



FOR A DECENT LEIDEN



TABLE OF CONTENTS

FOREWORD BY LEAD CANDIDATE	2
10 PRIORITIES OF THE CDA LEIDEN	4
CHAPTER 1: LIVING IN A CLEAN, SAFE AND GREEN LEIDEN	5
Housing	6
Transportation and road safety	8
Safety and crime prevention	11
Leiden: sustainable and green	13
A clean city	15
CHAPTER 2: A DECENT, CARING AND SPORTIVE CITY	18
Decent governance	19
Association life and sports	20
A healthy Leiden	21
Care for the elderly, informal caregivers and youth	22
Refugees and integration	24
CHAPTER 3: A WORKING, ENTERPRISING AND LEARNING CITY	26
Social security and poverty reduction	27
Local economy and city center	27
Education and research	29
Culture and heritage	31
CHAPTER 4: MUNICIPAL FINANCES IN ORDER	33

Foreword by lead candidate

Dear Leiden residents,

Leiden is a beautiful city. We have much to be proud of. From the historic city center with its beautiful canals and moats, to the pleasant neighborhoods where people live, to the university with all its students, lecturers, and successful Bio Science Park.

Over the past few years, as alderman for Building, Housing, and Welfare, I've dedicated myself to our city. I've been able to build a home for those seeking housing and develop new plans for vulnerable people. Together with the party, we've done what was necessary to provide people with the care and attention they deserve. In these and other areas, we've achieved a great deal as CDA Leiden in recent years. That's something to be proud of. At the same time, there's still much to be done. I'm motivated, together with all CDA Leiden candidates, to continue making a difference again in the next four years.

What is CDA Leiden's guiding principle? It's based on the understanding that people thrive in relationships with others. Toon Hermans once said: *"A person only truly comes to life when you know others care about you."* People make Leiden what it is. Police officers, nurses, and teachers work diligently to provide safety, care, and education. Volunteers dedicate themselves to their local associations, caregivers don't abandon their loved ones, entrepreneurs create jobs, and families nurture children with love. We care for each other and take responsibility for a livable and decent society.

This election manifesto outlines CDA's vision for Leiden. To move Leiden forward, we must continue to collaborate, both within the city and at City Hall. CDA Leiden aims to make even better use of all the knowledge and expertise Leiden has to offer. This includes the university, the university of applied sciences, vocational colleges, and our residents, businesses, and community organizations.

We must look beyond political boundaries, seeking what unites us, to ensure Leiden remains the pleasant and enjoyable city it is today. CDA Leiden explicitly wants to give priority to the politics of connection and decency. You can expect clear, concrete substantive choices from CDA Leiden. We focus on the following three themes:

We'll continue **to build what's needed** to further address the housing crisis. A house is more than just a pile of bricks. It's your home. A place where you come home in the evening and feel safe. Everyone deserves that. Unfortunately, the waiting lists for social housing in Leiden are still too long, and owner-occupied housing has become unaffordable for many. At the same time, we have limited space in our city. That's why we're building smart and with a focus on mobility. Every Leiden neighborhood will have at least one senior communal residence so

that seniors can continue to live comfortably together in their own neighborhood and homes become available for families.

CDA Leiden advocates for a livable Leiden. This means **green, clean, and safe neighborhoods**. We continue to work on greening streets and squares, ensuring waste is diverted to the trash bin. We advocate for visible enforcement efforts. CDA Leiden wants to invest in road safety and ensure amenities like hardware stores and shops remain within easy reach.

Finally, CDA Leiden supports a caring and engaged society. We want more attention and fewer regulations for **associations, local entrepreneurs, volunteers, and informal caregivers**. We want a city where residents, students, entrepreneurs, and organizations connect. To encourage this connection, we will invest in Leiden's (sports) clubs, community centers, neighborhood libraries, a Leiden respite center for informal caregivers, and public spaces in the coming years. For us, these are investments in **Key Places**. – and you will see them again in various places in this program.



With the CDA Leiden in the municipal government, we've achieved great results in recent years. We're eager to continue working for Leiden in the years to come!

Julius Terpstra

Lead candidate CDA Leiden



10 priorities for CDA Leiden

- We build what's needed, for our children and grandchildren. Every neighborhood will feature a senior communal residence. This will promote housing mobility and combat loneliness.
- We're investing in quality sports fields, changing rooms, and clubhouses. A new sports hall must be built in Leiden Noord.
- We continue to make our city greener and more sustainable. This is for the sake of the city's livability, the health of our residents, and the quality of the green spaces in our city.
- Crime and antisocial behavior must be tackled. That's why we want additional municipal enforcement officers (BOAs) and more police on our streets. Everyone should be able to walk the streets safely.
- Caregivers provide invaluable work in Leiden. CDA Leiden wants more attention and support for caregivers. We will open a respite center in Leiden in the coming period to provide relief for caregivers.
- Leiden must better prepare for disasters. We will invest in establishing emergency support points and shelters and will provide residents with information about disaster or crisis preparation.
- We're investing in road safety for pedestrians, cyclists, and children. The speed limit around schools will be reduced to 15 km/h.
- Paid parking zones in the city will not be expanded further. There will be no paid parking in Stevenshof, Merenwijk, Waardeiland, and Roomburg.
- Municipal finances must be in order. We are not raising property taxes.
- We stand up for our local entrepreneurs by ensuring lower costs, sufficient available square meters for business parks, and fast permit procedures.

Chapter 1: Living in a clean, safe and green Leiden



Housing

As far as CDA Leiden is concerned, we will continue building in the coming years, with an eye for the neighborhood and the living environment. A house is more than just a pile of bricks: we want neighborhoods where people know each other, meet, help one another, and feel safe.

Social interaction, sustainable housing, and mobility are central to the construction of new homes. In the coming years, we see particular opportunities to develop new homes in the designated areas around Leiden Central Station, Willem de Zwijgerlaan, and Westerpoot. Specifically for seniors, we want to create new, small-scale housing options in every Leiden neighborhood. This will greatly improve mobility in turn.

What have we achieved:

- The construction of thousands of new homes in our city, which places us in the top 5 of most building municipalities.
- Thanks to the efforts of our alderman for Building, Housing, and Welfare - Julius Terpstra, we will be opening Leiden's first senior citizen's courtyard on Lammenschansweg in 2026.
- Thanks to CDA Leiden, student housing with a communal area ('merger') has been created on the Flanorpad and at the Lammenschansdriehoek.

Our plans

1. The housing shortage is the number one concern for many people. In recent years, preparations for numerous projects in Leiden have been completed, thanks in part to the efforts of CDA Leiden and its Alderman Julius Terpstra. These include projects like Westerpoot (near the A44), Kopermolen Merenwijk, the Stationsgebied, Lammenschansdriehoek, and Wernink.

