

Perspective for a healthy city

CITY VISION
MAASTRICHT 2040



Gemeente Maastricht

COLOPHON

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Project leader Vera Vroemen
Editor-in-chief Math Wijnands
Photography Fred Berghmans, Jonathan Vos, Taylor Berkman,
Laurens Bouvrie, Annemarie Mans, Aron Nijs
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Preface

In the deep south of the Netherlands, well above sea level, Maastricht can be found: the city where Europe feels at home. Known for its glorious past, but with an eager longing for the future. We cannot predict what the future will look like. We can however create a perspective where dreams meet reality. That is what the city vision Maastricht 2040 is all about. We look for answers to present-day questions on one hand. On the other, we inspire to move onwards together. Knowing that we do not own the city, but look after it for the next generation.

The world is changing. In recent decades it has changed faster and more radically than ever before. The task of setting a course for the future should therefore not be taken lightly. If we fail to anticipate developments in the world around us, our children will pay the bill. Choices will have to be made. This vision shows the way, but it is not cast in stone. Unforeseen changes will continue to occur and require flexibility. This vision can be seen as a compass for a journey we will take together.

We know where we come from. Because of our unique history, Maastricht is not located on the edge of the Netherlands, but in the heart of Europe. Many powers have pushed boundaries over the centuries and left their traces in the area. The capital of Limburg became the first industrial city of the Netherlands by the end of the 19th century.

The university of Maastricht was founded in the second half of the 20th century. It marked the beginning of a successful transformation. Within a short period of time, the university developed into the leading European university in the Netherlands. The industrial city of the past grew into the modern knowledge city we know today. At the same time, the creative manufacturing industry and culture have become unique selling points of Maastricht.

Maastricht is now part of the Meuse-Rhine Euregion that has almost 4 million inhabitants. The city is renowned for its innovative, knowledge-driven economy and one of the most cosmopolitan universities in Europe. As a result, Maastricht has a strong, international dimension that is unique in the Netherlands.

We also know where we are headed. The Maastricht of 2040 is a balanced city that focuses on health. This means that it has a healthy living environment that is pleasant to live in, with attractive greenery, cultural vibrancy, plenty of employment opportunities, safety and social cohesion. Maastricht is known for its high quality of life, combining historic character with a youthful flair. A cosmopolitan city, but not an urban pressure cooker – a human-scaled city where every person counts and participates. The number of facilities is high, but the atmosphere remains relaxed. The tools we choose to achieve these goals must be feasible and affordable. After all, it is in everyone's interest that the municipality remains financially healthy.

The physical health of residents also deserves our full attention. The unexpected outbreak of coronavirus (COVID-19) has shown how important it is to create the necessary conditions – it suddenly changed everything. The flexibility and unity of all population groups allowed us to cope with the pandemic reasonably.

In this city vision we look ahead. The year 2040 serves as our aiming point – Maastricht keeps moving, the city is never finished. Together we will continue to search for shared values, perspectives and ideals.

Annemarie Penn-te Strake
Mayor of Maastricht

1. Introduction

The city government's assignment for the road to 2040 is called *Work on balance*: the shortest and most powerful summary of the dozens of conversations, walks, online sessions and city dialogues that have taken place this year. Residents – both young and old – entrepreneurs, experts and interested parties have been involved in talks about the Maastricht of tomorrow. Maastricht is popular with its residents and visitors because of its balance after all: a village-like atmosphere combined with a cosmopolitan dimension, the traditions and innovations, monuments and architecture, arts and culture, working-class areas and exclusive residential districts.

Maastricht is a historical city with a strong industrial past, that transformed into a university city with a young, international community in one generation. This creates not only exciting contrasts, but vulnerable ones as well. The beloved combination of a safe, compact domesticity and an exciting, worldly dynamic may lose its balance tomorrow. The balance has already been lost for some. In short: there are improvements to be made and that is what this city vision is about.

Maintaining and strengthening the balance for everyone is Maastricht's ambition. We cannot drift passively into the future to achieve this: it requires work. "Life is like riding a bicycle. To keep your balance, you must keep moving", Einstein said. The city belongs to all of us and everyone can contribute. Hence there is a common goal at the end of the cycling path – a goal for the next 20 years that residents, entrepreneurs, organisations and governments in Maastricht can strive towards: *a healthy city*. It is an invitation to work on our tasks and ambitions together.

The city vision and its sub visions

Our society has become increasingly complex in recent years. Many issues can no longer be tackled individually, but should be addressed in terms of their interdependence. The city vision serves as an inspirational and ambitious vision of the future for Maastricht in 2040: a perspective for the city we want to be. The content of this city vision has been further developed in sub visions. The social, economic, environmental and cultural vision together form the integral foundations of our shared long-term perspective: *a healthy city*. In turn, the sub visions form the basis of concrete implementation programmes, of which we will jointly determine the form and content.

