

VISION 2025

REDESIGNING THE VISITOR ECONOMY OF AMSTERDAM

I amsterdam®





Photography: On Road Films

FOREWORD AN OPPORTUNITY FOR A NEW DESIGN FOR THE VISITOR ECONOMY

The coronavirus crisis has had a significant impact on the Netherlands. It is uncertain how long this crisis situation will last, but its impact has already been huge. Many entrepreneurs, cultural institutions, and businesses have had to close their doors temporarily or have gone bankrupt. Employees have lost their jobs, conferences have been cancelled, and visitors are staying at home. The Amsterdam Metropolitan Area (MRA) hit particularly hard by the lockdown.

The crisis is not yet over and shows the economic vulnerability of the healthy and sustainable visitor economy. The crisis has also revealed that the city centre has become too dependent on a one-sided visitor economy. This situation has given rise to an important question: what does the future of Amsterdam look like? How can we ensure that Amsterdam is a livable city in which we can live and work while receiving visitors and making them feel welcome?

Visitors are an inherent part of Amsterdam's international character. For as long as Amsterdam has existed, travellers have come to our city and stayed here for short and extended periods of time. First it was the business

travellers, and later the leisure visitors. These comings and goings of visitors have brought an enormous number of jobs, income, high-quality culture, affordable public transport, and much more to the city in recent decades.

Unfortunately, recent years have also highlighted issues in certain places, and quality of life has been affected in certain areas. And this is not what anybody wants – particularly not the residents, but also the cultural institutions, conferences, and a large part of the tourist industry. We do not want to go back to the situation before the coronavirus crisis, in which the quality of life of residents in parts of the city was under threat. Instead, we want to return to a healthy visitor economy that enriches the city and its residents as soon as possible.

As a unifying party in the Amsterdam Metropolitan Area (MRA), the City of Amsterdam has asked amsterdam&partners to issue a recommendation on the future of the visitor economy this autumn. Various ideas and solutions have already been presented by residents, businesses, and experts individually in recent weeks and months. Alongside the recent publication of the Amsterdam 750

years Programme Plan, we have already developed an approach for the recovery and sustainable development of the conference sector. It goes without saying that all these plans are in line with each other and reinforce one another.

This advice was drawn up in two months in co-creation with more than a hundred stakeholders, consisting of experts, partners, residents' organizations, entrepreneurs and businesses, and cultural institutions from all over the city. By bringing together all these parties, we were able to paint a joint picture of a sustainable visitor economy. The results of the co-creation sessions were presented to a broad group of residents and all of our partners in the form of a survey. The advice was supplemented with interesting examples from all around the globe.

As the request for this advice came from the Amsterdam city authorities and many challenges arise in the city itself, this advice focuses primarily on the city. Naturally, our integrated strategy will continue to focus on the entire metropolis, and we will also take the more generic advice into account.

We are proud that this advice is by the city for the city, and we would like to thank everyone who has contributed to this.

But now it's time to take action. Let's work together with the municipality, the MRA, residents, entrepreneurs and businesses, cultural institutions, experts, and everyone else involved to shape a sustainable visitor economy that adds value to the city and its residents!

Geerte Udo
Director **amsterdam&partners**



BUILD-UP OF THE ADVICE REDESIGNING THE VISITOR ECONOMY OF AMSTERDAM

This advice consists of an overarching starting point called the image of the free city as well as seven pillars for a sustainable visitor economy. Each pillar is described and provided with recommendations and actions. The recommendations focus mainly on the 'what' question and the actions describe an initial outline of the 'how'.

The further elaboration and prioritization of these actions, division of roles, and planning will take place as soon as possible after this advice has been issued.

We, amsterdam&partners, would like to do this in cooperation with existing initiatives and in line with policy.



STARTING POINT THE VISITOR ECONOMY IS UNBALANCED

Amsterdam as a city of value

Amsterdam has always been an attractive city. Many people would like to live here because of its people, unique character, and incredible diversity. Residents take pleasure in their own and other neighbourhoods, parks, sports, attractions, cultural institutions, etc. in their free time.

The value of the visitor economy

The city also attracts many visitors, talent, and companies. The visitor economy is of value to us: it contributes to the renewal and maintenance of facilities that are valuable for residents and visitors, and it is part of a capital with an international character in that it provides income and jobs, cultural and culinary wealth, and builds a creative and open identity.

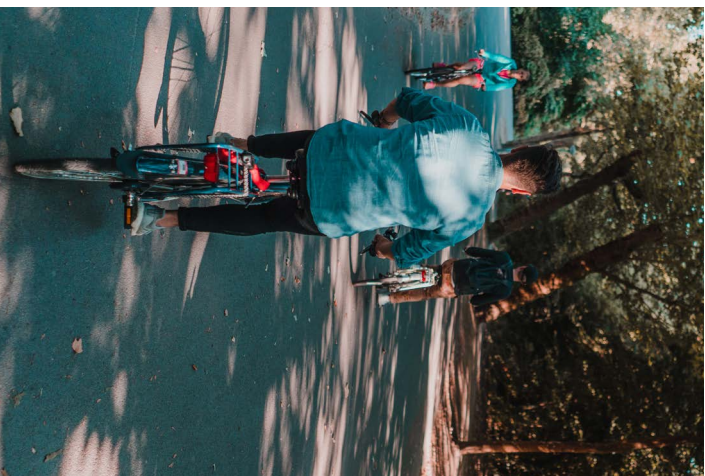
The downside of the visitor economy

The way in which we received visitors before COVID-19 was out of balance in some parts of the city. Misconduct caused issues in specific parts of the city, while crowds led to problems in certain places. At the same time, too many houses on the market were replaced by private holiday rentals, while the city in general and the centre in particular has seen the growth of a monoculture of shops that do not meet the needs of the city's residents.

This has led to alienation of some residents from their own city, certainly in the city centre. On the other hand, there are also parts of the city where the residents do not yet benefit from a healthy visitor economy.

From recovery to redesign

The current pandemic has plunged the visitor economy into crisis, with a huge impact on the sector. Without visitors, the city is now also out of balance. We need to invest in and steer recovery NOW based on a new design for the sustainable visitor economy.



AMBITION TOWARDS A SUSTAINABLE VISITOR ECONOMY IN 2025

We aim to create a visitor economy that adds value and does not cause disturbance or disruption by 2025. This means:

The city is for living, working, and welcoming visitors.

Visitors, companies, conferences, and talent are welcome if they add value to the city and its residents and do not cause any disturbance or disruption.

The visitor economy contributes to the objectives of the city and the WRA, and to the prosperity and well-being of its residents.

The visitor economy that we aim for reinforces residents' quality of life and the visitor experience and fits within the ambition for sustainable growth.

> **Social:** The visitor economy is inclusive in terms of trainee posts, internships, and jobs, contributes to the quality of life in all neighbourhoods and districts, and does not lead to disturbance or disruption.

> **Ecological:** The visitor economy is ecologically sustainable because we are committed to a circular economy. We put the pillars of sustainable consumption, sustainable mobility, waste management, and greening into practice.

> **Economic:** The visitor economy provides income for entrepreneurs, cultural institutions, and government, as well as trainee posts and future-proof jobs. The visitor economy maintains facilities that are important for residents, businesses, and visitors.