We're ensuring these projects are realized in the coming years. **We'll continue to build what's needed to combat the housing crisis.**



2. **Each housing project will provide accessible amenities** such as ample greenery, pleasant and safe walking and living spaces, bicycle and/or car parking, and small-scale sports and socializing facilities such as a football pitch or communal garden.
3. The city must maintain sufficient space for social housing. In recent years, therefore, the emphasis has been on building more social housing. Leiden's housing stock includes a large number of social housing units. **To retain the middle class, we are currently opting for 25% social housing and 40% mid-range housing, preferably owner-occupied, in new construction projects.**

4. To help young first-time buyers, CDA Leiden has opted for a **"Starter Guarantee Fund" for new construction**. This will make homes more affordable. The fund offers the opportunity to market homes at a discount. When the home is sold, a portion of the equity is repaid.



5. Many senior citizens of Leiden want adapted housing or a residential arrangement. Therefore, CDA Leiden wants to encourage small-scale, collective housing for senior citizens. **We are building a senior citizen's almshouse in every Leiden neighborhood**. When senior citizens can move on to new (care) housing, this will free up space in the housing market for young families, for example.

6. We encourage people aged 55 and over who live in larger homes to move on to collective housing, for example, by **giving them priority on new construction (for seniors)**. We are therefore releasing funds for things like relocation allowances and/or guarantees for owner-occupied homes. We are making the transition broker who helps seniors with the process available for purchases.



7. The number of students is continuously growing. There must be a place for them in Leiden and the surrounding area. **New student housing is being built as much as possible with a shared space like a living room**. This strengthens social cohesion within the building. CDA Leiden is committed to affordable rooms. Sufficient investment has been made recently in expensive student complexes for international students like The Fizz or The Student Experience. **Therefore, CDA Leiden wants to focus on the construction of affordable student rooms**.

8. We strive for livable neighborhoods. **When it comes to student housing in Leiden, we prioritize the interests of both students and other residents**. Current policy restricts student housing in neighborhoods where livability is under pressure, such as Transvaal and Noorderkwartier. At the same time, it allows for more student housing in the city center. This way, we respect each other in our city. We will continue this policy unabated.

9. **There's no place for dishonest landlords in Leiden**. We still see too many cases of intimidation and discrimination against tenants by landlords. The Rental Team provides legal support to tenants. We're making the team a structured system and opting for ongoing support for tenants.

10. The housing shortage is so severe that we need to make better use of existing square footage in homes. Moreover, cohabitation helps combat loneliness and strengthens social cohesion in the city. We are relaxing the rules for landlords and housing corporations, encouraging living above shops, and **making it possible for several friends to live together**.

11. **In recent years, there has been a calmer environment for participation in construction projects in Leiden**. CDA Leiden wants to build new homes that

are well-suited to the neighborhood. We are clear upfront about what is and isn't possible and work together with the neighborhood to maximize support.

12. When it comes to **high-rise buildings**, we want to build them in a way that is appropriate for the neighborhood. This means buildings within neighborhoods shouldn't be too tall, but near the station and along some main roads (such as Willem de Zwijgerlaan), we are in favor of more high-rise to accommodate both current and future inhabitants.
13. **Homelessness** is a growing problem, including in Leiden. Now that more social housing is available and the social housing stock is expanding, CDA Leiden wants to focus on the "Housing First Principle," particularly for families with children. Direct housing allocation works: it provides peace of mind, gives people and families a chance to rebuild their lives with dignity, improves the chance of recovery, and saves significant costs.
14. In the newly developed Westerpoot neighborhood, at the initiative of the CDA Leiden, **crucial social professions like police officers, teachers, and nurses will be given priority** for (social or mid-range) rental housing. We will expand this program throughout the city. Without these professions, there is no well-functioning society.
15. **The Oostvlietpolder** remains open and green.

Transportation and road safety

The CDA has been committed to improving road safety for years. We will continue to do so in the coming years.

In our busy city, paid parking is unavoidable in certain places, not as a goal in itself, but as a means to an end. In certain spaces, it allows us to create parking spaces for existing residents. Because many new homes and no paid parking create parking problems for residents. We don't believe this applies to neighborhoods like Stevenshof, Merenwijk, and Roomburg/Meerburg. There's ample parking there, and paid parking isn't an option for us. In addition, CDA Leiden wants more parking permits for educational and healthcare institutions and for Leiden associations.

What have we achieved:

- CDA Leiden considers it of great importance that pedestrians and cyclists can participate safely in traffic. Thanks in part to CDA's efforts, a maximum speed of 30 kilometers (km) per hour has become the norm in the city.
- Thanks to our efforts, the number of parking permits for educational institutions, healthcare institutions (including visitors), and associations has expanded recently. Leiden residents with small campers retain their parking permits.

- Children must be able to get to school safely. That's why we've advocated for the establishment of school zones at every school, with a 15 km/h speed limit.
- Partly on our initiative, good parking garages have been built for visitors on the edges of the city center.

Our plans

16. Road safety

- In new projects in the city such as construction projects or public space projects, CDA Leiden gives **the highest priority to road safety**.
- Children must be able to play safely. A speed limit of **30 km/h remains the norm in the city**. In residential areas, we will maintain a 15 km/h limit. Only on main roads will the speed limit remain 50 km/h. This creates space for children to play, increases road safety, and allows us to add more green space at the same time.
- We want to work with schools to further improve road safety. This means establishing **a school zone (maximum speed limit 15 km/h) at every school**, discouraging car pickups and drop-offs, and, if necessary, increased enforcement during drop-off and pick-up times. We will implement these zones expeditiously.
- We want to designate more streets as bicycle streets.** Here, cars are guests.
- The **unsafe driving behavior of some delivery drivers** is a thorn in our side. Therefore, clear agreements are being made with the hospitality industry and delivery services regarding the behavior of delivery drivers in traffic.
- CDA Leiden does **not want any through traffic through the main shopping area**, except for public transport and deliveries. The always-busy Breestraat will remain closed to cars in the evenings and at night. To prevent dangerous situations, we will discuss delivery time slots with business owners.
- Unfortunately, 100% road safety doesn't exist. We want ongoing campaigns to raise awareness of responsible road behavior.

17. Bicycle and pedestrian:

- Cycling is the most popular mode of transport in Leiden. But we want to further reduce the nuisance caused by poorly parked and overturned bicycles. We want to pay more attention to pedestrians and the blind and visually impaired by removing dangerous obstacles on walking routes. Bicycle parking facilities should be further improved in the coming years. Thanks in part to CDA Leiden, additional parking facilities will be created at Central Station, on Breestraat, and at the Hartenbrugkerk church. **We will continue to search for more parking spaces.** CDA Leiden wants better enforcement on market days and during events. This will improve public space with fewer bicycles on the streets. The bicycle parking facilities will have sufficient space for electric (cargo) bicycles.