READING GUIDE

In this city vision we first describe the current situation: the type of city we are and the foundations we want to build on. We then describe our major challenges that ask for solutions, followed by an explanation of our goals – our vision for Maastricht, the type of city we want to be in 2040 and the connecting themes we choose. Finally, we discuss the principles that will help the municipality realise this vision.

2. Where are we now?

2.1 The foundations

Many residents and visitors appreciate Maastricht's **uniqueness** and want to cherish it. Not only the historical city centre, our well-known bon vivant flair and our love for good living contribute to Maastricht's unique character. Maastricht is also a **lively** city where residents can feel at home and guests are welcomed. We work together to create a society that appreciates and respects diversity. We pay attention to vulnerable groups such as the elderly, children, people with disabilities and people who live in poverty.

Maastricht, capital of the province of Limburg, has a **broad economic structure** and plays a significant role in the (Eu)region. Our city has many supraregional facilities in the field of education and research, government, healthcare, retail, hospitality and culture. Maastricht – and certainly the city centre – is an attractive destination for visitors. Maastricht is also a **knowledge city** with its own university (UM), Zuyd University of Applied Sciences, Maastricht University Medical Centre+ (MUMC+), Brightlands Health Campus and many other research, educational and knowledge institutions.

Maastricht provides an **attractive living environment** with plenty of good shopping facilities, cultural entertainment, hotels, cafes and restaurants. The city is surrounded by greenery and the various nature reserves of the Heuvelland and the Belgian border region are within cycling distance. This mix of nature and urban living makes for a city that is pleasant to visit and attractive to live and work in.

Countless cultural institutions can be found in Maastricht and the city offers a wide range of art and culture study programmes. Associations and social initiatives contribute to Maastricht's **cultural wealth**. Maastricht is one of the eight cultural hotspots in the Netherlands and cultural entrepreneurship is growing. Both traditional and new events contribute to Maastricht's unique vibrancy and recognisability.

The cohesion and dynamic exchange between economy, culture, education, living environment and liveliness are pre-eminently important for Maastricht's appeal. As qualities that we cherish and want to build upon they form our foundations. Building on these foundations, much progress remains to be made, as this city vision will show.



2.2 The challenges

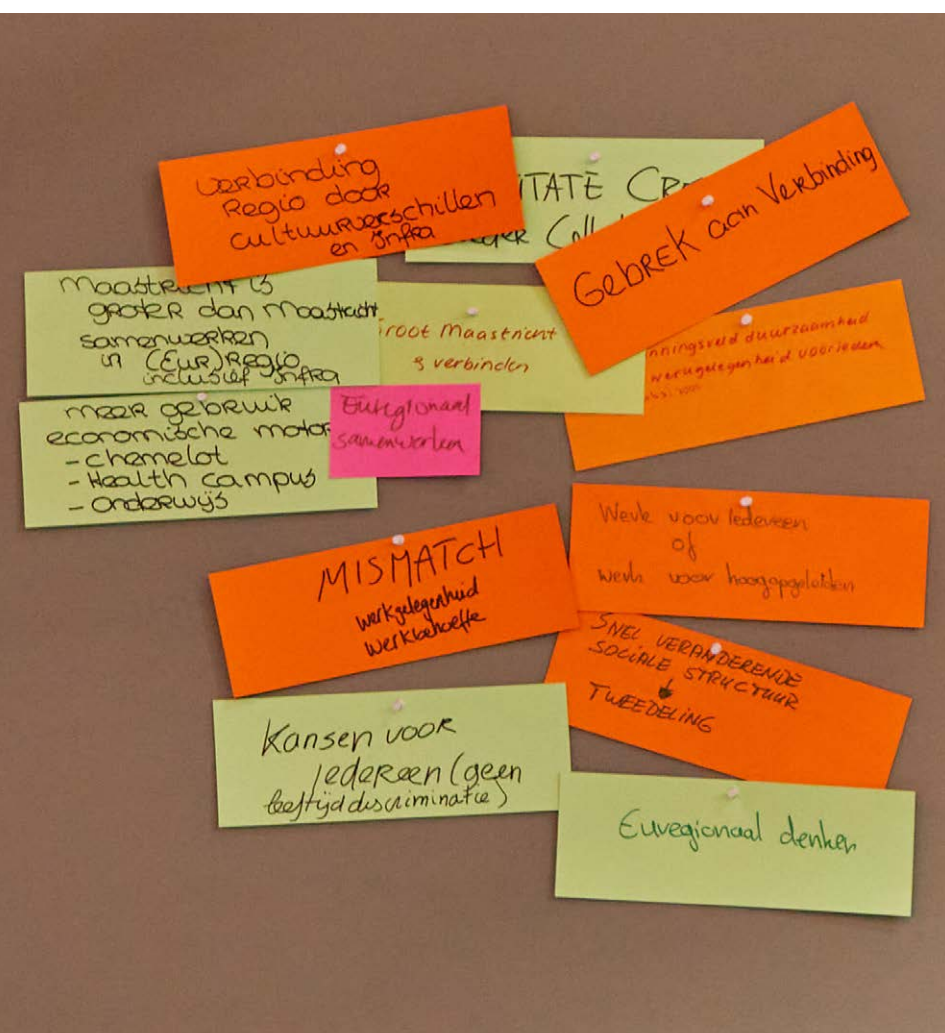
Global trends and developments are also experienced first-hand in Maastricht. Within the context of Maastricht, they present several challenges that must be tackled in order to achieve our goal: *a healthy city*. The following challenges require cooperation between residents, entrepreneurs, organisations, institutions, the municipality and other authorities involved:

