

A NEW SPRING AND A NEW VOICE

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WE, CITIZENS OF AMSTERDAM...

... probably hardly ever realise everything that is going on in our city. The things that make our city who she is. Where the buildings, the streets, the parks have come from. How all those *Amsterdammers* have made their way into this city, long ago or more recently. How they – together – have built up this city to what she is today. Amsterdam is the place where you live, work, learn, love, and grow a little older every day. You move through the city, occupied with your everyday thoughts, ambitions or worries. Not always realising what the essence is of this city in which you live. How the city shapes us and makes us who we are. And how that has come about. Look around! Admire and wonder. It is the place where the filthy rich and ultra poor stand together on the ferry. Where historical and modern architecture both long for appreciation. Where you meet your daily familiar strangers and where at the same time alienation lies in wait. Where many affairs have been organised in much detail, but where there is also room for counterculture and activism. Where you might suddenly end up in a bicycle traffic jam while not much later you find yourself alone surrounded by water and green meadows. Where people have had completely different history lessons, but share a future together. Amsterdam is the result of the interaction of contradictions, which creates great synergetic power. A wild collection of people, groups, and cultures, who together make up this city. Together forming in unity, transcending individual differences. One Amsterdam identity that defines us all. To which we all feel connected. That makes Amsterdam a unique city, familiar to all her inhabitants.

We, citizens of Amsterdam, are the link between past, present, and what lies in front of us. Together we shape the future of the city and we cannot do that without giving account of who are and where we have come from. In 2025, Amsterdam will be celebrating its 750th birthday. We will celebrate the city, together. That is our horizon when we imagine what kind of city we want to be, now and in the future. Amsterdam is an unmistakable success. The appeal of our city is enormous. Every day the city welcomes many visitors and new people and companies settle here. That dynamic feeds the liberal, creative, and entrepreneurial character of the city. It brings wealth, contributes to world-class cultural and societal facilities, and offers opportunities.

The success of Amsterdam, however, does not just create winners. It is a paradox: the success is created from communality and solidarity – expressed in typical Amsterdam values such as freedom, openness, tolerance, and compassion – but then risks becoming selective and not beneficial to everyone. Exclusion is lurking and contradictions are becoming more and more prominent. To ensure our success, everyone has to be able to share equally. We want all *Amsterdammers* to have something to celebrate in seven years. We want to preserve Amsterdam and prevent that the city's success will become her biggest problem.

This requires us to actively anticipate challenges that are related to Amsterdam's strong appeal. That we make use of opportunities and avoid threats. That we choose and act. Our goal is to jointly make this a success, for now and for the future. That requires clear choices from an active city board with a common vision and open attitude towards the city. A city board that combines great thinking with small acts. Choices for a city that take cooperation as a starting point instead of competition. Choices that turn wealth created by activity, creativity, and entrepreneurship into opportunities for everyone.

We make these choices with our eyes set on 2025. We look beyond the term of one governance period. Our goal is that Amsterdam will be characterised as a fair, united, free, sustainable, and democratic city. For new challenges that no doubt will cross our path, we will look for solutions together with *Amsterdammers* and in that process we will keep our common ambition in mind.

Fair city

One of the most important challenges is how we make sure Amsterdam is a fair city for everyone. On the Amsterdam housing market we see more and more groups under pressure. Only with a lot of luck or a lot of money do you stand a chance. In a fair city, we make sure that also low- and middle-income people can find a home.

In a fair city, everyone has equal opportunities, regardless of the neighbourhood you grow up in or the school you attend. Everyone has the freedom to shape his or her own future. Where the sum of individual choices leads to a collective problem, we provide collective solutions instead of appealing to the individual. This starting point requires a government that invests in neighbourhoods and schools that need it the most. It also requires more efforts to help and keep people out of poverty and debt.

Fairness also means that we have to fight the increasing inequality. Not only the gap in income is rising, but also inequality in health, job opportunities, and appreciation of diplomas is increasing. We are going to look at economic progress in a different way. When fighting inequality, we will focus on well being in addition to wealth.

Connected city

Our city is a connected city. There is virtually no city where so many people live together with so many different backgrounds. That feels normal, but is not self-evident. If we do not pay attention, differences between the rich and the poor will increase, inequality will become even more prominent through spatial segregation, and the poison of racism and discrimination will seep further into our city, causing individuals and groups to become separated even further. If we cannot stop these processes, the social cement that makes Amsterdam so strong will crumble. In Amsterdam we will ensure that everyone can be him- or herself and has a place in our city. This requires that we remain curious about each other, respect differences, and create opportunities to meet. This requires that we make the city (physically) more accessible, that we commemorate and celebrate together, and that everyone feels that they are part of Amsterdam. It is important that people can continue to meet each other in their neighbourhood, at school, and at the sports club. Connectivity must not only grow between individuals, groups, and (sub) cultures, but also between different areas in the city and between city districts. Our starting point is the trust that 'together' brings us more than 'alone'.

Free city

In our city, individual freedom and freedom of speech are a great thing. We cherish and defend that. Amsterdam will always offer space for free speech, creativity, and entrepreneurship, which are part of the DNA of the city. But freedom is also under pressure. *Amsterdammers* must feel safe in order to be free in all freedom, regardless of background, gender, preferences or level of education. Continued attention is needed to guard the acquired freedom. It must be embedded in the 'Amsterdam citizenship' that we stand for our (digital) freedoms and that we are

willing to maintain them where necessary. After all, freedom does not exist without responsibility and will always have to be fought for when facing intolerance. That is why Amsterdam continues to focus on the acceptance of others, free speech, and security in our neighbourhoods, schools, and other meeting places.

Democratic city

There is a big task for the city council to improve the relationship between citizens, private sector, and government. Citizens have just as good, if not better, ideas as the city government. We strive for an open and transparent council, an outward-looking organisation that is open to social and local initiatives. We feel it as our responsibility to increase the say of citizens. Not by setting up new systems but by engaging with the city in conversation and debate about how that can and should happen. *Amsterdammers* often and in many places show that they can arrange many things themselves. Here the government must be supportive and not steering.

We choose a city in which we see each other as allies rather than competitors. That means having faith in each other and expressing trust. We are convinced that this is how we achieve the most.

Sustainable city

We are the first generation to see the effects of climate change and the last generation that can do something about it. If we want Amsterdam to still be in perfect health on her 800th birthday, we must dare to make firm choices now. We strive to become the green leader in the Netherlands and Europe. This requires us to opt for natural gas-free neighbourhoods, further sustainability and energy savings, and improving air quality. Precisely because we are sharing public space with more and more people in Amsterdam, it must be green and healthy. In the tradition of Amsterdam, we ensure that innovation, creativity, and entrepreneurship contribute to one of the biggest transitions in our history and ensure that together we benefit from a sustainable future that is accessible to all residents of Amsterdam. Entrepreneurship, technology, and creativity make it accessible; participation and customisation make it feasible; solidarity makes it affordable for everyone.

Renewed hope and possibilities

Looking at the city we see so much beauty, movement, and so many opportunities. These opportunities are everywhere around us. Only courage and determination are needed to let our beautiful, alive, sweet city do what she can do like no other: shine! With that she will not only give everyone who comes here renewed hope, but also the chance to become who you want to be. That is Amsterdam.

We fully realise that our formulated vision on the city also requires clear choices, now and in the coming years. These are the choices we make:

EQUAL OPPORTUNITIES

Providing space for everybody's talents

Every child deserves the chance to become who he or she wants to become – regardless of his or her background. Still too often background factors determine the ultimate result of one's development. And that is a real waste. In the first place for the child, but ultimately also for us as a society. We don't accept this and want to fight against inequality and segregation with all possible means. Because it's our future that is at stake.

Preschool, primary and secondary education

- Preschool is crucial for young children's development and to fight segregation. Preschool will therefore be accessible and affordable for everyone.
- We will make extra investments in education, especially for those schools that need it the most. Money for disadvantaged children will be used for disadvantaged children.
- Parent initiatives and schools that fight segregation will receive extra support and rewards.
- The city will develop an equal opportunities plan together with schools. This plan will include fighting segregation, added value of informal education, opportunities for further education, preventing negatively biased advice when finishing primary school, admission policies, and maximising parent contribution.
- We preferably invest in broad school communities and mixed classes in the first years of high school, where broad does not necessarily equal big.
- We aim to prepare children in Amsterdam for living in a global city by talking to schools about teaching in a second language and offering international education.
- The shortage of teachers is increasing fast and this forms a serious threat to the quality of education. We will actively work on this. We will invest in the training of teachers and will involve teachers in the use of school budgets.
- We keep investing in school buildings with good air quality and green schoolyards.
- Together with research institutes in Amsterdam and private sector actors we will explore the set up of a think tank on (in)equality in the city, where different disciplines can come together and analyse policy interventions.