- b) In a busy city, all road users must have a clear overview and be able to see the traffic. **Therefore, we are eliminating confusing intersections** like the one at the station and the Hogewoerd/Breestraat intersection. Clear walking and cycling routes will be created from neighborhoods to the city center.

18. **Public transport:**

- a) Leiden Central Station is the city's calling card. Due to the city's growth, a new station is needed. **CDA Leiden, together with the national government and the province, has chosen to invest heavily in a new Central Station.**
- b) CDA Leiden wants **a new, elevated bus station on the city side** . This is the safest approach, creates opportunities for additional bicycle parking underneath the bus station, and creates a historic entrance to the city center. Buses will be removed from Stationsweg and Steenstraat.
- c) Leiden continues to make efforts to **double the track between Leiden and Utrecht** .
- d) Leiden occupies a key position in the Randstad. That's why CDA Leiden supports expanding high-quality public transport. We therefore want **a tram connection between Leiden Central Station and Katwijk aan Zee**. This offers immediate opportunities for housing, student housing, and further growth of the Bio Science Park. CDA Leiden wants to explore the possibilities of connecting Leiden to the RandstadRail network.
- e) CDA Leiden is committed to **good bus connections between the various neighborhoods and from each neighborhood to the city center**. The current timetable must be maintained at least in the coming years. We will continue to strive for a direct connection from every neighborhood to the city center, such as from Roomburg. This is crucial for the elderly and people with disabilities who rely on the bus.

19. **Auto:**

- a) **We are further developing the city center Car-free**. At the initiative of CDA Leiden, among others, good parking garages have been built on the outskirts of the city center. In the coming period, we will be building **an additional parking garage** with 500 spaces in the Transvaal neighborhood near Morsweg. **Residents will continue to have parking close to their homes**. There will be ample parking space for people with disabilities. Visitors can park in one of the garages or in the P+R lots on the outskirts of the city, with the visitor fee. On market days, the main shopping area is truly car-free.
- b) CDA Leiden wants to increase the number of **public charging points** (including fast chargers) for electric cars and bicycles to at least 1,500 in the coming years. We want to make it easier for residents to charge their

cars with their own solar power by legalizing and facilitating the use of **cable duct tiles, provided this is safe.**

- c) **Paid parking is unpleasant, but it is necessary.** Paid parking reduces parking nuisance and improves neighborhood quality of life. CDA Leiden continues to advocate for residents and their visitors, employees, healthcare professionals, and people with disabilities to have parking nearby in residential areas.
- d) For the coming period, CDA Leiden wants **no expansion of paid parking** in areas where there is no problem. This means no paid parking in Stevenshof, Merenwijk, Waardeiland, and Roomburg.
- e) **CDA Leiden wants additional parking permits for designated groups.** This includes, for example, additional parking permits for employees and volunteers in essential professions (such as education, healthcare, and police), volunteers from associations, and visitors to residential care centers.
- f) For the benefit of Leiden shopkeepers, we want to make it possible for **shoppers to park for a short period**, for example for a period of fifteen minutes to pick up or drop off something.
- g) Clean air is crucial for a healthy city. However, CDA Leiden believes it's essential that businesses have sufficient time and opportunity to adapt to new regulations. **The CDA opposes an environmental zone for passenger cars for now.**

Safety and crime prevention

Safety in our city deserves continued attention. In recent years, Leiden society has unfortunately been confronted more frequently with the consequences of organized crime, resulting in explosions and gun violence. This is unacceptable. Sufficient police presence and enforcement on the streets are necessary to ensure safety, and the feeling of safety. Besides safety, resilience deserves attention. Military and hybrid threats in Europe are increasing, as is the threat of natural disasters related to climate change. These threats could disrupt our Leiden society, for example, in the form of a large-scale and prolonged power outage.

What have we achieved:

- o The municipality is responsible for population care (including information, shelter, and care for residents during a disaster or crisis) and therefore for increasing the resilience of society. CDA Leiden has put this issue firmly on the municipal agenda in recent years.
- o We have provided additional enforcement officers in the past period.

Our plans

20. **Enforcement capacity** remains under pressure. CDA Leiden wants to expand capacity again. We believe in the strength of society and therefore want to work with volunteer enforcement officers ("city reservists") who, following the example of the pilot program in Amsterdam, will support professional enforcement officers. Fixed or mobile camera surveillance can contribute to increasing safety, for example, in the city center. Therefore, we want to expand this type of surveillance.
21. **Drug use This isn't normal** . As a user, you contribute to the business model of organized crime. We want a campaign to discourage drug use. We want to reduce the number of coffeeshops so that the selection meets local needs. Leiden doesn't need to be a drug supplier for the region.
22. And we want more when it comes to **safety in the city:**
 - a) We believe it's important for the police to be visible, but police capacity in our city is under pressure. Closing **police stations** is not an option for us.
 - b) Special attention is required for the **safety of women and girls**, including gender-sensitive design of public spaces, such as improved sightlines, lighting, and social control. Women and vulnerable groups are actively involved in the design process.
 - c) CDA Leiden wants the main paths in **Cronesteyn Park to have** dynamic lighting (smart *lighting*). This will allow the park to be used safely even in the evenings. We want to work with neighboring municipalities to create safe cycling routes to Leiden's city center.
 - d) We want a **municipal intervention team** to actively combat crime in our city. This intervention team consists of enforcement officers, supervisors, social investigators, and safety advisors.
 - e) Facilitating **demonstrations** requires significant police resources. Besides the municipality, organizations themselves have responsibilities, such as ensuring the safety of their own buildings.
23. **Digital security** is becoming an increasingly important issue. Cybercrime is on the rise, and the reliability of information is steadily decreasing, partly due to the rise of AI.
 - a) CDA Leiden therefore believes that the municipality should offer **courses on cybercrime** and recognizing **disinformation and fake news** to residents, with a special focus on the elderly and younger generations . The new-style library can play a role in this. In addition, closer collaboration with the university, for example with news fact-checkers, could be established.
 - b) Due to the digital transformation of crime, we support the development of the **digital neighborhood police officer**. They know what's happening online in their neighborhood. The digital neighborhood police officer and the neighborhood police officer on the street

complement each other. They provide each other with information gathered online or in the neighborhood.