- **Social division.** We need to focus on strengthening prosperity in a broad sense, social cohesion, safety, quality of life and social security. We must support establishments and activities that stimulate encounters and social connections, or bridge boundaries between social groups in neighbourhoods and through education.
- **Labour market and employment.** We need to focus on matching supply and demand as well as possible with the future in mind. We must devote special attention to challenging entrepreneurial opportunities, vulnerable social groups, continued development of our knowledge-driven economy and its effect on education, training and employment.

- **Future of neighbourhoods and the city centre.** We need to focus on quality of life, mixed use of functional areas and developments in the field of retail, hospitality and culture. Attention to social cohesion, safety, accessibility, supply and balance in the housing market are crucial when improving the living environment, as is attention to accessibility. The future of the city centre plays an important part in the attractiveness and appeal of the entire city and its mobility, tourism and events.

- **Energy transition and preparation for the consequences of climate change.** We need to focus on energy saving and energy generation, future affordability of energy bills in relation to poverty, new economic revenue models and air quality. We must combat floods and heat stress and be aware of their impact on the design of our living environment and mobility.

- **Strengthening the agglomeration power of the city and (Eu)region.** We need to focus on optimal connections, opportunities for synergy and cooperation, economic and urban development, energy and sustainability.



3. Where are we headed?

Maastricht wants to be a healthy city in 2040, where prosperity and well-being are in balance. A city with an energetic society, a strong economy, an attractive living environment and lively culture. A healthy city is not possible without cooperation, because everyone needs each other.

The ambition is major and stems from an urgency. In order to become healthier, the city must become more socially oriented, more united and more inclusive. It needs to become safer, fitter and greener. We aim to tackle this by means of six connecting themes: Maastricht as an inclusive city, a residential city, a knowledge city, a city of encounters, a green city and a networking city. The connecting themes are elaborated below and a picture is painted of the city we want to be in 2040.

A healthy and innovative city with a high quality of life for everyone – in Maastricht we work on it together.



3.1 Maastricht as an inclusive city

An inclusive city requires opportunities for all residents. Education is vital in creating opportunities. Increased labour participation and a better match between supply and demand on the labour market should make for a city where everyone is included and everyone participates. The Maastricht of 2040 is both aging and rejuvenating. Affordable, age-friendly housing in different neighbourhoods ensures a healthy mix of ages and lifestyles. The remaining physical barriers, such as the rail zone, are being removed. Maastricht is a compact city with attention to the safety and quality of life of its inhabitants. Residential neighbourhoods are connected to facilities and meeting places via safe walking routes, cycling routes and public transport networks. We take a “less, but better” approach and create attractive, viable neighbourhood centres that are accessible to everyone, with a wide range of healthcare, education, sports, cultural and shopping facilities.

In the Maastricht of 2040, **everyone** does their bit in shaping and substantiating our city by using their talents and qualities. Our society is not static, but constantly evolving. We give each other space and help each other in achieving our goals. We are both a Limburg city and a worldly city where people from various cultures feel at home.

As a city with a high quality of life, comfortable living and leisure activities, Maastricht knows how to distinguish itself from other cities. People enjoy visiting the city and the atmosphere is pleasant.

Neighbourhoods and districts play a key role in combating societal division in the Maastricht of 2040. A good mix of facilities and homes for different social groups, lifestyles and ages has improved flexibility. We pay special attention to socially vulnerable neighbourhoods.

We work towards a city that is **safe and liveable** for everyone. Social, cultural, economic and physical aspects are tackled together. Strengthening resilience is of vital importance as well. Our approach is tailored to suit these priorities and maximise social cohesion in districts and neighbourhoods. Residents are alert to undermining influences and know how to stand up to them.

Whether their education focusses more on theoretical knowledge or on practical skills, young people have good opportunities to develop themselves in Maastricht and the surrounding region.

The Maastricht of 2040 remains distinctive in the region when it comes to urban **living**. Not only because the city meets a need, but also because Maastricht is compact and space for new construction is limited. This means that optimal use of the existing housing stock and repurposing of non-residential buildings are paramount. New build developments are mainly appropriate if the demand cannot be met in any other way, or if new buildings help us achieve the desired housing market liquidity.