Further education, adult education and connection to the labour market

- We want to improve technical education and connection to further education and the labour market
- We commit to preventing school dropout and do not want schools to dismiss students who do not have a diploma or opportunities for further education. We will expand facilities for MBO-students who have a high risk of becoming a school dropout or have already dropped out.
- We will continue with the MBO-agenda. We create more internships, learn-work placements and traineeships for MBO-students, first of all at the municipality itself.
- We keep investing in adult education, low literacy, and lateral entry.
- We commit to improve the municipal offer of language courses (Dutch) and will possibly expand these to tackle language deficiencies.

Youth and youth work

- We commit to youth work, especially in neighbourhoods where youth workers are now lacking capacity, which makes them unable to help youth with urgent needs.
- In neighbourhoods where most children from vulnerable families live, we commit to extra afterschool activities related to education, nature, sports, and culture.
- We offer perspective to young people who get or already are involved in crime. We will pay attention to the young people themselves and their context. Those who do make a mistake (or have already done so) will not be cast aside, but will be offered a second chance. We pay continuous attention to solving obstacles in when pursuing an internship or job that arise as a consequence of not receiving a “Declaration about Behaviour” (VOG).

WORK AND FINANCIAL SECURITY

Fully participating without debts

Every citizen of Amsterdam wants to fully participate in society. But due to various causes, this is not as easy for everyone. We want to make sure that everyone can participate. Work is important in this. Because it gives meaning and because it is the best way to prevent poverty. Poverty and debts are huge societal problems with far-reaching consequences for those who have to deal with it. We want to tackle that.

Work and income

- We keep putting faith in people instead of assuming distrust and control coercion. Amsterdam does not install a compulsory compensation.
- We continue to develop and possibly expand the experiment with fewer regulations and requirements to receiving social assistance, so people can earn money on the side without losing their right to assistance.
- Unpaid labour and repression on the labour market should be prevented, especially with regards to reintegration opportunities offered by the municipality.
- We strengthen the work brigade (in sectors, target groups) and look at other forms of subsidised work.
- For people with disabilities or other limitations regarding work we offer social work opportunities: at social work facilities, social firms or at regular employers. If necessary there will be additional investments.
- We lower the caseload for employees of the department Work Participation and Income in order to create more room for personal attention to those who need support from the municipality.
- There will be job plans for *Amsterdammers* without work, in which we pay extra attention to specific groups, including bicultural *Amsterdammers*, young people with a vocational education background, disabled people, status holders, and elderly. We will make agreements about this with MBOs, local businesses, and businesses in the region.
- We will make efforts to improve cooperation between the municipality and social firms and will explore how we can combine budgets for care and work more smartly.
- We want to make strong agreements about social return. This concerns agreements with partners of the municipality as well as the municipality itself.
- We continue the approach for status holders and explore how elements of this approach can be taken up by regular programs. When helping status holders in their way to employment we will focus on sustainable and structural work instead of a high turnover.
- Amsterdam will not make use of wage dispensation (within the extent of the law) and will soften the negative effects of the 'cost-sharing norm'. The poignant position of elderly with a minimum income and incomplete AOW has our attention. Amsterdam will continue to ask the national government for adjustments to the existing policies with regard to wage dispensation, 'cost-sharing norm', and the incomplete AOW.

Debt assistance and poverty

- Debt assistance becomes a priority for the city board. We focus on qualitative, quantitative, and sustainable improvement of debt assistance. We make use of the recommendations of the Debt Free Manifest.
- The municipality will redefine its role as creditor and prevent debts from getting out of hand.
- The 'Early-On-It' approach will be extended where possible (both by parties and instalments). We will do everything possible to prevent home evictions. There will be no house evictions for families with children.
- We will investigate the possibilities to offer (budget) management ourselves.
- We will research merging the Stadsbank van Lening and the Gemeentelijke Kredietbank so that interest rates for social credits can be drastically reduced.
- There will be a tailor-made pilot for income support, in which the needs of the Amsterdam citizen instead of the supply of poverty services are the starting point. We look at whether we can increase the reach in this way and use the poverty resources more efficiently.
- For various poverty services we extend the target group to households with an income of up to 130% of the social minimum.
- Applying for social schemes such as poverty relief, assistance, and remission of municipal taxes is simplified where possible and the response time is shortened.
- The city board wants to use a broad concept of wealth and prosperity and will report on it annually. A proposal for this will be worked out.
- The city board commits to providing financial education at schools and will explore and support initiatives that work on this.
- The city board will expand and strengthen volunteer or neighbourhood initiatives that deal with poverty and debt.

LOOKING AFTER EACH OTHER

Providing care to those in need

Health is our greatest good. Feeling healthy, having control over your own life, and participating in society is important to everyone. We want to offer help and care to those in need and ensure that people can live in their own neighbourhood for as long as possible. Unfortunately, there are still major inequalities in health in Amsterdam. On average, lower educated people start experiencing health complaints 19 years earlier than those with a higher education level. Addressing inequality in health is therefore a great priority for us.

Preventative care

- Combating inequality in health becomes a priority. We make a comprehensive, neighbourhood-oriented approach to reduce the large differences in quality-adjusted life years between socio-economic groups. We focus on health differences caused by smoking behaviour, obesity, exercise, loneliness, and health competencies (low literacy).
- We improve access to care, especially for bi-cultural *Amsterdammers*.
- The Amsterdam approach to loneliness will be continued and expanded.
- Welfare will become an important part of the neighbourhood approach. The program 'well-being on prescription' will be extended and health care workers will be used more often. To this end, we will make agreements with health insurers.
- We start a preventive approach for a healthy start for newborns in Amsterdam by providing support to young parents for the first 1000 days.

Health care, WMO, and youth care

- We will organise home care in a more neighbourhood- and district-oriented way. In this way we allow for customisation and the client's needs are put central. We start with care co-operatives in a number of neighbourhoods where care organisations will work together for neighbourhood-oriented home care. The municipality will have a far-reaching influence on the quality and scope of the care that is provided, but will not employ home care staff themselves. Small providers also have the space to provide care.
- We make money available for the rising shortages in healthcare.
- Amsterdam does not require a personal contribution for outpatient counselling and daytime activities. We aim for the lowest possible personal contribution for the other WMO provisions.
- Experiential experts play an important role in the development and implementation of policies, so that attention for the personal situation of the client and her/his social network will become more prominent.
- Informal caregivers receive better support, in line with their needs.
- We work in youth care with the idea of one child, one family, one plan, one director. Investments are made in the quality of the operators.
- We are pushing back waiting lists in youth care and giving young people a voice as much as possible in the care they receive.
- The connection between care for 18- and 18+ is improved so that young people do not fall between two stools. We pay extra attention to the obstacles faced by young people who need mental healthcare.

- Boundaries between the different legal domains in health care should never interfere with the allocation of the care that people need.
- Amsterdam remains an elderly-friendly city, with special attention to well-being and good care for elderly people with dementia.
- In collaboration with our main partners, we arrive at an approach for disordered people in which prevention and early identification are central. We look at the possibility of direct access to a counselling and contact hotline, the desirability of more OGGZ'ers in the district, and an individualised approach for severe cases.
- We make Amsterdam both socially and physically more accessible. Here too we involve experience experts in formulating and implementing policies.
- We make an action plan to reduce the staff shortage in health care and youth care in collaboration with education institutions, health care providers, and health insurers.
- Domestic violence and child abuse require more attention. Abandonment in the country of origin will be recognised as a form of domestic violence and we will be more aware of cultural differences and pet care in shelter after domestic violence. We look at how the connection between care and safety can be improved.

Care for homeless people

- We continue to improve outflow from social shelter by making homes and restart studios available more quickly. Housing First is used wherever possible. Debt issues cannot stand in the way of successful outflow from shelter.
- The intake and research into the need for care and self-sufficiency of people who report to the social shelter are being further improved. People who do not have access to social care are better guided to other forms of suitable help (such as social services) where necessary or are transferred to care in another region where the chance of recovery is greatest.
- We want to tackle the problems of young homelessness expeditiously. We make agreements with housing corporations about making housing available for these young people.
- The permanent winter shelter is being continued and further developed. The shelter includes an intake, research, supervision, and follow-up care. Access criteria will be specified later.
- Independent client support to homeless people via the street safety net is being expanded.

Shelter for undocumented

- A 24-hour shelter will be set up for undocumented migrants who currently reside in Amsterdam. This facility will focus on creating perspective (including return) with professional guidance.
- A plan will be developed with the following starting points:
 - o There is room for 500 people who can stay there for one and a half years. The mayor then has the discretionary authority to extend the duration of stay. For vulnerable or sick people, this verdict is drawn up in cooperation with the GGD.
 - o A person in the shelter sets up a development plan together with a professional supervisor. After every six months, progress is evaluated

to see how the plan has been worked on and the necessary follow-up steps to be considered.

