Executive Summary

About City Mondial
This report is a feasibility study on extending the concept of City Mondial to a different city or cities in The Netherlands. City Mondial was established in 2002 and is a nonprofit organization. Primarily, the organization is subsidized by the local government of The Hague and it is one of the parties which is responsible for executing the city marketing policy of the city. The concept of City Mondial is to promote multicultural neighbourhoods and especially the enterprises within the neighbourhoods, by attracting tourists. In The Hague the organization focuses on four multicultural neighbourhoods; these are Transvaal, Schilderwijk, Stationsbuurt and China Town. The target group of the organization are mainly Dutch day trippers from the surrounding region and hotel guests, who visit The Hague for a weekend. Above all the goal of the organization is to increase the purchasing power, which contributes to improving the employment, welfare, integration process and the image of the neighbourhoods.

Goal of the Research
The organization wants to extend the concept to a different city, in order to secure the continued existence and improve more multicultural neighbourhoods. The continued existence of City Mondial is not guaranteed, because the city of The Hague is economizing on city marketing. If City Mondial is located in several or at least one other location besides The Hague, the continued existence of the organization is more secure. In addition, City Mondial feels the need to improve multicultural neighbourhoods not only in The Hague, but also in other cities in The Netherlands. The organization does not know which location is suitable for the extension of the concept and if it is feasible to extend the concept; for this reason a feasibility research was done.

Research Process
The main part of the research consists of finding an additional location for City Mondial; therefore, a selection must be made based on several criteria. The selection process of the research consists of four phases: the pre-filter phase, the macro phase, the meso phase and the micro phase. In each phase the locations will be critically analyzed, scored and ranked according to several criteria, after each phase some locations will be dismissed in order to narrow down the research area. At the end of all phases it should be clear if it is feasible to extend the concept of City Mondial to a different city or cities in The Netherlands.
Findings of Each Phase
The research started with the pre-filter phase, which showed that the ‘Special Attention Neighbourhoods’ ¹ (SANs) which are located in Amsterdam, Rotterdam and Utrecht, are most suitable to focus the research on. The results of the macro filter phase showed that all three cities scored equally on the basis of two criteria, these were about the content of the city marketing policy and the number of tourists who visited the area in previous years. Therefore, all three cities went through to the next phase. The meso filter was the most selective phase, in which sixteen SANs, located in the three cities, were critically analyzed using seven criteria. The criteria were: safety, diversity, renovation projects, tourist attractions, presence of tourist information centre, scale and multicultural enterprises. Only the top three SANs went through to the last phase, the micro phase; these are Amsterdam Zuid, the western part of Rotterdam and Amsterdam Nieuw-West. In the last phase meetings were held with representatives of Amsterdam Zuid and Nieuw-West. Unfortunately, there were no meetings with the two districts in the western part of Rotterdam, but on May 30, 2011 a meeting is scheduled with a representative of one of the districts. The representatives of Zuid-Oost and Nieuw-West were very interested in the concept, but, the representative of Nieuw-West could not give much information. Both representatives mentioned that further research should be done on the specific activities and enterprises, which could be promoted in the district by City Mondial.

Recommendations
According to the research it is feasible to extend the concept of City Mondial to at least one district in The Netherlands. It is recommended for City Mondial to extend the concept to Amsterdam Zuid-Oost, because the district passed all phases of the selection. In order for City Mondial to extend the concept to Zuid-Oost, the organization must set a meeting with the municipal councillor of Economy and Tourism as soon as possible. For this meeting the organization should make a Powerpoint presentation or factsheet in order to clearly explain the concept and the goals. In addition, the organization should do further research on which specific enterprises and activities in Zuid-Oost will be part of the promotion of City Mondial. It is also recommended to keep Amsterdam Nieuw-West and the western part of Rotterdam as options for the extension of the concept; because, those two SANs also passed the majority of the phases, for this reason they are potential locations which could take over the concept of City Mondial.

¹ Special Attention Neighbourhoods (SANs), a term used by the Ministry of Internal Affairs and Kingdom Relations, which refers to neighbourhoods in The Netherlands, which have problems concerning: housing, working, learning, developing, integration and safety; these neighbourhoods receive extra support from the national government. The abbreviation SAN will be frequently used in this report.
Table of Contents
Executive Summary ............................................................................................................. i

About City Mondial ........................................................................................................... i
Goal of the Research ......................................................................................................... i
Research Process .............................................................................................................. i
Findings of Each Phase ....................................................................................................... ii
Recommendations .............................................................................................................. ii

Introduction ...................................................................................................................... 1
Reasons for Extending the Concept ................................................................................... 1
Approach of Feasibility Study ........................................................................................... 2
Research Methods ............................................................................................................ 2
Structure of the Report ..................................................................................................... 3

Part I: Organization Description ....................................................................................... 4
  1.1 Introduction ................................................................................................................ 4
  1.2 About City Mondial ...................................................................................................... 4
    1.2.1 Organizational Structure ..................................................................................... 5
    1.2.2 Statistics .............................................................................................................. 5
  1.3 Main Goals .................................................................................................................. 6
  1.4 The Founding ............................................................................................................. 6
  1.5 The Concept ............................................................................................................... 6
  1.6 City Marketing ............................................................................................................ 7
  1.7 Finances ..................................................................................................................... 8

Part II: Pre-filter Selection ................................................................................................ 9
  2.1 Introduction ................................................................................................................ 9
  2.2 Motivation for Selecting Three Largest Cities with ‘Special Attention Neighbourhoods’ ...... 9
  2.3 Conclusion .................................................................................................................. 10

Part III: Macro Filter Selection ........................................................................................ 12
  3.1 Introduction ................................................................................................................. 12

The Hague School of European Studies
### Feasibility Study on Extending the Concept of City Mondial

Manuela Sadal

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1 Motivation for Criteria Selection</td>
<td>12</td>
</tr>
<tr>
<td>3.1.2 Ranking Method</td>
<td>12</td>
</tr>
<tr>
<td>3.2 Amsterdam</td>
<td>13</td>
</tr>
<tr>
<td>3.2.1 Criterion I: Content of City Marketing Policy</td>
<td>13</td>
</tr>
<tr>
<td>3.2.2 Criterion II: Number of Day Trippers and Hotel Guests</td>
<td>14</td>
</tr>
<tr>
<td>3.3 Rotterdam</td>
<td>14</td>
</tr>
<tr>
<td>3.3.1 Criterion I: Content of City Marketing Policy</td>
<td>14</td>
</tr>
<tr>
<td>3.3.2 Criterion II: Number of Day Trippers and Hotel Guests</td>
<td>14</td>
</tr>
<tr>
<td>3.4 Utrecht</td>
<td>15</td>
</tr>
<tr>
<td>3.4.1 Criterion I: Content of City Marketing Policy</td>
<td>15</td>
</tr>
<tr>
<td>3.4.2 Criterion II: Number of Day Trippers and Hotel Guests</td>
<td>15</td>
</tr>
<tr>
<td>3.5 Conclusion</td>
<td>16</td>
</tr>
<tr>
<td>Part IV: Meso Filter Selection</td>
<td>17</td>
</tr>
<tr>
<td>4.1 Introduction</td>
<td>17</td>
</tr>
<tr>
<td>4.1.1 Motivation for Criteria Selection</td>
<td>17</td>
</tr>
<tr>
<td>4.1.2 Ranking Method</td>
<td>18</td>
</tr>
<tr>
<td>4.2 Amsterdam</td>
<td>18</td>
</tr>
<tr>
<td>4.2.1 Noord</td>
<td>19</td>
</tr>
<tr>
<td>4.2.2 Nieuw-West</td>
<td>19</td>
</tr>
<tr>
<td>4.2.3 Bos en Lommer</td>
<td>20</td>
</tr>
<tr>
<td>4.2.4 Oost</td>
<td>20</td>
</tr>
<tr>
<td>4.2.5 Bijlmer</td>
<td>21</td>
</tr>
<tr>
<td>4.3 Rotterdam</td>
<td>22</td>
</tr>
<tr>
<td>4.3.1 The Northern Area</td>
<td>22</td>
</tr>
<tr>
<td>4.3.2 The Western Area</td>
<td>22</td>
</tr>
<tr>
<td>4.3.3 Bergpolder</td>
<td>23</td>
</tr>
<tr>
<td>4.3.4 Overschie</td>
<td>24</td>
</tr>
<tr>
<td>4.3.5 Oud Zuid</td>
<td>24</td>
</tr>
</tbody>
</table>

The Hague School of European Studies
Feasibility Study on Extending the Concept of City Mondial

4.3.6 Vreeuwijk ................................................................. 25
4.3.7 Zuidelijke Tuinsteden ............................................... 25
4.4 Utrecht ........................................................................ 26
  4.4.1 Kanaleneiland ............................................................. 26
  4.4.2 Ondiep ..................................................................... 26
  4.4.3 Overvecht ................................................................. 26
  4.4.4 Zuilen Oost ............................................................... 27
4.5 Conclusion ...................................................................... 27

Part V: Micro Filter Selection .................................................. 30
  5.1 Introduction .................................................................. 30
  5.2 Amsterdam Zuid-Oost .................................................... 30
    5.2.1 City Marketing of Zuid-Oost ...................................... 30
    5.2.2 Activities in Zuid-Oost .............................................. 31
    5.2.3 Enterprises in Zuid-Oost ............................................ 31
    5.2.4 Benefits of City Mondial for Zuid-Oost .................... 31
    5.2.5 Following Steps ...................................................... 32
  5.3 Amsterdam Nieuw-West ................................................ 32
    5.3.1 Activities and Enterprises ........................................ 32
    5.3.2 Following Steps ...................................................... 32
  5.4 Part Conclusion ........................................................... 33

Part VI: Conclusion and Recommendations ............................... 34
  6.1 Introduction .................................................................. 34
  6.2 Conclusion ................................................................. 34
    6.2.1 Reasons for Extending the Concept ......................... 34
    6.2.2 Conclusion on the Finding of Each Phase .................. 34
    6.2.3 Feasibility on the Extension of the Concept .............. 35
  6.3 Recommendations ..................................................... 36
    6.3.1 Amsterdam Zuid-Oost ............................................ 36
6.3.2 Amsterdam Nieuw-West ................................................................. 37
6.3.4 The Western Part of Rotterdam ....................................................... 37
6.4 Possible Method for Doing Further Research ........................................ 37
References ........................................................................................................... 39

Appendix I: Interview with Mr Girwar ............................................................ 51
Appendix II: List of all Special Attention Neighbourhoods ............................. 57
Appendix III: Interview with Mr Palm .............................................................. 59
Appendix IV: Interview with Mr Rach .............................................................. 61
Appendix V: Interview with Mr Kilinc .............................................................. 63
Introduction
As a student of European Studies at The Hague University I have written this report for my final project in order of Rajiv Girwar, project manager at City Mondial. City Mondial is a nonprofit organization which is primarily subsidized by the city of The Hague and it is one of the parties which is responsible for executing the city marketing policy. At the moment City Mondial is only located in The Hague, but the organization is interested in extending the concept to a different location or several locations in The Netherlands. The concept of the organization is to promote several multicultural neighbourhoods within a city via tourism. The main goal is to attract tourists and thereby increase the purchasing power, this is also beneficial for the image and integration process. This introduction consists of four sections; first, the reasons for extending the concept are explained; secondly, the approach of the feasibility study is described; thirdly, the research method is explained and in the last section the structure of the report is outlined.

Reasons for Extending the Concept
The organization wants to extend the concept in order to secure the continued existence and improve more multicultural neighbourhoods. First of all, the continued existence of the organization is in danger, because the local government of The Hague is economizing on city marketing and according to minister Verhagen of Economic Affairs, Agriculture and Innovation, the multicultural society has failed. In council period 2010-2014 the city of The Hague is economizing on city marketing, this results in a decreasing budget for City Mondial. It is believed that if City Mondial extends the concept to different cities, the continued existence of the organization is more secure, because the local government would less easily stop financing the organization or decrease the budget even more. Recently minister Verhagen said that the multicultural society has failed; so time will tell if organizations such as City Mondial with a main interest in improving the multicultural society will still be subsidized by the government.

Secondly, City Mondial feels the need to improve multicultural areas not only in The Hague but also in other cities; they want to support all multicultural enterprises which need an economic boost. To conclude, the interest for City Mondial is to secure the existence of the organization, so that the local governments keep investing or will invest in the city marketing of multicultural areas in The Netherlands. City Mondial The Hague will have an informative and advisory role with the extension of the concept to another city or cities. The organization will inform and share experiences with regional and/or local governments about the positive aspects of the concept and advise on matters such as recruitment of employees, so that other governments could benefit as well from the concept. The new City Mondial establishment will need to work according to the policy of its own regional or local government and will need to be financed by them as well. As
mentioned above the organization has two reasons for the extension of the concept, however, City Mondial does not know whether it is feasible to extend the concept and which location is most suitable; therefore, a feasibility study is done on this subject. Prior to the research the following central question was formulated with the assignment provider and help of the supervisor: *Is it feasible to extend the concept of City Mondial to a different city or cities in The Netherlands?*

To help answer the central question the following research questions were formed:

- What is the concept of City Mondial?
- Which criteria does a city need to meet in order to become a potential new location for the organization?
- Which cities are suitable according to these criteria?
- Are the suitable cities interested in the concept?