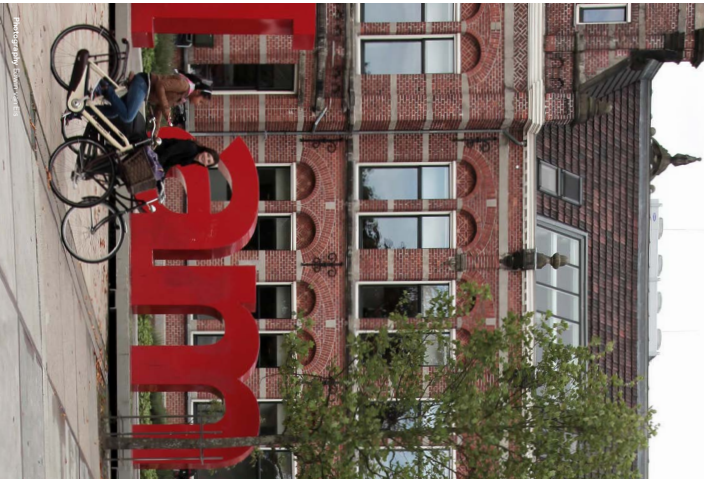


Photo: Jody, Amsterdam, 2015

IDENTITY

THE IMPORTANCE OF IMAGE

The city of freethinkers

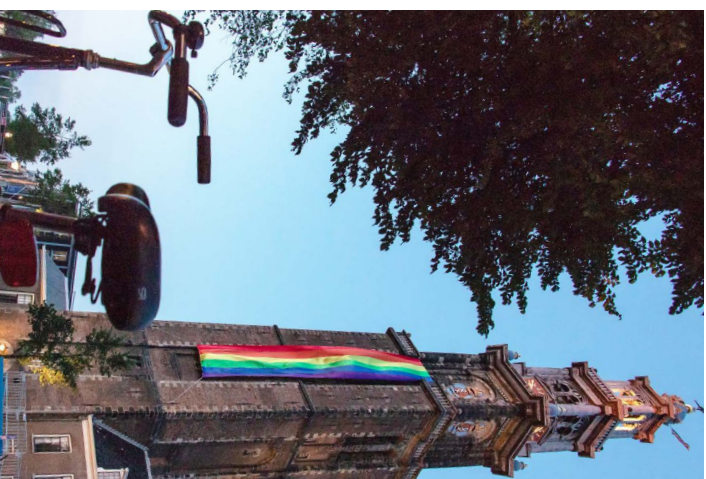
Amsterdam is renowned worldwide for being a city of freethinkers and diversity. For many years, unconventional thinkers and people from various cultural and ethnic backgrounds have felt at home here, attracting freethinkers from all over the world. This has led to a huge amount of creativity and diversity in the city, its people, and its culture.

Respect for one another

Freedom can only exist on the fundamental principle of respect for one another. Freedom does not mean non-commitment, every man or woman for themselves, or that everything is permitted here. It means being who you are, loving who you love, believing what you believe.

Freedom demands responsibility.

Freedom means taking responsibility. Together, we must ensure that this freedom does not become non-committal. We must all – residents, businesses, and visitors alike – feel and take this responsibility.



Vision 2025

A FREE CITY

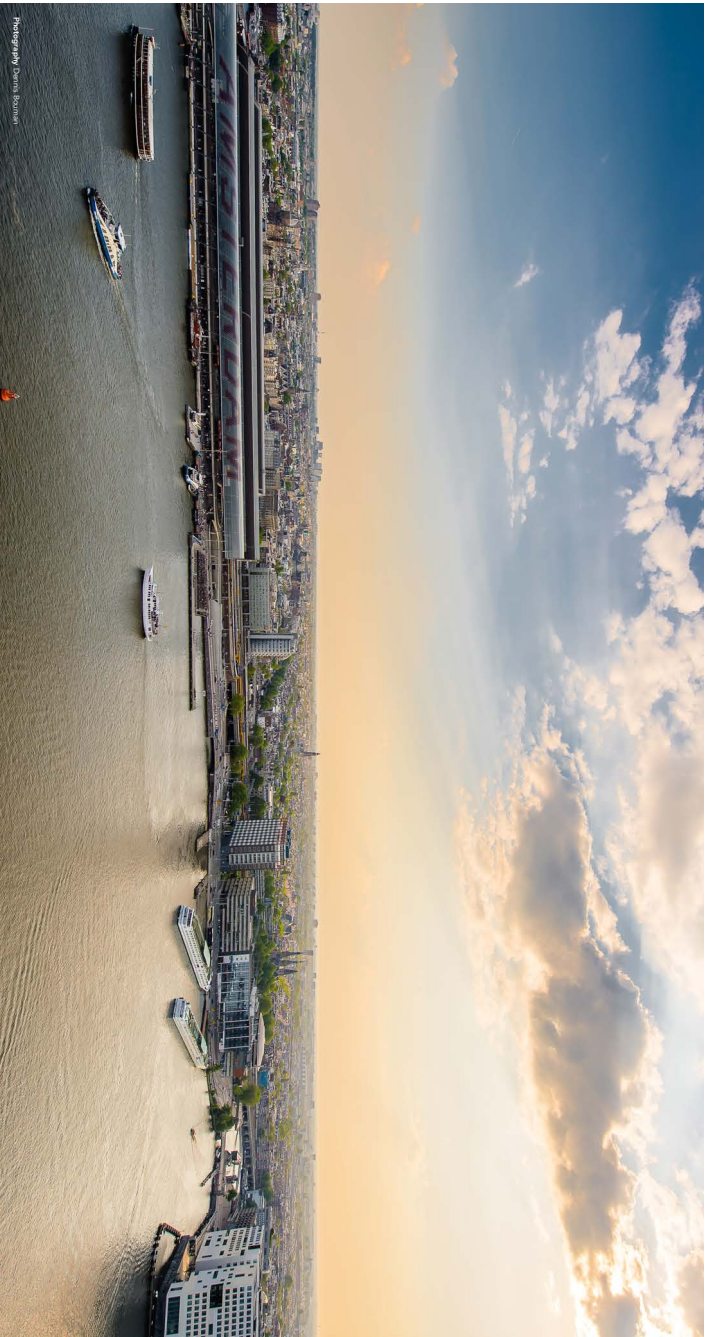
WHAT IS THE FREEDOM THAT WE TREASURE?

What we want

- › A city where you are free to be who you want to be, to love who you want to love, where you are allowed to think and believe what you want. A city, where people treat each other with respect.
- › A central role for creativity, innovation, freedom, inclusion, and entrepreneurship.
- › Boldness, an authentic Amsterdam character, honesty, and a straightforward attitude.
- › A city where freedom nourishes and enriches the enormous diversity of art and culture.

What we want to get rid of

- › The image that Amsterdam is the city where you can do as you please.
- › Unconstrained behaviour without respect for the city, its residents, culture, history, and environment.
- › Earning money without taking responsibility for the city from which you benefit.



Photography: Dennis Bouman

ADVICE RECOMMENDATIONS FOR A BALANCED FREE CITY

Seven pillars for a sustainable visitor economy

01 Consciously create visitors

Attract visitors who come for the uniqueness of Amsterdam and add value to the city.

04 Get the neighbourhood involved

Develop neighbourhoods on the basis of their own identity and give them an enhanced role in decision-making.

07 Redesign public spaces

Better organize the public space for residents and visitors and focus on crowd management.

02 Steer based on insight

Provide centralized management and responsible use of data to attract valuable visitors and guide them more effectively through the city.

05 Manage the night

Draw up a clear strategy that enriches the night and reduces the disturbance and disruption caused, among other things, by misconduct.