- Screening will be done to map out the care needs and necessary help/support.
- The shelter is small-scale, with respect for privacy, the possibility of self-cooking, and the lowest possible level of security measures.
- During the stay in the shelter, the residents will not be arrested when lacking residence status. Agreements are made with the police and residents receive a pass for identification.
- Research will be done on how internships and/or work can be arranged for them.

INCLUSIVE AND CONNECTED

One Amsterdam, all Amsterdammers!

Racism and discrimination are present every day in Amsterdam. The poison of racism and discrimination is slowly seeping into our society and threatens our connected city. We should not and will not shut our eyes to this. Doing nothing is not an option. In Amsterdam no one needs to be ashamed of who she or he is and nobody needs to be afraid of who she or he is. Anyone who is thrown out on the streets because of his sexuality, is spit on her headscarf or his kippah, is groped because of a short skirt or is sent out because of his skin colour will always find us on her or his side. All *Amsterdammers* are of equal worth to us. We want to protect their dignity.

Reporting and registering racism and discrimination

- We fight any form of racism, discrimination, and intolerance.
- We invest additionally in Meldpunt (contact point) Discrimination and Racism Amsterdam.
- We start a campaign with social partners to promote the willingness to report hate crimes related to discrimination and racism.
- There will be a Municipal Emancipation Monitor which will monitor and report the status of emancipation and safety of different groups.

Companies, organisations, and the police

- We use mystery-guests more often and more widely. In the hospitality industry we increase sanctions on discrimination (three strikes out).
- We do not cooperate with companies and organisations that are guilty of discrimination. If companies and organisations are demonstrably guilty of this, we make it publicly known.
- We develop tools for business to prevent discrimination.
- We support pink/rainbow and other diversity-oriented networks in the city, especially with regards to the police and education institutions.
- It is important that the municipal government, the police, and education institutions reflect the diversity of Amsterdam. Together with partners we improve this representation and set target figures.
- In Amsterdam we do not accept ethnic profiling. Together with the police we will develop instruments to better monitor police action. The 'triangle' (public prosecution service, municipality, and police) strongly appeals to the ministry to expand the independent complaints committee with one or more civilian members. The committee reports annually to the council.

Education and diversity

- There will be a citywide program to support teachers how to incorporate the diversity of Amsterdam. Particular attention is paid to the prevention of negatively biased advice when finishing primary school.
- We encourage citizenship in schools and in neighbourhoods through programs such as the peaceful school and peaceful neighbourhood.
- We celebrate Amsterdam's diversity and pay extra attention to our shared history in education (including slavery, colonial past, and migration history).
- We continue to dedicate ourselves to the creation of the Slavery Museum.
- Keti Koti is widely celebrated and supported.

- We put together an 'Amsterdam Citizenship via Cultural Route', which all Amsterdam schools are offered via the municipality and which covers themes such as polarisation, mutual acceptance, LGBTQI+ people and religion, and equality. This citizenship route will also include the history behind our street names and specifically the dark side of our history such as colonial statues, slavery, and other forms of oppression.

Self-organisers and communities

- We enable communities to organise themselves if they simultaneously work on strengthening Amsterdam's broad social cohesion.
- We investigate whether strengthening the neighbourhood economy can contribute to solidarity in and economic strength of the neighbourhood.
- To get a good idea of what is happening in different communities, regular consultations with representatives of different communities will take place. Of course, the drafters of pre-election agreements ('*stembusakkoord*') are also involved in this.
- We continue to provide a safe haven to bi-cultural youth and refugees with an LGBTQI+ background.
- There will be a program to improve the position of transgenders and transsexuals (safety, acceptance, work, etc.).
- We want to make policies as 'life form neutral' as much as possible. We do not want to distinguish between single, married or otherwise cohabitating, unless there is an urgent reason for this.

SECURITY

Prevention, prevention, prevention!

We are lucky that our city is becoming safer and safer. Yet there are still serious problems. Everyone must be able to feel safe and free in Amsterdam. Safety is an important basic condition for a city in which you are able to live and work well. We therefore focus on what makes the most sense: preventing crime. We do this together with everyone in Amsterdam. So our emphasis is on prevention, but we are not afraid to intervene firmly if necessary.

Prevention and safety in the neighbourhood

- Citizens and businesses will gain more control over the safety in their neighbourhood. In consultation with the municipality, police, and social partners, we will determine which safety measures are necessary and are given priority.
- We strengthen networks both in the neighbourhood and at school to enable early identification of problematic and criminal behaviour.
- The Top 600 approach and the Preventive Intervention Team (PIT) will be further developed and extended where necessary.
- Young people will receive information about their rights and obligations as a citizen of Amsterdam.
- We are investigating whether young people can be trained as neighbourhood enforcers. In this way we provide role models in the neighbourhood and we counter nuisance.
- The current system with regard to installing video cameras will be maintained. Preventive searching will not be used.
- We propose to periodically measure the satisfaction with enforcement and the police among *Amsterdammers*. This provides insight into trends and allows the police and enforcement services to test the effect of the measures they take.

Security and fighting crime

- Amsterdam remains fully committed to fighting radicalisation, extremism, and intolerance in any form whatsoever.
- The security of religious institutions will continue to be protected and also other groups will be consulted periodically (or whenever there is an urgent reason to do so) about whether support or extra security measures are necessary.
- Amsterdam continues to urge national government to increase police capacity to combat organised crime more effectively.
- There will be an investigation into the intertwining of the upper- and underworld, particularly related to real estate. An investigation will be conducted on whether the Bibob instruments are sufficient.

Drugs, sex, and demonstration

- We will develop an Amsterdam Drugs Program aimed at health, safety, prevention, and information. We also look at which (soft) drugs can be decriminalised and we will commit to this also in our conversations with national government.

- People who voluntarily choose to work as a sex worker must be able to do their work independently and safely. We facilitate initiatives that strengthen the position of sex workers and develop new policies and initiatives in good consultation with the sex workers themselves, in which autonomy, safety, and health come first. Together we fight against stigmas that rest on sex work and aim to improve working conditions.
- In addition, we have an eye for the dark side of prostitution. We firmly fight human trafficking, forced prostitution, and exploitation. We are committed to an intensive approach through better cooperation between sex workers, social services, the municipality, the police, housing corporations, and the public prosecution service. We will continue with the existing program that allows victims of trafficking and exploitation to build a new and safe existence.
- Demonstration rights are and remain nearly sacred.
- We want to prevent people from being wrongly placed in immigration detention.

CONSTRUCTION, HOUSING, SPATIAL PLANNING

Space for everyone in a growing city

The Amsterdam housing market is under a lot of pressure. As a result, prices are rising and more and more people are waiting for affordable housing. Especially people with a low or middle income are barely able to enter the housing market. Allocating the increasing scarcity in housing requires regulation; to make sure the municipality gets a better grip on the housing market. We take the following measures to achieve this:

Affordable housing for low and middle incomes

- We are forcefully continuing to lobby the national government to make regulation of the middle segment possible. In this way we try to prevent social housing (corporation owned and private) immediately disappearing to the most expensive segment.
- We will build 7,500 houses per year. The acquisition of land for the benefit of construction will be possible explicitly.
- Of the new homes to be built, 2,500 homes will be built each year in the social housing segment.
- Selling social housing owned by corporation is only permitted in exceptional cases.
- To enable investments of housing corporations in house improvements, renovation, insulation, and new construction of housing, we will investigate whether the municipality can offer an alternative financing facility for these corporations.
- The construction of 2,500 social housing homes each year makes it possible to lease 1,300 housing corporations per year in the middle-rent segment. We fix that the rent does not exceed 971 Euros.
- Of the new homes to be built, 1,670 will be built each year in the middle-rent segment (up to 971 Euros). More is not possible, because contracts have already been closed for the construction of 5,900 houses in the expensive-rent segment, 12,500 houses for purchase segment, and 4,900 houses for young people and students.
- The supply of middle-rent housing is growing through this policy, assuming the annual liberalisation of 1,300 houses and construction of 1,670, from 27,200 houses now to 48,000 houses in 2025.
- The percentage of social housing (corporation owned and private) in the 22 neighbourhoods of Amsterdam will be actively monitored. When in a neighbourhood this percentage falls below 45%, then liberalisation of housing associations at the moment of mutation in that neighbourhood is not possible. In that situation, corporation owned houses that are vacated will also be let in the social segment, as long as there is still a stock of 45% social housing (corporation owned and private) in the relevant neighbourhood. The target for the middle-rent segment is 10% in each neighbourhood.
- With private landlords we make performance agreements on middle-rent segment (on a voluntary basis). The aim is to maximise the rent in exchange for a more favourable long-term lease. Of every two houses in the private and social segment that are retained in this way for the middle segment, one less corporation owned house will be liberalised.