**Approach of Feasibility Study**

The main part of the research consists of finding a suitable location to extend the concept of City Mondial, therefore a selection must be made based on several criteria. The selection process of the research consists of four phases: the pre-filter phase, the macro phase, the meso phase and the micro phase. After each phase locations will be dismissed in order to narrow down the research area and find a suitable location to extend the concept to. First the pre-filter phase helps to narrow down the research area to three cities in The Netherlands with ‘Special Attention Neighbourhoods’ (SANs); these cities will go through to the second phase. In the macro filter selection all three cities will be analyzed and scored using two criteria; if a city has a total score lower than five, it will be excluded and will not be a potential location for the organization. The remaining cities will go through to the third phase, the meso filter selection; here the SANs located within the cities will be examined on the basis of seven criteria. After that all neighbourhoods will be scored and ranked; the top three locations will go through to the fourth phase. The last phase is the micro filter selection, in this part interviews/meetings with the representatives of the suitable cities will be held in order to measure whether or not the cities are interested in the concept. At the end it should be clear if it is feasible to extend the concept of City Mondial to a different city or cities in The Netherlands.

**Research Methods**

The report is based on field and desk research. The research was started with an interview with the assignment provider, Mr Girwar on February 23, 2011 on topics such as: the founding of the organization, organizational structure and finances; much information in part one is retrieved from this interview. After that a meeting was held with Mr Palm on March 18 2011; he is senior policy
advisor of Housing, Communities and Integration at the Ministry of Internal Affairs and Kingdom Relations. During the meeting Mr Palm explained more about the ‘Special Attention Neighbourhoods’ of the Ministry of Internal Affairs and he advised to focus the research on the three largest cities with SANs; this meeting was very valuable for the research. For the macro filter selection, desk research was done on the cities which were advised to focus on by Mr Palm. Desk research was done on the city marketing policies and number of tourists; for this the web sites of the municipalities were used and as well as web sites on statistics of tourism. The amount of desk research was mostly for the meso filter phase in which all neighbourhoods were critically analyzed. Frequently used sources were: the outcome monitor report of the Central Bureau for Statistics, the safety policies of the local governments, the web site of the VVV tourist information centre, and online news papers. The last phase was the micro filter selection in which interviews/meetings were held to see whether or not the cities which were found suitable according to the desk research are interested in the concept. On May 13, 2011 there were two meetings, the first was with Mr Rach, director of the district Amsterdam Zuid-Oost and the second was with Mr Kilinc, policy advisor of the Public Service Delivery of the district Amsterdam Nieuw-West.

**Structure of the Report**

The report consists of six parts. In the first part the organization is described in detail; subjects that will be dealt with are among other things: the activities of the organization, organizational structure, the concept and finances. Part two is the pre-filter phase, in this part it is explained what the ‘Special Attention Neighbourhoods’ are and why the research is based on the three largest cities of The Netherlands. Part three is the macro filter selection, in this part the three cities are analyzed and ranked according to two criteria. Part four is the meso filter selection, in this part all neighbourhoods within the three largest cities are critically analyzed and ranked on the basis of seven criteria. Part five is the micro filter selection, in this part the results of the meetings/interviews are worked out and analyzed. In part six, everything which is described in this report is concluded and the central question is answered also the recommendations for City Mondial are explained.
Part I: Organization Description

1.1 Introduction
In this part the organization, City Mondial is described; this is essential to the research in order to understand what the organization does and what the concept is. This part consists of six sections; first, general information is given about City Mondial; secondly, the main goals are explained; thirdly, the founding of the organization in 2002 is explained; fourthly, the concept is outlined; fifthly, the importance of the city marketing policy for the organization is explained and the last section is about the finances of City Mondial. Many data in this part are retrieved from an interview with the assignment provider on February 23, 2011; the transcript of the interview is listed in appendix one. In the report the term ‘colourful’ will be frequently used, for example colourful neighbourhoods or colourful enterprises; this is because the term is always used by the organization as a synonym for ‘multicultural’. The term ‘colourful’ is used on all the promotion materials such as on flyers, advertisements and the web site, therefore it will be used as well in this report.

1.2 About City Mondial
City Mondial is a nonprofit organization which is located in The Hague; it is mainly subsidized by the city of The Hague. The organization is one of the parties which is responsible for the execution of city marketing policy; this is the promotion of various aspects of a city, in order to attract different groups; these are (potential) inhabitants, companies and tourists. City Mondial focuses on attracting tourists to the colourful neighbourhoods in The Hague; these are Transvaal, Stationsbuurt, China Town and Schilderswijk. Within these neighbourhoods there are three hotspots; these are The Hague Market, China Town and Avenue Culinaire (Hamming, 2009, p. 3). The interest of attracting tourists to the neighbourhoods is to increase the purchasing power; with an increasing purchasing power the employment, welfare and integration process can be stimulated and the image of the neighbourhoods can be improved (Girwar, 2010, p. 6). It is important to keep in mind that City Mondial is a nonprofit organization and does not sell the tourist activities and services. The organization only promotes the activities of the enterprises, such as the ‘Ooievaart’ boat tour and walking tours of ‘Residentie Ontdekkingen’, in order to attract tourists. The organization focuses on attracting tourists in general, however over the years it has shown that the majority of the people who visit the City Mondial area are Dutch elderly and in particular women between the age of forty and sixty years old. The target group of City Mondial are people who visit the city for a day or weekend and who do not only want to see the main tourist highlights of The Hague; such as the city centre and Scheveningen, but are also interested in the multicultural part of the city and its activities.
1.2.1 Organizational Structure

The organizational structure of City Mondial is shown in figure one on the next page, it consists of the board and work unit. The board is composed as follows (City Mondial, 2010):

- Mr H.W. de Boer, chairman
- Mr T. Rijerkerk (Camber of Commerce The Hague);
- Ms B. Engering (ROC Mondriaan /Toerism);
- Ms A. Linguard (Toerististic business sector);
- Mr M. Yagmur (MKB The Netherlands- Middle and Small companies).

The work unit consists of two fulltime employees; the project manager, Rajiv Girwar and his assistant, Raheela Bhatti they are supported by volunteers and trainees from ROC Mondriaan and The Hague University (Girwar, 2010, p. 7). The reason why the work unit of City Mondial only consists of two employees is that the organization wants to give as many assignments as possible to organizations and entrepreneurs in the area; with this approach they support the locations. As shown in figure one, the work unit of City Mondial cooperates with several organizations for example with ‘Den Haag Marketing’ and ‘Stichting Marketing Haagse Binnenstad’; these two organizations are also responsible for executing the city marketing policy. The platforms on the left of figure one are the organizations in charge of the hotspots. City Mondial has two locations in the Wagenstraat; it has a front and back office. The front office is located in Wagenstraat 193 which is a tourist information centre; here tourists can buy tickets for the boat tour of the ‘Ooievaart’ and several walking routes through the neighbourhoods. In addition, in the front office the employees who are mainly trainees and volunteers inform tourists; about activities, hotels, events, restaurants and shops in the area. The back office is located in Wagenstraat 185 here the project manager works on developing projects; for instance a tour for hotel guests through the area, the project will be first organized by City Mondial and if the project is successful and worth repeating it could be taken over by an independent entrepreneur or organization in the area (Girwar, 2010, p. 8).

1.2.2 Statistics

Research has shown that the number of tourists who visited the City Mondial area has strongly increased from 198,000 in 2006 to 237,000 in 2008. Three-quarters of the people who visited the City Mondial area will visit the neighbourhoods again; besides that 82% says they will recommend others to visit the area (Hamming, 2009, p. 5). Over the years the number of participants in the City Mondial activities has also increased; from 3,200 in 2002 to 152,000 in 2008 and to more than 170,000 participants in 2010 (Hamming, 2009, p. 3; Girwar, 2010, p. 6).
1.3 Main Goals
City Mondial has two main goals; the first is to strengthen the economic vitality of the focus area by stimulating tourist activities; this also puts the area on the map as an attractive working and living environment and improves the image. The second goal of the organization is to attract tourists; at the moment it is mainly attracting people from the areas in and around The Hague, but a long term goal is to stimulate national tourism as well (Girwar, 2010, p.10).

Figure 1

1.4 The Founding
The concept of City Mondial was developed in 1996, by Dew Baboeram; he was an inhabitant of one of the colourful neighbourhoods in The Hague. Dew Baboeram came with the idea to develop the area by attracting people from outside the neighbourhoods; the main goal at that time was to stimulate integration. The local government of The Hague was very interested in the idea and gave Dew Baboeram a subsidy to develop the organization. Officially City Mondial started its work in 2002 (R. Girwar, personal interview, February 23, 2011).

1.5 The Concept
The concept of City Mondial is unique; therefore the organization believes that other cities in The Netherlands could benefit from the outcomes and possibly are interested in taking over the concept. The concept is to promote colourful neighbourhoods within a city via tourism. The focus area consists of a few neighbourhoods which need special attention, because of problems concerning: working, living, developing, integration and safety. The role of City Mondial is to attract tourists from the surrounding regions and from other cities by developing, organizing and promoting tourist activities in the area (Girwar, 2010, p. 6). The goals are to increase the purchasing power, put the area on the map as an attractive working and living environment, to improve the image and stimulate the integration process (Girwar, 2010, p. 10).
1.6 City Marketing

According to Paddison (1993) the definition of city marketing is:

[... the location support and promotion of the cooperation between privates and the government, in short the pure orientation of the objective of economic development. In wider sense, city marketing also includes all activities to support different aspects of social welfare. (Komans, 2007)]

Many local governments have a city marketing policy so does The Hague. According to Kotler there are three parties which need to be taken into account with the development and execution of the city marketing policy; these are the local city government or regional government, entrepreneurs and inhabitants of the city. The target groups of the city marketing policy are: (potential) inhabitants, companies / investors and tourists (Komans, 2007). In The Hague the policy is made by the Bureau City Marketing; this department is part of the local government (see figure two). The new city marketing policy of The Hague for the period 2011-2015 was recently presented on the May 11, 2011 (Gemeente Den Haag, 2011). The policy which Bureau City Marketing develops will be executed by five organizations; these are City Mondial, Stichting Haagse Binnenstad, Den Haag Marketing, ‘Stichting Marketing Scheveningen’ and ‘Stichting Beach Resort Kijkduin’. All parties cover a certain area within The Hague and all are financed by the local government; however, the budget which the parties receive differs from each other. ‘Den Haag Marketing’ is the largest of all organizations and its role is to do the city marketing of the entire city; but in reality the organization mainly focuses on Scheveningen, the city centre and big tourist attractions such as Madurodam and Sea Life (R. Girwar, personal interview, February 23, 2011).

Figure 2
1.7 Finances
As mentioned before City Mondial is mainly financed by the local government of The Hague. However, the organization is an independent organization, which means that the employees of City Mondial can decide themselves in which projects the budget will be invested, but the projects first need to be approved by the city of The Hague. At the end of each year the project manager writes a detailed activity plan, in which all the projects for the upcoming year are listed. The plan contains a request for a particular amount of budget, which the organization needs to receive in order to develop the projects. After that the Bureau City Marketing takes the request in consideration; most of the time City Mondial receives the amount of money requested. In this council period 2010-2014, the government is economizing; this affects the local governments budget for city marketing (R. Girwar, personal interview, February 23, 2011). All five parties which are responsible for executing the city marketing policy are affected by the cuts; the organizations all have lower budgets than in the previous years (Girwar, 2010, p. 9). Other income sources of City Mondial are from the business sector and third parties within the colourful areas, those parties contribute to the improvement of the neighbourhoods. Over the years other income sources will need to increase in order to compensate the lower subsidy which the organization receives from the government. In table three, it is shown how much subsidy City Mondial receives from the government and how much from business and third parties in the years 2009 to 2011 (Hamming, 2009, p. 22; Girwar, 2010, p. 21).

Table 3

<table>
<thead>
<tr>
<th>Year</th>
<th>Subsidy from local government</th>
<th>Contribution from businesses and third parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>€345,000,-</td>
<td>€10,000,-</td>
</tr>
<tr>
<td>2010</td>
<td>€260,000,-</td>
<td>€20,000,-</td>
</tr>
<tr>
<td>2011</td>
<td>€234,000,-</td>
<td>€62,000,- (expected)</td>
</tr>
</tbody>
</table>
Part II: Pre-filter Selection

2.1 Introduction

In this part the pre-filter selection is discussed, this is to narrow down the research area. The Netherlands consist of four hundred eighteen local governments; this research does not focus on all local governments, but only on the three largest cities which have ‘Special Attention Neighbourhoods’ (SANs); these are Amsterdam, Rotterdam and Utrecht (CBS, 2011). In the following section it is clearly explained why this choice is made, after that there is a short conclusion on the cities which will go through to the second phase, the macro filter selection.

2.2 Motivation for Selecting Three Largest Cities with ‘Special Attention Neighbourhoods’

The Netherlands has about one hundred SANs, in which problems occur with housing, working, learning, developing, integration and safety. In forty neighbourhoods which are located in eighteen cities (see list in appendix two), there is a combination of the above mentioned problems which is that severe that since 2007 the neighbourhoods have received extra support from the national government (Ministerie van BZ, 2010; Ministerie van Infrastructuur en Millieu, 2007). In cooperation with the assignment provider the choice was made to focus the research on the SANs, because three out of the four City Mondial neighbourhoods; Transvaal, Stationsbuurt and Schilderswijk, are also part of the ‘Special Attention Neighbourhoods’. In addition all SANs could benefit from the work of City Mondial to improve the work conditions, welfare, integration process and image.

As shown in table four, twenty out of the forty SANs are located in the four largest cities and nearly 80% lives in these four cities (Ministerie van Infrastructuur en Millieu, 2007; Ter Haar, Schreven, Rienstra, 2008, p. 27). On March 18, 2011 an interview was held with Mr Palm, senior policy advisor of Housing, Communities and Integration at the Ministry of Internal Affairs and Kingdom Relations (see three for the interview). Mr Palm has many years of experience in his work field, in addition he knows City Mondial very well; he was the contact person from the government with the founding of the organization. At the moment he has still close contacts with the employees of City Mondial; this makes him a credible source. During the interview Mr Palm advised to focus the research on the three largest cities with SANs. Because according to him, the three largest cities have the same characteristics which The Hague possesses.