24. In the coming years, we will focus on increasing the **resilience of societal Leiden**.
- a) We want to do this by establishing a voluntary citizen emergency response organization, setting up emergency support points, designating shelters, informing residents about disaster or crisis preparation, and ensuring the continuity of municipal services.
 - b) This involves collaboration with social organizations such as churches, (student) associations, and community centers, as well as with other government bodies and the business community. The Hollands-Midden Safety Region is a key partner and must be able to rely on a solid financial foundation.
 - c) CDA Leiden welcomes citizen initiatives to make the city more resilient and wants the municipality to facilitate them. To increase awareness and engagement among residents, we want to: a 'citizen council on resilience'.
 - d) Practicing for a crisis is essential. The municipality organizes an annual exercise with businesses, community organizations, and residents.

Leiden: sustainable and green

CDA Leiden is committed to ambitious sustainability and climate policies. We're doing everything we can to leave the planet in good condition for future generations. We strive for clean air, clean water, and a green environment with ample outdoor play areas, recreation, and sports facilities.

We invest in public green spaces, sports, and cultural facilities that encourage play, socializing, and exercise. We encourage the development of community gardens, parks, public swimming areas where possible, and green spaces. We invest in and enhance the quality of life in neighborhoods, creating space for green spaces. In this way, we protect our neighborhoods, from children to the elderly, as effectively as possible from heat stress, combat flooding and water abuse, and promote the vital biodiversity in our city.

What have we achieved:

- In 2023, the first Leiden Citizens' Council, a key promise from the 2022 program, took place on the energy transition. Most of the Citizens' Council's recommendations were adopted.
- Thanks to CDA Leiden, the volunteer base at Leiden's playgrounds has been strengthened.
- In neighborhood renewal projects, we have consistently emphasized the balance between increased road safety, greening, and parking space.

- o Space has been given to local initiatives and, in various neighborhoods, preparation plans for the energy transition have been drawn up together with residents.

Our plans

25. CDA Leiden is proud of the Singelpark: a project by and for the city. Leiden's parks and playgrounds are the perfect places to relax in the city. For everyone. We believe that parks outside the city center should receive more attention. We want to encourage neighborhood participation in **green space management** by involving residents even more in the design, maintenance, and use of green spaces. This fosters ownership and a sense of community.
- a) The enormous success of the **Singelpark** deserves a sequel, although we will continue to press for its completion.
 - b) We want the municipality, in close collaboration with nature and residents' organizations, to create more green walking routes and meeting places around the Leiden water.
 - c) CDA Leiden supports the **Second Green Ring**. The plans must be further developed within clear financial frameworks and in collaboration with residents and businesses. This is necessary to keep the city, with its growing population, livable and attractive.
 - d) In the **public space We're placing many more benches**, and especially in a way that encourages people to engage in conversation more than they do now. We're developing multifunctional squares, community centers, courtyards, and urban gardens where people of all ages and groups feel welcome and can connect, even without mandatory consumption.
 - e) Leiden is a true **water city**, but its potential remains underutilized. We're changing that by signing a Blue Agreement ('Blue Deal') with businesses on and around the water, neighborhood associations, the water board, and the province. This agreement covers smarter, cleaner, and safer water use. This will increase awareness of water quality and water-based water supplies, and create more new, safe swimming spots in natural waters.
 - f) **We keep Leiden's waterways clean, pleasant, and safe.** Sunken and neglected ships are being removed. Where possible, owners are being charged for the costs. We are creating **more jetties and moorings for visitors and Leiden residents with boats.**
 - g) Loud music and speeding boats spoil the atmosphere on the water. CDA Leiden therefore wants continued deployment of BOAs on the water.
26. The so-called **Cultuurkwartier** is an initiative of several cultural institutions, young creatives, entrepreneurs, and residents from the northwestern part of our city center. More than thirty cultural institutions are in this area between the station and the Meelfabriek. But the area truly deserves a quality boost.



We are positive about the initial plans that can contribute to the city's livability, housing, culture, and greening. Think of the heavily paved Beestenmarkt and Lammermarkt.

27. National agreements have been made regarding **sustainability and the energy transition** in the Netherlands. This is precisely to make the Netherlands independent of foreign energy sources. CDA Leiden wants to honor these agreements and make it as easy as possible for homeowners to make their homes more sustainable. For example, by relaxing regulations and encouraging sustainable improvements while preserving the historic value of their buildings.
28. Sustainability and energy transition require a broadly supported approach.
 - a) The municipality and residents must therefore work together on neighborhood **energy projects**. Building knowledge and experience in neighborhoods ensures that residents can continue to participate in one of the greatest challenges of our time. The municipality will therefore continue to actively support neighborhood initiatives, with CDA Leiden prioritizing the voices of local residents in its decisions. The transition to clean energy involves heating during colder periods and cooling during warmer periods. Local sources and storage can better balance supply and demand. **The municipality is allocating funds to promote insulation (an "insulation offensive"), and installing solar panels will become easier.** There is a focus on Leiden residents with limited resources.
 - b) We want the municipality to work with the grid operator to accelerate the **reinforcement of the power grid** and to **promote safe neighborhood and home batteries**.
 - c) **Reliable data** is essential for clean energy choices. Only then can residents make sound decisions that suit their homes and lifestyles. Without sufficient guarantees regarding costs and emission reductions, decisions cannot be made. Residents will be given ample time for their energy transition. During this period, there will be sufficient gas and electricity. The municipality is not threatening to disconnect gas connections. Grid congestion will be resolved before neighborhood implementation plans are implemented.

A clean city

A clean city is important for a pleasant living environment, both for residents and visitors to our city. CDA Leiden has been committed to reducing litter and graffiti for years. We will continue this in the coming years. We are making it easier for people to dispose of their waste by installing more public trash bins and extending the opening hours of the Recycling Center.

What have we achieved:

- Thanks to CDA Leiden, there is more attention to tackling litter and graffiti, for example, through stricter enforcement in the Lammenschans Triangle.
- CDA Leiden initiated a pilot program with new deposit bins for plastic bottles and cans. Also, thanks in part to our efforts, there is more enforcement of graffiti nuisance.