Culture connects us: our rich and diverse cultural offer is of great significance for Maastricht's vitality and vibrancy. The offer is tailored to residents, visitors and different target groups. Culture can be admired not only on official stages and at the *Theater aan het Vrijthof*, but also in unexpected places throughout the city.

Inspired by the concept of **positive health**, the Maastricht of 2040 takes active and healthy living to heart. Residents of all ages and social groups are more active and exercise more, promoting encounters for everyone.

Togetherness and self-reliance form the basis of Maastricht's care and support system, enabling people to remain in control of their own lives as much as possible. We pay attention to social vulnerability and loneliness. Technological developments and digitisation allow us to increasingly target our efforts towards prevention.



3.2 Maastricht as a residential city

The Maastricht of 2040 is a residential city where everyone can feel at home. Residents have different housing wishes and housing needs. Maastricht aims to offer a wide range of suitable living environments for all target groups, varying from homes in the middle of the urban hustle and bustle to houses surrounded by nature. The city is characterised by a mix of living atmospheres and by liveliness. A better balance has been achieved between housing demand and housing supply – a balance that requires affordable housing for everyone. Quality of life and safety are of paramount importance. Maastricht is a city with vibrant and mixed neighbourhoods, where sufficiently diverse and high-quality facilities meet the needs of residents and users of these facilities.

Where possible, we offer all social groups a suitable home in Maastricht and strive for equality of opportunity. Purpose-built homes and a future-proof housing stock contribute to the well-being of our residents, whether they are young or old, advantaged or disadvantaged. We aim to have an offer for both temporary and permanent residents, for those who want to buy a house as well as for those who want to rent a house, for both first-time buyers and existing homeowners.



Collaboration with various parties – including (tenant) interest groups, private property owners (VVWM), housing associations, developing parties, social institutions and knowledge institutions – is essential to our mission. After all, our mission comes down to realising a sufficient number and range of homes. For example, we intend to make multi-year performance agreements with housing associations on various themes. With other market parties we will flesh out the collaboration on a project-by-project basis. Working together with the educational and knowledge institutions, we are committed to providing a sufficient housing supply for students.

Housing construction initiatives will be developed in consultation with residents and there will be room for community-led initiatives.

The municipality and its partners will need help. We will therefore continue to focus on appropriate regulations and finances to fulfil Maastricht's task as a residential city.

Wiggle-room in regulations and appropriate financial support from the national government are indispensable to achieving our objectives. When limitations or possibilities lie outside the scope of municipal (housing) policy, we as a municipality will continue to target our efforts on collaboration, regulations and financing from the national government – in close cooperation with housing associations, knowledge institutions and the regional authorities – to realise our ambitions.

Flexible **residential programming** provides space for the needs of both current and new residents in the Maastricht of 2040. It contributes to lively and liveable neighbourhoods and thus preserves and strengthens the appeal of Maastricht as a residential city. It allows us to remain flexible in our responses to new, yet unknown developments.



The **housing market is dynamic and more liquid** in the Maastricht of 2040. This contributes to Maastricht's attractiveness as a city to work and start a business in. Building new homes is important in the context of market liquidity, allowing homes in the existing housing stock to become available. The more starter homes are available, the more ex-students will be able to move from a student room to a starter home in Maastricht. In this way, more graduates stay in the city, making Maastricht even more desirable as a business location.

Sustainable use of space is paramount when facing the housing challenges. The Maastricht of 2040 has found optimal ways to reuse and repurpose buildings. Renewable energy sources have been integrated on a large scale. We have taken major steps towards a fully circular construction industry. Policies are tailored to seniors who want to stay in their own homes as they age. When making the existing housing stock more sustainable, socio-economic issues – including distribution of vulnerable groups and affordability – are considered in all neighbourhoods.

Housing allocation and repurposing are vital in meeting housing needs. But the demand can only be met and the desired housing market liquidity can only be achieved through **new construction**. Climate-neutral construction and energy producing homes are the new norm.

New build developments suit the wishes and needs of both first-time buyers and existing homeowners in the Maastricht of 2040. Complementary housing products and **innovative forms of housing** – such as group housing for the elderly and collective private commissioning – are being implemented. Municipal regulations have proven to be useful tools to promote affordable housing, for example through local ordinances.

Older people make up a growing proportion of the population. People want to maintain independent lives for longer and the need for care and support increases. Maastricht needs to respond to more specific healthcare questions, new target groups, more income insecurity and greater pressure on affordability. All this leads not only to a need for more homes, but especially for different homes, such as future-proof and residential care homes.