The characteristics that all four cities have in common are: the cities are big tourist cities, have a city marketing policy, have a wide cultural diversity among the inhabitants and there is a large scale of colourful neighbourhoods; which could benefit from the support of City Mondial (W.J.M. Palm, personal interview, March 18, 2011).
Table 4

<table>
<thead>
<tr>
<th>Cities</th>
<th>‘Special Attention Neighbourhoods’</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amsterdam</td>
<td>- Amsterdam Noord&lt;br&gt;- Nieuw-West&lt;br&gt;- Bos en Lommer&lt;br&gt;- Amsterdam Oost&lt;br&gt;- Bijlmer</td>
</tr>
<tr>
<td>Den Haag</td>
<td>- Stationsbuurt&lt;br&gt;- Schilderswijk&lt;br&gt;- Transvaal&lt;br&gt;- Den Haag Zuid-West</td>
</tr>
<tr>
<td>Rotterdam</td>
<td>- Rotterdam West&lt;br&gt;- Rotterdam Noord&lt;br&gt;- Bergpolder&lt;br&gt;- Overschie&lt;br&gt;- Oud Zuid&lt;br&gt;- Vreewijk&lt;br&gt;- Zuidelijke Tuinsheden</td>
</tr>
<tr>
<td>Utrecht</td>
<td>- Kanaleneiland&lt;br&gt;- Ondiep&lt;br&gt;- Overvecht&lt;br&gt;- Zuilen Oost</td>
</tr>
</tbody>
</table>

2.3 Conclusion

From the pre-filter selection it can be concluded that ‘Special Attention Neighbourhoods’ which are formed by the Ministry of Internal Affairs are suitable to focus the research on. Because three of the four locations which City Mondial focuses on in The Hague are also part of the SANs. In addition, all ‘Special Attention Neighbourhoods’ could benefit from the outcomes of the work of City Mondial. It is advised by Mr Palm to focus the research on the three largest cities in The
Netherlands, because these cities resemble The Hague most, for that reason the SANs which are located in the three largest cities will be the focus area for the research. Amsterdam, Rotterdam and Utrecht will go through to the next phase, the macro filter selection, in which the cities are analyzed based on two criteria, these are described in the next part.
Part III: Macro Filter Selection

3.1 Introduction
In this part the macro filter selection is dealt with; this is the second phase of the research selection in which in-depth research is done on the three cities Amsterdam, Rotterdam and Utrecht. The cities are analyzed and ranked using two criteria in order to find a suitable location for City Mondial; these criteria are:

I: The content of city marketing policy, which needs to include: stimulating partnership to execute the policy and connecting people from different cultures;

II: The number of Dutch day trippers and hotel guests in the city.

In the following subsections the motivation for selecting the above mentioned criteria are explained; after that the ranking method is described. In section two, Amsterdam is analyzed on the basis of the two criteria, in section three Rotterdam and in section four Utrecht. In the last section, the results of the research are ranked in a table and a conclusion is given on the cities which will go through to the next phase, the meso filter selection.

3.1.1 Motivation for Criteria Selection
Firstly, the motivation for selecting criterion one is explained. All three cities have a city marketing policy; however, having a city marketing policy does not automatically mean that the goals and objectives suit the concept of City Mondial. There are two aspects which the city of The Hague has in its city marketing policy which are important for the work of City Mondial. The first aspect which the city marketing policies of the three cities should include is connecting people from different cultures and stimulating integration (Gemeente Den Haag, 2006, p. 2). The second aspect should include the local governments willingness to execute the city marketing policy in cooperation with several partners and to stimulate and support those partners (Gemeente Den Haag, 2006, p. 3).

Secondly, the motivation for selecting criterion two is explained. As mentioned in part one, the target group of City Mondial are mainly Dutch day trippers and tourists who stay for a weekend in The Hague; the last group mainly accommodates in hotels (R. Girwar, personal interview, March 17, 2011). Therefore, it is interesting to know how many day trippers and hotel guests have visited the three cities in previous years, because this group could be the potential target group of City Mondial.

3.1.2 Ranking Method
In this subsection the ranking method of both criteria are explained. The three cities will only receive the maximum score for criterion one. If the city marketing policy covers both aspects
mentioned in the previous subsection. If Amsterdam, Rotterdam and Utrecht have none of the above mentioned aspects covered in the city marketing policy, the city receives one star for criterion one. If it covers one of the aspects it receives two stars and for both aspects three stars.

Criterion two, is hard to rank due to the fact that day recreation is defined in different ways in all three cities. For that reason the cities will only be ranked on the basis of the number of Dutch hotel guests in 2009. For criterion two the cities will also receive stars, one star for less than five hundred thousand hotel guests, two stars for between the five hundred thousand and one million hotel guests and three stars for more than one million hotel guests. If the three cities have a total of less than five stars, it will be excluded and will not go through to the third phase.

3.2 Amsterdam

Since the first of May 2010, Amsterdam consists of seven districts; these districts are located within Amsterdam and make their own decisions on regional level. Before Amsterdam consisted of more districts, but these were merged into seven large districts; these are Noord, Centrum, Zuid-Oost, Nieuw-West, West, Zuid and Oost (Gemeente Amsterdam, 2010a). The district council is responsible for the public space, it is makes decisions on local destination plans, policies on sports, art, recreation and social development (Gemeente Amsterdam Stadsdeel Zuid-Oost, 2004). All districts have the financial resources to subsidize and support projects (Gemeente Amsterdam, 2003). On March 23, 2010 a concept bill was published by minister Donner from Internal Affairs to abolish the districts in Rotterdam and Amsterdam as of 2014; however, nothing has decided yet on this case (Gemeente Amsterdam Stadsdeel West, 2011). Most regional governments do not have their own city marketing policy so for the research the local government policy is analyzed.

3.2.1 Criterion I: Content of City Marketing Policy

The city marketing policy of Amsterdam is called: ‘City Marketing, The Amsterdam Approach’. The policy mainly focuses on attracting international tourists, organizations/companies and potential inhabitants to the city, because from these groups the city expects to receive the highest return in visits and incomes. The groups on which the policy focuses is not the target group of City Mondial; they focus on attracting day trippers from the surrounding regions and hotel guests (Gemeente Amsterdam, 2004, p. 13). For criterion one, the city marketing policy of the local government needs to contain two aspects; firstly connecting people from various cultural backgrounds and secondly, the government must be willing to cooperate and support their partners in order to execute the policy. As for the first aspect there is no specific part of the policy which focuses on connecting various cultures together (Gemeente Amsterdam, 2004, p. 24). Aspect two is present in the policy the importance of Amsterdam Partners is mentioned many times in the report. Amsterdam Partners was established in 2004, it is a public and private platform that is
responsible for the city marketing of Amsterdam. Amsterdam Partners is a platform where the local government, the business sector, the region and the organizations with promotional or marketing goals are connected (Gemeente Amsterdam, 2004, p. 8).

3.2.2 Criterion II: Number of Day Trippers and Hotel Guests
For criterion two the number of day trippers and hotel guests are analyzed in Amsterdam. In 2009 about 9,043,000 tourists visited the sixteen most popular attractions and events; in this list attraction such as, Madam Tussaands, Amsterdam Arena and Artis are included as well as events like the Amsterdam marathon and the Dam tot Dam loop (Gemeente Amsterdam DOS, 2010). Unfortunately, there are no exact numbers on how many people visit Amsterdam each year. But in 2009, the city had in total eight and a half million hotel guests, of whom seven million were foreigners and one and a half million were Dutch. With these statistics Amsterdam became number nine on the European ranking list of cities with the most hotel guests (I Amsterdam, 2011).

3.3 Rotterdam
Rotterdam consists of fourteen districts, which deal with the direct working and living environment; each district council has the same responsibilities as mentioned in the previous section about Amsterdam (Gemeente Rotterdam, n.d.). The fourteen districts in Rotterdam are Charlois, Delfshaven, Feijnoord, Hillegersberg – Schiebroek, Hoek van Holland, Hoogvliet, IJselmonde, Kralingen-Crooswijk, Noord, Overschie, Pernis, Prins Alexander, Rotterdam centrum and Rozenburg (Gemeente Rotterdam, n.d.).

3.3.1 Criterion I: Content of City Marketing Policy
The city marketing policy is called ‘Branding Strategy Rotterdam’ (Gemeente Rotterdam, 2007). The first aspect that is examined for criterion one is whether or not the strategy includes the connection people from different cultures. According to the Branding Strategy of Rotterdam it is important to strengthen the cultural identity of the 174 nationalities which are present in the city; the cultural diversity is seen as one of the unique selling points of the city (Gemeente Rotterdam, 2007, p. 16, 33). The second aspect of criterion one is about the cooperation between the local government and partners to execute the city marketing strategy. Rotterdam works via public and private partnerships in many different ways on the city marketing and by doing this the brand ‘Rotterdam’ is strengthening. The city sees partnerships as a smart manner to invest with a limited budget and to increase the recognition of Rotterdam. (Gemeente Rotterdam, 2007, p. 28).

3.3.2 Criterion II: Number of Day Trippers and Hotel Guests
For criterion two the number of day trippers and hotel guests are analyzed in Rotterdam. In 2009 the city had in total 6,981,410 day trippers from outside Rotterdam (Mihajlovski, 2010a). In 2008
about 567,000 hotel guests accommodated in the city of whom 323,000 were Dutch; compared to 2009, where there were 582,600 hotel guests of whom 288,000 were Dutch (Mihajlovski, 2010b).

It can be concluded that in total there is an increase in the number of hotel guests in Rotterdam, however the number of Dutch guests is decreasing and the number of foreign hotel guests is increasing.

3.4 Utrecht

Utrecht does not consist of districts; it is the smallest province of The Netherlands. For this reason the city marketing policy of the province is researched.

3.4.1 Criterion I: Content of City Marketing Policy

The city marketing policy of Utrecht is very detailed it is called ‘Programme City Promotion 2008-2011’ (Gemeente Utrecht, 2008, p. 1). Utrecht is examined on two aspects of criterion one. The first aspect is clearly visible in the policy. According to the ‘Programme City Promotion’, Utrecht posess seven strong characteristics, one of these is a renewed social policy and strong social infrastructure; this characteristic includes improving the living conditions, social cohesion in the neighbourhoods and integration of the old and new citizens. For the execution of the social policy the city wants to involve the inhabitants as well, in 2002 ‘Saluti’ was established. This is an independent organization which advises the local government on interculturalization; it consists of inhabitants from Utrecht with various cultural backgrounds. The second aspect is also present in the city marketing policy. It is stated that branding, marketing and promotion of the city are a collective interest of companies, organizations and the local government. In the policy the cooperation between internal and external parties is a focus point in order to realize goals such as profits, employment and attracting visitors (Gemeente Utrecht, 2008, p. 8, 10, 47).

3.4.2 Criterion II: Number of Day Trippers and Hotel Guests

For criterion two the number of day trippers and hotel guests are analyzed in Utrecht. The number of day trippers in Utrecht is relatively high compared to Amsterdam and Rotterdam, because there are only numbers available on the province Utrecht and not on Utrecht city. In 2007, 69,370,000 people went on day trips such as water recreation, visiting events, sports, attractions, culture, shopping and clubbing. There is a decrease in the number of day trips compared to 2009 in that year 68,000,000 people went on day trips in the province Utrecht. In 2009, 1,308,000 hotel guests were accommodated in the province of whom about one third was Dutch, these are about 436,000 people (Provincie Utrecht, 2010, p. 16, 17).
3.5 Conclusion
From the macro filter selection it can be concluded that all three cities will go through to the next phase which is the meso phase. In the third research selection all ‘Special Attention Neighbourhoods’ which are located in the cities will be analyzed on the basis of seven criteria. These criteria are explained in the next part. As shown in table five all three cities have a total score of five points. The city marketing policy of Amsterdam does not cover both aspects which are useful for City Mondial, therefore the city received two stars for criterion one. Amsterdam is a very popular tourist city with predominantly international tourists, but in 2009 it also had about one and a half million Dutch hotel guest, therefore the city received three stars for criterion two. Rotterdam and Utrecht both have the same amount of points for criteria one and two, because the cities have a suitable city marketing policy and had between the five hundred thousand and one million Dutch hotel guests in 2009. In Amsterdam and Rotterdam the council districts deal with the regional issues such as recreation policies and providing subsidies, so if further research shows that Amsterdam and/ or Rotterdam are suitable locations of City Mondial the districts should be contacted in order measure the interested in the concept and not the local government.

Table 5

<table>
<thead>
<tr>
<th>Cities</th>
<th>Score criterion I</th>
<th>Score criterion II</th>
<th>Total amount of stars/ points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amsterdam</td>
<td>**</td>
<td>***</td>
<td>5</td>
</tr>
<tr>
<td>Rotterdam</td>
<td>***</td>
<td>**</td>
<td>5</td>
</tr>
<tr>
<td>Utrecht</td>
<td>***</td>
<td>**</td>
<td>5</td>
</tr>
</tbody>
</table>
Part IV: Meso Filter Selection

4.1 Introduction
In this part the meso filter selection is discussed; this is the third phase of the research selection in which in-depth research is done on the ‘Special Attention Neighbourhoods’ (SANs); in order to find a suitable location for City Mondial. The sixteen SANs which are analyzed are located in Amsterdam, Rotterdam and Utrecht. The areas are researched and ranked on the basis of seven criteria; these criteria are:

I: Safety within the neighbourhood;
II: Diversity within the neighbourhood;
III: Renovation projects within the neighbourhood;
IV: Tourist attractions in the area;
V: Presence of a tourist information centre in the area;
VI: Scale of the neighbourhood;
VII: Colourful enterprises in the area.

In the following subsections the motivations for selecting the above mentioned criteria are explained and after that the ranking method is described. In section two all SANs located in Amsterdam will be analyzed, in section three the SANs in Rotterdam and in section four the SANs in Utrecht. Section five concludes on the top three neighbourhoods which are suitable to extend the concept of City Mondial.