03 Reward good business practices

Encourage, facilitate, and communicate good business practices.

06 Make the city centre liveable

Design an integrated master plan to restore the balance in living, working, and valuable visitors.



PILLAR 01

CONSCIOUSLY CREATE VISITORS

It's the people that make the city.

In addition to elements such as culture, nature, and buildings, it is the people who make the city and the metropolis what it is. Our city is formed by the people who live here, work here, and visit here. It is important that they add value to the city and its residents and that they bring more than they take.

There is no room for visitors that do not respect the city

Visitors who only come with one goal: excessive drinking and taking drugs. Visitors who display unconstrained behaviour, without respect for the city and its residents, causing disturbance and disruption.

The valuable visitor

We are open to any visitor who leaves the city a little better and more beautiful than how they found it.

We are, therefore, letting go of the term 'quality visitor' and now prefer to focus on the 'valuable visitor'. This is the visitor who visits us because of our unique values, our character, and our identity and who adds value themselves. We actively focus on visitors who come for conferences and culture in the broadest sense of the words. The values that we consider to be important are central to how we shape and communicate our image, and we focus on the behaviour that goes with it.

CONSCIOUSLY CREATE VISITORS RECOMMENDATIONS

Constructing a new image

Investing in a renewed image for Amsterdam. A city of freedom with responsibility and specific attention to the presence of the enormous diversity in art, creativity, and culture. In this way, the city also attracts visitors who strengthen its values and unique character.

Encourage dispersion

Develop an interesting, diverse day and night offer of activities in new places to spread visitors across the city. Use new technology to bring together visitor needs and known and unknown activities.

Conferences

The conference sector has already drawn up a separate multi-annual plan for a sustainable and innovative recovery of the conference sector and submitted it to the Ministry of Economic Affairs. Central to this is attracting conferences with a focus on Life Science & Health, AI, and FinTech that, in addition to income and jobs, also contribute to the issues facing us as the Amsterdam Metropolitan Area. Another important factor is linking these conferences to start-ups, knowledge institutions, businesses, and talent, so that they also make a positive contribution for the longer term.

Start now!

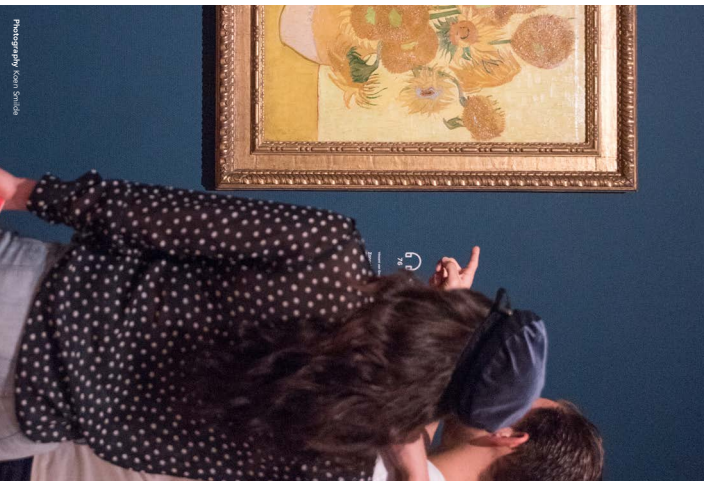
Our advice is to start active campaigns aimed at the valuable visitor as soon as possible, so that when the weather permits, we have already reached the right visitors.

Misconduct no longer cool

Launch a deterrent campaign to make it clear that misconduct is no longer acceptable. Aim these campaigns specifically at younger visitors who come to the city as a group. Create awareness both before the visit and during the visit to the city, neighbourhoods, and districts. Be tough on undesirable behaviour.

Put the brakes on capacity

Our hope is that we will be able to welcome visitors again as soon as possible. At the same time, we want to be able to actively steer for maximum capacity and growth in the future, should this be necessary. Develop sustainable tools to achieve this.



Photography: Gern Smilde

CONSCIOUSLY CREATE VISITORS ACTIONS

Brand and communication

- › Develop an image campaign, using the face of Amsterdam and its people. This will de-anonymize the city by allowing the residents to explain what our freedom stands for.

- › Develop an inspiration and activation campaign aimed at the valuable visitors and the recovery of the visitor economy to highlight Amsterdam's unique offer in terms of art and culture, gastronomy accommodation, and attractions in both familiar and unfamiliar places.

- › Start a discouragement campaign in the relevant countries of origin aimed at the target groups who cause disturbance and disruption, from orientation to location. Show what behaviour we expect and where our boundary lies.

- › Investigate how desired behaviour can be shaped in an Amsterdam Contract.

Spread

- › Develop a relevant and distinctive offer in the field of culture, catering, shops, etc. that is interesting for both residents and visitors in each neighbourhood, together with businesses, residents, the municipality, and property owners.

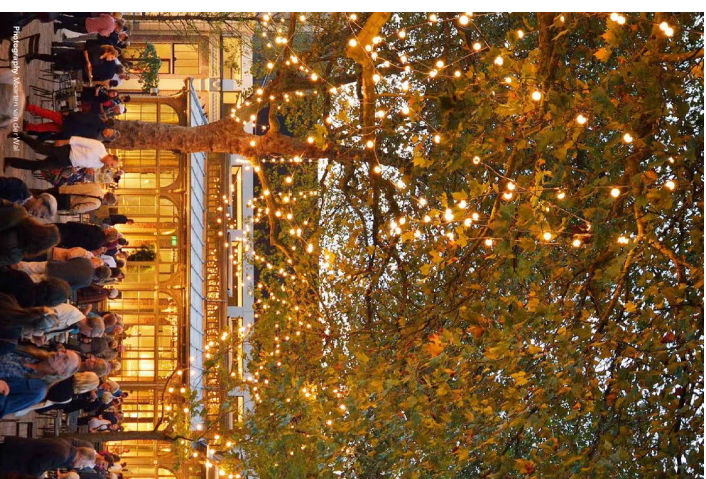
- › Tell the unique stories about city districts and highlight lesser-known places – including those in the city centre. And continue to focus on dispersing visitors throughout the MRA.

- › Deploy local businesses and parties who can guide visitors within their neighbourhoods.

Capacity

- › Investigate the possibilities of taxing day visits as well (City Tax).

- › Work out an air passenger tax or minimum ticket price for leisure flights.
- › Draw up an MRA-wide bed plan that covers all accommodation within the region.
- › Prohibit private holiday rentals throughout Amsterdam and focus on registered accommodations.



Photography: Gern Smilde



PILLAR 02

STEER BASED ON INSIGHT

Insight from data

In order to be able to attract valuable visitors and better manage their visit on the spot, insight is needed. Insight starts with the right data.

In order to manage conscious visits, there is a great need for knowledge and insight. We need to better understand who the valuable visitors are, where they are in the world, and how we can reach and attract them. How do they move through the city? Which impact does their behaviour have on the environment? In what way can we make the most effective adjustments?

Need for a smart data strategy

We must look for smart clustering and enrichment of various sources of big and other data in combination with smart CT applications.

A great deal of data is already being collected, but central collection and management requires broad cooperation between all partners in education, research centres, consultancy firms, DMOs (Destination Management Organizations), companies, institutions, and government authorities.

We need to make the insights applicable for daily use in order to reach the right visitors, at the right time, with the right message and to be able to direct behaviour in a targeted way.