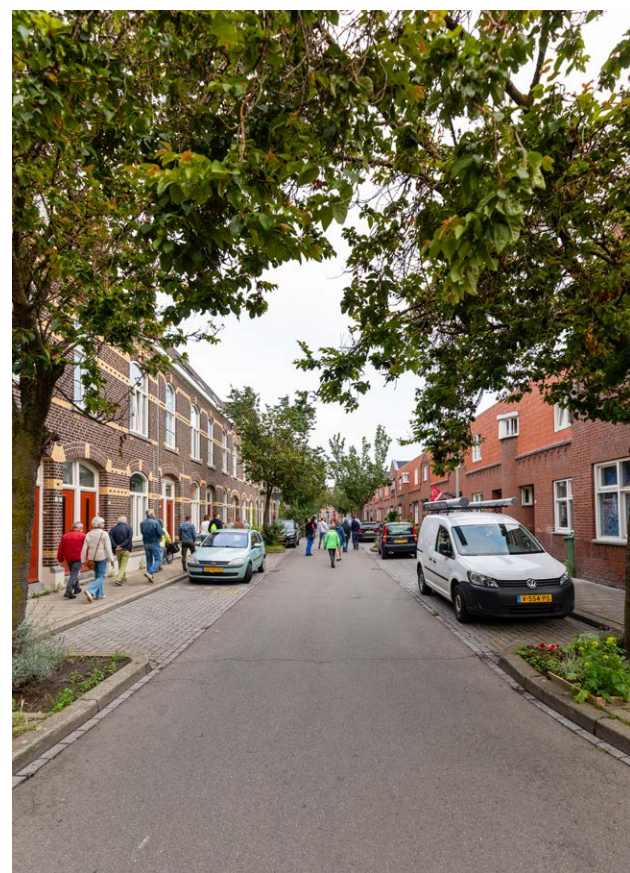
Maastricht aspires to achieve a balance between supply and demand for future-proof homes by 2040. Seniors should have sufficient opportunities to move within their own neighbourhood. Homes must above all be **affordable and accessible** and **care and service arrangements** must be available. Measures outside the residential sphere are also necessary: more income security and appropriate employment opportunities will be needed to achieve a balanced market.

A healthy city consists of **vital and strong districts and neighbourhoods** where safety and quality of life are up to standard. The Maastricht of 2040 is socially and spatially undivided with resilient districts and neighbourhoods. Districts are shaped in an area-oriented manner through integrally coordinated plans for new construction, home improvement and housing distribution. Better spreading of new social housing developments across all neighbourhoods, accessibility and mobility play a key role in this. Pedestrians, cyclists and public transport are prioritised over cars. The residential function of the city centre has been further strengthened, for example by repurposing non-residential buildings and countering speculation by regulating investor purchases of homes. We continue to focus on diversified housing for different target groups and on a healthy balance between facilities for residents, visitors and commuters. A balanced mix of temporary and more permanent residents in existing (residential) neighbourhoods is ensured – partially through a primary focus on large-scale student housing and a careful approach towards splitting up or converting existing homes. This contributes to the further maturing of Maastricht as a student city.

Balanced **housing distribution** is important for vital and strong neighbourhoods. Incorporating sustainability in home maintenance and property renovations offers opportunities, both in terms of process, technology and financing. Spreading target groups through targeted new construction, housing adaptation and/or housing division enlivens the neighbourhoods and districts and strengthens social cohesion in Maastricht. As part of an area-oriented approach, this contributes to a more balanced composition of homes and residents.

Maintaining a balance between densification and greening is also crucial to achieving a healthy city. Whereas the city grows through densification – we are and will remain a compact city – the Maastricht of 2040 has remained liveable thanks to sufficient greenery. This not only benefits enjoyment of the city and recreation, but also offers opportunities to combat the consequences of climate change (climate adaptation).

Only through proper **regional cooperation** will we be able to offer a complete range of residential areas within an attractive living environment in 2040, which is also important for the attractiveness of Maastricht as a residential city. Cooperation and good connections with the municipalities in the region via public transport are therefore essential to achieve our goal. As the capital of the province, Maastricht will continue to fulfil its role in 2040 as the core for (central) urban living in South Limburg.

