Integration of transport & land-use
The case of the Leiden - Gouda area
Table of content

• Rationale & problem statement
• Case study & research
• Conclusions & design
Randstadrail

Source:
Thomas Schipper - www.vn.nl
Complex technological systems

• Integration with the environment
• Stakeholder participation
1: Integration of policies

2: Devolution of powers
Spatial interactions
Spatial interactions
Spatial interactions

Influenced by governance
Three tiers of governance
Changing power relations
1: Integration of policies

2: Devolution of powers
• **Law reforms: Wro (2008)**
• **National planning documents (2011)**
• Law reforms: Wro (2008)
• National planning documents (2011)

**Top sectors & networks**
‘Regional gap’
Possible impact on regional infrastructure
Complex technological systems: binding story, institutional & operational structure
Complex technological systems: binding story, institutional & operational structure
Multi-dimensional

Space

Railway line
Multi-dimensional
Multi-dimensional
Problem statement  #  Aim

What are the issues of governance between local planning agencies, around the integration of sectoral policies on mobility and land-use and around the implementation of a transport infrastructure project such as the Rijn Gouwe Lijn at regional level?
What are the issues of governance between local planning agencies, around the integration of sectoral policies on mobility and land-use and around the implementation of a transport infrastructure project such as the Rijn Gouwe Lijn at regional level?

What planning mechanism could address issues of governance, facilitate integration of policies and support the implementation of such projects?
1. Technical (spatial) design
2. Institutional design
3. Process design

Source:
1. Technical (spatial) design
2. Institutional design
3. Process design

Source:
Theory # Integrated transport planning

Single modes

Multi-modes

Accessibility modes (TOD)

Source:
Transit zones

Source:
www.zaanstreek.nl
1. Rural areas
2. Small towns
3. Outskirts of cities
4. Cities of the future
5. Business sites
6. Regional crossroads
7. Randstad hubs
8. Creative cities
9. City centres
Theory # Adjustment of policies

 Degrees of adjustment

Theory # Institutional relations

Institutions

Province

Municipality A

Municipality B

Space

Institutions

Process
Theory # Institutional relations

Institutional structures

Province

Project organization/authority

Municipality A

Municipality B

ING Real Estate
KAMER VAN KOOPHANDEL
ABP
ProRail
}

Natuurmonumenten
Beschermt natuur in Nederland
Theory  #  Institutional relations

Institutional structures

Nested territorial institutions

Strategies/ frameworks of flexible response

Nested territorial institutions

Nested territorial institutions

Source:

Theory # Institutional capacity

Institutional capacity

Resources

Material  Financial  Legal  Intellectual

Space  Process

Institutions
Institutional capacity

Do the institutions have the attitude to adjust their policies?

...or the attitude to collaborate?

Governance culture

Source: www.synobys.nl
Theory # Strategic spatial planning

Source: Albrechts (2004)
Case study area
Case study area  # Location
Case study area  # Location
Case study area # Location
### Case study area # Project agreements

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<th>Contribution per unit</th>
<th>Total sum</th>
<th>Key distribution figures (municipal)</th>
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**Financial distribution**

RGL project agreement (2005)
Case study area  # Integration of policies

Policies for compact development around transit zones
Empirical research
Empirical research # Studies

Spatial

- Spatial patterns of the region [mapping]
- Station typologies [field/photo study]
- Adjustment of plans between agencies [mapping]

Institutional & process

- Observation of the project agreements [desk research]
- The adjustment of policies [interviews]
- Institutional structures & capacity [mapping & interviews]
Empirical research  #  Spatial studies
Empirical research  #  Spatial studies
Empirical research  # Spatial studies

- Leiden CS
- Alphen a/d Rijn CS
- Waddinxveen Centrum
- ROC Lammerschans
- Boskoop
- Waddinxveen Zuid
- Zoeterwoude Meerburg
- Boskoop Snijdelvijk
- Gouda CS
- Leiden
- Alphen a/d Rijn
- Gouda

Legend:
- town hall
- museum
- shopping center
- hospital/health center
- library
- (music) theater
- prim. school
- high school
- wo/hbo/mbo
- hotel/camping
- cultural landmark
- swimming pool
- sport complex
- recreation area
- entertainment/horticulture
Boskoop
Small town

Source: Google Street View (2012)
Waddinxveen Zuid
Industrial/business site

Source:
GOOGLE STREET VIEW (2012)
Empirical research  # Interviews

Interviews

- Province of Zuid-Holland (2x)
- Regional partnership Holland Rijnland
- Chamber of Commerce (KvK)
- ProRail
- Municipality of Zoeterwoude
- Involved alderman municipality of Leiden
Mutual competition between participants

“Mutual competition between participants”

“The RGL-East does no appeal on the partnerships but on the municipalities. The first project agreement has been made between all municipal governments individual, which required a relatively comprehensive steering group. This can be seen as one of the issues regarding the institutional structure on the RGL-East.” - Rep. C

