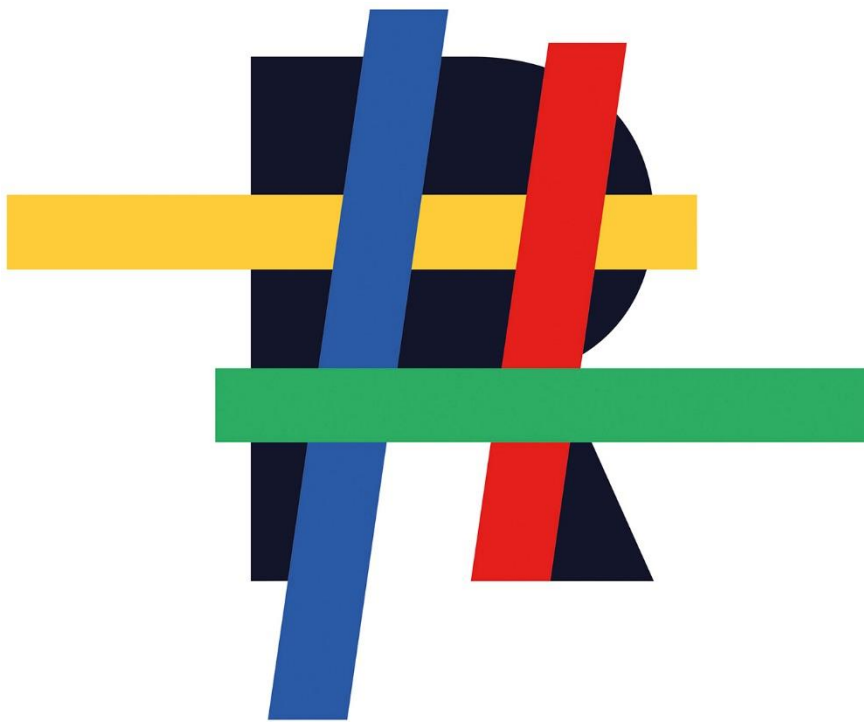


BIZ-Plan 2024 - 2028



#RotterdamCentrum



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BIZ-Plan 2024-2028

Rotterdam Centrum; together and for everyone

Rotterdam, September 26, 2023

Colophon/General information

What is a BIZ

A Business Investment Zone (BIZ) is a defined area where entrepreneurs and property owners jointly invest in the quality of their environment and the visitor climate.

Name BIZ area	:	BIZ Rotterdam Centrum
This BIZ is established for	:	Users and owners
Initiator	:	Pauline Buurma, Director of Organization Rotterdam Centrum pauline@rotterdamcentrum.nl
Quarter Master	:	Heleen Mookhoek, Project Manager of Organization Rotterdam Centrum Heleen@rotterdamcentrum.nl
Business Contact Officer	:	Robin van Kampen, Municipality of Rotterdam rj.vankampen@rotterdam.nl

Why a BIZ

Rotterdam Centre has grown into an international top location in recent years: to work, live and to visit. This growth will continue in the coming years and provides good prospects for entrepreneurs and their staff.

Rotterdam Centre aims to be an innovative city centre and we want to emphasize that even more. Hospitality, innovation, sustainability, tolerance and collaboration are the core values that all contribute to the distinctive character of this area. Collaboration on various issues and with many partners in the city is crucial to make the centre attractive to visitors.

During the previous BIZ period, efforts were made to achieve the goals formulated five years ago: more repeat visitors, higher spending and higher satisfaction. We always ask the questions of who are we doing this for, who do we want to reach and who do we want to be as a shopping area?

The objectives of the first BIZ period 2019 - 2023 have been achieved through a well-led execution team and a strong and engaged board. The collaboration between property owners and entrepreneurs, also visible in one board, has led to good and visible results. Acting as a single spokesperson towards the municipality and other stakeholders has proven to be efficient and, given the large number of members, unique in Rotterdam.



The objectives of the BIZ are always supplementary to the activities that the municipality already carries out concerning the BIZ area. This means that BIZ activities will never replace the municipality's activities, as described in the BIZ law.

1. Successes of the first BIZ-period 2019 – 2023

The foundation has successfully executed its goals in accordance with the established BIZ plan of the past five years.