STEER BASED ON INSIGHT RECOMMENDATIONS

Datalab based on need

Start a lab with knowledge institutes, where data about the visitor's behaviour, profile, and needs are central, to improve insight and applications.

Expand the IGOR initiative

The City of Amsterdam's *Intelligent Gebruik Openbare Ruimte* (Intelligent Use of Public Space, IGOR) programme provides a good basis for more insight, guidance, and forecasting in terms of crowds.

Make good agreements between participating parties about data quality, types of data, and their use. Investigate the possibilities of making this available as an open source. Abuse by commercial parties must be prevented.

Experimentation in public spaces

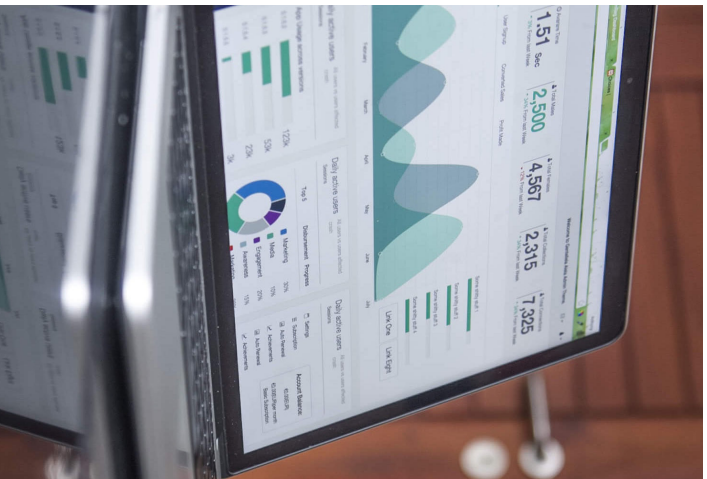
Combine IGOR with living labs and experiments in the public space for quick testing and learning. Encourage collaboration with the sector and use the test results in daily communication.

Use existing platforms

Link to already available communication platforms to reach target groups. This means using available expertise, media, channels, and technology to steer behaviour and awareness. At the same time, communicate in hotels, via existing apps and, as is already the case, via advertising pillars about crowds in the city.

Experience data

Test and enrich data with the actual and topical experience of residents.



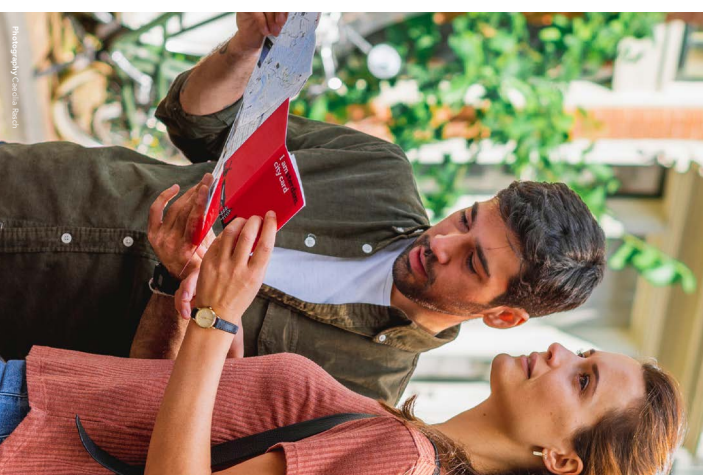
STEER BASED ON INSIGHT ACTIONS

Analyse the visitor

- › Develop profiles of valuable visitors (including their search and booking behaviour).
- › Develop profiles of visitors who cause disturbance and disruption (including their search and booking behaviour).
- › Analyse visitor behaviour by means of continuous visitor research and platforms, such as the City Card (app).
- › Make it clear where and what time disturbance and disruption are caused by misconduct, and by whom
- › Communication and actions can then be better adapted to this.

Insight into crowds

- › Make concrete where and when public spaces become crowded, and who causes these crowds.
- › Make real-time 'crowding maps' of public spaces, museums, and attractions as a basis for directing visitors in time and space.
- › Develop a forecast dashboard for public holidays and major events.



Photography: Carlos A. Bello



PILAR 03 **REWARD GOOD** **BUSINESS PRACTICES**

It's the businesses that make the city

Businesses are the driving force behind change in the city. Businesses, together with cultural institutions, knowledge organizations, and residents, use innovative ideas, innovations, and initiatives to make Amsterdam more vibrant, contributing to an ever-changing and renewed city for residents and visitors.

One business adds more value than another. Many have an important role to play in the community, contribute to a better city, and give something back to the residents. Others only make money from the visitor economy, without taking action to prevent or solve negative effects.

Focusing on good business practices

Companies and organizations that create jobs and trainee posts and take responsibility for the city in which they operate should be rewarded for this. This is true in all sectors, from retail and hospitality, hotels and attractions, to real estate and cultural institutions.

REWARD GOOD BUSINESS PRACTICES RECOMMENDATIONS

Special status for impact

Facilitating and steering toward good business practices. Develop a quality mark, such as 'B-Corp'. In addition to profit and shareholders, businesses with this quality mark also take people, the environment, and society as their starting point. Give a special status to companies that demonstrably contribute to the city on an economic, social, and ecological level.

Encourage local businesses

Encourage local businesses with space and knowledge and offer them a platform. Connect them to entrepreneurs with experience and give them a place under the wings of the establishment.

Controlled business location policy

Establish stricter rules for applications for business locations and permits. Check whether companies contribute to diversity in the neighbourhood, call their guests to account for misconduct, and help clean up their waste.



Photography Korn Smilde

REWARD GOOD BUSINESS PRACTICES ACTIONS

Special status and rewards

- › Develop new guidelines for business location policy
- › Introduce an Amsterdam quality mark for companies that contribute to the city (A-corp). Establish criteria for obtaining this (e.g. impact, sustainability, inclusiveness, transparency, and being a good employer). Work out the reward components and monitor the scores of companies annually.

Encourage local businesses

- › Offer support and space to local start-ups by actively bringing them into contact with the established order.
- › Use community funds to promote local initiatives and businesses.

- › Join existing initiatives that stimulate sustainable Amsterdam companies, institutions, and organizations and use this knowledge for new initiatives.
- › Develop a campaign for all new and existing businesses in the city to inform and encourage them to participate.

- › Bring businesses with the quality mark to the attention of residents and visitors, such as The Little Green Book, that lists all the A-corps, and through other channels and platforms. This stimulates companies to continue to improve themselves.



Photography Peter van der Vliet



Photography: Ivo Dierckx

PILLAR 04

GET THE NEIGHBOURHOOD INVOLVED

Local profits

All neighbourhoods in the city should benefit from the visitor economy. Having more visitors increases income, increases the level of facilities, and can give neighbourhoods an attractive quality boost. For example, many trams, the underground, and buses are only profitable thanks to the visitor economy.

The balance is uneven

Make unfamiliar parts of the city attractive to visitors with the right offer and story. The city centre is extremely busy, while parts of the city such as Nieuw-West and Zuidooost are not yet benefiting sufficiently from the visitor economy.

Neighbourhoods' individual identities

Neighbourhoods can benefit more from visitors when they grow using their own identity as the foundation. Area development and profiling should be linked to this and serve as the starting point for all communication and offer-related development, such as museums, attractions, shops, and restaurants. This strengthens the distinctive character of neighbourhoods.

Mandate and participation

Neighbourhoods must have an enhanced role and say in the desired benefits of the visitor economy and how they can achieve this together. Of course, centralized management is needed so that the whole is more than the sum of its parts.