“It was a project wherein everybody thought it could realize their aims but the aims where not always corresponding. Eventually the project became the aim itself and not the instrument anymore to achieve the aim.” - Rep. C

“The interventions of the municipality where very limited - non-interventions. Each municipality had strong individual interest. The cohesive element was created by the province.” - Rep. C

Empirical research # Interviews
Insufficient integrative concepts, visions & policies

“We now see that the project and its organizational structure was strongly oriented towards traditional infrastructure policies: the project office had a strong focus on the technical aspects, but not on the areas around the stations.” - Rep. B

“There has neither been a good supporting story for the RGL nor a good concept - never.” - Rep. C

“The ’Verordening Ruimte’ or ‘inpassingsplan’ is not integral, it is committed to one singel sector.” - Rep. B

“Almost no one can explain anymore what the original ambitions, visions or reason behind the RGL was or everybody tells a different story: there is no shared vision, no shared ambition.” - Rep. C
Insufficient culture for public-private partnerships

“The collaboration between the province and ProRail was one without trust. (...) This is mainly because the province did not have sufficient technical expertise regarding such projects, and did not want to give ProRail the room for contribution...” - Rep. E

“The provincial government has the right instrument and authority, but has an administrative culture which is not there to invite NGO’s and private actors regarding such projects...” - Rep. G

“For the RGL there was no public-private partnership, which has to do with the political and administrative culture of the province.” - Rep. D

“The province did neither exclude nor invite private actors directly.” - Rep. B

Empirical research # Interviews
Insufficient steering culture (province) & communication between participants

“The communication between the involved actors should have been better and should have been started in an earlier stage.” - Rep. D

“Origionally, there was alomost no mutual correspondance between the participating municipalities, the assumption was that the province would do the communication.” - Rep. C

“...the provincial government has the executive boards which are quite reserved in the use of instruments that would steer development on local level, that is not part of the administrative culture.” - Rep. B

“The municipalities had more contact with the provincial government than with each other. (...) In global lines we knew what the plans of other municipalities where, but often we did not know how far they were in their plans.” - Rep. F
Empirical research # Level of policy adjustment

- Integration
- Coordination
- Cooperation
- Fragmented field of interest
Spatial
- ‘Liberal’ planning policies at local level: dispersed development
- Absence of strong (integral) vision for the region and no clear link with a supporting development concept for the project
- Little adjustment of policies on mobility and land-use
- Differentiation along the line: different station environments

Institutional & process
- Province: appropriate legal authority and planning instruments
- Insufficient ‘governance culture’ for adjustment of policies
- Insufficient trust between public and private actors
- Presence of project organization, but with too little authority, and responsible for the implementation of the project
- Absence of platform for negotiation - no clear communication among stakeholders and no joined vision
Design
Design # Spatial, institutional, process

Space

Design

Institutions

Process
# Process design

<table>
<thead>
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<th>Track 1</th>
<th>Track 2</th>
<th>Track 3</th>
<th>Track 4</th>
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<tbody>
<tr>
<td>Long-term vision</td>
<td>Long-term &amp; short-term actions</td>
<td>Contact with stakeholders</td>
<td>Basic process with citizens/interest groups</td>
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</table>

- Define integrative concept
  - TOD

- Policy adjustment
  - railway stations & land-use

- Define institution. structure
  - province - regional partnerships

- Invite NGO's & civil committ.
  - environment - KvK

- Define alliance (PPS)
  - stakeholder alliance

- Define financial mechanism
  - regional & pension funds + TDR

- Integration
- Coordination
- Cooperation
Design # Process design

Potential stakeholders
- local authorities
- (semi-)private actors
- NGO’s

Open vision

Platform for discussion

Active participation

Policy adjustment

Responsibility

Planning instruments

Agreements

Monitoring

Transparency

Interactive simulation

Governance culture: Willing to collaborate?

Integration

Lower authority brings subject to higher agenda

Regional authority Province

Cooperation

Active participation

Process of decision-making in order facilitate collaboration and adjustment of policies
Design # Spatial design

Regional structure vision +
concept of TOD

Development conditions
around stations

1. Mix of functions
2. High densities:
   FSI 1.0 - 3.0
   (depending on location)

Waddinxveen Zuid
office - industrial site

Section A-A
Design # Spatial design

Regional structure vision + concept of TOD

Development conditions around stations

**Boskoop**
small town - village

1. Mix of functions
2. High densities:
   - **FSI**: 1.0 - 2.0 (depending on location)
   - **r = 1200m**

Section A-A

1. Mix of functions
2. High densities:
   - **FSI**: 1.0 - 2.0 (depending on location)
Design # Institutional design

Municipality Leiden

Municipality Zoeterwoude

Municipality Gouda

Municipality Rijnwoude

Province Zuid-Holland

Municipality Waddinxveen

Municipality Alphen a/d Rijn

Municipality Boskoop
Involve regional partnerships instead of municipalities individually
Are the authorities open for changes?

Change your governance culture...
Design  #  Ready for change?

They have to!

Source:
http://blog.eboardsolutions.com
Thank you!