Investments have been made in the following areas:

1. Marketing
2. Programming
3. Clean and Undamaged
4. Safety
5. Sustainability
6. Social Societal
7. Mobility and Logistics
8. Collaboration
9. Data
10. Advisory Board
11. Management

1.1 Marketing

Positioning an innovative city centre as a top location has been the basis for our marketing plans. Rotterdam Partners promotes the city both domestically and internationally. The promotion of the city centre is a key focus with its distinct identity! Platform Rotterdam Centrum is a digital hub comprising social media platforms such as Instagram, Facebook and LinkedIn, as well as the website www.rotterdamcentrum.nl. We believe that promoting a broader range of retail, hospitality and public activities than what our BIZ area offers strengthens not only the centre but the entire city. Visibility, both online and offline, is crucial to being 'top of mind' for visitors. Our campaign messages always begin with a 'Warm welcome to Rotterdam Centrum,' featuring recognizable seasonal themes. Our broad collaboration in campaigns with other partners such as Rotterdam Partners is highly valuable.

1.2 Programming

Our programming of activities is extensive and often done in collaboration with partners in the city. During the Eurovision Song Contest in 2021, millions of television viewers saw the atmosphere of the Rotterdam centre, attracting many new visitors to the city. A significant retail moment during the COVID-19 pandemic was our innovative approach to the heavily attended 'Black Friday,' transforming it into the 'Five Day Deals.' This aimed to spread out the crowds and extend the shopping period from 1 day to 5 days. There has been significant media attention in recent years, ensuring that Rotterdam became 'top of mind.' Organization Rotterdam Centrum also initiates new concepts and sees International Women's Day as a special shopping moment. The Rooftop walk, financially supported by BIZ Rotterdam Centrum, attracted 200,000 visitors, providing a significant boost to the shopping area.



In 2023, King's Day in Rotterdam has become the top marketing event. The BIZ area is the only shopping area adorned with official city dressing. Our annual programming aligns with the festival calendar, featuring various small-scale events that not only enhance its effect but also extend it over time. Examples include the use of choirs during the RotjeKoor Festival, candy distribution during the sugar feast, street jazz musicians during the North Sea Jazz Festival and various collaborations with Rotterdam Topsport.

1.3 Clean and Undamaged

There is an intensive collaboration with the municipality and various external parties to keep the area clean and Undamaged. The BIZ purchases an 'enhanced level' of cleaning services in addition to the regular municipal cleaning activities. Graffiti, chewing gum and sticker challenges are addressed daily. By conducting inspections, we assess the cleanliness level of public spaces monthly. The positive impact of this extra effort is visible and highly appreciated. The Gluton machine is used daily for street cleaning and trash bins are cleaned extra thoroughly.

1.4 Safety

The Supervisory Model Rotterdam Centrum is a unique collaboration within Rotterdam Centre between private security, enforcers, police and the municipality to ensure a safe shopping area. This is outlined in a 5-year covenant and will be reviewed in 2024. This approach is unique and serves as a national example. The city centre attracts a lot of youth, which sometimes leads to disturbances. Stewards from the Safe Cities Foundation address the behaviour of these young people. During the COVID-19 pandemic, the health of employees and visitors played a significant role and Crowd Control was used in conjunction with the municipality. In November 2021, hundreds of rioters protested the national COVID-19 measures, resulting in significant material and psychological damage, especially to first responders and the police. The Supervisory Model Rotterdam Centrum allowed for swift and effective action. Entrepreneurs in other cities where this Supervisory Model is absent lack the speed at which action can be taken, as seen in Rotterdam.

1.5 Sustainability

Sustainability and environmental impact are of great importance in the decisions we make as a collective. Sustainable retail concepts, whether permanent or temporary, have enriched the offerings in our area. Examples include VoorGoed, the Swap Shop, Wear and Byewaste. In 2022/2023, rising energy costs prompted energy-saving measures. We assisted our members by designing signs with a welcoming message that the stores are open, but the doors are closed to retain warmth. More greenery in the outdoor space also contributes to a pleasant shopping experience and the additional planters are a start in this direction. Organization Rotterdam Centrum is a member of the Green Business Club Rotterdam Centrum, an organization that shares expertise in sustainability and subsidies for it. Rotterdam Centrum is also part of the Rotterdam Climate Agreement and participates in the 'Consumption' and 'Mobility' discussions. This allows us to advise our entrepreneurs and owners on measures they can take.



