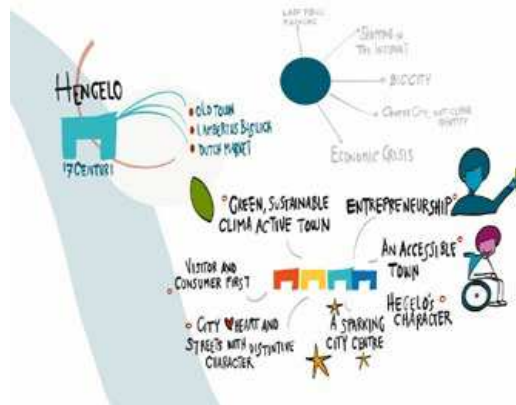




INTEGRATED ACTION PLAN FOR A VITAL HENGelo CITY CENTER



PREFACE

This is a summary of the Integral Action Plan that has been drawn up together with the inner city partners represented in the URBACT Local Group (ULG). This plan was made possible by the RetailLink project in which local partners worked together in the period 2016-2018 on a strategy and action plan to make the city centre more attractive to local residents and visitors.

During the international meetings, Hengelo representatives from the ULG gained knowledge and experience on a host of rich topics such as the customer journey, city identity marketing, data and application, and retail trends. We also learned from a range of practical examples as shown by the other cities in this RetailLink initiative.

The collection of knowledge and experience has led to improved cooperation with inner city partners in the ULG and the drafting of the joint integrated action plan. In early 2018, the inner city partners are now jointly working on concrete actions for this urban area.

One example of a concrete action that has been taken with the help of RetailLink is mapping out via discovery the DNA of the city to describe the identity Hengelo aspires to promote. In addition, we are working with The Foundation Centre Management Hengelo (FCMH) and Tom Kikkert to improve the identity marketing of the stores in collaboration with local entrepreneurs.

Furthermore, in November 2017, we organized an election among all residents from the age of 8 up in Hengelo to vote on which of the three design ideas for the redesign of Market Square was the best. Even though the winner has yet to be announced as of this writing, the Market Square will become a place with quality accommodation where plenty of activities and experience during the week will be possible. RetailLink has provided us with ideas about how to make a concrete, interactive and participated plan in the coming months with stakeholders.

In the coming months, too, our inner city partners will continue working on the translation of the integrated action plan into a city centre program and we want to give concrete shape to the cooperation aimed at

implementation. The integrated action plan serves as a dynamic document that can be adjusted in the event of new developments, but in which the inner city partners jointly take responsibility for the pursuit of the main ambition to once again make residents of Hengelo proud of their inner city.

In the attached summary, we describe the cooperation of the inner city partners, the challenges facing the city of Hengelo, our city's ambitions and goals, and the concrete actions proposed and underway by our stakeholders.



1 - THE PROJECT

THREE HISTORICAL MEETING PLACES (HISTORICAL CONTEXT)

The city of Hengelo emerged in the 17th century at the junction of two old roads, the current Oldenzaalsestraat/Deldenerstraat and the Enschedesestraat. The town square and a small church were located there. In World War II Hengelo was bombarded and little was left remaining of the old town. After the war, in addition to the village square from the 17th century and the Lambertus Basilica (19th century) the village got the marketplace.

In the sixties, the Dutch market square was built near the Telgenflat (a building of the 60s). Hengelo residents recognize these three historical sites today as the most important meeting places of the town. Three towers mark these local meeting places: the Town Hall tower, the Tower of the Lambertus Basilica and the Tower on the market square. These three towers tell the story of the places where once everything began. With the present action plan the city wants to revalue and strengthen these old structures. In doing so, we expect to enhance the future profile of Hengelo, with respect for the past.

URGENCY. WHAT IS GOING ON AND WHAT WE WANT TO ACHIEVE?

The town of Hengelo currently has to contend with local and global trends like shopping on the Internet, ageing and the consequences of the economic crisis. This situation is not unique to Hengelo by any means: many other cities across Europe are experiencing an economic and retail decline, increasing vacancy levels and decreasing numbers of visitors.

For Hengelo, however, it faces special challenges being a small town with distinctive, though perhaps untapped power, and being in the neighborhood of other stronger competitive shopping areas in the immediate vicinity. This has had an effect on the economic performance of the inner city, with Hengelo losing regional weight during the last decade. The municipality thus decided to reverse the trend and make Hengelo's inner city a place that residents and visitors can be proud of. The city wants to keep its distinctive Hengelo character, embedding at the same time a unique and diverse retail offer in a safe and inviting atmosphere in which both locals and visitors want to stay longer.