4.1.1 Motivation for Criteria Selection
In cooperation with Mr Palm and Mr Girwar seven criteria were chosen; these criteria are listed above and are based on the aspects which the focus neighbourhoods of City Mondial in The Hague possess. In this subsection of the report the motivation for choosing the criteria is explained. The safety in the neighbourhoods is of crucial importance, because if the neighbourhoods have a reputation for being unsafe the people do not want to visit the area. Also the tourists who come to the City Mondial area must feel safe in order to enjoy spending their leisure time there. As for the diversity aspect, the variety in cultures and religions in the City Mondial area is seen a strength of the neighbourhoods; it shows that many cultures can live in peace together such as in The Hague where 140 different nationalities are present. The diversity in cultures and religions makes the neighbourhoods unique this must be valued in order to attract tourists. It is also important that the neighbourhoods are renovated this will make it more attractive to visit, however it does not mean that all historic buildings should be demolished, but it means that buildings should not be
impoverished. A good example of a completely restructured location is the Paul Krugerlaan in The Hague, where all high-rise flats were demolished and replaced for new houses also the square/park was renewed and became more attractive and safe. As mentioned in part one, City Mondial is promoting the colourful enterprises and activities in the neighbourhoods. When looking for a suitable location it is important that the neighbourhoods have tourist attractions which could be promoted such as museums, theatres, parks, festivals, workshops and tours. The variety of colourful enterprises is also essential such as restaurants, hotels and shops. In The Hague the organization exists of two locations a front and back office; the front office is a tourist information centre, which mainly gives information on the colourful neighbourhoods. When there are many tourists information centers already located in the surrounding area it is less likely that the tourists will visit the City Mondial tourist information point. With other words, the presence of tourist information points in or nearby the SANs is seen as a negative aspect. When the scale of a neighbourhood is large it is more likely to have more hotspots, enterprises and activities which could be promoted. In addition the positive results of the work of City Mondial will be beneficial to a larger area.

4.1.2 Ranking Method
After analyzing all sixteen neighbourhoods on the basis of the criteria, the SANs will be ranked in a table in section 4.5. There are five possible scores which the neighbourhoods could receive for each criterion; these are two pluses, one plus, plus/minus, one minus or two minuses. Two pluses indicate a very strong match with the criterion, one plus is a strong match, plus/minus is a reasonable match, minus is a no match and two minuses is the complete opposite of the criterion. This ranking method gives a clear overview of the ‘weak and strong’ neighbourhoods. After the scores are given for each criterion the areas will be ranked from one to sixteen, it could be that for example two or more neighbourhoods will be on the fourth place. However, only the top three neighbourhoods will go through to the micro phase, because these neighbourhoods have the strongest resemblance to the neighbourhoods in The Hague, this is beneficial for the success of the organization.

4.2 Amsterdam
As mentioned in section 3.1, Amsterdam consists of seven districts. Three out of five ‘Special Attention Neighbourhoods’ are whole council districts: Noord, Nieuw-West and Oost, which are again made up of smaller neighbourhoods. Bos en Lommer is located in district West and Bijlmer is located in district Zuid-Oost those are both neighbourhoods. Amsterdam had in 2007, 742,510 inhabitants of whom 30% lived in one of the five SANs (Ter Haar, Schreven, Rienstra, 2008, p. 28). Amsterdam consists of 178 different nationalities this makes the city number one in world on
the ranking list of cities with the most nationalities (Gemeente Amsterdam, 2010b). In the following subsections all SANs in Amsterdam are analyzed using the seven criteria of the meso filter selection.

4.2.1 Noord
In Amsterdam Noord there are four neighbourhoods which receive extra support from the Ministry of Internal Affairs; these are De Banne, Nieuwendam-Noord, Van der Pekbuurt en Vogelbuurt/IJplein (Ministerie van BZ, 2009a). In 2007 Amsterdam Noord had 22,940 inhabitants who lived in three postal code areas (Ter Haar, Schreven, Rienstra, 2008, p. 27, 28, 30). The district is very multicultural; 48% of the inhabitants is of non-western origin and 141 different nationalities are represented in Amsterdam Noord (Gemeente Amsterdam, 2010b). Over the years the objective safety which are the actual facts of criminality, as well as the subjective safety which is the feeling of being safe are improved in all four neighbourhoods. In De Banne, Van der Pekbuurt and Nieuwendam-Noord the houses are renovated; in De Banne about 1,070 houses are demolished and 1,330 new houses are built, this project will be finished in 2011 (Veiligheidsplan Amsterdam Noord, 2006, p. 4, 5, 19). Amsterdam Noord is the greenest district of Amsterdam; there are many walking and biking routs, a museum, and events are organized, but mainly for the inhabitants (Gemeente Amsterdam Stadsdeel Noord, 2011a). However in the four SANs there are no special tourist attractions. Over the whole district fourteen Tourist Information Points (TIP) are located, nevertheless none in the four neighbourhoods (Gemeente Amsterdam Stadsdeel Noord, 2011b). On the internet no sources were found on the number of colourful enterprises in the area; yet there are many restaurants with a mixed offer of kitchens for example French, Indonesian, Dutch, Italian, Surinamese and Egyptian restaurants (“Restaurants in Amsterdam Noord,” n.d.).

4.2.2 Nieuw-West
The four ‘Special Attention Neighbourhoods’ within Amsterdam Nieuw-West are: Slotermeer Noord-Oost, Slotermeer Zuid-West, Overtoomse Veld and Osdorp Midden IJplein (Ministerie van BZ, 2009b). Nieuw-West is the largest district in Amsterdam, the district is recently founded in 2010; it is a merge of three smaller districts which were located in the western part of Amsterdam and which became one district. In 2007 the separate council districts had in total 106,470 residents and consisted of eight postal code areas (Ter Haar, Schreven, Rienstra, 2008, p. 31). About 53% of inhabitants of Nieuw-West are of non-western origin; in 2010 the district counted 146 different nationalities (Gemeente Amsterdam, 2010). In 2007 most SANs were ranked via the safety index which is based on several data such as destruction of (public) facilities, disruption of the public space, crimes and car burglary. The scale of the safety index is from -50 to +50 on which the average of The Netherlands is chosen as reference point, for the country as a whole the safety
index score is zero. The safety index for Nieuw-West is -44, this means that the district is not very safe (Ter Haar, Schreven, Rienstra, 2008, p. 25, 32). However, the number of robberies in 2010 decreased with 40% as well as the youth crime with 15% (Akkermans, 2011). On the web site of the district all renovation and new building projects are mapped, there are several projects in Slotermeer Noord and Zuid and in Overtoomse Veld (Gemeente Amsterdam Stadsdeel Nieuw-West, 2010a). Almost all activities in Nieuw-West are organized to attract the inhabitants, but there are some locations which could be interesting for tourists; such as Sloterplas which is a well-known recreation area, a museum, a theatre and cooking workshops. On the internet no sources were found on the presence of colourful enterprises in the area, but two interesting restaurants were found in Nieuw-West; these are Dora’s Kitchen and Colour Kitchen. Dora’s Kitchen gives workshops and is a catering enterprise which cooks dishes from various cultures and The Colour Kitchen is an organization/restaurant which educates students from different cultures to work in the facility and restaurant industry (Dora’s Kitchen, 2008; The Colour Kitchen, 2010).

4.2.3 Bos en Lommer

Bos en Lommer was up till 2010 a district; nowadays it is part of the district West. Bos en Lommer consists of seven neighbourhoods which are all part of the focus areas of the Ministry of Internal Affairs; these are Landlust, Gibraltar, Gulden Winckel, Erasmuspark, R. Scott, Sportparkstad en Kolenkit (Stadsdeel Bos en Lommer, 2006, p. 2). In 2007 Bos en Lommer had 52,370 inhabitants of whom 43% is of non-western origin and the SAN consists of three postal code areas. In 2007 the safety index was -46 this is a very low score; the main problem is youth crime which causes people to feel unsafe in the neighbourhoods (Ter Haar, Schreven, Rienstra, 2008, p. 32, 34). In Bos en Lommer there are many new building projects this has a positive effect on the neighbourhoods, because it is attracting ‘Young Urban Professionals’ (“Amsterdam, yuppenstad,” 2009). In Bos en Lommer there are no tourist attractions. On the Bos and Lommer square there are colourful enterprises those are mainly stores were the locals do their daily shopping (Wokke, 2006, p. 7).

4.2.4 Oost

The two focus neighbourhoods in Amsterdam Oost are: the Indische Buurt and Transvaal (Ministerie van BZ, 2009c). Amsterdam Oost had in 2007, 21,250 inhabitants and the district consists of two postal code areas. In 2010 there were 150 nationalities present in Amsterdam Oost, in total 51% is of non-western origin (Gemeente Amsterdam, 2010; Ter Haar, Schreven, Rienstra, 2008, p. 34). As for the safety index Amsterdam Oost scores -48 which is very low. On April 22, 2011 the headlines of the news web site AT5 about Amsterdam Oost were as follows: “Police finds dead men in the water, Gun battle no surprise in Oost, Man stabbed in neck after a fight on the street, Armed robbery in night shop”, these headlines indicate that the district is still not a safe area.
Feasibility Study on Extending the Concept of City Mondial

Manuela Sadal

(AT5, 2011). There are no big restructuring projects in the two neighbourhoods, however there was a small scale renewing project in the Indische buurt from 2001 to 2005 (Oudenampes, 2005, p. 8). In Amsterdam Oost the ‘Tropen Museum’ is located as well as CBK Amsterdam, which is a meeting center for contemporary art. In the neighbourhoods, Transvaal and the Indische buurt there is a street circus, a festival and tours are organized through the Indische buurt, yet those activities are more focused on attracting inhabitants of the neighbourhoods. In the Indische buurt in Javastreet there are several colourful enterprises located (Samen Indische Buurt, 2011)

4.2.5 Bijlmer

The Bijlmer is a neighbourhood located in the district Amsterdam Zuid-Oost; the neighbourhood is about a half of the of the district. In 2007, 22,940 people lived in the Bijlmer, the neighbourhood consists of two postal code areas. The large majority of the inhabitants is of non-western origin (70%) in total 140 different nationalities are present within the Bijlmer (Ter Haar, Schreven, Rienstra, 2008, p. 35, 36). The Bijlmer is the only area in Amsterdam in which the three world religions are present; there is a mosque, a church and a Hindu temple, all of which contributes to a multicultural society. The neighbourhood is completely renewed; 6,600 houses were demolished of which most were high-rise flat blocks also parking garages are demolished. The shopping centre ‘The Amsterdamse Poort’ is entirely renewed and a new train station ‘Bijlmer Arena’ was built; all the projects and developments are shown on the web site of the Project Bureau of Zuid-Oost (Gemeente Amsterdam Stadsdeel Zuid-Oost, 2011a). In 2011 the youth crime in Zuid-Oost stays the highest of entire Amsterdam (“Jeugdcriminaliteit in Amsterdam Zuidoost het hoogst,” 2011). However, research has shown that the over the period 1994-2009 the number of complaints to the police decreased and that the inhabitants of the Bijlmer feel safer in public space than the average inhabitant of Amsterdam (Terpstra, de Kleuver, van Soomeren, 2010, p. 55, 57).

As for tourist attractions each year in the Bijlmer the ‘Kwakoe Summer Festival’ is organized, this is a cultural festival which lasts three weeks; it is a very popular festival which is visited by many people from all over the country. The Bijlmer park is a very big park in which a theatre is located; the park is recently renovated and nowadays it is a safe area for sports and recreation (Gemeente Amsterdam stadsdeel Zuid-Oost, 2011b). In the neighbourhood there is a museum located and many tours and workshops are organized by Bijlmer Experience and Bijlmer Tours; such as Indian dancing workshops, Surinamese cooking workshops, African art or djembé workshops, kick-biking tours alongside houses of prayer and many more. The ‘Amsterdamse Poort’ is a big shopping centre which has recently reopened its doors, the shopping district has a wide variety of colourful enterprises (Winkeliersvereniging Amsterdamse Poort, 2010).
4.3 Rotterdam

Most of the ‘Special Attention Neighbourhoods’ are located in Rotterdam which are seven in total. As mentioned in section 3.2, Rotterdam consists of fourteen districts of which the whole council district Overschie is part of the SANs. The other SANs are located within one or even two districts; these are the north of Rotterdam, the west of Rotterdam, Bergpolder, Oud-Zuid, Vreeuwijk, and the Zuidelijke Tuinsteden (Ministerie van BZ, 2009d). In 2007 Rotterdam had 584,010 inhabitants of whom 38% lived in the seven SANs (Ter Haar, Schreven, Rienstra, 2008, p. 36). In the following subsections all ‘Special Attention Neighbourhoods’ in Rotterdam are analyzed on the basis of the seven criteria of the meso filter selection.

4.3.1 The Northern Area

There are five SANs which are located in the north of Rotterdam; these are Nieuw Crooswijk, Oud Crooswijk, Rubroek, Oude Noorden and the Provenierswijk. The neighbourhoods are located in two different districts: Rotterdam North and Kralingen-Crooswijk (Ministerie van BZ, 2009e). The northern part of Rotterdam consists of five postal code areas; in 2007 it had 38,570 inhabitants of whom 49% is of non-western origin. The overall safety index score of the five SANs is -49 this is a very low score (Ter Haar, Schreven, Rienstra, 2008, p. 36, 41). However, within the neighbourhoods there is remarkable difference; in 2008 the Pronvenierswijk had scored a seven on a scale from one to ten compared to a score of five for the Oude Noorden (Gemeente Rotterdam, 2010, p. 23, 26). In northern area of Rotterdam there are small scale renovation projects which are mainly focused on improving the neighbourhood Nieuw-Crooswijk. Also several projects were started to improve the quality of the public space and to make the area more attractive; such as the area around the river the Rotte where a walking promenade will be developed, as well as a walking and biking bridge and the establishment of various restaurants and cafes (Ministerie van BZ, 2009e).