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1.6 Social Societal

Organization Rotterdam Centrum regularly associates charitable causes with its activities, such as collaborating with the Jarige Job Foundation for children who wouldn't otherwise be able to celebrate their birthdays. Our partnerships with Retail and hospitality education programs have taken shape in the popular Job Shop and the opening of a branch of Zadkine educational institutions.

1.7 Mobility and Logistics

A welcoming city centre also provides clear wayfinding for its visitors. Attention to this is essential to make the visitor's journey as appealing as possible. We focus on all forms of transportation: cars, public transportation, bicycles, as well as the cruise terminal and Rotterdam Airport. This is translated into the findability and quality of walking routes through the centre. Accessibility for our logistics partners is discussed within Logistiek010, where we are a Covenant partner.

1.8 Collaboration

Organization Rotterdam Centrum aims to make the Centre as attractive as possible with a unique identity for shopping, living and working. We collaborate closely with many partners such as Rotterdam Partners, Platform Gastvrij, the Rotterdam Hotel Combination, as well as industry organizations INretail, VNO-NCW, MKB and KHN. Organization Rotterdam Centrum engages with all major institutions in Rotterdam, including Boymans van Beuningen, Diergaarde Blijdorp, Erasmus University, Rotterdam Partners and the Municipality of Rotterdam, in the Brand Alliance Rotterdam Make It Happen. This collaboration in branding and marketing and thus the city's hospitality, has borne many fruits. Organization Rotterdam Centrum is continuously seeking new partnerships and expanding existing ones.

1.9 Data

Passenger counts are shared weekly in Chainels. The same applies to in-store data (such as sales and visitor indexes) and the INretail report with data from the 13 major cities in the Netherlands. This way, we and our members can monitor developments in the BIZ area. Chainels also works very well for sharing (current) information quickly among and between entrepreneurs.

1.10 Advisory Board

In December 2022, an Advisory Board was established, which is approached several times a year as an advisor.

1.11 Management

During its first period, the BIZ underwent a professionalization process by hiring specialists. It now has a fully independent office with a permanent team of four people responsible for daily operations. There is an active board that sets policy guidelines every six weeks and advises and monitors the team.

2. Objectives BIZ for the period 2024-2028

There is a lot happening and changing in city centres, especially in the realm of Retail. This has implications for the business climate and property value. New technology is altering the context in which Retail operates. Online retail requires retailers to adapt their formulas and shopping areas must also move in tandem. Furthermore, major transitions are necessary in our (inner) cities for various other reasons. The BIZ area Rotterdam Centrum is affected by these changes.

Organization Rotterdam Centrum is aware of this and strives to support its members in various ways and represent their interests in processes of change. Here are a few of the currently relevant trends and developments.

Multiple Use. Besides Retail, other motives are becoming increasingly important for consumers to visit a city centre. The centre of Rotterdam must focus not only on changes in Retail but also on the growing significance of these alternative motivations for visiting (multiple use).

Scope. In line with this, we see that not only the heart of the shopping area but also other functions and areas just beyond it play a role in attracting visitors. This is an area of focus for marketing the centre and forming partnerships.

Major physical transitions. In the coming years, significant transitions must take place in the inner city of Rotterdam in terms of mobility, energy, climate and sustainability. This can have consequences for (parts of) the city centre. The municipality is the initiator of these changes. Organization Rotterdam Centrum will participate in these planning processes to ensure that the economic interests are adequately considered.

Building transformations. To facilitate changes in Retail, allow for new functions in the centre, prevent decay and intensify the use of spaces (floors, residential), it becomes increasingly important to be able to adapt buildings quickly and correctly. This requires ideas, knowledge and initiative. Where possible, Organization Rotterdam Centrum aims to play a role in this.

The city centre is continually changing; our task is to stay vigilant and advocate for the interests of entrepreneurs and property owners. In the coming years, many additional residences will be built in and around the city centre, leading to an influx of residents and changes in the demand for Retail and hospitality, both in quantity and nature. Adapting and responding to consumer behaviour results in a healthy and vibrant centre with a diverse range of functions. Besides Retail and hospitality, other functions are becoming increasingly important, including art, culture, entertainment and quality of stay, all of which enhance the centre's appeal to visitors. This also applies to education, healthcare and social facilities, which are not only aimed at visitors but also at the growing number of residents in the centre. Our BIZ area will benefit from this and we (along with our partners) will respond to it and continue to surprise visitors with events and attractive promotions.