- Private homes that fall into the social segment, and will demonstrably stay in that segment for at least 50 years, will be counted in the numbers for the social housing supply.
- Rental increases in the social and middle-rent segments will be aligned and limited.
- New houses in the affordable free sector rental segment remain perpetual to middle-rent segment. The income limit for middle-rent will set to a (family) income of € 60,000.
- We want investors' houses to only be rented out affordably, by including middle rent in the zoning plan. For existing property, we explore the possibilities for introducing a rental permit.
- In the case of new construction, a residence permit will be introduced (within legal frameworks) on which exemption is only possible under strict conditions.
- In the affordable free sector (middle rent and middle purchase) and expensive segment (expensive rent and expensive purchase), we aim to reserve half of the new buildings for *Amsterdammers* who leave behind an affordable home.

Housing and letting

- Together with housing corporations, we explore the possibilities for a more just allocation system, in which flow is stimulated and housing wishes of the home seekers are better connected to the house.
- The moving premium is used more effectively requiring corporations to start working better together.
- Sharing a house remains possible. We investigate bottlenecks in the current policy as well as which methods can ensure that affordability and rights of the resident are better secured, focusing on the effects on accessibility and affordability. This includes a tenancy agreement per inhabitant and the maximisation of housing units in a few residential blocks, streets or neighbourhoods.
- We want to offer *Amsterdammers* the opportunity to make a housing career. That is why we will investigate how one's rent and type of home can grow together with one's income and family situation. We make agreements with housing corporations about a pilot.
- Illegal rental will be tackled strictly. Homeowners are not allowed to rent their home to tourists for more than thirty days a year. There is strict enforcement of the rules.
- In neighbourhoods where the balance has been disturbed, we want further measures, such as a ban on holiday rentals. To this end, we consult with the relevant district and the neighbourhood.
- The forthcoming required permit for starting a Bed & Breakfast gives the possibility to exert control on quantity. Where the balance is disturbed, we will make use of this.
- Shortstay will disappear. This city board is working on a proposal to make a form of serviced apartments possible.
- We want to continue to help new *Amsterdammers* (mostly internationals) who are looking for temporary housing in Amsterdam. This involves making a strict distinction between short-term residence and tourist rental.
- We are expanding the possibilities to give priority to the housing market to professionals in the public sector dealing with shortages, such as teachers and nurses. We will look at both social and affordable free sector rent

segments (middle rent). We will investigate whether it is possible to extend their campus contracts with five years.

- Resident support and advocacy for rent and purchase are each strengthened.

Construction and transformation with attention for all groups

- In order to stimulate construction, approximately 700 million Euros will be invested in property production from the Equalisation Fund ('*Vereveningsfonds*') in the coming years.
- After 2021, there must be sufficient room in the Equalisation Fund to be able to build a supply of 5,000 homes per year with adequate facilities.
- Together with the region, we will build at least 10,500 temporary and/or permanent student and youth homes for the next four years.
- We are going to make strong agreements with housing corporations on the number of new student houses to be built and their affordability. We will also focus more often on student houses with shared facilities.
- We want to reduce the waiting list for vulnerable groups so that social problems can be prevented or resolved. We will specifically build for vulnerable groups and make arrangements with housing corporations and care parties about new living concepts.
- It is important that vulnerable groups will be spread over districts and neighbourhoods in the city as much as possible.
- For housing cooperatives for social and middle-rent tenants, participating in transformation and in new construction will be made easier.
- We pay attention to the increase in single-person households. We are talking to developers and housing corporations about the realisation of new living concepts such as 'friends houses' and studios suitable for singles where facilities are shared with the entire building.
- We want to continue to offer families who consciously opt for the city a place and ensure that new buildings are suitable for families, especially if this promotes outflow. We do this not only by building larger homes, but also by challenging housing corporations and developers to come up with creative living arrangements that make smaller homes suitable for families.
- We are continuing the elderly housing program with vigour. If the pilot runs smoothly, the municipality, housing corporations, and !WOON will be able to achieve better results in order to offer more elderly people a suitable home and to remove obstacles.

Spatial planning

- In the Spring nota 2019, the city board will present a new estimate of the Equalisation Fund which takes into account the following four agreements:
 - o The Sluisbuurt bicycle bridge will be realised, but the investments will only be guaranteed when a sufficient number of homes have been delivered. The Alderman of land issues will make a proposal how this will be incorporated in the plan for the Sluisbuurt and in the financial planning.
 - o The tunnel for easier access to the Science Park is postponed. In the light of the ambition with regard to the car-free city, research is being carried out into the extent to which the tunnel is necessary to open up the Science Park and whether there are better alternatives.

- For the ambitions in the field of sustainability and making our city free from natural gas, a total of 150 million Euros will be withdrawn from the Equalisation Fund in four years.
- We will spend € 40 million on improving the quality of life in the development neighbourhoods and € 10 million for housing construction and transformation which will be taken out of the Equalisation Fund over a period of four years.
- The costs associated with Phase 0 products for area developments are charged to the Equalisation Fund.
- Haven Stad development area needs to be accelerated compared to its current schedule in Koers 2025. This administrative period should already start with preparations.
- Marineterrein will be developed in consultation with the national government in the coming years. There will be room for housing, recreation, cultural facilities, innovation, and businesses. It will be a place with an international character where companies can emerge and grow.
- Amsterdam, together with the region, has to increase housing production and is taking a leading role here. There are clear agreements with the region about program and production.
- We are going to expand and compact the city, but always do this in conjunction with realising the necessary facilities and improving mobility and accessibility.
- High-rise construction is desirable if the decisions about the airport layout and the UNESCO buffer zone are respected.
- In order to ensure good cohesion between housing quality, quality of life, public space, and social services in new neighbourhoods, a city architect will have a coordinating role.
- The expansion of the city must be maintained in a way that preserves the green qualities of Amsterdam. That is why we do not build in the main green structure. Where possible, we make the city greener.
- In new buildings we actively seek space for circular area development and support bottom-up initiatives.
- Amsterdam will make maximum efforts to introduce the Environment Act ('*Omgevingswet*'). The processes must be organised in such a way that there is maximum control for citizens and businesses in Amsterdam. This will also help to realise the energy transition and the housing construction needs.
- Demolition/new construction is permitted under clear conditions. It must contribute to making the city more compact, mixed, or sustainable. Residents should be able to participate and have the right to return.

Neighbourhood approach

- We are developing a strong and ambitious neighbourhood approach.
- We strengthen the networks in the neighbourhoods and create sufficient physical places for local residents to come together.
- We invest in public spaces in neighbourhoods. More 'life streets' are coming into consultation with residents and the district committees.
- In consultation with housing corporations, extra efforts are being made to reduce overdue maintenance in homes.

- We want a clean city where people are helped quickly when they report that they are getting neglected somewhere. We provide better enforcement, extra cleaners, and better service to *Amsterdammers*.
- In cooperation with housing corporations, neighbourhood teams, and police, we prevent problems from concentrating in certain neighbourhoods. We are experimenting with expanding community care teams. Area brokers are also used in the social domain.
- The neighbourhood economy is being strengthened and social participation increased.
- Neighbourhood budgets are discharged where necessary and tailored to neighbourhood combinations.

SUSTAINABLE AND GREEN Amsterdam for future generations

Amsterdam faces challenges in terms of sustainability that will not be achieved by just the municipality. They also require intensive partnerships with new and old partners where we actively ask actors in the city to contribute, from start-ups to old utility companies.

Climate, energy transition, and Amsterdam natural gas-free

- Amsterdam wants to make a substantial contribution to achieving the Paris Agreement, and therefore has the ambition to reduce CO₂ emissions in Amsterdam by 55% in 2030 and 95% by 2050. We aim to make Amsterdam free from natural gas by 2040.
- The municipality takes control to break the current trend and will accelerate the transition to becoming a natural gas-free city. In order to realise a leading position in the area of the energy transition and Amsterdam free of natural gas, we are creating a roadmap with concrete targets for this period and every year thereafter and we ensure sufficient civil service capacity.
- During this governance period, three neighbourhoods will become completely natural gas-free. Preparations are being made for other neighbourhoods. In at least one neighbourhood we will focus on locally managed energy supply. From now on, new neighbourhoods will be built completely free from natural gas, with heat provided by local and sustainable sources. The municipality imposes extra statutory requirements on the energy performance of buildings and challenges the market to build energy-positive and circular.
- The fund for the Energy Transition/Amsterdam Natural Gas-Free will be 150 million Euros.
- The rules for the Sustainability Fund are being adjusted. The Sustainability Fund will be used to speed up the transition to an energy-neutral city, where waste is used as raw material. Solutions supported by the Sustainability Fund must be replicable and scalable. The fund will be used as a multiplier to appeal to private financing.
- Heat networks will become open networks. Heat sources must be or become sustainable. The municipality is investigating whether it can play an independent role in the construction of those open transport networks.
- We find it essential to have public support among *Amsterdammers* for the energy transition. Inequality may not be increased by the transition. The starting point is that housing costs for households with low and middle incomes will not rise as a result of the costs of the energy transition. We work together with businesses and investors and challenge them to contribute in an innovative way to the energy transition. The municipality will draw up a local public-private climate agreement.
- The municipal organisation contributes in all parts to our ambition to reduce CO₂. In procurement and investment decisions, CO₂ will be saved. The municipality formulates an ambitious objective to make municipal property climate neutral, in which we will start immediately with making the most promising buildings climate-neutral.
- Amsterdam will investigate which regulations create obstacles to becoming radically more sustainable and green. A contact point will be set up where *Amsterdammers* can register these 'dirty rules'.