There are several tourist attractions in the northern part of the city; the Kralingse woods and lake are very popular especially during the summer, in addition there are museums, art galleries and theatres located (Kralingse Bos, 2011). However in the five SANs there are not many tourist attractions, on the other hand ‘t Gilde’ does organize walks through the neighbourhood Crooswijk (‘t Gilde Rotterdam, n.d.). No online sources were found on the presence of colourful enterprises in the northern part of Rotterdam, for that reason research was done on the variety of restaurants in the area; there are for example Thai, French, Turkish, Spanish, Surinamese and Moroccan restaurants.

4.3.2 The Western Area

There are seven SANs which are located in the western part of Rotterdam; these are Het Oude Westen, Middelland, Het Nieuwe Westen, Delfshaven, Bospolder, Tussendijken and Spangen.
These neighbourhoods are located within two different districts: the Centre and Delfshaven (Ministerie van BZ, 2009f). The west of Rotterdam consists of seven postal code areas and had in 2007, 58,060 inhabitants of whom 63% is of non-western origin. In the area there is a mosque, a church and a Hindu temple located, all of which contributes to a multicultural society. The western part of Rotterdam scores remarkably low in the safety index with a score of -49 (Ter Haar, D., Schreven L., Rienstra, M., 2008, p. 38- 40). In Rotterdam there are four neighbourhoods which receive extra support from the local government to improve the safety; these are Het Nieuwe Westen, Het Oude Westen, Hillesluis and Tarwewijk, two of these neighbourhoods are located within the western part of the city. Het Oude Westen is the only SAN which is located in the council district the Centre, in this area the safety is improved however it is still not very safe. The district Delfshaven also improved its safety; on a scale from one to ten it scored a five point six in 2005 and a six in 2009 (Gemeente Rotterdam, 2010, p. 9, 37, 41).

In all seven neighbourhoods many housing projects were started and some are still ongoing; several houses were demolished and renovated and new houses were built. In addition to this investments are made in the public space; such as in the shopping street ‘Kruiskade’ which is located in Het Oude Westen. Over the years several striking projects were realized; for example in Spangen where the regional government introduced the concept of ‘odd job houses’, these are relatively cheap houses in which the residence can finish the houses themselves and create the house to their needs. In Bospolder and Tussendijken houses were built in a certain architecture which refers to the cultural backgrounds on the inhabitants (Rotterdam West, n.d.). In the Western part of Rotterdam there are many tourist attractions especially in Het Oude Westen. City Safari organizes multicultural tours mainly in the old neighbourhoods of Rotterdam (City Safari, n.d.). The shopping street ‘Kruiskade’ and ‘Nieuwe Binnenweg’ are very popular locations; in the western part of Kruiskade is the largest China Town of Rotterdam located. There are also guided tours organized by ‘t Gilde’ through the neighbourhoods: Middelland, Spangen and Delfshaven. As mentioned before the enterprises at Kruiskade and Nieuwe Binnenweg in ‘Het Oude Westen’ are very popular, not only for locals but as well for people from other cities; both streets are known for their multicultural shops (“WOW,” n.d.). However no online sources were found on the colourful enterprises which are located in the SANs in the district Delfshaven; but sources were found on the wide variety of restaurants such as Indian, Turkish, Indonesian, Surinamese, Ethiopic and Moroccan restaurants (“Restaurants in Rotterdam Delfshaven,” n.d.).

4.3.3 Bergpolder

Bergpolder is a neighbourhood which is located in the district Rotterdam Noord; it is not a very large neighbourhood, it consists of one postal code area. In 2007 Bergpolder had 7,390 inhabitants of whom 25% is of non-western origin. In 2007 the safety index of Bergpolder was -47 this is
relatively low compared to the other SANs in Rotterdam (Ter Haar, Schreven, Rienstra, 2008, p. 42). However according to the local government of Rotterdam, Bergpolder has strongly improved its safety; in 2009 the neighbourhood scored a seven point seven on a scale from one to ten (Gemeente Rotterdam, 2010, p. 26). At the moment the local government is cooperating with different parties to develop plans on restructuring the neighbourhood, but up till now there are no concrete projects developed (“Rotterdam, Bergpolder,” n.d.). In Bergpolder there are no tourist attractions, but the neighbourhood centre organizes activities and events for the inhabitants. Besides that, no online sources were found on the presence of colourful enterprises in the neighbourhood.

4.3.4 Overschie

Overschie is the only SAN in Rotterdam which is as well a whole council district, yet it is small. The district consists of one postal code area and only a small part is populated, the rest exists of an industrial area and pasture land. In 2007, 7,230 people lived in Overschie of whom 38% is of non-western origin (Mein, de Meere, van Wonderen, 2009, p.43, 44). For the safety index Overschie scored -44, however according to the local government of Rotterdam the district is very safe; in 2009 it scored an eight point four on a scale from one to ten (Gemeente Rotterdam, 2010, p.28). At moment the district is investing in middle expensive and expensive houses, because this type of houses is not yet available in Overschie. The expensive houses will be build at the southern entrance of the neighbourhood, this will contribute to an improved look. The profit of the sold expensive houses will be invested in renovating the eastside of the neighbourhood where a lot of middle expensive houses are located (Deelgemeente Overschie, 2010, p. 45). In Overschie there is a museum located, a park in which festivals are held, and once a month there is a guided tour through the neighbourhood. Furthermore, no online sources were found on the number of colourful enterprises in the area, only on the diversity of restaurants this was not very broad; there is a Dutch, a French and a Chinese restaurants located in Overschie (“Restaurants in Rotterdam Overschie,” n.d.).

4.3.5 Oud Zuid

Rotterdam Oud-Zuid consists of six SANs; these are Afrikaanderwijk, Bloemhof, Hillesluis, Katendrecht, Carnisse and Tarwijk. These neighbourhoods are located within two different districts namely: Feijnoord and Charlois (Ministerie van BZ, 2009g). The area is large it consists of six postal code areas. In 2007 Oud-Zuid had 71,820 inhabitants of whom 59% is of non-western origin, in the area there is also a church, a mosque and a Hindu temple located ,all of which contributes to a multicultural society. The safety index in 2007 for Oud-Zuid was -48 which is very low, over the years this has not changed the area is still not safe especially the neighbourhoods
Hillesluis and Tarwijk are unsafe (Mein, de Meere, van Wonderen, 2009, p. 45, 46). The Pact on South is a large scale restructuring project which also invests in the six SANs in Oud-Zuid, the project was started in 2006 and will be finished in 2016 (“Rotterdam, Pact op Zuid,” n.d.). In the six neighbourhoods there are numerous tourist attractions; such as a guide walk organized by ‘t Gilde’ and multicultural tours organized by City Safari. In the SANs in Oud-Zuid there are several colourful enterprises at the Afrikaanderplein and in Katendrecht there is a small China Town (“Op en rond het plein,” n.d.; “Katendrecht, ooit het eerste Chinatown, wordt weer Chinees,” 2008).

4.3.6 Vreeuwijk

Vreeuwijk is a neighbourhood which is located in the south of Rotterdam in the district Feijnoord. The neighbourhood is not very large, it consists of one postal code area. In 2007 Vreeuwijk had 12,810 inhabitants of whom 19% is of non-western origin, this is a very low percentage compared to the other SANs in Rotterdam. For the safety index the neighbourhood scored -42, this is higher than the average SAN which scored -44. According to the city of Rotterdam, Vreeuwijk is a safe area; in 2009 the neighbourhood scored a six point eight on a scale from one to ten (Gemeente Rotterdam, 2010; Ter Haar, Schreven, Rienstra, 2009, p.47). As mentioned in the previous subsection, the Pact of South is a large scale restructuring project this project also invests in Vreeuwijk (“Rotterdam Pact van Zuid,” n.d.). On the internet no sources were found on the presence of tourist attractions and colourful enterprises in the neighbourhood.

4.3.7 Zuidelijke Tuinsteden

The Zuidelijke Tuinsteden consists of two SANs these are Pendrecht and Zuidwijk, both areas are located within the district Charlois (Ministerie van BZ, 2009h). The Zuidelijke Tuinsteden consists of two postal code areas; in 2007 the area had 24,540 inhabitants of whom 44% is of non-western origin. For the safety index the Zuidelijke Tuinsteden scored -46 which is lower than average SAN. According to the city of Rotterdam, Pendrecht is relatively safe; in 2009 the neighbourhood scored a five point four on a scale from one to ten and in that same year Zuidwijk scored a seven, which indicates that the neighbourhood is safe (Ter Haar, Schreven, Rienstra, 2009, p. 48, 49; Gemeente Rotterdam, 2010, p. 6). The Zuidelijke Tuinsteden is also part of the large scale restructuring project of the Pact of South. In both neighbourhoods there are also individual restructuring projects, the one in Pendrecht was completed in 2010 and the project in Zuidwijk will be finished in 2015 (“Rotterdam Pact op Zuid,” n.d.; “Pendrecht Zuidwijk,” n.d.). On the internet no online sources were found on the presence of tourist attractions and on colourful enterprises in both neighbourhoods.
4.4 Utrecht

In the Utrecht there are four ‘Special Attention Neighbourhoods’ located; these are Kanaleneiland, Ondiep, Overvecht and Zuilen Oost. The city had in 2007, 288,400 inhabitants of whom 23% lived in the SANs (Ter Haar, Schreven, Rienstra, 2008, p. 55). In the following subsections all SANs in Utrecht are analyzed using the seven criteria of the meso filter selection.

4.4.1 Kanaleneiland

The neighbourhood Kanaleneiland had in 2007, 20,890 inhabitants of whom 58% is of non-western origin. The neighbourhood is not very large, it consists of two postal code areas. For the safety index Kanaleneiland scored -46 which is very low (Ter Haar, Schreven, Rienstra, 2008, p. 55, 57). In 2006, the neighbourhood was very negative in the media, due to the increasing youth crime this gave the neighbourhood a very negative image. Much was done by the city of Utrecht to decrease criminality, this resulted in a decrease of 6% in 2008 (“Criminaliteit Kanaleneiland 6% gedaald,” 2008). In 2007 a large project was started to restructure the neighbourhood, many new houses will be build and the shopping centre will be renewed, this project will be finished in 2017 (“Utrecht Kanaleneiland,” n.d.). No online sources were found on the presence of tourist activities in Kaneneiland this is the same for colourful enterprises, however a little variation in restaurants was found; there are French, Italian and Chinese restaurants located in the neighbourhood (“Restaurants in Utrecht Kanaleneiland,” n.d.).

4.4.2 Ondiep

The neighbourhood Ondiep is not big, it consists of one postal code area in which 6,560 people lived in 2007. The percentage of people with a non-western background is 21% this is relatively low compared to the other SANs (Ter Haar, Schreven, Rienstra, 2008, p. 55, 58). Ondiep is not a safe area, the main problems are: youth crime, domestic violence, care burglary and housebreaking (“Veiligheidssituatie in Noordwest,” 2010). From 2005 to 2015 a large part of the neighbourhood will be renovated, a part will be demolished and new houses will be build (“Utrecht Ondiep,” n.d.). Although online research was done on the presence of tourist activities and colourful enterprises in the neighbourhood, nothing was found on this subject.

4.4.3 Overvecht

Overvecht is the largest SAN in Utrecht, it consists of four postal code areas and in 2007, the neighbourhood had 30,970 inhabitants of whom 42% is of non-western origin (Ter Haar, Schreven, Rienstra, 2008, p. 59). In 2007 the neighbourhood got negative media coverage due to children (aged six to eight) who were causing a lot of trouble (“NOS journal - overlast door criminele Marokkaanse kinderen,” 2007). In 2005 a large scale project was started to restructure the
neighbourhood, this project will be finished in 2015 (“Utrecht Overvecht,” n.d.). No online sources were found on the presence of tourist attraction and colourful enterprises. However a few restaurants were found which serve dishes from different cultures; these are Surinamese, Dutch and Chinese restaurants (“Restaurants in Utrecht Overvecht,” n.d.).

4.4 Zuilen Oost
Zuilen Oost is part of the neighbourhood Zuilen, the eastern part of the neighbourhood consists of one postal code area in which 7,740 people lived in 2007. From the inhabitants of Zuilen Oost 33% is of non-western origin, this is less than the average SAN in which 48% of the inhabitants is of non-western origin (Ter Haar, Schreven, Rienstra, 2008, p. 18, 59). In 2007 there was a big problem concerning youth crime, for that reason the mayor gave twenty-seven youngsters a ban to meet with each other in the public space. (“Samenscholingsverbod in Zuilen-Oost,” 2009). Out of the safety monitor of Utrecht in 2009 it was concluded that the eastern part of Zuilen is unsafe; therefore the area became one of the focus locations in 2010 (“Veiligheidssituatie in Noordwest,” 2010). In 1995 a restructuring project was started in Zuilen, however in this project the eastern part of the neighbourhood was not included (“Utrecht Zuilen,” n.d.). Although online research was done on the presence of tourist activities and colourful enterprises in the neighbourhood, nothing was found on this subject.

4.5 Conclusion
This section will conclude on the outcome of the meso filter selection; all SANs are scored and ranked in table six. The top three locations will go through to the next phase, the micro filter selection. As shown in table six the three highest scores are obtained by the following SANs: Amsterdam Zuid-Oost, the Western part of Rotterdam and Amsterdam Nieuw-West. In the last phase interviews will be held to see if the suitable districts are interested in the concept. Amsterdam Zuid-Oost is the most suitable location for the concept, because the neighbourhood is completely renewed and the district is still investing in this, there is a wide variety of cultures and religions and there are many tourist attractions as well as colourful enterprises. With other words, there is enough to promote in the area, however the Bijlmer is not a very safe neighbourhood.