We have not yet chosen to expand the BIZ area to include the entire Coolsingel because many properties in this area are slated for redevelopment and renovation in the coming years. However, expansion is indeed an option for the next BIZ period. De Meent is pursuing its own BIZ trajectory based on a different contribution structure than our BIZ; we maintain good communication and coordination with this BIZ.



Expanding our BIZ or collaborating with neighbouring BIZ areas is always under consideration. The starting point for expanding into new sub-areas is that there is a sufficient level of organization among entrepreneurs and property owners who endorse the vision and strategy of our BIZ.

Without the BIZ, we cannot achieve our goals. On an individual basis, much of what can be achieved collectively is unattainable and furthermore, business owners do not have the time to allocate to such efforts. The resources generated through the BIZ are indispensable for continuing the successful program of recent years into the upcoming period. Additionally, the BIZ leads to enhanced interaction among business owners and property owners in the centre: this also creates value for the participants, such as new collaborations between parties. Only TOGETHER can we make the centre more attractive for current and new visitors and more efficient and sustainable for business owners and property owners.

2.1 Objectives for the upcoming BIZ-period

The foundation, after achieving its goals and successes in the first BIZ period, intends to move towards deeper objectives. To that end, the ambitions for the next 5 years are focused on the following topics:

1. Economic Strengthening
2. Safety
3. Mobility and logistics
4. Liveability and Spatial Quality
5. Clean and Undamaged BIZ area
6. Management and organization

Ad1. Economic Strengthening

The economic situation is still precarious with high energy and material costs and a shortage of personnel. We aim to contribute to solutions for these issues. For instance, we are in discussions with a company that can manage the collective energy procurement for BIZ members, potentially reducing rates.

Our collaboration with educational institutions like Albeda College and Zadkine makes it easier for students and shopkeepers to organize internships that could lead to employment. The Job Shop, which allows immediate job applications, is a success worth repeating in the coming years. Collaborations with cultural institutions bring diverse programming and attract a varied audience.

The city centre is well-positioned in the Rotterdam region, but there is still untapped potential in other market areas in parts of the Netherlands, Belgium, England and Germany. We will work closely with Rotterdam Partners, the Cruise Terminal, the Metropolitan Region, the Province of South Holland and the Netherlands Board of Tourism and Conventions (NBTC) to explore these opportunities. Together with our partners in the Rotterdam Brand Alliance, we want to work on a "blueprint" that clearly shows how events, congresses and sports activities contribute to the prosperity and well-being of the city. This will allow us to focus on specific visitors during certain seasons and estimate the economic benefits for the entrepreneurs.



A significant amount of time, money and energy was invested in repositioning and branding the Rotterdam Centrum brand name during the first BIZ period. We will see the results of this effort in the coming years as long as we remain sharp. Our intention is to organize 1 to 2 large marketing events in the city centre, similar in scale to the Rooftop walk event from 2022, which attracted an additional 200,000 visitors to the centre of Rotterdam.

The BIZ aims to negotiate financial contributions from the municipality for the marketing of Rotterdam's city centre. We want to formalize this with other partners in a covenant.

Ad 2. Safety

Safety remains of great importance for a shopping area and that's why we value our Security Supervisory Model. Four times a year, we will engage in substantive discussions around specific themes with those involved in the Security Supervisory Model. This way, we ensure that we can address current topics and trends related to safety and nuisance. Society is becoming more hardened and so is the behaviour of those with malicious intent. We will need to explore new solutions together. The number of homeless individuals and beggars will continue to rise in the coming years, necessitating a new approach.

In the coming period, a safety analysis of our BIZ area will be conducted in collaboration with the members of the Security Supervisory Model, resulting in an action plan. The implementation of that plan will take place during the upcoming BIZ period.

The Safe Business Platform, a regional organization, was revived in early 2023 and contributes to increased safety by organizing training sessions for retail staff.

In 2024, a new Supervisory Model covenant will be established with necessary adjustments stemming from the action plan.

We intend to work together with the municipality, police and other potential partners to create a better information position to recognize and identify subversive criminal activity so that businesses and property owners can anticipate it.