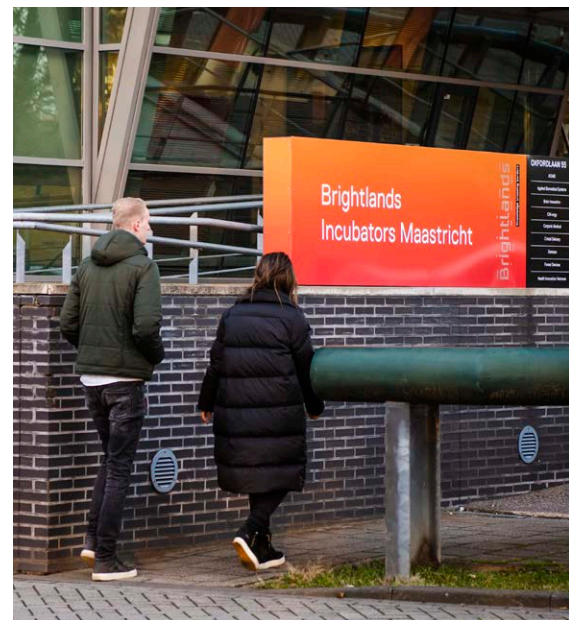


3.3 Maastricht as a knowledge city

As a knowledge city, the Maastricht of 2040 knows not only how to attract talent, but also how to hold on to it. It is a city where changes start and continue to grow, where innovation takes place and people take the lead. The global “war for talent” has long since reversed the “people follow jobs” principle: companies go where they can find employees. Population growth is not an end in itself, but stopping the brain drain is. We have become better at retaining people who help shape Maastricht as a university city and an innovative benchmark city. Growth that stems from this is facilitated in a healthy way.

Maastricht is a breeding ground for **education and research**. We stimulate quality growth and, where possible, collaboration on groundbreaking products, presentations and innovations.

We continue to take advantage of the opportunities and developments that arise in a creative and innovative way. The Maastricht of 2040 **brings the knowledge industry and the creative manufacturing industry closer together**, enabling more sustainable revenue models and new forms of knowledge and collaboration. The various Brightlands campuses, as well as our educational, research



and knowledge institutions, play a leading role in this.

We work on a **circular economy**, which requires exploring new applications of sustainable chains and closed loop thinking. Digitisation combined with energy and sustainability transitions has given new impulses to the local and regional economy and labour market.

In the Maastricht of 2040, the **Brightlands Health Campus** has blossomed as the most prominent place to work on health-related innovation. It is an attractive place to work and stay for both large organisations and smaller start-ups. Using existing knowledge (valorisation) and implementing research findings into practice increasingly benefits our society in addition to our economy, fuelling innovations that are useful for residents and public health.

The municipality works together with people, companies, entrepreneurs, creatives, educational and knowledge institutions and other organisations to find solutions to arising issues. Residents and entrepreneurs feel motivated to create social impact. This requires a local government that stimulates and embraces innovative initiatives from the market and society.

Attracting and retaining young adults, knowledge workers, students, labour migrants and creatives is essential for the vitality of employment, companies and knowledge institutions. This plays a key role in making our city and region future-proof.





3.4 Maastricht as a city of encounters

A city of encounters offers a warm and safe welcome to everyone who wants to enjoy its dynamic character and its beauty. It has a healthy balance between inhabitants and visitors, who enjoy culture, cafes, restaurants, shops and monuments together. Residents and visitors jointly ensure a sustainable development of the city. Everyone is welcomed, but quality trumps quantity. We aim to create more potential visiting purposes, allowing the share of overnight visitors to increase substantially compared to day tourists.

Encounters fuel **connection** and are crucial for our society – not only for people who already know each other, but also for new and unexpected acquaintances. The Maastricht of 2040 has further developed as a city of encounters. A good balance has been achieved between liveliness and liveability, between residents and visitors.

Technology is inextricably linked to everyday urban life. Online applications and connections make our life more convenient.

In Maastricht, too, social media today play an undeniable role in forming bubbles of like-minded people. Digitisation can divide us, create ethical dilemmas or cause children to spend less time playing outside. Therefore, physical encounters, exercise and culture are necessary to bring people together and to stimulate contact and dialogue. This helps to prevent loneliness and isolation and promotes a sense of security.

As a crucial part of an attractive meeting and business climate, **culture and cultural heritage** are not only a calling card of our city. The creative industry, the many cultural organisations and art study programmes also form an economic sector that is becoming increasingly important.

The Maastricht of 2040 has several particularly **attractive meeting places** that strengthen us economically. The Brightlands Health Campus, the Sphinxkwartier and the area of the train station have developed and blossomed. Many new businesses, educational institutions and regional facilities have opened their doors in these newly developed areas. The working and living environment are attractive and lively.

We have **gained more contact with the Maas**. The riverbanks, which are being improved to protect the city against floods, have become bustling meeting places with inviting walking routes. Creative sanctuaries, organisations and workshops provide space for social, cultural and economic initiatives that enhance urban dynamics. Community centres breathe life into the neighbourhoods, which makes for an attractive living and business environment for residents and companies.



Our **city centre** of 2040 has evolved. The hospitable character has remained and the historic heart of the city is still an attraction for residents and visitors. Our own residents get the space they need to continue to embrace the city. Through smart use of technology and the introduction of new concepts, entrepreneurs have succeeded in taking a significant step from a commodity economy towards an experience economy. This has boosted mixed-use development in the shopping streets: in addition to traditional shops, the street image has become more diverse with all kinds of new interpretations and mixed functions in the field of hospitality, culture, events, the manufacturing industry, housing and study spaces. People want to continue to live in and visit our city because of the vitality it radiates.