29. The **waste disposal levy** must be kept within limits. Compared to other highly urbanized municipalities, Leiden should therefore move from the middle to the (sub)top in terms of residual waste volume and waste separation. This leads to lower waste processing costs and is good for Leiden residents' wallets. We will take the following steps to achieve this:

- a) More **public trash bins should** be installed, and they should be better distributed throughout the city. We want to better inform (new) residents about how and when their waste is collected. A simple sign with collection times can already lead to improvements.
- b) Volunteer initiatives that clean up **litter** should receive more recognition and appreciation from the city council and business associations. We want to involve residents in keeping their streets clean and encourage them to adopt litter bins. The municipality organizes cleanup days throughout the city and supports volunteers with the right resources to clean their streets. We believe that more should be done on deposit bins.
- c) The opening hours of the **Recycling Center** will be extended with evening opening on at least one or two evenings per week.
- d) We encourage **circular entrepreneurship** so that companies are better equipped to meet these challenges. This offers opportunities for our local economy. The goal is to use resources efficiently, reduce environmental impact, and create a more sustainable economic model. Leiden is a leader in areas such as circular construction. Furthermore, the city aims to foster innovation, for example, through research into biobased alternatives to traditional raw materials.
- e) We support the pursuit of a more circular economy by leveraging all the knowledge available within the university. CDA Leiden wants **more intensive maintenance** and a swift approach to problems, both in the city center and in the neighborhoods. More underground containers and perhaps their more frequent emptying will contribute to this. Enforcement of illegally parked and abandoned bicycles will be stepped up. Those who litter will be responsible for the damage. We want the municipality to be even more proactive in combating street litter and vandalism in the form of graffiti. We will install cameras in areas with significant litter nuisance to apprehend or deter perpetrators.

Chapter 2: A decent, caring and sportive city



Decent governance

The municipality doesn't have all the solutions. Neither do politicians. That's why CDA Leiden wants to continue contributing to additional and innovative forms of participation. There's so much expertise, experience, and brainpower in our city. We want to continue working towards an accessible and approachable municipal government for all residents, including those unfamiliar with municipal bureaucracy.

What have we achieved?

- Thanks to CDA Leiden, the first free Politically Active course was launched in 2025. The course is intended for anyone interested in local democracy or in becoming politically active themselves.
- Because veterans deserve recognition and appreciation for their commitment to peace and security worldwide, the CDA Leiden has been working towards this goal in recent years. For instance, by creating a White Carnation Garden.

Our plans

30. We are committed to a **resilient government**, where there is no room for intimidation, aggression, undue influence, or undermining. Anyone who is threatened must be able to count on support. Perpetrators are not only prosecuted, but the municipality recovers damages from them. Undermining is devastating to trust in government. It harms the local economy by putting honest businesses in jeopardy. The **anti-undermining policy** will be continued and expanded with additional capacity.
31. In the coming years, we intend to promote new **citizen councils**, for example, on a resilient society. The outcome of such a meeting will be given to the municipal council as a significant recommendation. New citizen initiatives deserve maximum support from the local government.
32. We are committed to creating a city where everyone feels heard and can participate. The successful pilot with the **Leiden Problem Solver**, which has helped dozens of stalled cases get back on track, demonstrates how much is still possible in this area. CDA Leiden wholeheartedly supports this excellent initiative.
33. **Regional scaling up** can contribute to a better approach to major challenges in areas such as housing, climate adaptation, and accessibility. This requires significant responsibility from both Leiden and surrounding municipalities, such as Leiderdorp, Voorschoten, Zoeterwoude, and Oegstgeest. Leiden is willing to take responsibility, but it is important that there is mutual accountability. If administrative decisiveness in the region lags behind the

need to address major challenges, we are open to exploring next steps. In our view, more flexible solutions may be an option.

34. Veterans deserve more support and appreciation. Leiden still lacks a **veterans policy**. We believe it needs to be implemented with haste.

Association life and sports

Associations and volunteers are the heart of Leiden society. Vital sports clubs, community centers, energetic student associations, and active neighborhood groups – Leiden boasts a rich community life. We cherish that. Clubs perform numerous tasks independently, which the municipality rarely needs to oversee. And they almost always rely on volunteers. That's why we want to give them the recognition they deserve: the municipality exists for the clubs and their members, not the other way around.

What have we achieved?

- o Thanks in part to the efforts of CDA Leiden, the previous coalition agreement included an additional €2 million for new investments in sports. This money has been used specifically for: the new De Mors sports park (Sporting Leiden, DoCos, and DIOK Leiden), the air dome for hockey club Roomburg, and the new sports field on Cronesteinkade for Sporting Trigon, and other users. Changing rooms and fields (for example, at UVS and LSVV) have been renovated.

Our plans:

35. We value and encourage **volunteer work** and organizing activities in the neighborhoods. Residents and neighborhood associations are given every opportunity to participate, and we support them financially.
36. Sports clubs contribute to the health of our residents and to social cohesion in the city. We cherish **association life** and want to invest in a sportive city.
- a) Leiden is growing, and that means plenty of **sports fields, canteens, and locker rooms**. In addition, several facilities are still in need of renovation, new fields, or sustainability improvements. We will accelerate the implementation of the maintenance plan and aim for a higher standard.
 - b) A **new sports hall will be built in Leiden Noord**. This aligns with our ambition to contribute to a healthy, sportive living environment with ample space for sports clubs. Waiting lists at Gymsport Leiden and Basketball Leiden, and many others, are far too long due to a shortage of sports halls. The new sports hall will reduce these waiting lists.
 - c) In recent years, the entry fees for Leiden's **swimming pools have** increased significantly. Swimming pools should remain accessible to



everyone, especially families and seniors. Therefore, we are reversing the 2024 price increase and thereby lowering prices for these groups. As far as we are concerned, you should still be able to pay in cash at swimming pools

- d) We are committed to **lower local taxes for associations**, for example by compensating the property tax for sports associations.

37. **Student associations** are part of Leiden.



- a) We cherish the centuries-old community spirit. Leiden is a student city par excellence. Students attend not only university, but the university of applied sciences and vocational colleges.
- b) The **Strategic Partnership** between student associations, the PKVW, Leiden Marketing, and the municipality has been a great success and we will continue it.
- c) We want to encourage volunteering among students. To this end, we're launching a campaign and engaging with student and study associations to discuss how we can get more **students involved in volunteering**. For example, by contributing to sectors with staff shortages, such as healthcare and education, and by making Leiden more resilient.

A healthy Leiden

Although Leiden aims to be one of the healthiest cities in the Netherlands by 2030, we're still a long way off. Therefore, it's crucial to integrate health into all policy areas. Health is much more than the absence of illness. Participation in society, lifestyle, financial stability, and prevention all contribute to good health: mentally, socially, and physically.

What have we achieved:

- o We have repeatedly drawn attention to the **dangers of vaping** among young people.
- o Thanks to CDA, Leiden will have a specific approach to prevent suicide.

Our plans

38. Leiden's population is growing rapidly. As a result, we're experiencing a shortage of general practitioners (GPs). We support general practitioners in finding suitable practice space. When building new homes, we actively ensure **more space for new GP practices** on the ground floor.



39. Exercise is essential for a healthy lifestyle. We encourage exercise at a young age by creating **plenty of playgrounds or play areas** in the city and by making sports accessible.