- The possibilities for building-related financing will be maximised.
- The municipality promotes the amount of solar panels in the city to grow to 250 MW by 2022. We do not want any roof in Amsterdam not to be used for sustainable objectives. We make use of all possibilities with residents, solar cooperatives, homeowners, and corporations.
- Amsterdam wants to maximise the potential for windmills in our city.
- The coal plant on the Hemweg must close.

Port, circular economy, and waste

- The Environmental Management Act (*'Wet milieubeheer'*) will be actively applied. Businesses receive support in the energy transition. Sustainability measures can be included in the settlement conditions for business.
- The port is an important partner in the energy transition and facilitator of sustainable and circular activities. The port can play a role as a battery for the city, for example through the production of hydrogen and biogas.
- The objective remains that by 2030 all coal transfers will be replaced by other activities. The port makes a plan for replacing other fossil activities in the port.
- The port continues to pay attention to its supply chain responsibility for the transshipment of goods such as goods from conflict areas and diesel mixed with waste.
- The port will become a hub for clean, smart, and efficient city distribution, whereby the city will make maximum use of its unique connections by water.
- We invest in a sustainable waste chain. The waste chain must become a raw material factory. The manufacturing industry that processes these raw materials is given the space in the environment of the AEB. Waternet is a partner in the recovery of raw materials from sewer waste.
- Separate waste collection must be done better and purer. The successful pilots for compost waste are being expanded. Associations, schools, and neighbourhood initiatives can be rewarded for returning pure and separated waste.
- There will be a focused approach to industrial waste. Waste collection should be organised as much as possible together to reduce unnecessary traffic rides.

Public space and green

- We will develop an urban vision for green in the city. In current practice, there is sober maintenance of green. The aim is to improve the ecological quality.
- Green and parks will be connected by networks of green city streets and green connections.
- We are committed to better climate adaptation in the public space.
- In order to reduce the pressure on green space in the city, we will increase the visibility and presence of recreational activities. Green outside the ring must be more accessible to *Amsterdammers*.
- With the water board and province, Amsterdam is working to raise the water level in Waterland, in order to halt peat oxidation and to increase biodiversity.
- Urban agriculture will be promoted; the current food strategy will receive follow up.

Animal welfare

- The Amsterdam Animal Aid to Minima (ADAM) will continue.

- The subsidy for the animal ambulance will be increased.
- Investments will be made in extra official efforts to implement these measures.
- The municipal children's farms receive extra money for overdue maintenance, the training of staff, and better fire safety measures.
- Areas to walk your dog and let them run free will be adapted and improved and we will examine possibilities for increasing the number of these areas.
- The program for animals causing nuisance will be continued.
- We are working on a reporting centre/contact point for animal abuse and are strengthening the cooperation with animal welfare parties and the police.
- Amsterdam tries to combat hunting and investigates which legal means can be used to achieve this.
- We will ban the sale of fur, live lobsters, and crabs on the market.

MOBILITY AND AIR QUALITY

Prioritising pedestrians and cyclists

No one can deny it: it is getting busier in the city. The city is slowly congesting. There is not enough space for cyclists and pedestrians. And Amsterdam exceeds the standards for air quality considerably; *Amsterdammers* smoke six cigarettes a day without realising it. It is time for real choices, in which we give priority to pedestrians, cyclists, and public transport and in which Amsterdam becomes car-free.

Amsterdam car-free

- We will draw up an ambitious 'Amsterdam Car-free Agenda' and for this we investigate five connected strategies:
 - o Parking-free canals;
 - o Inner city as much as possible car-free;
 - o Parking-free residential streets;
 - o More space in city streets for pedestrians and cyclists;
 - o 'Cuts' in the main car infrastructure
- Our goal is to have 7,000 to 10,000 parking spaces removed by 2025. A feasibility study on this will be part of the Amsterdam Car-free Agenda.
- Parking fees for visitors will increase. In the city centre this will be to a maximum of 7.50 Euros per hour. The visitor arrangement remains. The tariff increase leads to a net extra income for investments in mobility (bicycle, public transport, car-free) of 30 million Euros per year.
- New parking garages will only be build close to the A10 or further out, with emphasis on Park and Ride facilities. The dual use of existing private garages will be encouraged.
- Priority will be given to making narrow canals free of parking. Furthermore, we will extend the lifespan of weak quays by allowing less parking and less (heavy) traffic. We also take the transition to car-free as an option in the maintenance plans for quays.
- There will be more room for the bicycle and that means that more investments will be made in bicycle infrastructure to make cycling more attractive and safer. The current multi-year bicycle plan is being improved.
- Touring cars are kept out within the A10 and below the IJ. There will be a coach-transition plan to realise this. Until then, it will be possible to transfer behind the Central Station and at the Zouthaven.
- We focus on improving the logistics of supply in the city. The focus is on bundling of goods, more intensive use of water, and cargo hubs. There will also be special attention for parcel delivery.
- Amsterdam will play a pioneering role in new mobility concepts to reduce car ownership and increase accessibility. Part of this is an investigation into a common platform for sharing possibilities.

Air quality and safety

- We are continuing with the current aim of an emission-free Amsterdam in 2025. To this end, we want to extend the environmental zones to more vehicle categories and stricter standards. Freight transport and buses will therefore also become completely emission-free.
- In Amsterdam, the maximum speed will be reduced for safety and air quality. We are committed to reducing the maximum speed to 30 km/h in residential

streets and to 80 km/h on the A10 as much as possible. There will be an investigation into the devaluation of the A10 West. Flow will be improved by solving bottlenecks.

- Amsterdam is going to make improving the taxi market a priority. We want to introduce electric transport sooner and be completely emission-free by 2025. Enforcement must improve with a clear enforcement framework, so that less arbitrariness is experienced. New technological developments mean that we (together with the national government) must work on clear rules concerning the entry-level market and the call market, so that volume policy can also be implemented.
- We want to make traffic safer with the use of traffic psychology and by limiting the speed limit, especially around schools. Mopeds will be removed from bike lanes and the exemption policy for deviating from traffic rules will be tightened.
- We will investigate the possibilities and costs of enforcing the prevention of parking on the sidewalks for LEVs (Light Electric Vehicles) and Biro's and Cantas (without care indication).

Public transport

- In order to compensate for the loss in public transport accessibility in suburbs, the municipality is going to focus on new mobility concepts such as 'mobility as a service'.
- In our growing city, accessibility is essential and we are faced with a leap in scale, for which we will work out a concrete plan. We are committed to new subways and light rail connections. We investigate the possibility of an East-West line and the closing of the Ring line. We have discussions with the region about the extension of the North-South line both to the north and to the south. We are committed to realise ten tracks at Central Station and six tracks at Zuid station.

BALANCE IN THE CITY

Creating a new equilibrium

Tourism is part of the international character of Amsterdam and it is something we must continue to cherish. But at the same time we see that the positive sides of tourism, such as job opportunities and income for the city, are being overshadowed by the negative sides. Nuisance, crowds, and waste negatively affect the quality of life in certain neighbourhoods. Monoculture in terms of shops also does not make the city more fun. We need a new equilibrium. In which residents are put central while visitors remain welcome.

Spreading advantages and disadvantages

- Amsterdam is a city for living and doing business. Only in the second place is it a tourist destination.
- We want to better distribute the burdens and benefits of tourism. We are committed to distribute tourists in the city and to the region.
- Visitors and tourists will contribute more fairly. We will structurally increase the revenue from visitors, especially the tourist tax, by € 105 million in 2022. We will discuss the proposed system with the sector, after which, with an inception period, we will start in 2020. For 2019 we apply a uniform percentage of 7% for the entire city.
- Amsterdam Marketing is being transformed into a knowledge agency for cultural promotion, conferences, and distribution of tourism. The name Amsterdam Marketing disappears.
- We extend the permit requirement for tourist guides to outside the Red Light District.

Public space, mobility, and water

- Cleaning and enforcement become a firm priority for the city board.
- We want to reduce advertising in the public space and will reintroduce the advertising tax.
- We will ban moving ads from the city as much as possible. Where it is necessary to take measures for crowd control, objects with moving images can be used only as an exception. Data tracking is prohibited.
- We look at the deployment of technological tools for crowd control and influencing and managing traffic flows.
- We will reduce the amount of entertainment transport on the water and on land (including bicycle taxis, segways, the beer bike, horse carriages, hottugs) and increase safety in traffic.
- Stricter enforcement on the water is necessary, particularly with regard to alcohol consumption, noise, and illegal recruitment practices.
- We will move the pick up and drop off places for tour boats outside the centre.