The Maastricht of 2040 is characterised by **diversity**. Not only in terms of meeting places, but also in terms of the people who meet each other. The presence of many organisations, companies and institutions in the field of research, education, culture, health and the manufacturing industry diversifies Maastricht. People and their interactions enable new initiatives and activities possible and thus contribute to a healthy city.



3.5 Maastricht as a green city

The green city provides clean air and robust urban nature with good connections to the magnificent Heuvelland. The Maastricht of 2040 is rich in greenery and water and is well connected to both, tempering temperature and high water levels. Hotspots such as city squares are rich in trees and provide cooling meeting places. We are turning more and more parking spaces into flower beds and green areas. Walking routes have been created with places to stay along the widened Maas (Meuse): the river we embrace and no longer turn away from. The city invites people to connect and **be active**. The residents are healthy and take good care of themselves and each other. As a green city, Maastricht is well on its way to becoming climate neutral, with traffic that no longer produces carbon emissions.

Maastricht residents and visitors enjoy the **greenery** in the city and appreciate the nature around Maastricht. Encouraging the presence of flora and fauna wherever possible has become a matter of course. Residents contribute to the green city in their own garden, organisations and companies place greenery on their roofs and grounds and the municipality provides flora and fauna in the public space.

The COVID-19 pandemic has shown us the importance of a green public space and its positive effects on our health and well-being. People have started **exercising** outdoors more often, especially by walking and cycling in the city and region. Parks and nature-rich squares are popular and are used as meeting and recreation places by all population and age groups.

The Maastricht of 2040 has a **cleaner living environment**. Residents and visitors use the car less and less. Transport no longer emits CO₂ and visitors prefer to come to Maastricht by public transport. People who take the car park it at a Park and Ride (P&R) or Park and Walk (P&W) location. Our companies and industries have cleaned up their production processes. We take good care of our nature and green areas and we have made short work of litter through circular use of raw materials.



Partially because of the legal objectives, the energy and sustainability transition has proven to be an engine for change and innovation. In 2040, Maastricht is expected to have achieved important milestones in becoming a sustainable and climate neutral city. This already applies to the municipal organisation in 2030.

The regional energy strategy has resulted in more energy-efficient houses and other buildings in the Maastricht of 2040. We link issues surrounding energy transition to social and economic issues and ambitions. For example, many social housing units were the first to be made more sustainable, which has resulted in lower energy bills and increased living comfort for the more vulnerable target groups. This has directly contributed to poverty reduction and the improvement of health and well-being.

Renewable energy is generated in various places in the city – mostly by solar panels, which we have facilitated as much as possible in the built-up, urban area of Maastricht.

We have taken various safety precautions for extreme weather conditions. This, among other factors, has enabled us to make our living environment greener and to adapt to heat stress and downpours. We are taking measures to **give space to the Maas (Meuse)**, which we cherish and no longer turn our back on in the Maastricht of 2040. Nature reserves have been added to the north and south of the historic city centre. The nature reserves are designed to absorb high water levels of the Maas and serve as buffers that can overflow in a controlled manner.