40. **Sports and Health Vision** for Leiden will be launched in 2026. This vision focuses on providing space and investment in our associations, healthy aging, and sufficient sports facilities in every neighborhood.
41. The collaboration with the university, university of applied sciences, and vocational colleges within the Leiden Knowledge City program offers our city and the region an ideal opportunity to achieve our ambitions. The **Leiden Healthy Society Center (LHSC)** aims to sustainably connect knowledge, policy, and practice, finding successful solutions that contribute to the health and well-being of Leiden's residents. In this way, we aim to become an inspiring example for other cities and regions in the Netherlands. We will continue our collaboration with the LHSC in the coming years.
42. The **food environment** tempts us, often unconsciously, to eat unhealthy and excessive food. Our diet is strongly influenced by factors in our environment. Municipalities have a legal duty to protect and promote public health, with a focus on prevention.
- a. Therefore we don't want **any new tobacconists or fast-food restaurants in the city**. We're making this possible by making adjustments to the zoning plan.
 - b. We are striving for a smoke-free generation. **We're expanding smoke- and vape-free zones** at schools, playgrounds, and sports clubs, and we're enforcing the ban on vape sales .

Care for the elderly, caregivers and youth

Caring is a verb: we cannot live without caring for others. And when illness and disability strike, it's important to have caring people around you. Fortunately, we live in a city with dedicated healthcare professionals, loving caregivers, and good, readily available care.

A decent city cares for its senior citizens. They are the shoulders we rely on. We provide appropriate care and support to vulnerable people.

Everyone has the right to accessible and high-quality care that prioritizes human dignity. Care isn't about rules, finances, or speed; it's about people. Community organizations should be partners with the municipality rather than clients. Those who are largely dependent on care should have the opportunity to shape it themselves.

What have we achieved:

- Thanks to CDA Leiden, Leiden has a concrete approach to combat **loneliness**.
- Thanks to CDA Leiden, **young caregivers** receive extra support and assistance.
- Thanks to CDA Leiden, there are **Love & Sorrow Streets**: an initiative where residents keep an extra eye on each other and give small gestures of kindness in times of joy or adversity, in order to strengthen social cohesion.

Our plans

43. CDA Leiden wants an end to tendering in the social domain. **Healthcare is not a market.**
44. **Loneliness** is a problem, even in our city. We will continue to focus on residents who are lonely or at risk of becoming lonely in the coming years. This applies, for example, to older residents. Therefore, we are making structural investments in combating loneliness.
-  45. CDA Leiden wants to encourage sports later in life. That's why we're investing in accessible yet effective **exercise clubs** for and by people aged 55 and over in the coming years ('vitality clubs'). We offer space to the Knowledge Cafés and Vital City to develop further so that people remain in control and vital for as long as possible.
46. The Leiden Housing and Care Vision was published in 2025. CDA Leiden aims to implement this vision in the coming years. This means we are committed to providing sufficient housing for **Leiden residents requiring care**. Seniors in nursing homes should be able to count on affordable and quality daytime activities.
-  47. Caregivers perform invaluable work in Leiden. CDA Leiden wants **more attention and support for caregivers**. We will be opening a Respite House in Leiden in the coming period to provide relief for caregivers. We will make support services for substitute and respite care easier to find.
48. Children with problems deserve appropriate and proper care. As a result, specialized and more expensive forms of care are at risk of being squeezed out. Children and young people with more serious problems are particularly vulnerable. CDA Leiden wants to prevent specialized youth care from becoming the scapegoat in Leiden and the surrounding area. Furthermore, youth care is too often a "profit model" for providers. **Youth care is not a market.** Therefore, CDA Leiden wants a limited number of providers, stricter controls on unnecessary costs, and a cap on the profit companies are allowed to make.

49. CDA Leiden wants to focus more on improving connections and increasing collaboration between youth services, youth work, education, sports, and health in each neighborhood. Within these targeted neighborhood approaches, more emphasis should be placed on **preventing drug- and alcohol abuse and debt problems**.
50. **The youth and neighborhood teams are the eyes and ears of the community.** We want to give them enough space to actually engage with the neighborhood. This allows the teams to identify problems early and propose solutions. This can help curb the influx of people into the Social Support Act (WMO) and youth care.
51. CDA Leiden wants to make it easier for small volunteer and welfare organizations to apply for subsidies.
52. Too often, submitting requests for assistance or care to various municipal employees happens. **We want to grant WMO benefits based on trust in residents.** Trust and faster decision-making ensure that Leiden residents receive the help they need sooner. We conduct retrospective and random checks. We address abuse and misuse.
53. We want **group transport**, for example for students, the elderly and people with disabilities, to be safe and on time.
-  54. **Community centers are a vital part of the neighborhood.** CDA Leiden wants to preserve them and use them more effectively, for example, by offering them as a home to multiple organizations and healthcare providers.

Refugees and integration

Leiden is a welcoming city. We are welcoming to new students, but to anyone fleeing war and violence. Leiden has a long history in this regard. CDA Leiden values this history and wants to continue this welcoming attitude.

At the same time, Leiden faces challenges, and CDA Leiden recognizes the shortage of school buildings, teachers, general practitioners, and housing. We are doing what we can, while maintaining a focus on neighborhood support and considering what is realistic.

What have we achieved:

- Our alderman Julius Terpstra, together with the Municipal Executive (the Mayor and Aldermen), has in recent years given generous and responsible leadership to the asylum portfolio.

- In recent years, Leiden has been generous in accommodating both asylum seekers and Ukrainian refugees. When there was an emergency in Ter Apel, Leiden came to the rescue several times by organizing emergency shelter in both the 3 October Hall and the Antonius Church;
- Work-study programs have been started for asylum seekers so that they can start working immediately and learn our language as quickly as possible;

Our plans

55. CDA Leiden continues to support **a generous and humane form of (temporary) shelter** for those fleeing war and violence;
56. We encourage, and if necessary subsidize, volunteer initiatives to make new residents of the AZC at the Haagsche Schouw feel welcome and help them integrate into the city;
57. **Solidarity is important.** The *spreidingswet* ensures that asylum seekers are distributed fairly across the Netherlands. CDA wants Leiden to meet the number of asylum seekers to be accommodated in accordance with the *spreidingswet*;
58. We will be focusing extra on the integration of new Dutch citizens (status holders), with special attention to strengthening **language skills, knowledge of Dutch history and culture of tolerance (citizenship), labor participation and digital literacy.** Speaking the language properly is key to truly participating in society.
59. In every consideration for shelter, we take into account **the importance of public support** and pressure on facilities when developing the plan.

Chapter 3: A working, enterprising and learning city



Social security and poverty reduction

A society is made up of people. A person thrives in relationships with others. "Everyone participates" is a key principle for CDA Leiden, whether through paid or volunteer work.

