Stakeholder-analyse
• Ruimtelijke analyse

Module 2: Visie — 2
• Just City
• Publieke waarden
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• Concrete idee

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CURSUS 2022

Leerroute Urban Development

Groep 1: Feijenoord   Groep 2: Pendrecht

Module 1: Probleem — 1
- Probleem-analyse
- Stakeholder-analyse
- Ruimtelijke analyse

Module 2: Visie — 2
- Just City
- Publieke waarden
- Manifest
- Concrete idee

Module 3: Strategie — 3
- Theory of change
- Strategie
- Eind-presentatie
- Reflectie

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VELD ACADEMIE

CURSUS 2022

Leerroute Urban Development

Groep 3: Mathenesse   Groep 4: Alexanderpoort

Module 1: Probleem — 1
- Probleem-analyse
- Stakeholder-analyse
- Ruimtelijke analyse

Module 2: Visie — 2
- Just City
- Publieke waarden
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Module 3: Strategie — 3
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"The composition of the group really appealed to me. Usually you work with people on a project within one team or department. Now the team composition was much broader and you work with people who use 'different lenses', which is an enriching experience for everyone"
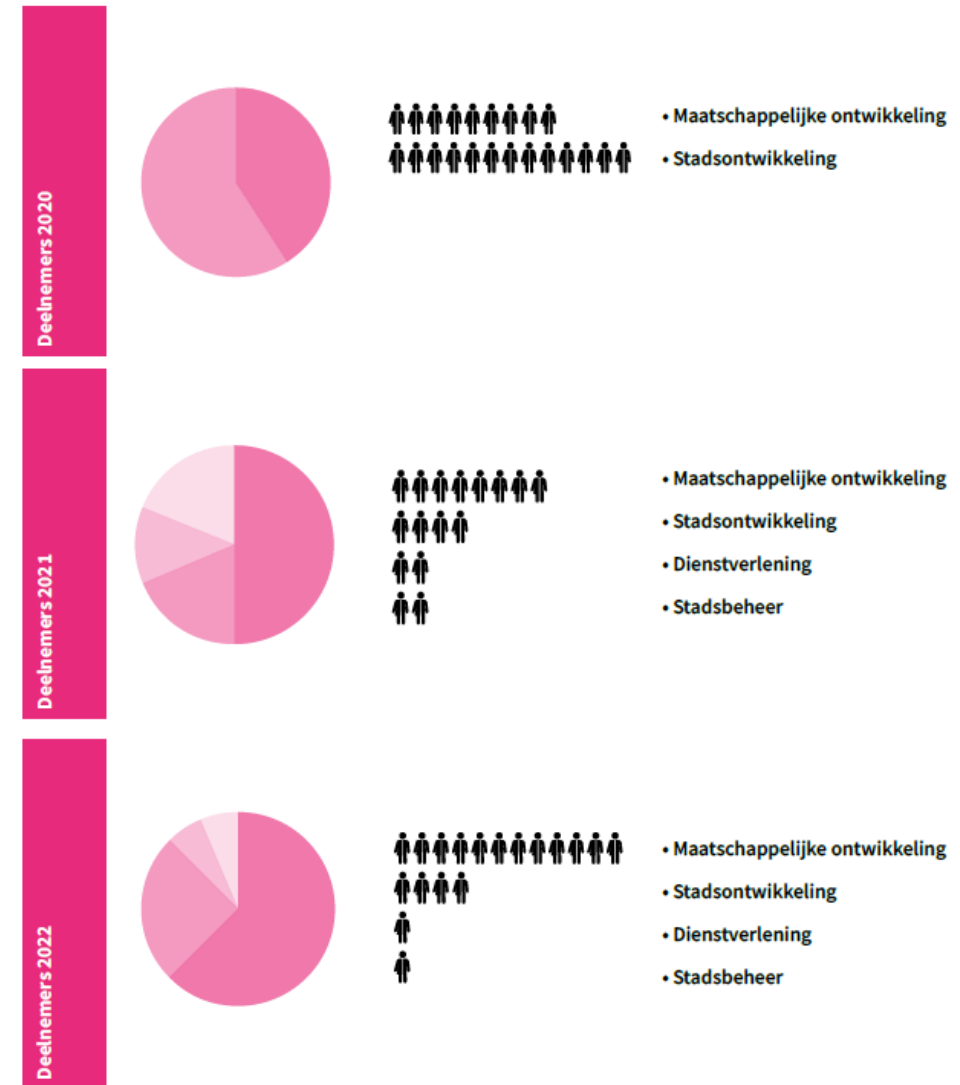

"The balance between theory and practice works very well. We really got to work together and we elaborated our ideas together." We are used to discussing memos at meetings, we then react on ideas of others, but we do not really collaborate. *"That we managed to develop the end products in such a short time has surprised me."*

Follow-up

A gathering of alumni of 3 editions of the course in Rotterdam

Deelnemers 2020
- Maatschappelijke ontwikkeling
- Stadsontwikkeling

Deelnemers 2021
- Maatschappelijke ontwikkeling
- Stadsontwikkeling
- Dienstverlening
- Stadsbeheer

Deelnemers 2022
- Maatschappelijke ontwikkeling
- Stadsontwikkeling
- Dienstverlening
- Stadsbeheer

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Questions for increasing impact

- The integrated urban development training provides clear and flexible guidelines, but how can you integrate the training with regular work processes?

- In order to work in an integrated manner you have to be aware of each other's plans, but how can you find each other in time?

- How do you ensure that enough money and time is allocated to working together?

Contact details

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Resilient Delta / Convergence

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Faculty of Architecture and the Built Environment

Department of Management in the Built Environment