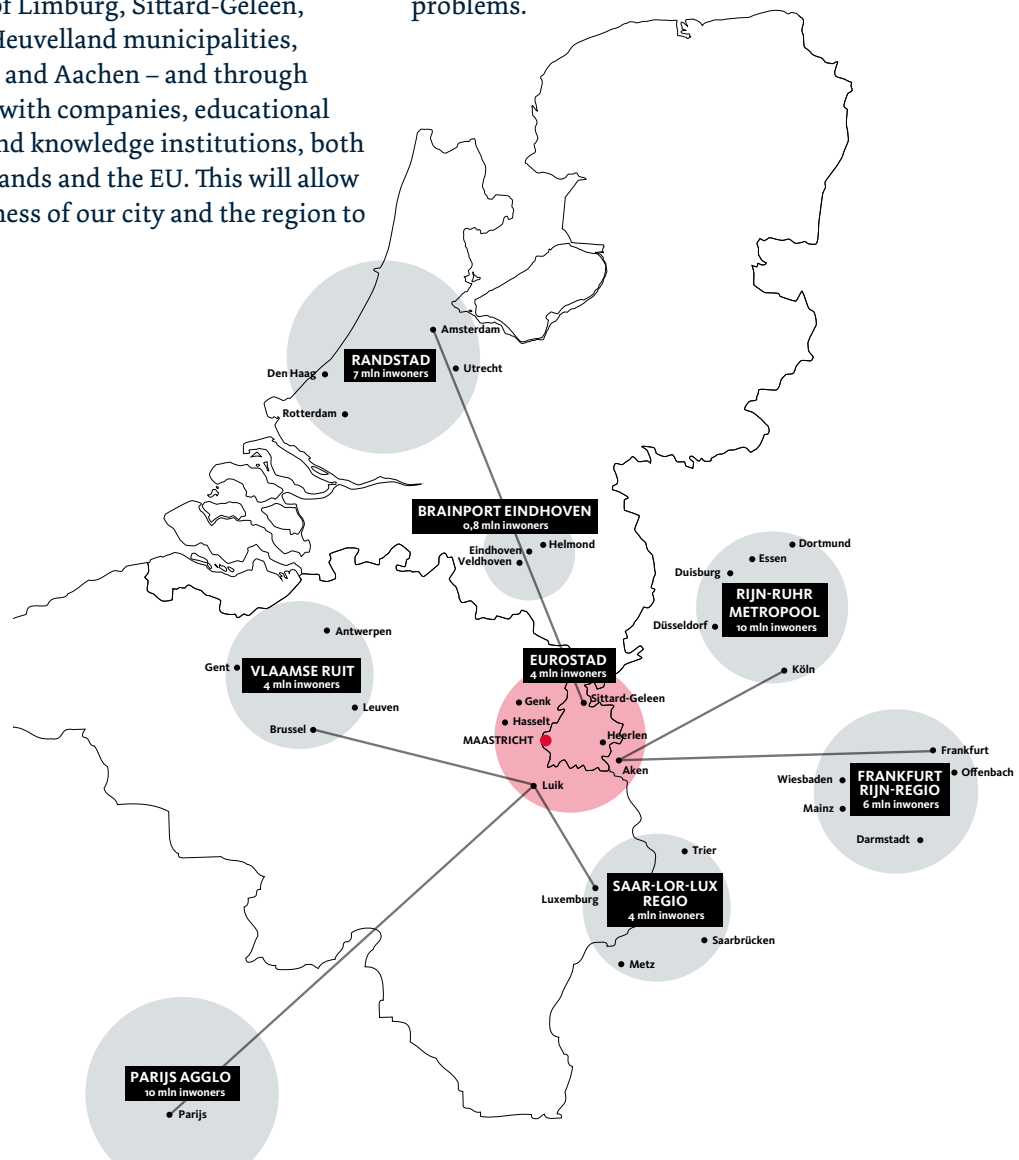
3.6 Maastricht as a networking city

The networking city ensures a healthy balance between its own identity and the scale necessary to acquire a notable position in Europe. Maastricht is not sizeable enough to do everything without help. As a relatively small city, the Maastricht of 2040 cherishes its location in the Meuse-Rhine Euregion, which offers a fantastic business and residential climate for its inhabitants, companies and visitors with its cities, landscapes and universities - the more so because the connections have been improved. Only a high-quality public transport system allows us to fully benefit from each other's facilities, innovations, business locations, housing opportunities and cultural establishments, without having to fully rely on ourselves.

We will increasingly realise our ambitions through joint agenda-setting and lobbying with our (Eu)regional partners – including the province of Limburg, Sittard-Geleen, Heerlen, the Heuvelland municipalities, Hasselt, Liège and Aachen – and through collaboration with companies, educational institutions and knowledge institutions, both in the Netherlands and the EU. This will allow the attractiveness of our city and the region to flourish.



In the Maastricht of 2040, the various campuses and urban work locations drive sustainable economic development. Cooperation in the region underpins prosperity in a broad sense. It forms the foundations of our knowledge economy, where knowledge institutions, companies, cultural and social organisations join forces with governments and collaborate on the growth of our region and on solving current social problems.



4. The role of the municipal government

Maastricht does not belong to the municipality, but to the community. Working together on a healthy city is in the interest of everyone involved in our society.

Guiding principles

The city council organises and facilitates cooperation and supports and stimulates the desired development if the city so requests. We adhere to the following guiding principles:

- We work integrally and as one government on issues for our residents and our city.
- We invest in relationships and collaborate with our residents and our partners, taking on multiple roles.
- We pay special attention to our vulnerable inhabitants and areas, while focusing on the living environment.
- We work across our city borders and national borders.
- We work in a financially sound manner.

Prosperity in a broad sense

Integral development of a healthy city cannot be measured solely in terms of economic objectives. Although employment is an important condition for participating in society, a healthy city also calls for the eradication of poverty and for good education as the main driver of social mobility. It requires safety, air quality, gender equality and community spirit. All these aspects determine our prosperity in a broad sense and were laid down by the United Nations in 2015 in the so-called Sustainable Development Goals (SDGs).

Sustainable Development Goals (SDGs)

Like several other municipalities in the Netherlands, we – the municipality of Maastricht – use the SDGs as a basis for mapping and monitoring our progress in realising our ambition: a healthy city.



THE GLOBAL GOALS

For Sustainable Development

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE AND JUSTICE STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 THE GLOBAL GOALS For Sustainable Development