Accommodation and quality of life

- We will take a complete look at and reconsider the existing hotel policy (hotels, holiday rentals, B&Bs, cruise ships), limiting the growth of the number of beds. We also make agreements with the region to prevent unwanted waterbed effects.
- In districts with many tourists, we structurally monitor the quality of life and tourist capacity. We consult with residents and businesses about the

outcomes and possible follow-up actions. The Red Light District requires a specific approach.

Passenger Terminal Amsterdam (PTA)

- The developments in Noord demand better connection to the rest of the city. To this end, we want to build the Java-bridge. This means that large cruise ships can no longer moor at the PTA and that an alternative is required. The intention to place a second PTA at the Coen- and Vlothaven is relatively expensive, restricts housing opportunities, and contributes little to spreading tourism and improving air quality. This will therefore not materialise. In consultation with the municipalities along the North Sea Canal and the province, we will look for an alternative location outside of Amsterdam.

ECONOMY AND INNOVATION

An economy that works for everyone

We do not dismiss people who do not work, but we are a city where life-long learning equals life-long opportunities. We make the city sustainable for businesses. We receive new companies with open arms, wherever they come from, as long as they bring good jobs and opportunities for *Amsterdammers*. We focus specifically on local businesses and entrepreneurs who want to innovate and become more sustainable.

Shops and local economy

- We are extending the branching tools to the entire city to combat monoculture in retail offer. We investigate how the arrival of large chains in the centre can be set to a maximum.
- We want to strengthen the local and neighbourhood economy and invest in the position of SMEs. We want to further expand the range of instruments to prevent empty stores. If necessary, we use the opportunity to deploy strategic real estate. We pay attention to the disappearing function of markets and explore how we can strengthen them.

Education and the labour market

- We want to bridge the mismatch on the labour market in collaboration with employers and education institutions. We are continuing to develop the House of Skills into a retraining home for jobs of the future (in the digital and sustainable industry). We are further expanding training houses.
- In the MBO agenda we will pay attention to self-employed professionals and starting entrepreneurs.
- We are investigating whether a life-long learning scheme can be created, in which *Amsterdammers* can receive an interest-free loan for retraining.
- The Amsterdam Economic Board will be transformed into the Amsterdam Social and Economic Board. MBO schools are going to participate. More attention will be paid to the way in which companies can contribute to the challenges that Amsterdam faces.

Business and business climate

- We encourage and facilitate the development of knowledge parks.
- Amsterdam continues to attract international business to Amsterdam. When attracting international businesses, we will focus more on employment, sustainability, and innovation. Companies that come purely for tax benefits without making a contribution to employment or innovation are not supported.
- We want to keep Amsterdam attractive, improve the business climate, and make it more sustainable. The logistic and business hubs ZuidAs, Schiphol, the internet-exchange, and the port make an important contribution to this.
- We want to strengthen the development climate for start-ups and scale-ups. We examine how we can stimulate their growth, make procurement criteria more favourable, and encourage the establishment of a platform for companies.
- There will be an office strategy where attention is paid to mingling functions, vacancies, and future demands. A separate strategy will be developed for the Zuidas (in which acceleration and expansion are possible).

Good employment practices and corporate social responsibility

- We want to make binding agreements with commercial platforms about their role and cooperation with the city, for example about good employment practices and the societal costs of, among other things, enforcement. We work together with other cities in the Sharing City Alliance and other initiatives.
- We want Amsterdam to become a municipality where good employment practices are the norm and the living wage (120% of minimum wages) becomes the starting point. We use our relationships with employers in Amsterdam and make agreements where possible to realise this.
- Amsterdam is an active and involved shareholder; we use our shareholding to promote corporate social responsibility wherever we participate (people, environment, society). Where necessary, we will adopt an activist approach.

Schiphol

- From the perspective of climate, safety, nuisance, and public health, Schiphol's growth is undesirable. Discussion on this subject will only be relevant after the redistribution of airspace in 2023. Growth is only possible if Schiphol develops and invests in plans to become the most sustainable hub airport in Europe and without any additional noise nuisance.
- Measuring and monitoring the nuisance and air quality around Schiphol will be greatly improved to map out the inconvenience and negative health and climate effects for citizens.
- The number of holiday flights is being reduced and we are committed to ensuring that short-haul flights are replaced as much as possible by train services. For this purpose it is important that Schiphol train station can develop into a station for international train services. Extending the North-South line will contribute to achieving this.

DEMOCRATISATION AND THE DIGITAL CITY

Together making the city of Amsterdam

Citizens have just as many good, if not better, ideas as the city board. We strive to maintain open and transparent governance and to be an outward-looking organisation that is open to civic initiatives and neighbourhood-oriented approaches. We see it as our responsibility to empower citizens. Not by creating new systems but by engaging in conversation and debate with the city about how this can be done.

Democratisation

- Together with the city, we will set up an ambitious agenda for democratic renewal in which we examine how participatory and representative democracy can be renewed, strengthened, and expanded. The aim is to give Amsterdam citizens a greater say in their immediate surroundings, municipal services, and the city as a whole.
- We empower the involvement of citizens in the city and political decision-making with social partners such as debate centres and other initiatives.
- We make new policies with the city where possible. For this reason, policy documents will always include a participation paragraph, which provides insight into how *Amsterdammers* were involved and what has been done with their input.
- We establish neighbourhood rights and start experimenting on the basis of the experiences from other cities.
- We will introduce neighbourhood budgets.
- We set up a neighbourhood budget for each neighbourhood. The district council decides about its allocation (within certain frameworks), in consultation with its citizens.
- We will provide a lot of space for local-level citizen initiatives and we will investigate how we can best support these.
- There will be a fund for supporting small-scale civic initiatives.
- We create physical and open meeting and development places in the city (as much as possible at local level). Municipal property can be used for this purpose. We are looking for combinations of workplaces with area brokers and enforcers.
- We create co-creation spaces in all district offices.
- The municipality actively supports creating commons for, for example, energy transition, healthcare, or organising local activities. The municipality will share best practices and provide legal advice.
- Amsterdam joins the Fearless Cities Network: an international association of municipalities that feel part of the international 'municipalist' movement. This includes the deepening of local democracy as well as other policy areas. The aim is to exchange with and learn from other participating cities. We will organise the annual Fearless Cities conference in 2020.

The digital city

- We will develop a Digital City Agenda in which we further define concepts around digital service provision and participation (modern, open government), cyber security and secure digital infrastructure, and data sovereignty.
- We continue to pay attention to people who have difficulty with digitalisation.

- The digital city focuses on the challenges face by the city. For this we build a robust digital infrastructure to ensure we make most of the possibilities and keep up good maintenance.
- We work, wherever possible, with open source and open data.
- Data minimisation becomes the norm. Data will only be collected if necessary and with permission. *Amsterdammers* will be given permission to view their own data within legal frameworks. The ways in which citizens can control the ways in which their data is shared with the municipality will be recorded.
- We support cooperatives that want to offer an alternative for platform monopolists.
- WiFi tracking by companies is prohibited.
- In order to make informed decision, access to good information is crucial. The municipality of Amsterdam therefore ensures that all citizens will be given access to important information. This not only strengthens local democracy, but also strengthens citizen involvement, decision-making, policy making, procurement processes, accountability and expenditure of public funds, and their impact.
- The municipality of Amsterdam will take the initiative to make more information publicly available. There will be an information commissioner who, together with the municipal privacy officer, will ensure that basic principles of 'open unless' and 'privacy by design' are guaranteed, promoted, and enforced.
- Citizens must be enabled to better track policies and give their input. To strengthen citizen involvement, they need not only better access to information, but also important information about the needs in their area and existing decision processes around these issues.
- Information about the council, WOB (Freedom of Information law) requests, and documents will be accessible.
- The 'Tada, clear about data' manifesto will be implemented. This manifesto provides guidelines on how to responsibly deal with the opportunities and threats of digital technologies, the protection of civil rights and fair access to, and the fair distribution of, the profits generated by digital technologies.

RECREATION IN A VIBRANT CITY

The immeasurable value of art, (counter)culture, and sports

In addition to providing a place to live and work, the city offers an enormous choice and diversity of possibilities to relax, to be surprised, to develop, and to enjoy beauty. From raw to refined, from mainstream to avant-garde, from professional to amateur, it all belongs here. We want to reinforce that dimension of the city. Because we believe that recreation is important in our hectic existence and because it generates joy.