What have we achieved:

- Thanks to CDA Leiden, the human dimension is central to poverty policy. We operate on the basis of trust, not mistrust. If fraud is discovered despite this, it will be punished.
- Thanks to CDA Leiden, a repaid debt no longer haunts a Leiden resident for five years, but only six months. Everyone deserves a second chance.

Our plans

60. We are proud of all Leiden residents who perform important work for the city at or through **DZB Leiden** (the municipality's reintegration agency). We support DZB in its ambition to guide even more Leiden residents into paid employment, in addition to offering work in a customized and supervised environment for those who cannot work in regular employment (sheltered employment).
61. No one should be allowed to fall through the cracks. That's why the municipality offers a safety net, for example, through social assistance and poverty programs. This is called solidarity and civility. But for us, it is important that **work should pay off**. It cannot be the case that working people with a low income end up with less net than those without work. Unfortunately, this 'poverty trap' still occurs in Leiden. CDA Leiden will work in the coming years to combat this.
62. Too many Leiden residents end up in **debt**. Sometimes children are affected. We are grateful for the important work done by volunteer organizations like Schuldhulpmaatje, Stichting Leergeld, Stichting Present, Dress for Success, and the Voedselbank. It's not the government, but society that makes the difference here.

Local economy and city center

Leiden should be prouder of its entrepreneurs. Our entrepreneurs make the city, whether in the neighborhoods or in our city center. The Bio Science Park offers enormous job opportunities. At the same time, it's not always easy for local entrepreneurs to stay afloat in Leiden. Entrepreneurs therefore deserve all the support they can get.

Our city center is a jewel that we can be proud of. It's rich in heritage, culture, businesses, and students. We must cherish it!

What have we achieved:

- Thanks to CDA Leiden, a successful hotline was established to combat nuisance caused by companies installing fiber optic cables. This nuisance proved to be extensive: aggressive door-to-door sales and a nuisance caused by sidewalks being repeatedly opened and increasingly sloppily replaced. These companies will now be addressed.
- Thanks to CDA Leiden, Leiden entrepreneurs are waiting much less for their permits than four years ago. The average waiting time for a terrace permit dropped from 270 to 40 days. We need to maintain this, because nothing is more frustrating for business owners than having great plans but being unable to execute them.
- Thanks to CDA Leiden, we've campaigned to keep Gamma in Leiden Zuid, as it's now the last remaining DIY hardware store in this part of Leiden. But we're not there yet; we need your vote to keep these kinds of amenities in Leiden!

Our plans

63. The **city center** is Leiden's jewel. Many Leiden residents live and work there. But sometimes it feels like a permanent festival ground. That's why we want a better balance between vibrancy and livability. We wholeheartedly support (residents') initiatives to improve the Cultural Quarter and the Water Quarter/the Blauwe Entree.

64. **Businesses** often form the heart of neighborhoods and, with their unique character, draw visitors to the city center. Leiden faces significant challenges in terms of economy and accessibility. Many of these extend beyond our municipal borders, making administrative cooperation at the regional level, among other things, essential.

- a) There is a chronic shortage of **business parks** in Leiden. Therefore, we want to ensure that no more business parks are lost, or that they are fully compensated. Essential facilities, such as a DIY hardware store, must be preserved for all residents of Leiden. This means that we need to use space even more efficiently, for example by stacking facilities. We need to collaborate better in the region, so that there is space for businesses there as well.
- b) The **neighborhood shopping centers** in Leiden are an important place for the retail offerings of our entrepreneurs, but as a meeting place in the neighborhood. Together with the entrepreneurs, the municipality must ensure that the neighborhood shopping centers remain attractive. That means no litter is lying around and there is no broken lighting. It means that it is green and pleasant.
- c) Entrepreneurs cannot do without good staff. We believe it is important to improve the connection between vocational education and entrepreneurs. The municipality actively involves vocational education in



economic plans and encourages collaboration between educational institutions and businesses. For example, by facilitating Smartlabs and Techhubs where students work together with entrepreneurs on practical innovations.

- d) The **local taxes for entrepreneurs** in Leiden are the second-highest in the Netherlands. CDA Leiden wants to gradually reduce these taxes, primarily for Leiden's SMEs.
- e) Based on the principle of 'buy local,' we want to explore how we can **give local entrepreneurs priority in procurement**.
- f) CDA Leiden wants a SME test to be carried out on Leiden's regulations in the coming period, in order to remove restrictive rules and increase the **SME-friendliness** of Leiden.
- g) Too many residents of Leiden experience door-to-door sales, for example by fiber companies, as aggressive and intimidating. The rules for **door-to-door sales** are therefore being tightened.

65. **Meeting people** is a crucial theme in our program. We therefore want to encourage hospitality and cultural venues to offer non-commercial zones: seating without mandatory ordering, open Wi-Fi, or play areas at certain times of the day. Our neighborhood shopping centers are getting more meeting places.



Education and research

A good education is the foundation for a decent society. This begins in primary school. At school, children not only learn to write and calculate, but they have the opportunity to discover their talents. Every day, teachers, teaching assistants, and other educational professionals work passionately to achieve this.

Situated in a metropolitan area, research and education in Leiden have led to groundbreaking discoveries for centuries. Leiden is the "City of Discoveries," where freedom, daring, and experimentation are paramount. The university, Leiden University Medical Center (LUMC), the university of applied sciences, and vocational colleges, along with the largest Bioscience cluster in the Netherlands, contribute not only to a better and healthier life for people and animals worldwide, but to employment and the city's economy.

Our knowledge institutes, such as the Naturalis Biodiversity Center, the National Museum of Antiquities, the Boerhaave Museum, and the Wereldmuseum, provide us with a better understanding of our history and future. Leiden is a city that draws scientists, entrepreneurs, students, and creatives like a magnet, connecting them to acquire new knowledge.

What have we achieved:

- In recent years, CDA Leiden has advocated for additional investments in the renovation and sustainability of classrooms in primary and secondary education. Good classrooms have a stimulating effect.
- Thanks to CDA Leiden, teachers are given priority for housing in Leiden.

Our plans

66. Leiden breathes education and research. With the **Leiden City of Knowledge program**, our city has a well-functioning vehicle for effective collaboration between the university, university of applied sciences, vocational colleges, museums, and the city itself.
- a) We support the further development of the **Bio Science Park**. It currently employs 25,000 people and houses more than 500 companies. For the Leiden economy and SMEs this creates many jobs.
 - b) Collaboration with our neighboring municipalities and the region is crucial. We therefore support the **Key Region Leiden Program**, presented in the summer of 2025, as the most compact innovation region in the Netherlands. Not just the city, but the region itself should become the place where talent and entrepreneurship converge. Entrepreneurs, educational institutions, and researchers in bioscience, space technology, and unmanned systems must give innovation in our region a new impetus.
67. For Leiden's regional knowledge economy, the availability of sufficient and **well-qualified personnel is** crucial. Labor shortages in certain sectors (including technology and healthcare) require joint efforts across the region. We support the many initiatives underway in this area.
68. **Vocational education** plays a key role by training professionals who are essential to the local and regional economy, such as healthcare workers, technicians, and other skilled workers. Therefore, the municipality actively works to strengthen the connection between education and the labor market and to support vocational education institutions. We encourage **internships and work-study programs** that allow students to gain practical experience and employers to retain young talent. We support retraining and further training, enabling workers to adapt to changing economic needs.
69. In the coming decades, Leiden faces a major **challenge in maintaining our schools**. We will need to invest in this, but we must do so with realistic and executable plans. Not everything is possible and not everything can be done at once. We start with the schools that need the most maintenance.