Ad 3. Mobility and logistics

Good accessibility of the city centre presents new challenges: visitors are more likely to choose bicycles, public transport, or walking, with the car playing a less prominent role. Visitors who do arrive by car should be encouraged to park on the outskirts of the centre. Therefore, we aim to improve signage and enhance the appearance of the 15 Park & Ride locations leading to the centre to make the customer journey as attractive as possible. Parking bicycles in designated areas and bike storage should be made as convenient as possible for visitors, encouraging them to choose this mode of transportation. We will advocate for an adequate number of high-quality bicycle storage facilities in the right locations.

The mobility transition from cars to public transport must keep pace with the effort to make the (city) centre car-free. This also applies to the implementation of complementary measures such as alternative routes for through traffic, adequate public transportation, attractive transfer points at the edge of the centre and logistical hubs for supplying the city centre. Accessibility is a part of the overall customer journey for consumers and that aspect must also be excellent. Specific attention is needed for visitors residing in public transport-poor areas of the market area. A good alignment of



complementary measures with interventions that reduce car usage is essential for the economy of the city centre.

In the coming years, the BIZ will closely monitor major transitions in mobility, sustainability and energy. The Zero Emission Zone for commercial vehicles starting in 2025 is one such significant transition. With our input, discussions with transport companies and the municipality within Logistiek010 will emphasize the importance of having sufficient loading and unloading areas on the outskirts of the city centre. The substantial increase in electric driving with both cars and bicycles will increase the demand for electric charging points and we will also request the necessary attention for this.

Ad 4. Liveability and Spatial quality

In 2022, Organization Rotterdam Centrum initiated a collaboration with the newly established Neighbourhood Council (representatives of residents in the city centre). Together, we aim to work towards a clean, safe and vibrant area and we will be making agreements with the municipality on these topics. The balance between vibrancy and tranquillity will also be discussed in this dialogue to ensure that entrepreneurship is given sufficient space in the city centre in a responsible manner.

The municipality will be investing a significant amount of money in the seven green city projects in the coming years. Most of these projects are located around our BIZ area. For our area, the shopping heart during these city projects, a green vision will be developed. Greening on rooftops and building facades, as well as greening in public spaces, will take shape through a public-private partnership. Greening contributes to climate goals but also enhances the attractiveness of the centre for visitors. This extends the length of visitor stays, thereby creating economic value.

Each season has its own relationship with liveability and spatial quality. When the sun shines, you can see many people using benches and taking a moment to enjoy the city centre. The beautiful Christmas lighting during the dark days of the year entices visitors to shop for the holidays. Attention will also be given to the small details that support visitors.

We still strive for more public toilets provided by the municipality, possibly in combination with an information point for visitors.

Ad 5. Clean and undamaged area

The municipality cleans to a level that is not sufficient for our members. Therefore, we allocate BIZ funds to make the area cleaner. There is a strong focus on removing stains and gum from the cobblestones and sidewalks. Our contract with the company that removes graffiti and stickers will be extended. They ensure that graffiti is removed from buildings daily, preventing deterioration.

For the collection of commercial waste, we are working on a White Label contract in which various contracts fall under one Foundation. The significant advantage is that only one waste management company travels through the streets instead of four different companies with half-full trucks.

We aim to expand the availability of the municipality's TrashR app, which allows business owners to request waste collection directly, so that it can also be used during weekends.



Ad 6. Management and organization

We strengthen the professionalization that was initiated in the first BIZ period by undergoing additional training with the team and the board. This way, we can keep up with developments and trends and respond to them effectively.

The director and her team continue to serve as the connecting link between the property owners, entrepreneurs, the board and other stakeholders, including the municipality and Rotterdam Partners. They work daily on establishing new collaborations and implementing existing agreements.

In 2022, we established an Advisory Council, which currently consists of one person. In the upcoming BIZ period, the Advisory Council will be expanded.

2.2 Network and Advocacy

Without a coordinated lobby, the results of Organization Rotterdam Centrum would be significantly diminished. We are the party to do this on behalf of our nearly 400 members. Of course, we collaborate with other interest organizations such as INretail, KHN, MKB, VNO/NCW, EVO Fenedex, TLN and so on.