AN INTEGRATED ACTION PLAN IN COLLABORATION WITH LOCAL PARTNERS

In 2008, the municipality of Hengelo city started a conversation in which all business owners, inhabitants and other interested parties were invited to talk about the future of Hengelo. Out of this consultation process the city approved the citizen vision Hengelo, we're sitting on gold. The vision was looking for a long-term sustainable city centre.

In 2015, a core group consisting of representatives of the entrepreneurs, real estate, finance sector, housing corporations and the local government drafted the Report future-proof town (Visie TBH). What was special in this initiative was that entrepreneurs and real estate owners took the initiative to carry out an extended problem analysis and put forth a vision, with a set of measures to accomplish that vision. The municipality fully engaged in the process and embraced the vision. The analysis and vision for the town largely that emerged from this earlier work has provided key elements of the new action plan.

Joining forces to develop an integrated action plan for the town to renew the inner city and to reduce vacancy rates are the Foundation Centre Management Hengelo (FCMH), Foundation Real Estate Hengelo (FREH), local government Hengelo and the city promotion agency (CPA). For the implementation of the action plan other partners, such as individual entrepreneurs and property owners will also be involved. Together, these partners form the URBACT Local Group.

AMBITION, GOALS AND STARTING POINT

A vital city centre is the most important attraction of the city as a whole. It hosts all kinds of amenities, shops, bars, restaurants, lunchrooms, coffee shops, culture, events and so on. It also makes the city attractive as a business location and for living. It is an important meeting place, work place and ultimately tells the tale of the identity of the city.

The ambition of the URBACT project Local Group is to achieve a result described as follows:

A vital inner city with Hengelo's character, which has an eye on the Dutch past and looks to the future. An inner city where visitors love to come and residents and business owners are proud of because there is a distinctive and diverse offer and because there is a fine, safe and cozy atmosphere.

The goals set for the coming period, as set out in the 2015 Future-proof town Hengelo report include:

- More visitors to the inner city and longer dwelling time
- Higher business turnover, real estate values and improved business climate
- More compact city centre with mutually reinforcing and recognizable districts around the area.

These goals will be monitored against a number of indicators, namely:

- Number of passers-by on Saturday
- Development of the number of weekly visitors to the city centre
- Development of features downtown
- Vacancy rate in the city centre and in the municipality total
- Number of parking spaces downtown
- Rating of the downtown by Dutch residents.



2 - THE PLAN

SEVEN POLICY AREAS WILL BE DEVELOPED TO ACHIEVE THE ABOVE GOALS

1. Visitors and consumers first

As part of the plan, there will be intensive research on the local consumer to understand how the visitors behave during the purchasing process. The data includes figures and valuation survey among town centre visitors.

2. A compact city heart and streets around the city centre with distinctive character

The most effective measure to fill empty units and mix functions. This will be around the historical core of Hengelo. The compact city heart will be enhanced in terms of atmosphere and aesthetics and will be surrounded and complemented by areas with a distinctive character that contribute to the unique character of Hengelo and to the vibrancy and viability of the town. Next to the hotel, catering and shopping, there is room for a multitude of added value services and products for learning, working, living, care-giving, services, crafts. The entry streets will be also strengthened.

3. A city centre that sparks

The design of the public space, the image quality of the buildings and the programming of functions and events will contribute to creating an inviting and exciting atmosphere in the historical meeting places (Burg, Jansen Square, Lambertus Basilica, Market square). These points will be interconnected by attractive shopping streets. Mobility will be improved and the area will be accessible by bicycles while cars will not be allowed except for deliveries. Art, culture and events will provide entertainment and amplify buzz about the inner city.

4. An accessible town

Easy accessibility and customer friendly parking solutions are essential to a vital downtown. Although the compact city heart is car-free, cars and bikes will be placed near the city centre. It is therefore necessary to establish sufficient, affordable and high-quality parking spaces around at the entrances to the city heart. An accessible town also means that the inner city is equipped on disabled and visually impaired visitors. In Hengelo, the transport connections between the train and bus stations will be made more inviting and user-friendly.