Culture and heritage

Besides knowledge, culture and heritage form the second pillar on which much of the city rests. With thirteen museums, Leiden is a world-class museum city, from the four national museums to our own Museum De Lakenhal and a large number of smaller museums, a broad cultural offering, heritage, and numerous cultural associations. It is precisely this cultural sector that sets us apart from so many other cities and draws visitors to our city. It is culture that gives Leiden more substance and depth, and connects people,

What have we achieved:

- Thanks to CDA Leiden, the subsidy for strengthening the historic cityscape is now available for buildings outside our city center (think of the Singels, Herenstraat, Hoge Rijndijk and Rijnsburgerweg).
- Thanks to CDA Leiden, an approach has been developed to cherish Leiden's religious heritage, and the damaged wall poems in the city are finally being restored.

Our plans

70. For CDA Leiden, **the library is** the ultimate cultural and unifying space where people meet. It should become the city's living room. But it should also be a place for those struggling, for those increasingly distanced from the increasingly digital government, and for those struggling to navigate all that complex government information. This means not only an attractive library location in the city center, but also in the neighborhoods. That's why we want an additional library location in Leiden Southwest.



71. People with physical or mental disabilities have the fundamental right to **participate as fully as possible** in society. This applies to residents who have difficulty reading and gathering information, or who feel *digitally* illiterate. Therefore, CDA Leiden is calling for an accessibility task force, consisting of experts who can advise the municipality on making public spaces more accessible. The library, as the city's living room, plays a key role in this.

72. Culture is a **carrier of values**, values that we want to pass on to each other.

- a) That's why we want plenty of room for celebrations like the Lakenfeesten and 3 October, celebrations where all of Leiden comes together. And we want the Rijnlands Flower Parade to come through Leiden again.
- b) Leiden is the place in the Netherlands that offers ample opportunities for encounters between culture, science, and society. We want to keep the cultural sector vibrant. Not by subsidizing everything and everyone—that's impossible—but by focusing on where we allocate our limited resources. Focusing on our core cultural infrastructure doesn't mean there's no room for innovation or talent. But subsidizing new initiatives



can only work if they are essentially temporary and new initiatives can become self-sufficient within a reasonable timeframe.

73. Leiden has a rich **heritage**. For centuries, our churches have shaped the city's landscape (think of the Mare Church, the Hooglandse Church, and the Pieters Church), and there are hundreds of other magnificent monuments). CDA Leiden aims to guard against carelessness and cherish our heritage. This means:

- a) The budget cuts for the restoration of historic facades will be reversed, and we will encourage the sustainability of our monuments.
- b) We want additional moorings for sailing heritage.
- c) Apart from their often iconic beauty, many of the current places of worship in Leiden – churches, mosques, and the synagogue – are also places for reflection and for gathering. But there are concerns. Secularization, the use of the buildings, and the sustainability issues that churches sometimes face require ongoing contact with each other and with the municipality. The memorandum Leiden Religious Heritage: Frameworks for the Future 2021 still provides a solid basis for that consultation. The municipality honors requests from the owners, such as those from the Hooglandse Kerk, to jointly consider how the maintenance of these buildings can be ensured for the Leiden community. The municipality supports religious institutions through co-financing with national subsidy applications, for example when it comes to meeting sustainability requirements. In exceptional cases, the municipality will have to dip into its own funds to support necessary maintenance of landmark monuments.
- d) Repurposing historic buildings is sometimes necessary. Our guiding principle is responsible repurposing, as closely aligned as possible with the original purpose, and focused on connecting people. Gravensteen will not become a student residence.
- e) Cherishing heritage requires a government that dares to set boundaries, but that also proactively thinks with residents of (municipal) monuments about how their wishes can be realized in a responsible manner.
- f) We support the ambitions of the *Leiden Knowledge City program* to make our heritage more visible, even beyond the buildings themselves.

Chapter 4: Municipal finances in order

What have we achieved:

- In the past 4 years, the property tax (OZB) has not been raised. That was an explicit wish of CDA Leiden. Every year Leiden has presented a budget without a deficit. That is important to us: we do not want to pass on bills.
- Thanks to CDA Leiden, the poor communication from the Tax Cooperation (BSGR) has been improved.
- Associations have received compensation for the high energy prices thanks to a proposal from CDA Leiden.

Our plans

74. CDA Leiden **will not raise the property tax (OZB)**. An increase would directly impact the purchasing power of families and households. We want to compensate associations for the OZB and gradually reduce it for SMEs.
75. We must handle taxpayer money responsibly. We critically review our expenditures and assess plans for efficiency and effectiveness. **We won't raise taxes for new plans**. We'll look within the budget to determine how they can be funded.
76. The permitting process (for example, for nitrogen emissions or to start construction) currently takes a long time, grid congestion is causing delays, and finding qualified personnel is difficult. New projects are therefore experiencing significant delays. Therefore, CDA Leiden is focusing on **realistic and feasible plans in the coming years**. This prevents disappointment later on. The budget must be more realistic: **we are combating planning optimism**.
77. CDA Leiden wants to continue to critically review **our spending in the coming period**. The following criteria will be central to our decision-making process:
 - There is always a multi-year balanced budget;
 - Structural costs are covered with structural resources;
 - Within the budget, some resources remain available for unexpected setbacks;
 - When investing in the city, the associated management costs and/or maintenance costs are included directly in the budget (and not postponed to the long term);
 - Ups and downs are initially absorbed within existing programs;

- The resilience is sufficient , strong risk management is in place within the municipality and a single risk reserve will be established for the entire municipality.

78. We advocate for an approach that considers **municipal taxes in a coherent manner** : property tax, parking tax, sewerage tax, and waste collection tax. CDA Leiden believes it's important that these last two types of tax are used directly for their intended purposes: to cover costs, not exceed them.

The program was written under the direction of Carel Stolker. The other committee members were: Annelies van Vark, Jonathan Provoost, Elise Priester, and Tobias Sandoval Garcia (secretary).