GET THE NEIGHBOURHOOD INVOLVED RECOMMENDATIONS

Give an enhanced role to local residents

Give local residents and businesses an enhanced role in planning and decision-making and support this with a budget, for example, in the form of a neighbourhood fund. Facilitate active cooperation between business improvement zones (BIZ), cultural institutions, and residents' associations, and ensure broad representation.

Discover your own city

The residents of Amsterdam enjoy all the amenities in the city but have little knowledge of other neighbourhoods. Encourage the local residents to actively go and discover their city. This allows them to get to know and appreciate each other and the city better, which increases the feeling of pride and unity.

Develop neighbourhoods using their own identity as the foundation

Identify the DNA of the various neighbourhoods and districts. Develop initiatives and activities in the city that match the local identity and the needs of residents and visitors. Prevent alienation from their own neighbourhood.

Focus on spread

Highlight the neighbourhoods. Tell special stories and enhance the effect through local communication. At the same time, focus on dispersion to lesser-known places in familiar neighbourhoods.



Photography: Compas2

GET THE NEIGHBOURHOOD INVOLVED ACTIONS

Enhanced role

- › Facilitate cooperation between residents and businesses.
- › Build a broad and inclusive network.
- › Increase the community funds and use these to stimulate joint initiatives of residents and businesses. Set up a think tank for a long-term neighbourhood development plan.
- › Give part of the income from tourist tax to the community funds.

Local identity

- › Formulate the area identity (DNA) for each neighbourhood.

Spread

- › Introduce a resident's card, so that residents are informed and invited to visit cultural and recreational facilities in the city; spread residents' visits to other parts of the city as well.

Invest locally

- › Continue investments such as the renewed Maerwaat canal, the Zuidpoort Master Plan, the City Centre approach, and the redevelopment of Bulktotermeeplein square.



Photography: deKamp.nl



PILLAR 05

MANAGE THE NIGHT

Create a programme for the valuable night

Amsterdam is a city of freedom and creativity and wants to remain exciting and innovative. Invest in a high-quality and inclusive night-time offer, spread throughout the city.

Tackle disturbance and disruption in a targeted manner

Nightlife in Amsterdam leads to disturbance and disruption in certain places. This is mainly caused by misconduct, such as noise pollution, public urination, and public drunkenness.

This is largely attributable to a specific group of young men (18-35 years old) from the Netherlands, the United Kingdom, and France. They often travel in groups, coming especially to the Red Light District where there is a high concentration of coffee shops, window prostitution, pubs, evening shops, and fast-food restaurants.

This disturbance is very localized, taking place in certain places and at certain times, and can reach extreme levels (as experienced by local residents), especially at night.

Manage the night together

Tackling disturbance and disruption, with a focus on the night-time, can only be done together. An integrated approach with all those involved (companies, municipality, and police) and throughout the customer journey from awareness to enforcement. Part of this is tough enforcement after 10:00 PM.

MANAGE THE NIGHT RECOMMENDATIONS

High-quality enrichment

Develop a nightlife policy that creatively and qualitatively enriches nightlife throughout the city.

Introduce an integrated nightlife policy

The night is an important part of the visitor economy, but it needs to be better managed. Develop a proactive and integrated night policy to combat misconduct together with companies, the police, and the municipality, focusing on the time period after 10:00 PM.

Preventative approach

In order to avoid disturbance and disruption, set up facilities such as toilets, waste bins, and public transport, ensuring they are geared toward the customer journey and the night visitor's need.

Learn from the 'festival approach'

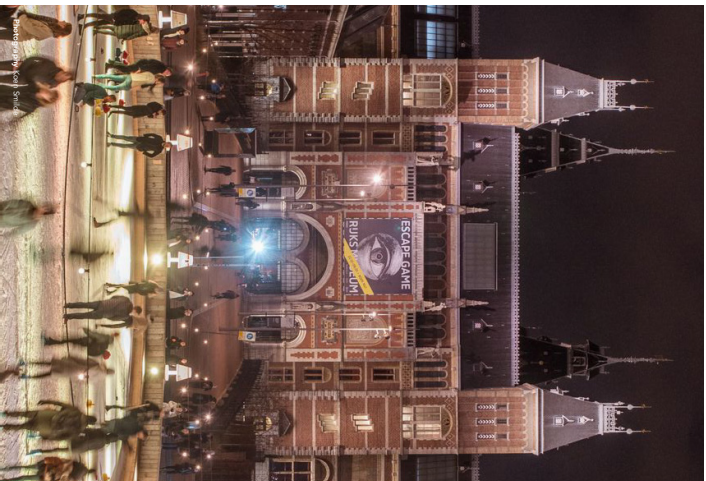
Apply a festival approach to busy nightlife areas. Festivals are organized in such a way to prevent and manage disruption. Match these to the specific challenges of each area.

Positive framing and image

Develop a new framing of busy areas to emphasize the residential aspect of a neighbourhood. Friendly, clean and 'wholesome' public spaces encourage positive behaviour.

Businesses share the responsibility

Businesses that are active in the visitor economy must be made jointly responsible for the disruption caused by themselves and their guests. They must show how this co-management becomes part of their business operations.



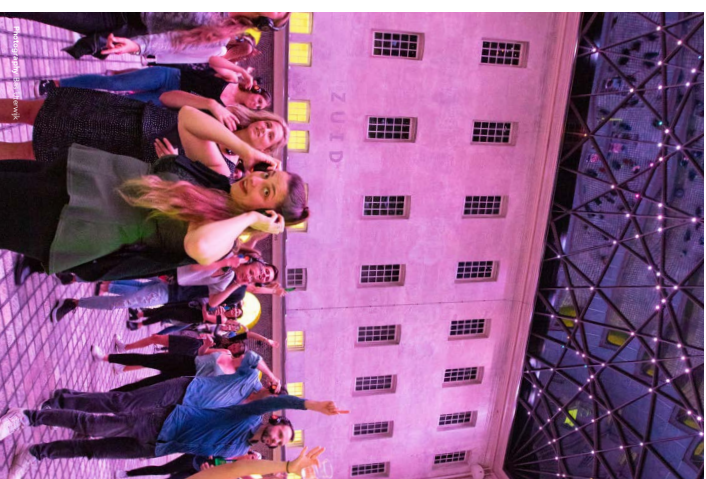
MANAGE THE NIGHT ACTIONS

Awareness

- › Develop an awareness campaign on misconduct from orientation to location, including communication in public spaces and enforcement.
- › Involve residents in this campaign (e.g. the 'I live here' campaign in the Red Light District) to de-anonymize the neighbourhood and ensure that communication links up with international campaigns.

Integral approach

- › Develop a creative and high-quality night policy for the entire city, perhaps under the supervision of the Night Mayor.
- › Provide a public-private cleaning team to keep the city centre clean at peak times, partly at the request of residents.
- › Know the needs of visitors in these areas and respond to them in a recognizable way (give them perspective on action). This means placing enough visible urinals, waste bins, etc. in the city centre.
- › Ensure a positive and personal presence of hospitality staff, who create a more friendly atmosphere.





Photography: Philip de Wit

PILLAR 06 **MAKE THE CITY CENTRE LIVEABLE**

Pleasant living, working, and recreation

Amsterdam's city centre must once again become an area where people enjoy living, working, and spending their leisure time. To achieve this, there must be sufficient living and working space for businesses and small innovative and creative entrepreneurs.