Art and culture

- We are releasing extra funds for the Arts Plan. The next Arts Plan will include clear criteria for distinguishing between different types of art institutions and the integral approach of the Arts Plan. We do not grant substantial subsidies to organisations that do not adhere to standards for good employment practices (the Cultural Governance Code, the Fair Practice Code and the fee guidelines for exhibitions).
- Geographical distribution of the cultural offer, for example through cultural houses, will receive further elaboration in the next Arts Plan.
- In Amsterdam, a city curatorium will guard art in public space.
- For new construction, a percentage will be dedicated to secure art in public spaces in new construction areas.
- We secure more spaces for artists, by expanding the number of (permanent) breeding grounds, set minimums for the stock of studios and studio houses and making new arrangements with developers to realise breeding grounds and studios (homes). We also provide more rehearsal rooms for musicians.
- Amsterdam is unique because of its long tradition of counterculture. The city is developing fast and as a result, this culture is under pressure. That is why we protect counterculture and activism.
- We develop breeding grounds in the public space for experimental festivals aimed at talent development and experimental art.
- Amsterdam has a flourishing festival culture. This, in addition to being a lot of fun, also causes nuisance and pressure on the public space. We therefore focus on quality, distribution, and limiting the pressure on parks and green areas (ecological value and soil quality).
- Together with organisers, we look at how festivals can become more sustainable by investing in electricity points, sewers, poles, and cooperative purchasing of, for example, firm cups and how to reduce nuisance. The municipality and organisers both contribute to this.
- Night culture is embraced. We examine whether breeding grounds or other areas are eligible for 24-hour programming. We encourage crossovers between nightlife and cultural institutions such as museums.

Municipal property

- Municipal property belongs to the city and *Amsterdammers*. We want to use social real estate to provide space for initiatives and soft forces that cannot participate in the real estate madness but are essential for the city.
- Selling municipal property is not a goal of the municipality. Social and public objectives will be leading in our real estate strategy. We deal more efficiently with spaces by better meeting the different needs of users.

- The system of cost-covering rent is being revised in various parts. Cost-covering rent does not necessarily lead to additional income for the municipality.

Sports

- We increase sports participation with recreational sport, especially in neighbourhoods where this is not self-evident. We strengthen associations and independent sports initiatives.
- We strengthen sports in the neighbourhood and at school by focusing on local sports initiatives, swimming lessons, sports stimulation, and prevention programs.
- We make sports more accessible to people with disabilities, elderly, refugees, and those with a minimal income.
- For all initiatives that strengthen sports participation, we will offer vacant sports facilities with as few obstacles as possible.
- We reinforce sports at school with the use of specialist teachers, the expansion of after-school sports activities, the redesign of school squares, and school sports clubs. Special attention will be paid to sport at MBO.
- Associations are encouraged to transform themselves into a committed sports association with a broad social function and attention to a good pedagogical climate.
- We want to further improve the Safe Sports climate, with special attention for LGBTQI+ acceptance, anti-discrimination, combating sexual harassment, and preventing violence in contact sports.
- Sports facilities will be developed along with the growth of the city; the sports norm will be guiding.
- We invest in existing sports facilities and we investigate how the 1/3rd scheme can be improved so that associations do not have to pay for it.
- We will use sports parks, gyms, and sports halls more intensively and make them publicly accessible where possible.
- We aim to reduce waiting lists by using spaces that can be used more intensively and for multiple sports.
- There will be more and more sports-gathering buildings to stimulate meeting and share costs.
- We make sports parks more sustainable, with a heavy focus on co-financing within the municipality and external parties.
- Sports in the public space will be stimulated by placing more exercise equipment, making the public space challenging and safe to play or exercise and allowing for more public swimming spots.
- Top sport is important for stimulating and inspiring sportspeople. Top sport events are always organised with side-events and we look at events that match the Amsterdam sport culture. We are also looking at paralympic and LGBTQI + events.
- We aim to make talent development more inclusive and want to set up an Amsterdam Talent Fund to support top athletes who do not receive financial support from clubs, sponsors or unions.

COOPERATION AND CULTURE

Together for the city

Amsterdam faces big challenges. We are deeply convinced that a city government works in the most effective way when working in solidarity, collegiality, openness, and coherence. This does not only apply to the city board but also how we interact with the council, the district councils, and the civil service. We want an open collaboration culture with the city council and are very open to substantive cooperation.

Because our plans are ambitious, we will have to implement them in phases. At the same time, the scope of this agreement goes beyond one governance period. We believe that a vision focused on the (medium) long term does better justice to the nature, impact, and scale of the challenges we face as a city. Moreover, we see that flexibility and manoeuvrability of governance is necessary in a rapidly changing world. In order to be able to respond to social needs and changes, we will examine annually, in the early spring, whether our plans and priorities need to be adjusted.

The adaptation of the administrative system forces us to recalibrate cooperation between city and city districts. The role and function of the district committees will also have to be further defined and elaborated. It is obvious that they will play a role in the development of experiments aimed at strengthening participatory democracy. Neighbourhood- and local-oriented work is crucial for a city of this size. As city council we want greater involvement, interaction, and cooperation between all these levels. The city board and the daily administrators in the city districts will conclude an administrative agreement on cooperation, tasks, powers, division of roles, policy space in frameworks, and support. The role and functioning of the district committees will be further elaborated. Daily administrators and district committees are given the space to be able to draw up and implement area plans tailored to their needs. The district committees receive all the tools to be able to be ears and eyes of the neighbourhood. The locally oriented way of working is being developed and made leading. The area plans will play a central role.

A major challenge lies in increasing the control of citizens. With citizens, businesses, initiatives, and advocates we want to enter into new partnerships and strengthen existing ties. Dialogue and co-creation are the starting point.

We want to strengthen the relationship with the Amsterdam knowledge institutions. They can be an important partner in finding and working out solutions to the challenges the city faces.

Collaboration within the Metropolitan Region is indispensable for various challenges. We want to strengthen cooperation with the region in various fields, such as accessibility and mobility, the housing market and housing, the labour market, and tourism. We want to use the same curiosity, co-operation, and solidarity in this cooperation that we also ask of ourselves within the municipal boundaries.

Amsterdam is a strong European connected capital. And the major European challenges of our time are being solved especially in the cities. Amsterdam strongly believes in international cooperation. With fellow cities we want to ensure that in the coming period the EU puts our urban agenda at the centre. By joining the Fearless Cities Network we will strengthen our connection to other cities.

FINANCES AND ADMINISTRATION

Finance and financial administration

- The Planning & Control cycle is further improved upon by continuing to work on the transparency and readability of the P&C products.
- The current fiscal rules are supplemented or adjusted where necessary to promote the efficient use of resources and to contribute to more effective budget management by responsible portfolio managers.
- The interest rate system remains unchanged with two exceptions: the interest rate risk buffer is reduced to 1% and the interest result flows into the General Reserve until the resistance ratio is 1.4. The agreements on the resilience and the resistance ratio are maintained.
- The sale of real estate with the aim to reduce the debt will be stopped. With the exception of the budgeted income for solving the financial issue (that was related to the real estate portfolio (*'vastgoedknoop'*)), real estate will only be sold if there is no longer any need to keep the real estate in the portfolio. The net proceeds from property that is sold will be used for balance sheet reduction.
- The debt is currently sustainable and we ensure that the debt remains sustainable. The funds remaining in the budget for debt repayment are used for the reduction of the balance sheet.
- The funds reserved for nominal compensation are kept in the budget at an appropriate cost. When the budget is set, the relevant year is added to the different budgets.
- With effect from 2019, the proceeds of the Property Tax (*'Onroerende Zaakbelasting'*) (and Movable Area Tax (*'Roerende Ruimte Belasting'*)) will be adjusted annually for inflation. In addition, a one-off increase of 2% applies in 2019.
- For land leaseholders (*'erfpacht'*), we offer compensation for the increase in property tax by an additional transfer discount of 10% for those who switch to the perpetual system before 2020.
- For commercial real estate and corporations, the permanent land lease (*'erfpacht'*) system remains in force.
- An independent committee will advise on the future of the permanent and perpetual land lease system (*'erfpacht'*). Among other things, the added value and the desirability of the possibility of buying off the lease can be considered.
- The waste tax is made cost-effective. For minimal income households with an income up to 100% of the statutory social minimum, there is a waiver. In order to compensate incomes up to 120/130% extra poverty resources are released.
- Canons are made more cost-effective and will be indexed.
- The advertising tax will be reintroduced with effect from 2020. For the precario (encroachment on or above public land) on terraces, the level of the tariff depends on the pressure on the public space and areas with a similar pressure receive the same rate. The total (net) yield of the precario for terraces and mooring fees for (residential) ships will be increased by 2 million Euros structurally by 2020.
- With effect from 2021, the structural remittance from the Urban Mobility Fund will be reduced to the general service.