With the municipality, we require one clear and consistent point of contact in the form of a City Centre Manager with whom we can exchange information and hold discussions on all matters concerning the BIZ area. This account manager should be able to facilitate a quick connection with relevant departments/people within the municipality and preferably also have the authority to directly address issues.

At the provincial level, cooperation is established with thirteen cities. At the national level, the director will establish cooperation with other major cities to find solutions to similar issues. In this regard, contact is also maintained with network organizations such as De Nieuwe Winkelstraat (DNWS), the Platform for City Centre Management and KERN, and we follow with interest the City Deal **'Dynamische Binnensteden'** from the **Ministry of the Interior and Kingdom Relations (BZK)**.

2.3 Intended measurable effects

Patient counts and store conversions are being expanded with more analyses, making them even more valuable. The Retail Monitor is enriched with data about visitor origin, duration of stay, frequency and insights into spending. Trends in the Retail and hospitality landscape are also taken into account.

The KPIs for the Social Media platform are set ambitiously on an annual basis to maintain. This forms the basis for online marketing content that is of great value in attracting new visitors.

Measuring the cleanliness and undamaged level using the CROW method is a reliable approach that we apply to all inspections. Objectives are documented annually in contracts.

2.4 Conventions

Conventions and implementation agreements will be established on various subjects to solidify the ambitions in collaboration. Conventions are effective instruments for formalizing agreements with diverse partners. This also applies to agreements with the municipality: different partners may be involved depending on the various subjects. In the year 2024 and beyond, work will be done on several new conventions: *) with partners in the Supervisory Model, *) for usage and management in densely urban areas with residents' associations, *) with partners on marketing and city branding, *) among partners to realize a green city centre *) other conventions on other subjects that emerge over time.

Some previously established conventions will continue, including: Logistics010, Brand Alliance and the Supervisory Model. New agreements will be made for their implementation.

3. BIZ Area

3.1. Streets and house numbers

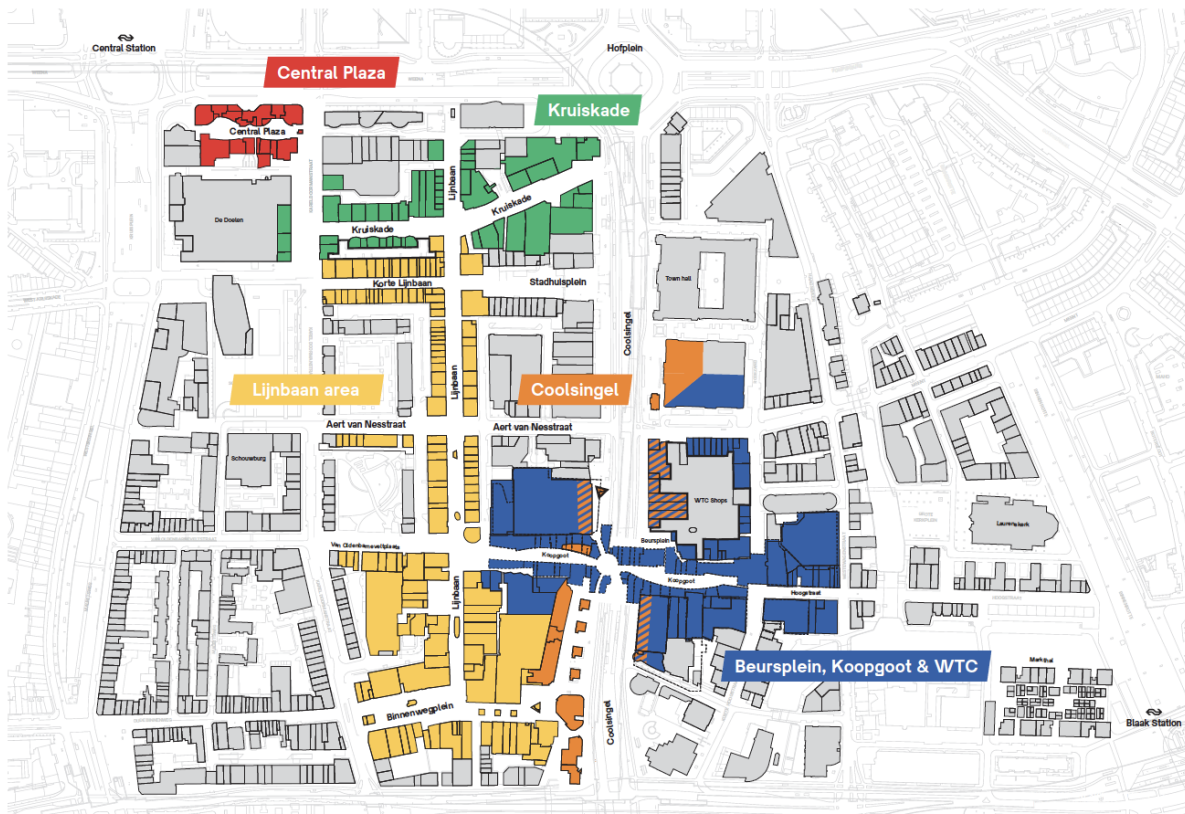
The BIZ area includes the following streets with numbering:

1.	Karel Doormanstraat	1 t/m 278	<input checked="" type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
2.	Weena	4 t/m 16 en 624	<input checked="" type="checkbox"/> Even	<input type="checkbox"/> Oneven
3.	Lijnbaan en Korte Lijnbaan	geheel	<input checked="" type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
4.	Coolsingel	5, 45 t/m 47	<input type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
5.	Coolsingel	42 t/m 82	<input checked="" type="checkbox"/> Even	<input type="checkbox"/> Oneven
6.	Coolsingel	105 t/m 215	<input type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
7.	Aert van Nesstraat	38 t/m 58	<input checked="" type="checkbox"/> Even	<input type="checkbox"/> Oneven
8.	Oldenbarneveltplaats en Oldenbarnevelthof	geheel	<input checked="" type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
9.	Kruiskade en Kruiskadehof en Central Plaza	geheel	<input checked="" type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
10.	Meent	110 t/m 140	<input checked="" type="checkbox"/> Even	<input type="checkbox"/> Oneven
11.	Rode Zand	11 t/m 27	<input type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
12.	Beurstraverse	21 t/m 186	<input checked="" type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
13.	Beursplein en Binnenwegplein	geheel	<input checked="" type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
14.	Hoogstraat	185 t/m 199	<input type="checkbox"/> Even	<input checked="" type="checkbox"/> Oneven
15.	Hoogstraat	196 t/m 200	<input checked="" type="checkbox"/> Even	<input type="checkbox"/> Oneven



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3.2. Map of BIZ area



4. Contributors

The contributors are:

- All owners of a property characterized as non-residential, falling within the BIZ. This includes both businesses on the ground floor and on an upper floor.
- All users working in a property characterized as non-residential, falling within the BIZ. This includes both businesses on the ground floor and on an upper floor.

4.1. Exemptions

Certain properties are automatically excluded from a BIZ levy. The following properties are exempt from this BIZ: Buildings under construction, churches, street furniture, buildings for waterworks, objects in the Transportation category (tram-bus-metro) such as metro and train stations, ATMs, offices and storage spaces.

4.2. Number of contributors

As of September 11, 2023, the BIZ Rotterdam Centrum has a total of $2 \times 324 = 648$ contributors.

4.3. BIZ contribution

All BIZ members contribute proportionally so that everyone benefits equally from the results achieved through collective efforts. In the new BIZ period, no indexing is applied. The contribution is collected through municipal taxes.



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BIZ contribution is annually 0.08% of the property's WOZ value for a duration of 5 years.

	Minimum:	Maximum:
Users	€ 500,-	€ 4.500,-
Businesses	€ 1.000,-	€ 15.000,-

4.4. Distribution of BIZ funds

The BIZ funds to be disbursed by the municipality consist of the revenue from the levy among the contributors, reduced by a 3% collection cost. Please refer to the budget below. BIZ funds are not subject to VAT.

The reference date for determining the levy is January 1st of the respective year. In the event of a user or owner leaving the BIZ area in the middle of the year, there will be no refund from the foundation or the municipality.