The second best location is the western part of Rotterdam which consists of seven neighbourhoods, which are again located in two different districts: the Centre and Delfshaven; this could make it hard when requesting for subsidy. However, it is not an option to only focus on one of the districts, because together they are suitable for the concept, but not separately; for example the colourful enterprises are located in the district Centre, because of this the neighbourhood received a plus for the criterion seven. On the other hand, Het Ouden Westen in the district Centre, does not have a
mosque and a Hindu temple and Delfshaven does, for this reason the SAN received two plusses for criterion two. Both districts are unsafe this is the only aspect which they have in common.

The third location which will be examined in the micro phase is Amsterdam Nieuw-West. The district is the safest location in the top three. An obstacle could be that within the SANs in Nieuw-West there are no tourist attractions, nevertheless in the district itself there are several tourist activities. Furthermore, the district has a large diversity of cultures, there is no tourist information centre located in the neighbourhood which is a positive aspect and there are several renovation projects in the SANs.

Table 6

<table>
<thead>
<tr>
<th>Neighbourhoods</th>
<th>Amsterdam Criteria</th>
<th>I</th>
<th>II</th>
<th>III</th>
<th>IV</th>
<th>V</th>
<th>VI</th>
<th>VII</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noord</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Nieuw-West</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Bos en Lommer</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Oost</td>
<td>-</td>
<td>+</td>
<td>-</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Bijnmer</td>
<td>-</td>
<td>++</td>
<td>+</td>
<td>++</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Rotterdam Criteria</td>
<td></td>
<td>I</td>
<td>II</td>
<td>III</td>
<td>IV</td>
<td>V</td>
<td>VI</td>
<td>VII</td>
<td></td>
</tr>
<tr>
<td>Northern area</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>4</td>
</tr>
<tr>
<td>Western area</td>
<td>-</td>
<td>++</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Bergpolder</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Overschie</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Oud Zuid</td>
<td>-</td>
<td>++</td>
<td>+</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Vreeuwijk</td>
<td>+</td>
<td>+/-</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Zuidelijke Tuinsteden</td>
<td>+/-</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Utrecht Criteria</td>
<td>I</td>
<td>II</td>
<td>III</td>
<td>IV</td>
<td>V</td>
<td>VI</td>
<td>VII</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>---</td>
<td>----</td>
<td>-----</td>
<td>----</td>
<td>---</td>
<td>----</td>
<td>-----</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kanaleneiland</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ondiep</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overvecht</td>
<td>-</td>
<td>+</td>
<td>+/-</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td>+/-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zuilen Oost</td>
<td>-</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Kanaleneiland: 8
Ondiep: 12
Overvecht: 9
Zuilen Oost: 13
Part V: Micro Filter Selection

5.1 Introduction
The last phase of the selection is the micro filter phase, in this part the results of the meetings with the representatives of the districts are described and analyzed in order to find a suitable location for City Mondial. On May 13, 2011, two interviews were held with the districts Amsterdam Zuid-Oost and Amsterdam Nieuw-West. At both meetings the assignment provider was present he requested to participate in the meetings; his role was to talk about the work of City Mondial, its successes and to ‘promote’ the concept. My role was to introduce the reason for the meeting, name what was researched and why the location is suitable, ask questions regarding the interest of the district in the concept and ask questions about which steps should be made by organization in order to start the process of extending the concept.

As mentioned before the SANs in the western area of Rotterdam are located within two districts: Delfshaven and the Centre. Several telephone calls were made and emails were sent to set up meetings, but it was impossible to get in touch with the right person. The same problem occurred for all three SANs, therefore the contact details from the representatives of Zuid-Oost and Nieuw-West were provided by Mr Palm from the Ministry of Internal Affairs and Kingdom Relations, unfortunately he did not had any contacts in the western part of Rotterdam. Eventually on May 17, 2011 the assistant of Ms Bebelaar contacted me for a meeting on May 30, 2011; Ms Bebelaar is municipal councillor of economy and culture for the district Delfshaven. Unfortunately, the results of the meeting will not be described in this report, because the meeting is set after the deadline of the report, therefore the results will be presented during the final project defence. In the following sections the results of the meetings with Amsterdam Zuid-Oost and Amsterdam Nieuw-West are described, after that there is a conclusion on the findings.

5.2 Amsterdam Zuid-Oost
On May 13, 2011 a meeting/ interview was held with Mr Chelsey Rach, director of the town hall Amsterdam Zuid-Oost (see appendix four for the interview). The following subsections include five subjects which were discussed with Mr Rach during the meeting; these are the city marketing of Zuid-Oost, activities and enterprises in the area, the benefits of City Mondial for the district and following steps which should be made by City Mondial in order to possibly extend the concept to Zuid-Oost.

5.2.1 City Marketing of Zuid-Oost
Partners of Zuid-Oost was established in 2007, it is an independent organization which is responsible for executing the city marketing policy of Amsterdam Zuid-Oost. The organization is
completely financed by the regional government and its role is to attract (potential) inhabitants, enterprises and tourists to the district; the organization can be compared to ‘Den Haag Marketing’ (see section 1.6). At the moment the relationship between the council district and Zuid-Oost Partners is not going very smooth, this should be improved in order to maximize the promotion of the district. If the concept of City Mondial will be extended to Amsterdam Zuid-Oost the organization Zuid-Oost Partners would in cooperation with City Mondial execute the city marketing policy, therefore the organization is relevant for City Mondial.

5.2.2 Activities in Zuid-Oost

According to Mr Rach the events and festivals which are organized in Zuid-Oost are the strength of the activities in the district. The most popular festival is ‘Kwakoe Summer Festival’ research has shown that the Kwakoe festival is the second on the ranking list of most well-known outdoor festivals in Amsterdam, number one is the ‘Uitmarkt’ and number three on the list is ‘The Gay Pride’ which are both held in the city centre. Other cultural events in Amsterdam Zuid-Oost are ‘Dance with Kings’ an African event and ‘Mela’ a Hindustan event. Mr Rach was very positive about the concept of City Mondial, but he wondered which activities specifically could be promoted by the organization, therefore he requested to do more in-depth research on the activities. The Kwakoe festival, Bijlmer Park and theatre and the tours and workshops of Bijlmer Experience and Bijlmer Tours, could be part of the promotion of City Mondial. In addition Mr Rach advised to include the unique architecture of the neighbourhood to the promotion of Zuid-Oost; because, there are many new houses built in different styles and there are also some older 50s/60s high-rise flat blocks still present in the area. In Zuid-Oost there is a very large diversity of cultures present, especially many people from Africa and Surinam; creating a theme within an area could help to attract more people, examples of this are China Town and India Town.

5.2.3 Enterprises in Zuid-Oost

Mr Rach also wanted to have more specific details on which enterprises could be part of the promotion of City Mondial. He mentioned that the small enterprises were financially supported by an organization in the area, however when the financial aid stopped the small enterprises had difficulties; according to him financial aid is not the solution to support these entrepreneurs. At the moment the district is developing in cooperation with large businesses from the area a project to support small entrepreneurs by sharing experiences and expertise. According to Mr Rach the concept of City Mondial could also support the enterprises in Zuid-Oost.

5.2.4 Benefits of City Mondial for Zuid-Oost

The main goal of City Mondial is to increase the purchasing power, in addition the concept also helps improving the image of the area; these aspects are very beneficial to Zuid-Oost. During the
meeting Mr Rach said that Zuid-Oost is the poorest district of Amsterdam and all projects which could improve the economy are more than welcome. He also mentioned several times that improving the image of Zuid-Oost is very important because potential buyers, companies and tourists are still ‘afraid’ of the Bijlmer. The only way in which the district is trying to improve the negative image at the moment is by organizing events and renovating and restructuring two third of the district. According to Mr Girwar, the assignment provider, festivals do not help to improve the image of a city, because it only attracts people on a specific day to a specific location; it is a temporary peak which does not affect the overall image of the neighbourhood or district. It takes more than visiting a festival for people to change a negative image into a positive one. To conclude, the promotion of Zuid-Oost by City Mondial could be very beneficial for the district, especially in order to increase the purchasing power and improve the image.

5.2.5 Following Steps
Mr Rach has a high position within the town hall, however he is not in charge to decide on matters such as taking over the concept of City Mondial. Therefore he contacted Marcel la Rose, chairman of the board of Zuid-Oost and municipal councillor of public order and safety, economy (including tourism), public affairs, labour market, communication and social participation (Gemeente Amsterdam Stadsdeel Zuid-Oost, 2010). Mr la Rose is interested in hearing more about the concept and a meeting will be scheduled with him as soon as possible. During the meeting with Mr Rach he advised City Mondial to do more in-depth research on which specific activities and enterprises could be part of the promotion of the organization, this research should be done by City Mondial.

5.3 Amsterdam Nieuw-West
On the May 13, 2011 an interview/meeting was held with Mr Hüseyin Kilinc, policy advisor of the public service delivery in the fields of housing, work, welfare and education (see appendix five for the interview). The following subsections include two subjects which were discussed with Mr Kilinc during the meetings; these are the activities and enterprises and following steps which should be made by City Mondial in order to possibly extend the concept to Nieuw-West.

5.3.1 Activities and Enterprises
According to Mr Kilinc the concept is very interesting and could be successful in Nieuw-West. But, just like Mr Rach from Zuid-Oost, Mr Killinc also requested to do more in-depth research on specific activities and enterprises which would be part of the promotion of City Mondial.

5.3.2 Following Steps
Mr Kilinc is not in charge to make decisions regarding to the subject, but he will pass on all information retrieved from the meeting to the municipal councillors in charge; these are Mr
Baâdoud of economy and Mr Mauer of social participation. Mr Kilinc will advise both of them about the positive aspects of the concept. If the municipal councillors are interested in hearing more about the concept then they will contact Mr Girwar. The contact details of Mr Baâdoud, chairman of the board of Nieuw-West and municipal councillor of economy, finances, general affairs and employment, were as well profited by Mr Palm (Gemeente Amsterdam Stadsdeel Nieuw-West, n.d.). However, Mr Baâdoud was not able to meet within one month and for that reason he was not interviewed, but his contact details are passed on to Mr Girwar, so if necessary he could make an appointment. It could be added to the research that in the district there are many colourful enterprises, after visiting the district for the meeting with Mr Kilinc, many enterprises were noticed which could be promoted by City Mondial; such as various shops and a hotel around Plein ’40-45.

5.4 Part Conclusion

From the micro filter phase it can be concluded that Amsterdam Zuid-Oost is most suitable for the extension of the concept. Because, the meeting with Mr Rach showed that the location has more to offer then was retrieved from the desk research; for example the unique architecture and several events which are organized each year. In addition, the location could benefit from the outcomes of the work of City Mondial in order to increase the purchasing power and improve the image. Besides that the director is very interested in the concept this could have an influence on the outcome of the further meetings with Mr la Rose, municipal councillor of economy and tourism. It can also be concluded that connections or a network within the national, local or regional government are very important and useful. As shown with the case of Rotterdam it was almost impossible to get in touch with the suitable person and to meet and talk about the subject. On the other hand when the name of Mr Palm was mentioned it helped to receive quick replies on emails and meetings were set soon, with the districts Amsterdam Zuid-Oost and Nieuw-West. Although, there has not been a meeting yet with any of the districts in Rotterdam, one is scheduled with Delfshaven, therefore the western part of Rotterdam is still an option for the extension of the concept. It can be concluded that Amsterdam Nieuw-West is also a potential location for the extension of the concept because, the micro filter phase showed that the policy advisor, Mr Kilinc is very interested in the concept; he indicated that the concept could work for the district. However, he is not the one who is in charge of taking decisions, but he will advise the municipal councillors of economy and social participation about the positive aspects of the concept. It can be concluded from the meetings with Amsterdam Zuid-Oost and Nieuw-West that more in-depth research must be done on the specific activities and enterprises in the area which could be promoted by City Mondial.
Part VI: Conclusion and Recommendations

6.1 Introduction
In this part the conclusion of the report is discussed as well as the recommendations. In the first section the central question is answered: Is it feasible to extend the concept of City Mondial to a different city or cities in The Netherlands? In the second section the recommendations for City Mondial are described and in the third section a possible method for doing further research is explained.

6.2 Conclusion
This section is a conclusion on the whole report; first the reasons for City Mondial to extend the concept are mentioned, after that the finding of each selection phase are concluded and at the end the central question is answered.

6.2.1 Reasons for Extending the Concept
At the moment City Mondial is only located in The Hague, but the organization is interested in extending the concept to a different location in The Netherlands in order to secure the continued existence and improve more multicultural neighbourhoods. As mentioned in the introduction of the report the continued existence of the organization is not guaranteed, because the local government of The Hague is economizing on city marketing and according to minister Verhagen the multicultural society is failed. If City Mondial is located in several or at least one other location besides The Hague, the continued existence of the organization is more secure. In addition, City Mondial feels the need to improve multicultural neighbourhoods not only in The Hague, but also in other cities in The Netherlands. The organization does not know which location is suitable for the extension of the concept and if it is feasible to extend the concept; for this reason a feasibility research was done. The following subsection have concluded on the relevant findings of each phase which were discussed in this report.

6.2.2 Conclusion on the Finding of Each Phase
The selection process of the research consisted of four phases: the pre-filter phase, the macro phase, the meso phase and the micro phase. The research started with the pre-filter phase from which it can be concluded that the ‘Special Attention Neighbourhoods’ which are located Amsterdam, Rotterdam and Utrecht were most suitable to focus the research on. Because, three out of the four City Mondial neighbourhoods are also part of the SANs; in addition all SANs could benefit from the concept of City Mondial and the three largest cities resemble The Hague most.
The macro filter phase has shown that all three cities: Amsterdam, Rotterdam and Utrecht equally scored on the basis of two criteria, which were about the content of the city marketing policy and the number of tourists who visited the area in previous years. Therefore, all three cities went through to the next phase.