- We are structurally making extra funds available in the Urban Mobility Fund for research on the state of quays and bridges and the restoration of these. By tackling research and recovery programmatically and by combining it in larger projects, a larger part of the investments can be capitalised on the balance sheet and can be worked more efficiently.
- We focus on simplifying and optimising processes and support. This ultimately yields a saving of 3 million Euros. The structural funding of top sport events is converted into incidental financing. There will be smarter opening hours of the city offices. A further cutback task of 15 million Euros will be structurally completed.
- We are investing 14 million Euros in digital transformation to better serve *Amsterdammers* and to optimise processes within the municipal organisation. Possible savings that result from this digital transformation can meet the budget cuts still to be completed and the nominal compensation.

Staff and organisation

- We will deal more consciously with external hiring. Where possible, external hiring is further reduced. Occasional funded programs do not only run on temporary staff.
- Good employment practices are paramount for the municipality. We continue to invest in development opportunities for employees and pay attention to being able to combine work and care tasks. We are investigating the possibility of achieving a longer partner leave.
- The municipality of Amsterdam is a diverse and inclusive organisation. The workforce must be a reflection of the Amsterdam workforce and must therefore become more diverse in all layers of the organisation. That is why we are working on an inclusive organisational culture, including a personnel policy and inclusive recruitment and selection.
- Amsterdam will increase its target figure for accepting people with a work or other disability.
- The pay gap between men and women will be removed.
- We are going to investigate a pilot 6-hour working day for employees by Swedish example.

Financial Space					
	Incidental	Structural			
Year	2018	2019	2020	2021	2022
General					
Baseline Nota Budget space (addendum + 10 million result 2017)	159,0	14,6	19,1	77,2	145,6
Taken from General Reserve	30,0				
Smaller withdrawal from Urban Mobility Fund		0,0	0,0	-5,0	-20,0
Assigning Nominal Compensation		-26,4	-68,8	-88,5	-129,0
Lowering interest risk buffer to 1%		17,5	22,3	25,5	25,5
Structural space for balance reduction		3,0	3,0	3,0	3,0
Taxes					
Increasing tourist tax and expanding and increasing entertainment retribution		20,0	75,0	105,0	105,0
OZB-indexation and increase		6,3	9,5	12,8	15,0
Make waste charges cover costs		14,0	14,0	14,0	14,0
Make canons cover costs and indexation		6,4	6,4	6,4	6,4
Reintroduce advertising tax		0,0	8,5	9,0	9,0
Precario tax		0,0	2,0	2,0	2,0
Spending shifts					
Cuts to be later completed		0,0	0,0	15,0	15,0
Top sport / sport events		2,1	2,1	2,1	2,1
Smarter opening hours city offices		0,5	0,5	0,5	0,5
Simplify and improve processes and support		0,0	2,0	3,0	3,0
Total	189,0	58,0	95,6	181,9	197,1

Financial Intensifications					
	Structural				Incidental over 4 years
Year	2019	2020	2021	2022	
Available space	58,0	95,6	181,9	197,1	189
Intensifications from general resources					
<i>Equal opportunities</i>					
Education	-10,0	-12,0	-12,0	-12,0	
Youth work and prevention	-1,0	-2,0	-3,0	-3,0	
Adult education	-7,0	-7,0	-7,0	-7,0	
<i>Work and financial security</i>					
Debt assistance and poverty	-16,6	-16,6	-19,1	-19,1	-2,0
Poverty facilities partially available for 130% of social minimum	-1,0	-2,0	-3,0	-3,0	
Work brigade of 500 people	-5,0	-11,0	-11,0	-11,0	
Lowering caseload for client managers	-1,0	-2,0	-2,0	-3,0	
Job plan for bicultural youth, elderly, disabled, and experiment with social assistance					-5,4
Status holders	-10,0	-10,0	-10,0	-10,0	-5,0
<i>Looking after each other</i>					
Prevention of inequality in health (incl. loneliness, health literacy skills)	-3,0	-3,0	-6,0	-6,0	
Compensating government budget cuts on health care	-10,0	-10,0	-10,0	-10,0	-6,0
Staff shortage in health care					-2,0
Youth care equalisation reserve (waiting lists)					-3,0
Accessibility fund					-3,0
Social shelter, permanent winter shelter, and client support	-3,5	-3,5	-3,5	-3,5	
24-hour shelter for undocumented	-6,0	-6,0	-6,0	-6,0	
<i>Inclusive and connected</i>					
Racism and Discrimination Approach (a.o. MDRA, Keti Koti, and Slavery Museum)	-1,0	-1,0	-1,0	-1,0	
Self organisations	-1,0	-1,0	-1,0	-1,0	
<i>Security</i>					
Security, Top600, OOV (excl PIT)	-4,0	-4,0	-4,0	-4,0	
Preventive Intervention Team	-2,0	-2,0	-2,0	-2,0	
Amsterdam Drugs Agenda					-2,0
<i>Construction, Housing, Spatial Planning</i>					
Action plan Housing and Construction	-5,0	-5,0	-10,0	-10,0	-10,0
Land lease holders cuts	-1,6	-3,3	-4,9	-6,0	

Sustainable and Green					
Energy transition / free from natural gas	-4,0	-4,0	-6,0	-6,0	
Circular and Sustainable waste management	-1,0	-1,0	-4,0	-6,0	
Making municipal property more sustainable	-2,0	-2,0	-4,0	-4,0	
Animal welfare, including ADAM-program	-0,7	-0,7	-0,7	-1,4	-2,0
Water	-0,5	-0,5	-0,5	-0,5	
Balance in the city					
Waste and enforcement	-9,0	-15,0	-24,0	-25,0	-2,0
Economy and Innovation					
Strengthening economic structure and connection education/labour market	-3,0	-5,0	-7,0	-10,0	
Democratisation and the Digital City					
Neighbourhood budgets	-2,0	-4,0	-6,0	-8,5	
Democratisation and Fearless Cities	-1,0	-1,5	-2,0	-2,0	
Digital City					-4,0
Recreation in a vibrant city					-14,0
Art and culture (Arts plan)	0,0	0,0	-5,0	-5,0	
Breeding grounds	-3,5	-3,5	-3,5	-3,5	
Sports	0,0	-3,0	-4,0	-5,0	
Amsterdam Talent fund	-0,1	-0,1	-0,1	-0,1	
(Top) sport events					-7,0
Transfer of incidental means	57,5	46,2	2,9	0,0	-106,6
Total	0,0	0,0	0,0	0,0	0,0

Space and Intensifications from Urban Mobility Fund					
	Structural				Incidental over 4 years
Year	2019	2020	2021	2022	
Mobility and Air quality					
Increasing visitors fee	30,0	30,0	30,0	30,0	
Car-free program ¹	PM	PM	PM	PM	
Air quality program	-9,0	-9,0	-9,0	-9,0	
Multi-year Bicycle plan ²	PM	PM	PM	PM	
Quays and Bridges	0,0	-5,0	-7,5	-10,0	
Sustainable and Green					
Green vision, green spaces, and green school yards					-15,0

Intensifications from Equalisation Fund					
	Structural				
Year	2019	2020	2021	2022	
Sustainable and Green					
Energy transition / free from natural gas fund	-37,5	-37,5	-37,5	-37,5	
Construction, Housing, Spatial Planning					
Develop neighbourhoods	-10,0	-10,0	-10,0	-10,0	
Residential construction and transformation	-2,5	-2,5	-2,5	-2,5	

¹ We will examine whether we need additional means related to developments in the city.

² Investments will be taken from the SMF. Amounts will be made explicit later when determining execution plans.

DIVISION OF PORTFOLIOS

GroenLinks

- Work & Income and participation
- Diversity & Anti-discrimination policy
- Refugees/Undocumented
- Democratisation (including administrative system)
- Coordination management and procurement

- Spatial Planning, Groundwork (excluding ZuidAs & Marineterrein)
- Sustainability (including circular and waste)
- Climate & energy

- Arts & culture
- Municipal property
- Local media
- Monuments
- Digital city, ICT
- Services
- Personnel & organisation

D66

- Finance
- Economics
- Holdings
- Air- and Seaport
- ZuidAs and Marineterrein

- Care, youth care
- Prevention of juvenile crime (including Top600)
- Vocational education and connection to labour market
- Sports & recreation

PvdA

- Education
- Pre-school, childcare and after-school facilities
- Adult education, low literacy and civic integration
- Poverty & Debt assistance

- Traffic & Transportation
- Air quality
- Water

SP

- Housing & Construction
- Neighbourhood approach
- Public space and green
- Cleaning
- Animal welfare

CITY DISTRICTS

Nieuw-West

Groenlinks (chair)

D66

SP

West

Groenlinks (chair)

D66

PvdA

Centrum

D66 (chair)

Groenlinks

Groenlinks

Noord

SP (chair)

Groenlinks

D66

Oost

PvdA (chair)

Groenlinks

D66

Zuid oost

PvdA (chair)

Groenlinks

SP

Zuid

D66 (chair)

Groenlinks

PvdA