We aspire to offer a diverse range of shops, restaurants, cultural institutions, attractions, and facilities so that the local residents of Amsterdam can once again come to the city centre to meet each other and find new inspiration.

Redesign the city centre

This calls for a redesign of the city centre on a number of important issues, such as new policy on window prostitution and coffee shops and the monoculture of shops.

MAKE THE CITY CENTRE LIVEABLE RECOMMENDATIONS

The master plan for housing

Develop a master plan to return homes to residents. The city centre in particular has seen too many homes withdrawn from the city's supply in order to cater to the visitor economy. The aim is for people from different social strata and cultural backgrounds to live throughout the city centre.

Focus on holiday letting

Prohibit private holiday letting throughout the city in order to stop the withdrawal of houses from the market and the alienation of residents from their neighbourhood. Other forms of accommodation add more value to the city, economically (jobs, trainee posts), socially (neighbourhood support), or ecologically (sustainability programmes).

No monoculture

Create a vibrant neighbourhood with a diverse range of shops, amenities, and businesses, particularly aimed at residents and people who work in the city. This also makes the city centre attractive to visitors from other parts of the city, the region, or abroad.

Cultural and historical heart of the city

Make sure that Amsterdam residents and visitors from outside the city will once again see and experience the city centre as a cultural-historical centre and the foundation of the modern city. Making the city centre attractive again for Amsterdam residents requires joint programming of the city centre by residents, students, businesses, cultural institutions, and the municipality.

Rigorous choices

Make rigorous choices in the supply and design of the city centre and specifically the Red Light District. The combination and quantity of coffee shops, window prostitution, restaurants, and fast-food restaurants act as a magnet to the target group who causes disturbance and disruption. Only by making these choices can we stop the influx of this type of visitor, so that the city centre once again becomes a neighbourhood for living, working, and welcoming valuable visitors.



Photography: Gern Smilde



Photography: Gern Smilde

MAKE THE CITY CENTRE LIVEABLE ACTIONS

Rediscover your city

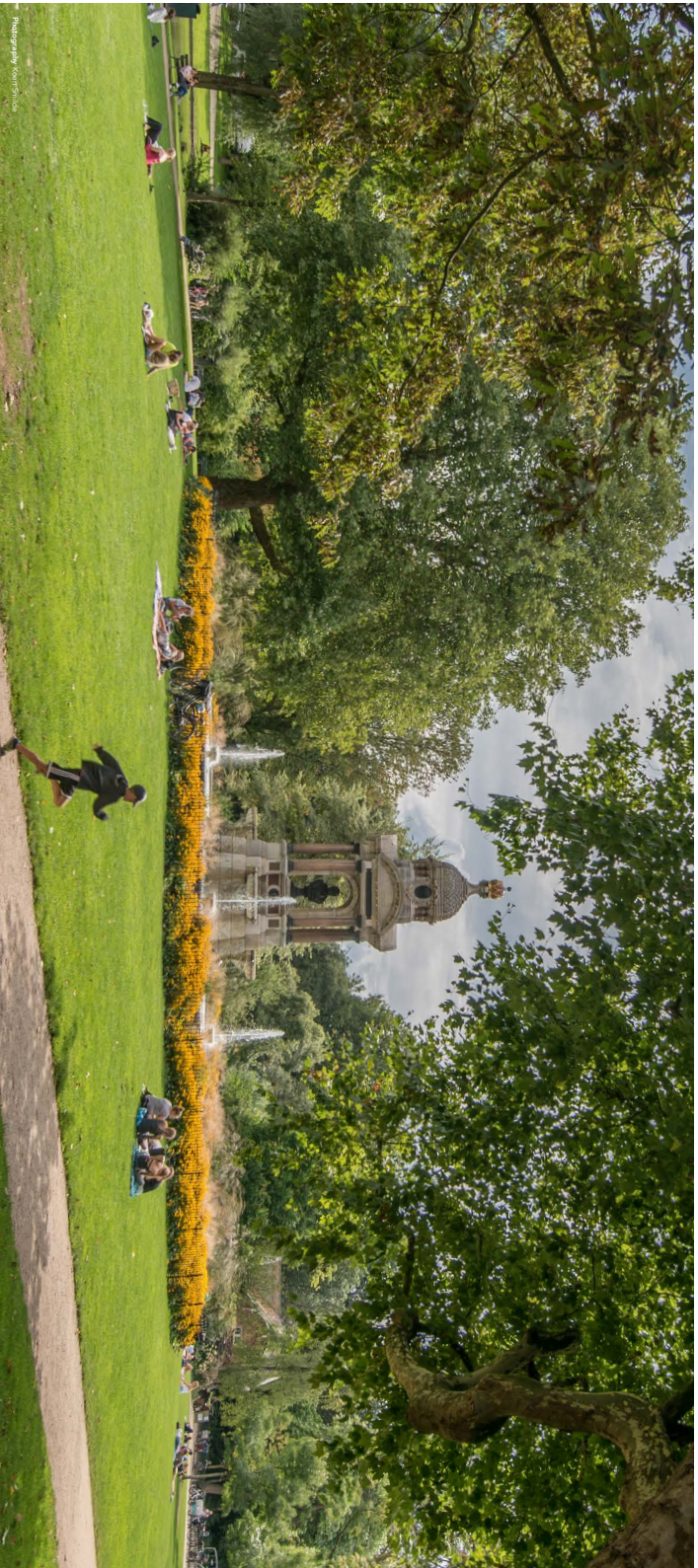
- > Let Amsterdam residents and the residents of the metropolis rediscover the city centre and the Red Light District; emphasize culture, history, and put local businesses and initiatives centre stage.

Integral quality of life policy

- > Develop an approach for the city centre together with residents, businesses, property owners, and cultural institutions.
- > Reward window prostitution and coffee shops in the city centre aimed at discouraging the large influx of visitors who only come to Amsterdam for this offer.
- > Encourage a diverse range of shops based on area profiles, retail diversification, and development with space for local and young entrepreneurs.

Businesses

- > Reward businesses that contribute to the neighbourhood. This is in line with the new Amsterdam quality mark for businesses to be developed.
- > Facilitate workspace for entrepreneurs, creatives, and start-ups.



Philipsplantsoen, Amsterdam

PILLAR 07

REDESIGN PUBLIC SPACES

Crowding in public spaces

It is incredibly busy in certain places in Amsterdam. This is not only caused by visitors, but by a combination of flows of residents, visitors, and transport. We will have to be prepared to limit these by dealing with them more intelligently, which can also mean that we temporarily or permanently restrict access to areas or close areas off to certain means of transport such as cars.

Clean, wholesome, and safe

Every place in the city must be clean, wholesome, and safe. More greenery makes a neighbourhood more welcoming. Better maintenance and management of the public space contributes to its quality. It makes the environment more pleasant and appear less crowded.

The duty of the city authorities

The visitor economy puts pressure on the public space. It is the responsibility of the municipality to organize this optimally. We encourage all existing and future initiatives that contribute to this.

REDESIGN PUBLIC SPACES RECOMMENDATIONS

Develop the city using greenery and water as the foundation

There is a need for more green space in the city, especially in places that are perceived as busy. In addition, reduce the pressure on space through good connections by water – not only functionally for transport, but above all to improve the experience of the city.

More space for bicycles and pedestrians

Space is limited not only in the city centre but in several places. The functions of living, working, and recreation take up all of this space. Smart, multi-purpose use of space helps here, but also by making more space for pedestrians and cyclists and significantly reducing traffic.