5. A green, sustainable and climate-active town

The green areas in the city centre are highly appreciated but insufficient up to now. As a climate-active City (KAS), Hengelo will increase green areas in the inner city. The four areas of the compacted core of the city -the meeting places and the Enschedesestraat- will be connected by green structures.

6. Promoting entrepreneurship

The plan will encourage entrepreneurs and promoters from the cultural institutions such as the theatre, the galleries, pop music hall and the library, to cooperate in making up an attractive offer in the town. They have a large network and customer base that can be activated. The public space in the heart of downtown will become the new stage for a cross pollination between art, retail, catering and events. The city will embrace innovation and innovative business proposals that create diverse offers that mix functions, industries and activities for the benefits of both the inner city stakeholders and the visitors who are attracted so they will want to return.

7. Use of the Hengelo's character

Hengelo wants to better depict the history and character of the city. Revaluation of the three historical meeting places is a first step, and the DNA identification process also plays an important role in revealing Hengelo's character and identity. Customers, entrepreneurs and investors will help in defining the identity of Hengelo. The desired result is that everybody works towards a distinctive goal that suits Hengelo.

ACTIONS FOR A VITAL CITY CENTRE

Towards the achievement of the agreed goals, the action plan includes a number of key measures. The planning process will provoke new ideas and initiatives that will also be incorporated in a dynamic process of implementation and reviewing.

- Transform the Market Square. Renovation of the "Telgenflat" from offices to apartments. The square where the Telgenflat is located will also be transformed into a comfortable residential area. A ballot process will decide the winner among three sketch designs.
- Redesign the Enschedesestraat and core shopping area.
- Release Lambertus Basilica. A green and quiet place will be developed in the area around the Basilica which has an attractive historical value, in the heart of downtown.
- Build new municipal offices to host about 700 new employees and approximately 100,000 visitors annually to the town. With new events programme at the Burgemeester Jansen square and the renovation of the monumental City Hall. The historical place will be fully upgraded.
- DNA identification process. The identity will be made visible in the inner city and will give coherence to the various developments. It will also be complemented by a wide range of artistic, cultural and city events.
- Compact city centre with distinctive streets around to ensure complementary environments in the inner city. Bicycle and car accessibility will be improved in these areas.
- Customer-friendly parking solutions for car and bike will be enabled, too.
- Strengthen business environment and support with identity marketing, start-ups, pop-ups and blurring formulas.
- Improve facades to ensure that the city centre has a good and high-quality appearance. The city is working together with property owners, who will support through the Hengelo's Façade Fund.
- Create an acquisition strategy to attract and stimulate new investors and entrepreneurs to set up ventures in the city centre.
- Enhance the look of city entrances and make them greener and more welcoming. These are the areas and streets through which a consumer will be appealed to enter the town.
- Stimulate housing. Empty shops in the compacted city centre and the surrounding area will transform into other functions, i.e. promoting a mix of activities, including residences.
- Develop a programme of events that is coherent and suits the DNA profile of Hengelo.



Figure: Overview of actions in the map of the city centre

Monitoring of the project progress

The project has considered a number of project indicators that relate to the seven choices from the integrated action plan and that will help monitor its progress. These cover the following information:

- **Development of the inner city functions**

These indicators will measure the extent to which areas the city wants to transform will include other functions: living, services, shopping, catering, culture and how the vacancy rate develops.

- **Vacancy and real estate values**

The city centre has today a vacancy rate between 15% and 20%. The partnership with the different city centre stakeholders will agree on a set of indicators to assess and map vacancy and real estate values in a useful way.

- **Footfall, visitor flows, length of stay and origin of visitors**

The number of visitors and length of stay has had a clear downward trend in the last years, although footfall in 2016 was higher than the previous year. This monitoring data is today collected annually by manual counting by the company Locatus. The city will increase the data accuracy and insight by enabling relevant data from visitors' mobile phones, it will provide information on flow and visit length. The effect of events or a sale Sunday will also be revealed by measuring visitor numbers and loop currents.

- **Turnover of entrepreneurs within the Business Investment Zone**

Business turnover and in particular retail turnover is not a public data and depends on entrepreneurs whether they want to disclose this information or not. It is expected that the integrated action plan will contribute to an average increase in the city centre turnover. The municipality aims at agreeing with local entrepreneurs on a way to get insight in the turnover figures that is acceptable for them.