5. Budget 2024-2028

Stg BIZ Rotterdam	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	TOTAL
REVENUE						
Expected BIZ revenue	€ 1.581.388	€ 1.581.388	€ 1.581.388	€ 1.581.388	€ 1.581.388	€ 7.906.940
Not to be collected Expected BIZ revenue 10%	-€ 158.139	-€ 158.139	-€ 158.139	-€ 158.139	-€ 158.139	-€ 790.695
Contributions Coolsingel Club donors	€ 3.250	€ 3.250	€ 3.250	€ 3.250	€ 3.250	€ 16.250
TOTAL Revenue	€ 1.426.499	€ 1.426.499	€ 1.426.499	€ 1.426.499	€ 1.426.499	€ 7.132.495
EXPENSES						
Theme 1: Economic Strengthening	€ 415.237	€ 415.237	€ 415.237	€ 415.237	€ 415.237	€ 2.076.185
Theme 2: Safety	€ 150.000	€ 150.000	€ 150.000	€ 150.000	€ 150.000	€ 750.000
Theme 3: Mobility and logistics	€ 25.000	€ 25.000	€ 25.000	€ 25.000	€ 25.000	€ 125.000
Theme 4: Liveability and Spatial Quality	€ 131.437	€ 131.437	€ 131.437	€ 131.437	€ 131.437	€ 657.185
Theme 5: Clean and Undamaged BIZ area	€ 287.500	€ 287.500	€ 287.500	€ 287.500	€ 287.500	€ 1.437.500
Organizational costs	€ 275.000	€ 275.000	€ 275.000	€ 275.000	€ 275.000	€ 1.375.000
Unforeseen (6%)	€ 94.883	€ 94.883	€ 94.883	€ 94.883	€ 94.883	€ 474.415
Perception/Collection costs (3%)	€ 47.442	€ 47.442	€ 47.442	€ 47.442	€ 47.442	€ 237.210
TOTAL Costs	€ 1.426.499	€ 1.426.499	€ 1.426.499	€ 1.426.499	€ 1.426.499	€ 7.132.495
TOTAL Results	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0



6. Organizational structure

To form a BIZ (Business Improvement Zone), an organizational structure in the form of a foundation is required. The foundation must meet several requirements set forth by the BIZ law, which are as follows:

- At least two-thirds of the board members must come from the circle of intended contributors.
- The statutory objective is exclusively to carry out activities that improve the business and/or real estate climate in the BIZ area.

The municipality and the foundation enter into an implementation agreement. This agreement includes mutual commitments regarding the minimum service level provided by the municipality, the provision of funds by the municipality to the foundation, the timing of the submission of an annual plan by the foundation and the timing of the submission of an annual report by the foundation.

6.1. Board of the BIZ Rotterdam Centrum Foundation

The board members of the BIZ Rotterdam Centrum Foundation are all contributors in the BIZ area.

Board members:

Chairman	:	Steven Manhave
Secretary	:	Jolijn Zeeuwen
Treasurer	:	Carien In 't Veld
General Board member:		Jan-Peter Dankaart
General Board member:		Jeroen Been
General Board member:		Sarah Vehmeijer

6.2 Approach

The board of the foundation's task is to create a BIZ plan, including a multi-year budget, for the duration of the BIZ. This plan is now before you.

Based on this plan with the multi-year budget, the BIZ board formulates policies, prepares the annual plan and ensures the allocation of funds in accordance with the annual plan approved by the BIZ members. The board provides annual substantive and financial accountability to its members. The activities of the BIZ always complement those of the municipality in the area.

A portion of the budget is collectively spent on the entire area, including the management of public spaces, collective marketing and hospitality. Another part is allocated to sub-areas for targeted marketing, decoration and security. In addition to the collective interests of the entire area, the wishes and needs of individual sub-areas are also considered.

You can find the BIZ articles of association and other relevant documents at www.rotterdamcentrum.nl



#RotterdamCentrum

6.3 Organization Rotterdam Centrum

The foundation has an internal organization to carry out the activities of the BIZ. There is an independently operating office with a dedicated team of four individuals, known as Organization Rotterdam Centrum, responsible for the daily execution of the BIZ plan. There is an active board that outlines the major policy guidelines every six weeks and provides advice and oversight to the team. The Advisory Board provides remote support.

Team Organization Rotterdam Centrum:

Pauline Buurma – Director

Jeannette van Cappellen – Financial Management & Support

Heleen Mookhoek – Project Manager

Marlou van Cappellen - Project Manager

The tasks related to the BIZ are always complementary to the activities that the municipality already conducts in the BIZ area and will never replace the municipality's activities.