The meso filter was the most selective phase in which sixteen SANs were critically analyzed on the basis of seven criteria: safety, diversity, renovation projects, tourist attractions, presence of tourist information centre, scale and colourful enterprises. Only the top three SANs went through to the last phase, the micro phase these were Amsterdam Zuid, the western part of Rotterdam and Amsterdam Nieuw-West. It can be concluded that the strongest points of Amsterdam Zuid-Oost are the diversity in cultures and religions and the high number of tourist attractions, however the neighbourhood the Bijlmer is not very safe. The strongest points of the western part of Rotterdam are the diversity in cultures and religions and the number colourful enterprises in ‘Het Ouden Westen’, however the neighbourhoods are not very safe, besides that the SAN is located in two districts which could be a problem when requesting for subsidy. Amsterdam Nieuw-West is the safest of all three areas, however there are no tourist attractions located within the focus areas of the SAN.

In the micro filter phase meetings were held with Amsterdam Zuid and Nieuw-West. Unfortunately, there was no meeting with the two districts (Delfshaven and the Centre) in the western part of Rotterdam; but on May 30, 2011 a meeting is scheduled with a representative of Delfshaven. It could be concluded that having contacts within the regional, local or national governments is helpful in order to set meetings. In addition, the representatives of Zuid-Oost and Nieuw-West were very interested in the concept, but the representative of Nieuw-West could not give much information. Both representatives mentioned that further research should be done on the specific activities and enterprises which could be promoted in the district by City Mondial.

6.2.3 Feasibility on the Extension of the Concept
The feasibility of the extension of the concept was analyzed in total on the basis of eleven criteria; one in the pre-filter phase, two in the macro phase, seven in the meso phase and one in the micro phase. It can be concluded that it is feasible to extend the concept to at least one district in The Netherlands, this is Amsterdam Zuid-Oost. The district passed all criteria, therefore it is a suitable location for the extension of the concept. As for the other two locations which passed ten of the eleven criteria it is not completely sure if it is feasible to extend the concept. With the western part of Rotterdam there were no meetings, for that reason it cannot be measured if the districts are interested in the concept. The representative of Nieuw-West could not give much information regarding the possible extension of the concept to the district, he also did not have much influence.
on the outcomes of the subject. In addition, there are no tourist attractions found in the focus
neighbourhoods within Nieuw-West. However, both locations are still options for the extension of
concept and should be further researched by City Mondial.

6.3 Recommendations

The research has shown that it is feasible to extend the concept of City Mondial to Amsterdam
Zuid-Oost, therefore it is recommended to extend the concept to this district. However, the western
part of Rotterdam and Amsterdam Nieuw-West are also options for the extension of the concept
and therefore these SANs should be taken into account as well. In the following subsections the
recommendations for City Mondial for each of the three locations are explained.

6.3.1 Amsterdam Zuid-Oost

In order to start the process of extending the concept to Amsterdam Zuid-Oost, City Mondial
should do several things. First, it is recommended to meet with municipal councillor la Rose as
soon as possible, because recently Mr Rach informed him about City Mondial; if the organization
waits to long before meeting with Mr la Rose, he could forget about the positive things Mr Rach
said. Besides that, it also shows that City Mondial is really committed to extend the concept to
Zuid-Oost.

Secondly, for an introduction meeting with the municipal councillor la Rose it is recommended to
make a Powerpoint presentation or fact sheet about the concept. Because, during the previous
meetings it was noticeable that the concept was not completely understood, to prevent
misunderstand a Powerpoint or fact sheet will help to clear things out and make the concept and
the successes of City Mondial clear from the beginning.

Thirdly, it is recommended to do more in-depth research on the specific enterprises and activities
which could be promoted by City Mondial. After the introduction meeting with the municipal
councillor la Rose, he will probably request just like Mr Rach to list specific activities and
enterprises and to add detailed information of the locations, which could be part of the promotion
of City Mondial.

Fourthly, in the future when the concept of the organization will be extended to Zuid-Oost, City
Mondial in cooperation with the district should make a detailed plan which covers the following
aspects: the role and responsibilities of the organization, the role of the district, the finances
(subsidy), the location for the office and tourist information centre and a detailed analysis of the
enterprises and activities which will be promoted. Also it is recommended that when the concept
will be extended to a Zuid-Oost the two employees of the work unit do the job interviews, because
they know what qualities an employee of City Mondial should posses.
6.3.2 Amsterdam Nieuw-West
As for Amsterdam Nieuw-West it is recommended to contact Mr Baâdoud and Mr Mauer, but the organization should wait about two weeks with this. Firstly, contact Mr Kilinc if he already passed on his positive advice and information to the municipal councillors, if not make sure he does this and contact the municipal councillors, this shows that the organization is committed to extend the concept. However, keep Mr Kilinc posted if an appointment is set and inform him about the outcomes of the meeting. All contact details of the above mentioned municipal councillors are forwarded to the assignment provider. Secondly, as mentioned in the previous subsection about Amsterdam zuid-Oost the organization should also make a Powerpoint presentation or fact sheet about the concept for the introduction meeting with the municipal councillors of Nieuw-West in order to prevent misunderstand. A Powerpoint or fact sheet will help to clear things out and make the concept and the successes of City Mondial clear from the beginning. Thirdly, it is recommended for City Mondial to do more in-depth research on the specific enterprises and number of tourist attractions in the SANs located in Nieuw-West. Because, the meso filter selection showed that there are no tourist attractions in these neighbourhoods. However only desk research was done on this matter so now field research should be done to find out more, in section 6.4 a possible method for doing the research is explained. In addition, Mr Kilinc requested to more research on this matter.

6.3.4 The Western Part of Rotterdam
City Mondial should find within their network people with connections in the district the Centre of Rotterdam in order to measure the interested in the concept. A meeting is scheduled with Delfshaven, but the western part of Rotterdam is only suitable to extend the concept if both districts are interested in the concept, therefore a meeting with a representative of the district the Centre must scheduled. It would be a missed opportunity if the organization would not meet with the district to introduce the concept.

6.4 Possible Method for Doing Further Research
In this subsection a possible method for doing further research on the colourful enterprises and tourist activities in the districts Amsterdam Nieuw-West and Zuid-Oost are explained. As mentioned before there are not many enterprises and no tourist activities in the SANs located in Nieuw-West, so further research should be done on the exact number touristic offer in order to know if it is feasible to extend the concept of City Mondial to the district. Also, further research should be done on specific enterprises and activities which could be part of the promotion of the organization in Zuid-Oost, this is requested by the director. The best method to do this research is by giving the assignment/project to a student who is doing his/her placement at City Mondial. The student should do desk research but mainly field research; the researcher should visit the location
because without names of enterprises it is hard to find anything on the internet since most small enterprises do not have a web site. The student could also look for flyers and promotion materials which are spread in the area to know what the touristic offer of the districts exactly contains.
References

AT5. (2011, April 22). Amsterdam Oost. Retrieved April 22, 2011, from the AT5 Web site:
   http://www.at5.nl/nuur/oost


   http://www.bijlmertours.nl/index.html


   http://www.citymondial.nl/city-mondial.html

Feasibility Study on Extending the Concept of City Mondial

Manuela Sadal

Criminaliteit Kanaleneiland 6% gedaald. (2008, January 1). Retrieved April 23, 2011, from the

Algemeen Dagblad Web site:
http://www.ad.nl/ad/nl/1039/Utrecht/article/detail/37437/2008/01/29/Criminaliteit-
Kanaleneiland-6-gedaald.dhtml

http://www.kei-

http://www.doraskitchen.nl/

http://www.amsterdam.nl/gemeente/stadsdelen/hoe_werkt_het/


http://www.amsterdam.nl/gemeente/stadsdelen/informatie_zeven
http://www.amsterdam.nl/algemene_onderdelen/indexen/nieuws/actueel_feiten_en/?ActItmIdt=340049&ActLbl=inwoneraantal

http://www.os.amsterdam.nl/tabel/6914/


http://www.nieuwwest.amsterdam.nl/bestuur_en/dagelijks_bestuur/stadsdeelwethouders/

http://www.noord.amsterdam.nl/3576/Wandel-_en_fietsroutes

http://www.noord.amsterdam.nl/84315/TIP-locaties


http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/amsterdam/wijk-amsterdam-noord

http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/amsterdam/wijk-westelijke-tuinsteden-amsterdam

http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/amsterdam/wijk-amsterdam-oost

http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/rotterdam

http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/rotterdam/rotterdam-noord
http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/rotterdam/rotterdam-west

http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/rotterdam/rotterdam-oud-zuid

http://www.rijksoverheid.nl/onderwerpen/aandachtswijken/40-aandachtswijken/rotterdam/zuidelijke-tuinsteden-rotterdam

http://www.rijksoverheid.nl/onderwerpen/aandachtswijken


Feasibility Study on Extending the Concept of City Mondial

Manuela Sadal


Appendix I: Interview with Mr Girwar

On February 23, 2011 an interview was held with Mr Girwar, project manager at City Mondial and assignment provider. The interview questions were divided into three parts: the research proposal, the organization (internal overview) and the external parties (external overview). Below the questions and answers of the interview are listed.

The research Proposal

1. What is exactly the problem?

City Mondial wants to extend its concept to a different city in The Netherlands, but we do not know to which city and if it is feasible to extend the concept. The reason why we want to extend the concept is because the local government of The Hague is economizing on city marketing and there are integration problems according to minister Verhagen the multicultural society has failed. The continuality is not secure and if we manage to extend the concept to at least one other city it would help, the city of The Hague would then less easy say that they decreasing our budget even more or that the organization needs to go completely. We also want to contribute to improving colourful neighbourhoods via tourism, and give these areas an economic boost and stimulate integration, not only in The Hague but also at different locations, this is a social interest of City Mondial.

2. What exactly is the interest of City Mondial to extend the concept? Why does the organization wants to extend the concept? Does it have anything to do with the right to exist, because the PVV recently asks questions about the interest of City Mondial in the local council?

As said before there are two interests: continuality and social interest. According to minister Verhagen, the multicultural society has failed and the local government is economizing n city marketing, this brings the continuality of the organization in danger. But this has nothing to do with the PVV asking questions about the interest of City Mondial, because they are asking questions in the local council about each ‘multicultural organization’.

3. What exactly needs to be feasible? What should be clear in the recommendations? Which information needs to come out of my research?

Is there a need for City Mondial, are governments interested in the concept? Which location would be suitable? Should the concept be implemented via the local or regional
government or is it possible to implement it on national level, for example by the ministry of Internal Affairs? These are things which could be researched.

4. How does City Mondial picture the way in which the concept should be extended? Outsourcing, ‘selling’ the concept or only advising? Who is going to lead the organization in a different city, City Mondial The Hague or the local government in which the city is located?

The role of City Mondial The Hague would be to advise and inform other cities about the concept, as a sort of developer and ‘founding father’. The organization should be independent and nonprofit, which is subsidized by the regional or local government in which it is located, with independent I mean that the organization itself can decide on what projects they investing the budget.

5. Is not necessary to ask the city of The Hague, for approval to extend the concept to another city?

No.

6. Does the feasibility needs to be measured within a certain time period, if so within what period?

Yes, it could before the end of this council period in 2014.

The organization (internal overview)

7. What is exactly the concept of City Mondial?

I will give you the ‘Activiteiten Plan 2011’ after this meeting and I will e-mail you the policy plan, in which you can find this in detail.

8. What is the vision and mission of the organization?

This, you can also find in the ‘Activiteiten Plan 2011’.

9. What has City Mondial achieved over the years in statistics? Does the organization shows the department city marketing each year how the organization has developed and progressed?

Isida (trainee from The Hague University), will e-mail you a list with facts and in the ‘Activiteiten Plan 2011’ and in the policy plan you can find this as well.
History

10. When was City Mondial founded?

Since 1996, the concept was developed but the organization exists since 2002.

11. By who is City Mondial established? Of which organization were these people? Or is the concept developed by the city of The Hague?

Dew Baboeram took the initiative to develop the concept, he went to the city of The Hague with the idea and they subsidized his plan, the local government played an important role in developing the organization. He was an inhabitant of one of the neighbourhoods, which are now part of the City Mondial area.

12. How is City Mondial established? Which steps were made? And on which basis/criteria are the neighbourhoods chosen? What was the starting budget?

See previous answer. I think the starting budget was about 600.000 gulden which is about 350.000-400.000 Euros.

13. What was the goals of the organization when it was founded? Has this changed over the years?

The main goals of the organization was to bring people from different cultures together and get to know each other’s cultures and to progress integration. Over the years this has changed, City Mondials main goal is of economic purpose, to increase the purchasing power via tourism, this also has the affect of developing integration and improving the image of the neighbourhoods.

14. Did the organization was always part of the city marketing policy?

No, a few years ago it was part of economy.

Finance

15. How does the organization request for subsidy and by who?

Each year at the end in November/December I make an activity plan for the upcoming year in which all proposed projects are explained and the amount of money it will costs. It is a detailed plan with all the costs for the next year, we had it in and the city of The Hague than provid City Mondial with the requested budget.
16. How much subsidy does City Mondial receive per year? How big is the entire city marketing budget of The Hague? How much do the two parties: ‘Bureau Binnenstad’ and ‘Den Haag Marketing’ receive and why is this more?

The total budget for all parties which execute the city marketing policy is about 7.5 million, and one party ‘Den Haag Marketing’ receives about 6 million of this budget, the rest is divided over four other parties: City Mondial, Scheveningen, Kijkduin and Stichting Haagse Binnenstad. Den Haag Marketing promotes entire The Hague and the other four parties focus on a particular area in The Hague. Stichting Haagse Binnenstad, receives about 200,000 euros from the government but, they also receive money from the market.