- **Visitors rating**

The city will continue using the Hengelo Panel, a survey to a representative group of population that is periodically asked to give opinion on various topics, among them the perception of the inner city. It is expected to include new indicators to get the view of visitors from outside Hengelo. A rating of the town in general sense is 5,4 out of 10, and it is considered that it can rise to more than 6,5 within 4 years.

• **Parking spaces**

This will be measured through the number of car park and bicycle places available.

RESOURCES AND INVESTMENT

Performing these actions requires a major economic effort by all parties, both in money and in personnel commitment. A global estimate of the project costs shows a need of investment of about €13 million. Part of that cost is already covered within the municipal budget and through project linked to the plan, but a large part will require additional resources, which is expected will be fulfilled by third-party resources and subsidies. Therefore, alternative sources of funding are of high interest for the project stakeholders.



3 - CONCLUSION

There is a sense of urgency on the revitalization of the city centre in Hengelo. That calls for a rapid implementation of the actions but with a look at the long-term effects. In doing so, the city needs to take into account necessary procedures, the available capacity of all partners and above all the collectively trust in the ambition.

The next few years will hopefully see this joint aspiration and vision made effective in a collaborative process on the various actions. The RetailLink process has confirmed that only by working well together, we get things done. This will translate into a higher appreciation and of visitors coming to the city centre in the next few years.



4 - CONTACT INFORMATION

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5 - ROADMAP

MAIN AMBITION Integrated Action Plan Hengelo	A vital Hengelose town with a distinctive Hengelose character with an eye for the Hengelo past and the look at the future. A city centre where visitors like to come and residents and entrepreneurs are proud of, because there is a distinctive and diverse offer and because there is a nice, safe and cozy atmosphere.
MAIN TARGETS/ INDICATORS:	Main targets that we want to achieve in the next four years compared to the baseline measurement (inner city monitor 2017): <ul style="list-style-type: none"> More visitors: 15% more visitors Longer stay duration of visitors: 10% longer stay Decrease of vacancy: 10% less vacancy in the compact city centre A general appreciation for the city centre rated with a grade of 6.5 Compact city centre with recognizable sub clusters: more visitor intensity in the compact city centre Higher turnover values, real estate values and attractive entrepreneurs / investment climate: not yet made specific and measurable.

THEMATIC PILLAR:	Promote entrepreneurship
Ambition:	We want to attract and facilitate entrepreneurs as much as possible so that they can do their best in the centre of Hengelo with as a result more innovation in the offer, less vacancy in buildings and more appeal and length of stay of visitors.
Target:	In four years we aim for 10% less vacancy in the compact city centre by shifting functions to the compact city centre and / or through new initiatives. We want to fill the vacancy by adding new formulas in the range that match the desired Hengelose identity and contribute to a pleasant and lively city centre.

ACTION	LEAD	PARTNERS	TIMESCAL ES	OUTPUTS/INDICATORS	RESOURCES
Describe Hengelose DNA and desired identity	CPA	FCMH, FREH and LGH	2018	Recognizable city story for everyone	In preparation. Resources available
Drafting bidbook for the city centre to attract new investors, entrepreneurs	FCMH	FREH and LGH	2018	Distinctive and attractive (economic) profile in the city centre	In preparation. Resources available
Make an acquisition plan	FCMH	FREH, LGH	2018/2019	New investors/ entrepreneurs Targeted proposition Acquisition campaign	To be prepared
Developing knowledge, sharing knowledge and developing initiatives for new formulas in the field of shopping and experience	FCMH	LGH The entrepreneurs	2018-2022	10% new initiatives and / or renewal within existing offer in a compact city centre	To be confirmed Resources from provincial retail deal apply: €10,000
Support and coach starting entrepreneurs in setting up their business	ROZ	Entrepreneurs ROC (Education) LGH	2018-2019	10% starting entrepreneurs in the city centre	Use of provincial subsidy
Better align policies and rules with the desired need for more innovation and a compact, vibrant city centre	LGH	FCMH Hospitality Entrepreneurs	2018-2019	Deregulation, less specific policy / rules, more application of customization and flexibility, working towards an environmental plan for the inner city	To be confirmed

THEMATIC PILLAR:	A city that sparks
Ambition:	We want to be an attractive, sparking city centre for visitors by dedicating ourselves to an attractive program of events and artistic expressions that contribute significantly to this.
Target:	We are aiming for 10% more events on an annual basis from 2019, well spread over the entire year. In addition, we aim for 10% more innovation and innovation within the range of events and artistic expressions. The events and artistic expressions reinforce Hengelo's identity. In addition, we strive for a good appreciation of the visitor of events, at least a 7.5 rating out of 10.