Focus on busy times and areas

Encourage visitors to spread out over time and space. This can be done by spreading attractions, creating attractive destinations outside the city centre, or better communicating the existing offer by means of guiding based on data and insight.

Smarter business and logistics movements

Collaborate in logistics movements such as parcel delivery, catering and retail supply, and waste disposal. We need to organize this in a smarter way by working together.



Photo: City of Amsterdam

REDESIGN PUBLIC SPACES ACTIONS

Water and greenery

- › Strengthen existing green-blue initiatives, such as the National Maritime Museum in collaboration with A'dis, the Hermitage, and the Marineterrein. Take this as an example for new initiatives to be developed.
- › Invest in sustainable and public transport, such as transport by water or bicycle instead of car, and reward its use.
- › Involve ecological experts in the development of neighbourhoods.

Transport and logistics

- › Use the water for goods and passenger transport.
- › Combine logistics services per neighbourhood or city district to increase service efficiency and reduce costs.
- › Implement allowed delivery times for loading and unloading for, among others, retail and hospitality.



Photo: City of Amsterdam

REALIZATION

STRUCTURAL CO-CREATION

Actively managing the visitor economy

Considering the tangible impact that the growing visitor economy has on the living environment and the great economic significance of the sector, effective management of this is essential.

Off the beaten track

In order to manage this effectively, more links are needed with adjacent domains, such as housing, nature and environment, landscape, culture and industry, education, and spatial planning.

Regional cooperation in and with the WRA will also have to be further developed in order to achieve sustainable recovery and redesign of the visitor economy.

Continuous co-creation

This exploratory study is the result of a co-creative approach and the participation of all partners of Amsterdam: residents, entrepreneurs, and knowledge and cultural institutions.

As amsterdam&partners, we attach great importance to staying in discussion and forming new coalitions, at both the city and neighbourhood level, that implement initiatives that contribute to our common goal.

Start now

This is a matter of urgency. We must start now in order to achieve a sustainable visitor economy, integrated policy, and an action programme are necessary.

Our intention in the short term is to draw up an 'action calendar' with a timeline together with the parties involved. In addition, we will come up with a top five of priorities – these are actions that can be implemented in the short term. Of course, an additional budget is needed to realize the accompanying proposals.

We must also continue to monitor progress, so that we can see what is changing in order to ensure that all stakeholders continue to feel that they are involved.





SUSTAINABLE VISITOR ECONOMY INTERNATIONAL TRENDS AND DEVELOPMENTS

Digital experiences

COVID-19 has strengthened and accelerated the role that digitization plays in the lives of residents, businesses, and visitors alike. E-commerce, remote working, the virtual experience economy, and contactless customer interactions have become widespread and embedded in just a few months. This is likely to be a lasting change.

Think of the enormous growth in tools and platforms to access museum collections and archives digitally and give performances online, as well as the technology to offer high-quality and fast experiences, such as 8D music, technology, virtual tours, or cloud gaming.

Build-up of infrastructure and competences

For companies, success in the visitor economy will increasingly depend on the ability to continually invest in the digital infrastructure, be it artificial intelligence, robotics, data processing, or hardware. Human contact is increasingly being replaced by an increasing range of low-touch technology for things such as planning, booking, and processing transactions. Given these developments, new skills are needed, new jobs are emerging, and others will disappear. The

Internet of Things makes cyber security essential, especially now that 5G is about to break through as a major accelerator of digitization.

The new way of working

Just like leisure, work is becoming less and less dependent on locations. After the experience of the past few months, flexible co-living, co-working, and leisure concepts will emerge that will lead to the reuse of property. Talent can be deployed more flexibly and is less tied to place and space.

The healthy and safe city

Before 2020 and the coronavirus crisis, physical and mental health had already received a great deal of attention within the visitor economy. Cities are even more judged now and in the future on their attractiveness and livability, as well as their ability to provide clean air, safe and pleasant public spaces for large numbers of people, and to provide efficient medical care.

COVID-19 has underlined the value of outdoor spaces as places to meet, exercise, and relax. The increasing pressure on public spaces requires an integrated approach to these green and blue areas and targeted control of safety and crowds through crowd control.

Companies in the retail, catering, or hotel sector (e.g. H&M, McDonald's, Aldi) in the United States) will also respond to the growing need for safety, health, and well-being.

The participation society

The current 24-hour news cycle and social media can reinforce local decisions to a global level within minutes. Political decision-making, a balanced representation of citizens, and the provision of truthful information are under pressure. Cities are increasingly using digital tools to encourage community participation and transparent reputation management.

Diversity and inclusion

Equality, diversity, and collective action are themes that are particularly appealing to younger generations (Millennials and Generation Z), who are increasingly finding their voice in the political arena and as consumers. In order to be attractive to these globally oriented, strongly connected generations, cities will need to connect with their values and life experiences and show real action on issues such as climate change. Inclusiveness is an important theme. Visible in new initiatives such as the Black Travel Alliance, established in 2020.

Impact of climate change

From 2019 to 2020, Europe experienced its warmest winter ever. In the Netherlands, the climate is changing to milder winters and more extreme heat in spring and summer. Cities need to adapt quickly by developing climate-proof infrastructure and using predictive weather analysis to understand the effects of changing weather patterns on the city.

Consequences for the visitor economy include scarcity of water, the need for public spaces with more shade, but also possible damage to historic buildings due to high temperatures.

Due to the rapid growth in the number of international visitors – especially by aeroplane – before COVID-19 and the lack of international visitors during the lockdown, the impact of the visitor economy on the natural environment became clearly visible. This resulted in various policy plans at national and European level, aimed at a sustainable and above all ecological recovery of the sector.

Focus on the local

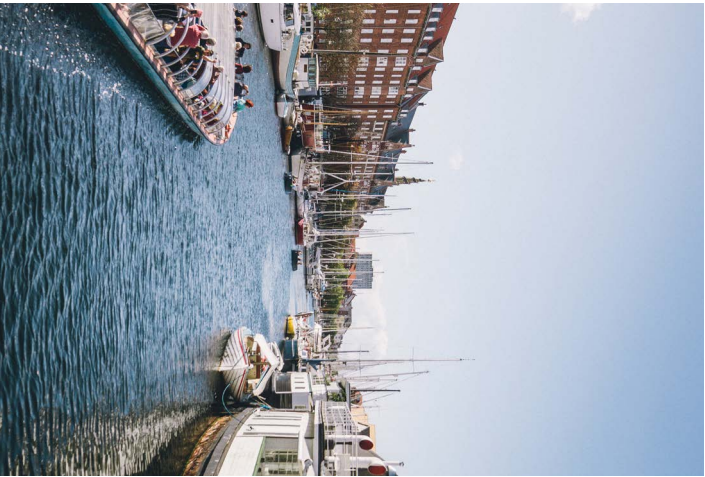
In addition to the economic and ecological impact, the visitor economy has a social influence. After all, the

sector creates trainee posts, internships, and jobs, and can contribute more to the benefit and quality of life in all neighbourhoods and districts without causing disturbance or disruption. Various initiatives have been launched to improve the quality of life of residents through the visitor economy or to give support to local entrepreneurs and businesses (HofpleinVoordeel).

Sustainable transport

Global aviation has been fundamentally changed by the COVID-19 pandemic. Although even Eurocontrol's most optimistic scenario suggests that the number of aircraft movements from 2019 will not be reached until 2024, the aviation sector is likely to look very different by then.