17. Despite of many cuts within the government in council period 2010-2014, the local governments do economize on city marketing. The government realize how important it is to promote their city and to attract tourists, potential inhabitants and companies. 20 out of the 30 governments invest in city marketing. Does City Mondial notice increase in budget or did this stay stable?

This is not true at all, the government is really economizing on city marketing, we see our budget decreasing and this is the same for the other four executing parties of the city marketing policy.

18. What budget should a local government invest in order to properly develop the concept of City Mondial?

There are no starting costs, there are fixed costs and campaigns/ projects each year. I would see about 250,000 Euros.

19. Why does City Mondial consist of only two employees?

Because we want to let the enterprises in the neighbourhoods execute most projects such as Basement, which creates flyers, posters etc. for City Mondial. We want to give the entrepreneurs in the area work, to increase their purchasing power, this would not happen if we hire all these people.
20. What does the board exactly do? To who are they accountable, to the city of The Hague?

They control the work unit which consists of Raheela and me. They supervise the activity plan and make strategic decisions for example: if the organization is going to focus more on improving economy or integration. The board is accountable to the city of The Hague.

Research

The research method was explained by me, including some proposed criteria to rank the cities by.

21. What do you think of these criteria? Which other criteria should be added?

It is a good idea, focus the following aspects: does the city have a city marketing policy? If yes, does City Mondial fits within this policy? What is the city marketing budget and how to they execute the policy, which parties are doing this? Does the government has budget about 250,000 Euros? Is the government interested in the concept? Which tourist activities and enterprises are located in the area? And is there a VVV or other tourist information centre nearby?

External Parties (external overview)

22. What is Bureau City Marketing exactly?

This bureau makes the city marketing policy it is a department of the city of The Hague, and the other five parties execute the policy. I will draw the structure.

23. Bureau Binnenstad, Den Haag Marketing en City Mondial are all three subsidized by the city of The Hague from the city marketing budget. Are there any other organizations which are financed as well by this budget?

Yes, Scheveningen and Kijkduin.

24. How are the contacts with the other bureaus?

The contacts are good.

25. Are there any other organizations such as City Mondial, which do the same work? If so, which one?

No, the concept of City Mondial is unique. City Safari in Rotterdam comes the closest to the concept but the difference is that they are not subsidized and they are a profit
enterprises, their goal is to make money and our goal is to stimulate the economy, so that small organization in the neighbourhood can make money.

26. **Under which department could City Mondial also be placed if the city does not have a city marketing department?**

Dienst Stedelijke Ontwikkeling (DSO), Economy or Toerism

27. **How are the contacts between the organization and the city of The Hague, how often do you meet with each other?**

There are good contact with the municipal councillors of DSO, and people from ‘Den Haag Marketing’. I am at the municipality at least ones a week.

28. **Could I focus my research of the ‘Special Attention Neighbourhoods’ of the Ministry of Internal Affairs?**

Yes, this is a very good idea.

29. **With which ministry (national government) does City Mondial have the most contacts?**

Internal Affairs and Kingdom Realitions with Walter Palm.
Appendix II : List of all Special Attention Neighbourhoods

<table>
<thead>
<tr>
<th>Cities</th>
<th>Attention neighbourhoods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alkmaar</td>
<td>Overdie</td>
</tr>
<tr>
<td>Amersfoort</td>
<td>De Kruiskamp</td>
</tr>
<tr>
<td>Amsterdam</td>
<td>- Amsterdam Noord</td>
</tr>
<tr>
<td></td>
<td>- Nieuw-West</td>
</tr>
<tr>
<td></td>
<td>- Bos en Lommer</td>
</tr>
<tr>
<td></td>
<td>- Amsterdam Oost</td>
</tr>
<tr>
<td></td>
<td>- Bijlmer</td>
</tr>
<tr>
<td>Arnhem</td>
<td>- Klarendal</td>
</tr>
<tr>
<td></td>
<td>- Presikhaaf</td>
</tr>
<tr>
<td></td>
<td>- Het Arnhemse Broek</td>
</tr>
<tr>
<td></td>
<td>- Malburgen/ Immerloo</td>
</tr>
<tr>
<td>Den Haag</td>
<td>- Stationsbuurt</td>
</tr>
<tr>
<td></td>
<td>- Schilderswijk</td>
</tr>
<tr>
<td></td>
<td>- Transvaal</td>
</tr>
<tr>
<td></td>
<td>- Den Haag Zuid-West</td>
</tr>
<tr>
<td>Deventer</td>
<td>Rivierenwijk</td>
</tr>
<tr>
<td>Dordrecht</td>
<td>Wielwijk Crabbehof</td>
</tr>
<tr>
<td>Eindhoven</td>
<td>- Woensel West</td>
</tr>
<tr>
<td></td>
<td>- Doornakkers</td>
</tr>
<tr>
<td></td>
<td>- Bennekel</td>
</tr>
<tr>
<td>Enschede</td>
<td>Velve-Lindenhof</td>
</tr>
<tr>
<td>Groningen</td>
<td>Korrewegwijk</td>
</tr>
<tr>
<td>Heerlen</td>
<td>Meezenbroek</td>
</tr>
<tr>
<td>Location</td>
<td>Towns/Neighborhoods</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>Leeuwarden</td>
<td>Heechterp/ Schieringen</td>
</tr>
<tr>
<td>Maastricht</td>
<td>Maastricht Noordoost</td>
</tr>
<tr>
<td>Nijmegen</td>
<td>Hatert</td>
</tr>
<tr>
<td>Rotterdam</td>
<td>- Rotterdam West</td>
</tr>
<tr>
<td></td>
<td>- Rotterdam Noord</td>
</tr>
<tr>
<td></td>
<td>- Bergpolder</td>
</tr>
<tr>
<td></td>
<td>- Overschie</td>
</tr>
<tr>
<td></td>
<td>- Oud Zuid</td>
</tr>
<tr>
<td></td>
<td>- Vreewijk</td>
</tr>
<tr>
<td></td>
<td>- Zuidelijke Tuinsteden</td>
</tr>
<tr>
<td>Schiedam</td>
<td>Nieuwland</td>
</tr>
<tr>
<td>Utrecht</td>
<td>- Kanaleneiland</td>
</tr>
<tr>
<td></td>
<td>- Ondiep</td>
</tr>
<tr>
<td></td>
<td>- Overvecht</td>
</tr>
<tr>
<td></td>
<td>- Zuilens Oost</td>
</tr>
<tr>
<td>Zaanstad</td>
<td>Poelenburg</td>
</tr>
</tbody>
</table>
Appendix III: Interview with Mr Palm

On March 18, 2011 an interview was held with Mr Palm, senior policy advisor on Housing, Communities and Integration at the Ministry of Internal Affairs and Kingdom Relations.

1. **What is your position within the ministry?**
   
   I am senior policy advisor on Housing, Communities and Integration at the Ministry of Internal Affairs and Kingdom Relations.

2. **Do you think that the concept of City Mondial can be implemented on national level, so that all cities can take it over, and City Mondial could be a part of the ‘Landelijke Alliantie voor Wijkaanpak’? Or do you think it is better to focus on each cities apart? Please motivate your answer.**
   
   The best thing is to research cities individually, because not all cities in The Netherlandse are suitable for the concept of City Mondial.

3. **I want to focus my research on the ‘Special Attention Neighbourhoods’ (SANs) of this ministery. To which cities could the concept of City Mondial fit best? Please motivate your answer.**
   
   Good idea, but the best thing is to focus the research on the G4, these are the four largest cities in The Netherlands which is: Amsterdam, Rotterdam, The Hague and Utrecht. In The Hague the organization is already located so, focus on the three other cities because these cities have the same characteristics such as The Hague, because they are large so the scale is similar, there are many different cultures present in these cities and they all have a city marketing profile. In a city marketing profile you can see how the city wants to position itself, for example a few years ago municipality councilor Rabin Baldewsingh was promoting intergration the ‘day of the meeting’ was organized, at that moment the organization City Mondial fitted very well in the positioning of the city.
   
   There are a few criteria which a city should posses to be a suitable location for City Mondial these are: safety, scale, renovated neighborhoods, the way the city wants to position itself, and the presence of the three world religions so there must be a mosque, a church and a Hindu temple, this is a sign of diversity in the area and off course there must be tourist activities in the area. These are all aspects which The Hague and especially the neighbourhoods of the City Mondial area have.
We could take a look at all ‘Special Attention Neighbourhoods’ on your list which are located within the G4, and I will give you my opinion about the locations. Utrecht has a large problem concerning the safety, the Moroccan youth are causing much trouble in the neighbourhoods especially a few years ago the neighbourhoods: Kanaleneiland, Overvecht and Zuilen Oost were very negative in the media. Maybe you remember the documentary of Prem on his show Pretime on Nederland3, in which Moroccan children ‘attacked’ him. Also the neighbourhoods have mainly high-rise flats which is not very inviting for tourists. For example in The Hague, the Paul Krugerlaan which is part of the City Mondial area is completely renewed, now the street look much better because most high flats are demolished. In Utrecht there is only one area behind Central Station which could be promoted, it is a YUP (Young Urban Professional) neighbourhood in which many different cultures are present, however the neighbourhood is very small, so there you have a problem concerning the scale.

Amsterdam Zuid-Oost the Bijlmer, is a very interesting location to research, recently the district is completely renewed and most high-rise flat blocks are demolished. Within the neighbourhood the Bijlmer there are many different culture present and there is a mosque, church and mandir (Hindu temple). Each year there is the Kwakoe Summer Festival in Zuid-Oost which is really popular. In Amsterdam Nieuw-West there are also many renovation projects at the moment, the district is recently formed since 2010, before that it existed out of smaller districts.

Rotterdam, has problems with their city marketing, it is a nice city but foreign tourists still do not visit it, in the same way such as Amsterdam or The Hague. Once a year in Rotterdam there is the Caribbean Summer Carnival, which is attracting many people from in and outside the city. The shopping street Kruiskade is well-known but it is not renewed or renovated. What also could be interesting because you are doing European Studies is to compare for example The Hague with London and Paris and see what these cities are doing for city marketing and if the cities have a comparable organization such as City Mondial.

4. **Do you have any contacts persons at local government which I could contact in a further stadium of my research?**

Yes, no problem just let me know which cities are according to your research suitable and I will see if I have contacts. I really recommend to contact Mr Rach from Amsterdam Zuid-Oost. Because I think Zuid-Oost would be a suitable location for City Mondial.
Appendix IV: Interview with Mr Rach

On May 13, 2011 an meeting/ interview was held with Mr Rach, director of the town hall Amsterdam Zuid-Oost.

1. What do you think about the concept?

It is a good concept and I am very interested in the concept. However, I do not have the expertise to estimate the life impressionability of the organization.

2. Would it work in Zuid-Oost? Please motivated your answer.

Yes, it could work in Zuid-Oost, because there are a lot of interesting aspects the district has which could be promoted, such as its events and festivals, the Bijlmer Park and the diversity in architecture. However, there must be a more in-depth evaluation of what other specific aspects could be part of the promotion as well. The concept could be a good tools to improve the image of Zuid-Oost because people and companies are still afraid to come here, while this is not necessary the district is safe.

3. Is it feasible for the district to take over the concept?

Again, I do not have the expertise to estimate this, but Marcel la Rose could give more information on this. I am sure he would be very interested in the idea of City Mondial and after this meeting I have a meeting with him, in which I will advise him to contact Mr Girwar. Marcel la Rose is the chairman of the board and he is also municipal councillor, he has among other themes economy and tourism in his portfolio.

4. How should the process of extending the concept to this district be developed?

The best way is to contact municipal councillor la Rose.

Addition information which was provided by the interviewee and is relevant for the research:

Zuid-Oost Partners is the only party which executes the city marketing policy of the district, but the relationship between the district and the organization is not very well. Amsterdam Zuid-Oost is known for is events and festivals the most popular festival is Kwakoe, which is a cultural event, this year the regional government will organize the festival itself because in the previous years there were many problems with the organizers of the events, they were not trustworthy. Another festival in the district is Mela and Dance with Kings. The district has a very negative image, people and companies are still afraid to come to the area, because they think it is unsafe. The regional government wants to improve this image and investments are being made. In Zuid-Oost about two
third of the area is renewed, for example the Bijlmer Park, the train station Bijlmer-Arena and the shopping centre the ‘Amsterdamse Poort’. In Zuid-Oost a large part of the population are people who just came to The Netherlands, about 25% has an African background, most are from Ghana, there are also many people from Surinam and the Caribbean. Making theme of an area, is a good way to attract people from the surrounding area, think about a China Town or Indian Town, City Mondial could be part of developing such ‘towns’. Mr Rach is not sure how small enterprises can be best supported, financial aid is not the solution because when this stopped the entrepreneurs will have difficulties doing business at the moment the district is developing a project to support small entrepreneurs by advises and sharing experiences from large companies. The district is the poorest of entire Amsterdam, so project to support the economy are welcome. The district has good relations with housing cooperation, the companies are willing to invest in social facilities and affordable good houses.
Appendix V: Interview with Mr Kilinc

On the May 13, 2011 an interview/meeting was held with Mr Kilinc, policy advisor of the public service delivery in the fields of housing, work, welfare and education.

1. **What do you think about the concept?**

   I think it is a good concept. But more detailed information could be given on the exact activities and enterprises which could be promoted.

2. **Would it work in Nieuw-West? Please motivated your answer.**

   Yes, it could work for Nieuw-West. The district since 2010 founded, before it existed out of more smaller districts but these are merged now, the new district is still looking for the ‘heart’ of the area.

3. **Is it feasible for the district to take over the concept?**

   I am not the one who can make these kind of decisions. It would be good to contact the municipal councillors of economy and social participation, my role is only to advise them.

4. **How should the process of extending the concept to this district be developed?**

   I will make an summary of this meetings and I will add some addition information about the organization from the web site. Then I will contact both municipal councillors and tell them everything you just told me, than mr Girwar make an appointment for a meeting in which he can present the concept.