ACTION	LEAD	PARTNERS	TIMESCAL ES	OUTPUTS/INDICATORS	RESOURCES
Set up an event policy with a testing framework that tests current and new events	CPA	FCMH, organizations of event and LGH	2018	Attractive events policy and assessment framework that is inviting to event organizers and leads to good appreciation among visitors to the events.	In progress. Resources available
Strengthen and improve art in the public space	LGH	Artists, cultural organisations	2018/2019	Attractive, recognizable and coherent art supply in the centre of Hengelo	To be prepared. Resources available
Actively placing Hengelo's marketing and branding through various communication channels	CPA	LGH, FCMH	2018/2019	Improvement image Hengelo.	To be prepared existing subsidy CPA
Developing knowledge, sharing knowledge and developing initiatives for new formulas in the field of shopping and experience	FCMH	LGH The entrepreneurs	2018-2022	10% new initiatives and / or renewal within existing offer in a compact city centre	To be confirmed Resources from provincial retail deal apply: € 10,000,-

Improve and strengthen the subsidy relationship with CPA	LGH	CPA	2018	As a subsidy provider, we want to be able to make early adjustments to the requested commitment and cooperation if this is necessary to guarantee the quality of the programming in Hengelo.	To be confirmed
Construct and maintain free Wi-Fi network in the city centre	LGH	FCMH, CPA	2018	Covered network	To be confirmed
Use big data to gain more insight into visitor information	Kennispunt Twente	LGH, CPA, FCMH and FREH	2018/2019	Visitor profile	To be confirmed

THEMATIC PILLAR:	Atmospheric public space in the city centre				
Ambition:	The compact city centre has a high residential quality with a recognizable routing for the walking public. The historic meeting places (around the three towers) mark the compact city centre and are connected by attractive streets.				
Target:	More visitor intensity and a longer stay in the compact city centre.				
ACTION	LEAD	PARTNERS	TIMESCALES	OUTPUTS/INDICATORS	RESOURCES
Project redesign of Enschedesestraat / central shopping area	LGH	FCMH, entrepreneurs, residents, property owners	2018	Create a pleasant residential area for more visitors and less vacancy	In preparation. Resources available
Project Transformation Market Square. The Market square will have a new character	LGH	Artists, cultural organisations	2018/2019	The renovation and transformation of the Telgenflat is a first step in this, but the square itself is also being transformed into a pleasant residential area	In preparation. Resources available
Release Lambertus Basilica	LGH	FCMH, FREH	End of 2018 and completion 2021	We intend to demolish the Lambertuspassage and instead create a green and quiet place with historic Hengelo value in the heart of the city centre. More visitors and less vacancy CPA	To be confirmed
Project build new municipal office and new event square	LGH	FCMH, Hospitality	Start 2017 and delivery	With the new building of the municipal office, we bring about 700 new employees and about 100,000 visitors annually to the city centre. This ensures traffic in the city	In progress. Resources available

THEMATIC PILLAR:	Accessible downtown				
Ambition:	A good accessible city centre, with largely customer friendly parking solutions in the immediate vicinity of the city centre.				
ACTION	LEAD	PARTNERS	TIMESCALES	OUTPUTS/INDICATORS	RESOURCES
Design solutions for customer friendly parking	LGH	FCMH, entrepreneurs, QParc	2018	<ul style="list-style-type: none"> Price strategy Parking policy for the target groups, including residents Visualization (routing, signage, floor plans) Customer-friendly enforcement Inviting and pleasant Car free area Appreciation of visitors 	In progress. Resources available Budget for implementation is not clear yet
Design solutions for parking convenience	LGH	FCMH, entrepreneurs, Cyclists interest group	2018	<ul style="list-style-type: none"> Good accessibility and recognisability Locations Quantity (numbers) and quality (type) car / bicycle parking Facilitate bicycle parking Cab Parking referral systems 	In progress. Resources available Budget for implementation is not clear yet
Design convenience for Entrepreneurs	LGH	FCMH, entrepreneurs,	2018	<ul style="list-style-type: none"> Accessible city centre (camera systems) Loading and unloading Window times Parking workers Exemptions 	In progress. Resources available Budget for implementation is not clear yet