The support given by several European governments to their national airlines is based on higher aviation taxes and fewer short-haul flights. This, combined with the consolidation or bankruptcy of some airlines, and loss of consumer purchasing power, may result in low-cost airlines gaining position over their more expensive competitors. Increasing 'flight shame' and environmental issues stimulate the search for alternatives to long-haul and short-haul flights such as the bus, train, and boat.



SUSTAINABLE VISITOR ECONOMY INTERNATIONAL EXAMPLES

The Tiki Promise – New Zealand

In recent years, before COVID-19, tourism in New Zealand has grown rapidly to 3.8 million arrivals in a country with a population of 4.9 million. New Zealanders are increasingly concerned about the impact of these visitor numbers, particularly on the environment. As part of a wider policy shift to promote sustainable growth and national welfare, the Tiki Promise was launched in November 2018 by a coalition of seven public and private tourism organizations in New Zealand.

The Tiki Promise is based on New Zealand's Maori heritage; the Maori word 'tiki' means 'care for people and place'. It is an educational tool to encourage responsible behaviour among visitors to New Zealand and encourage them to travel with respect for the environment, people, and culture of the country. A broad toolkit of physical and digital educational material has been developed, which can be used by companies within the visitor economy. The widespread acceptance of the Tiki Promise by the business community and the use of the material during various phases of the customer journey is an

important factor in the success of the Tiki Promise.

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Taxation of short-haul flights – Europe

The growth in the global number of air passengers and increasing public awareness of the contribution of aviation to climate change have led many governments, particularly in Europe, to introduce or significantly increase different types of aviation taxes.

The most common measure is to discourage air travel by increasing air travel costs while generating revenue to invest in more sustainable modes of transport or other environmental programmes. Recent revisions include:

- › Austria: flights from 1 September 2020 will be subject to a minimum rate of €40 per person; the rate must be at least equal to taxes and surcharges. A tax increase to €12 per passenger, but for destinations up to 350 km from the airport this will be €30 per passenger to discourage shorter air journeys. In addition, Austrian Airlines is encouraged to transfer passengers to rail transport on short distances where possible.

› Denmark: in October 2019, the Danish Aviation Industry Association proposed to set up an independent Climate Foundation with revenue from a small fee for tickets.

› France: a major reform of the current 'Air Passenger Solidarity Tax' was proposed in 2020, with €30 per passenger for flights of less than 2,000 km.

› Germany: aims for a rate increase from 2019/2020. The tax on flights from Germany to Europe, Russia, Turkey, Morocco, and Algeria is currently €12.90.

› Switzerland: agreed to introduce an aviation tax in June 2020, with almost half of all revenue earmarked for 'emission-reduction initiatives'.

› United Kingdom: Air Passenger Duty (one of the five of its kind in Europe) will aim for a minimum increase in destinations more than 2,000 miles away by 2021.

The DOTI Passport – Slovenia

'DOTI' is a personal digital passport with which the individual (the visitor) retains ownership and full control of their own data. It works via a mobile application

that acts as a secure space for storing personal data and preferences and as a tool for anonymous communication with providers in the visitor economy.

The data exchange is based on blockchain technology. Consumers remain in control of what information is shared, while blockchain technology enables the anonymized but transparent transfer of data to generate insight into visitor behaviour.

In the future, the technology can be used to encourage visitors to visit certain places, to spend money with certain service providers or to reward sustainable behaviour using 'Collaboration Impact Tokens' (CIT), a digital voucher stored in the user's personal digital passport.

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10xCopenhagen – Denmark

10xCopenhagen was launched in October 2017 as a major research project aimed at creating insight as the basis for a new visitor strategy in 2030. The project was started out of concern for the growth of tourism in the city and indicates which factors promote growth, but also how the visitor economy can benefit the city and its residents more.

The results will be made public so that all stakeholders can be properly informed. Important insights that have been published since 2018:

› 'Copenhagen's DNA and future opportunities': These are quantitative analyses investigating how visitor behaviour and preferences match the wishes of local residents.

› 'The Mindful Visitor' – a quantitative experiment to segment visitors into more or less sustainable, valuable segments using data on profile and behaviour.

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Made in NYC Week – New York

Made in NYC is an initiative launched in 2003 to help local businesses and creators recover after 9/11. The programme supports them in building the necessary competences, gives them access to a network of peers within the sector, and provides marketing support. To date, it includes more than 1,400 companies in all major subsectors of the NYC region, with around 72,000 people in the five city districts.

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Portland in the Streets – Portland

Portland in the Streets is a programme managed by the Portland Bureau of Transportation (PBOT), which is responsible for urban planning. The programme has contributed to increasing local pride and the overall attractiveness of urban neighbourhoods and encourages residents to take a role in the design of public space. This is achieved by using and reusing streets and locations as communal meeting places and improving and re-programming public spaces.

The aim is to make it easier for neighbourhoods to launch initiatives by making the planning and permitting process more accessible, better spreading projects across the city, and encouraging projects that respond to the needs and character of neighbourhoods.

More information >

Safe rent programme – Lisbon

Just as many historic European cities, Lisbon suffers from a severe shortage of affordable housing caused, among other things, by the increasing success of the city as a destination for a short holiday. The Fenda Siquira programme (Safe Rent) was introduced by the Lisbon Municipal Council in May 2020, shortly after the visible impact of COVID-19.

The aim is to allow short term landlords (owners of Airbnb flats) to rent out their property at affordable accommodation to the city authorities in exchange for a guaranteed income. The homes are then rented by the city authorities to people on low and medium incomes who would otherwise be unable to live in the city centre.

In this way, the programme contributes to restoring the balance in the use of property, following a sharp increase in speculative purchases of holiday flats in recent years.

More information >

Tourism development programme – Lisbon

Since 2016, Lisbon has been using its tourist tax to invest in renovating the city's main attractions and restoring buildings and public spaces to create new attractions for visitors and residents.

Lisbon introduced a tourist tax of €1 per visitor per night on 1 January 2016, and later doubled it to €2 per visitor on 1 January 2019. By October 2017, the tax had already raised €15.7 million for the capital, an average of around €1.1 million per month (the tax is levied by hotels and holiday flats, which alone accounted for €4.5 million).

The taxes collected go to the Tourism Development Fund, which is supervised by an investment committee chaired by the municipal council. Together with the Lisbon Tourism Association, the Portuguese Hospitality Association (AHP), and the Portuguese hotel and Restaurant Association.

The investment of the revenue was originally earmarked only for items such as street cleaning and public transport costs in popular areas, as well as international promotion. However, it generated revenue quickly enough to invest in the restoration of buildings and monuments. Between 2016 and 2019, €33.7 million was committed to development projects, of which €18.2 million was supported by the fund and €15.5 million by other entities.

More information >

Future Parks Accelerator – United Kingdom

The Future Parks Accelerator, launched in 2018, is a UK initiative to support cities and regions in making better use of parks and urban green spaces, making a better social and environmental contribution to society. The aim is for parks not only to be seen as assets to be managed, but as green spaces that can improve people's physical and mental health and bring

greater environmental benefits to the local community. After participating in the programme, local authorities consult with residents and interest groups to understand the role that green spaces play in neighbourhoods and districts. On this basis, specific neighbourhoods and green spaces are identified for participation in the programme, such as parks, forests, cemeteries, and allotments.

More information >

