Towards A Strategic Integration Of The Weakest Social Groups

A Review of The Hague's Structural Vision Within a Strategic, Integrated, Regeneration Plan

Erifyli Vlachvei

Graduation Report

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"The city is man's most successful attempt to remake the world he lives in more after his heart's desire. But, if the city is the world which man created, it is the world in which he is henceforth condemned to live. Thus, indirectly, and without any clear sense of the nature of his task, in making the city man has remade himself."

- Robert Park,1967.

Two Sides of the City

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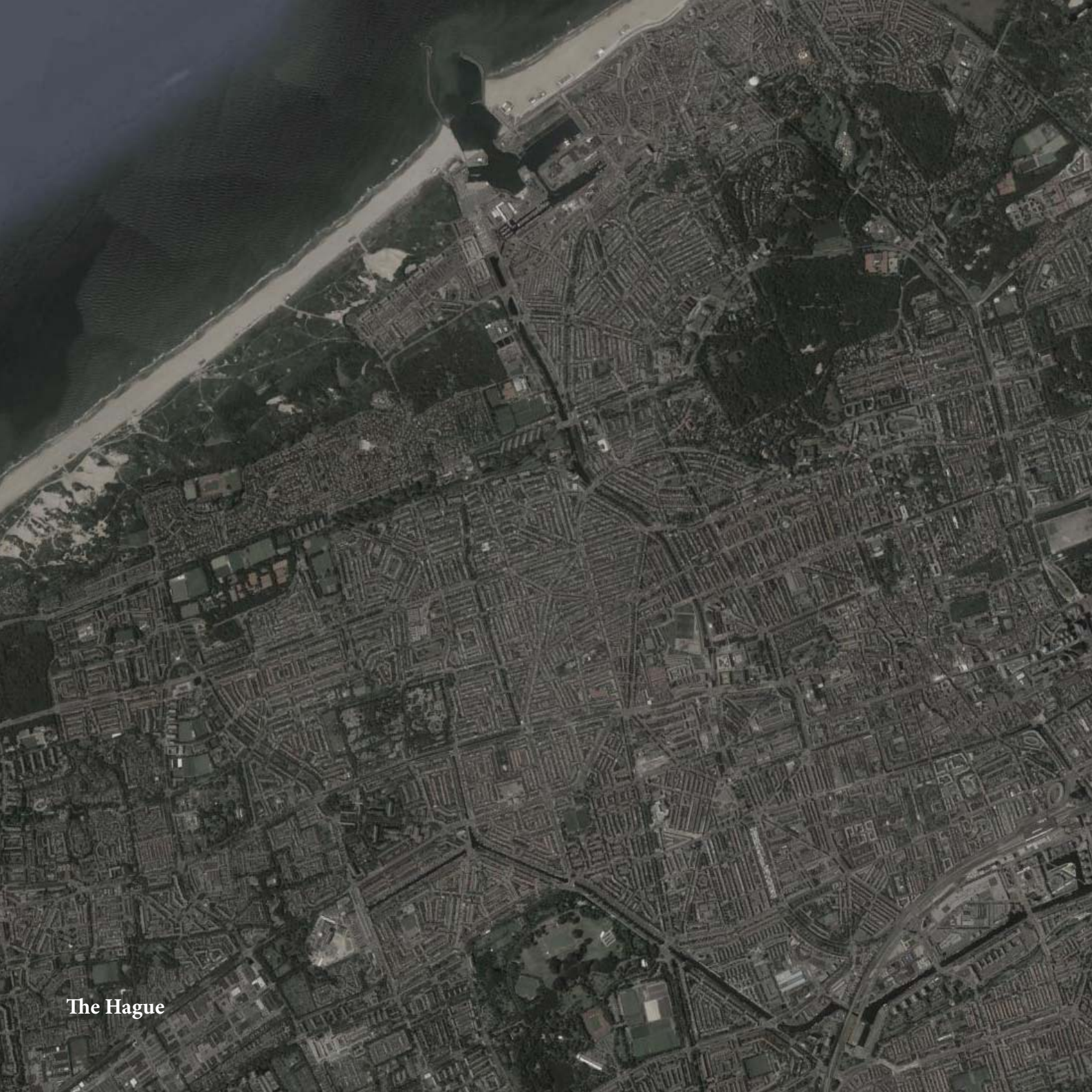
Preface

Preface

This is the P5 report of the on-going graduation project “Towards A Strategic Integration of the Weakest Social Groups: A Review of The Hague’s Structural Vision within a Strategic, Integrated, Regeneration Plan”, in the department of Urbanism at the Architecture faculty of TU Delft. The P5 report formulates the guide, through which the formation, explanation and evaluation of the followed process, the line of reasoning and the intended outputs are made.

The present report is divided into eight main parts. The first part has to do with the definition of the project’s subject, mainly containing the problem statement, the research questions, the made hypothesis and the followed approach and method. In the second part is illustrated the analysis that was made, divided through scales and specific variables, while containing the first part of the project’s theoretical base. After fulfilling the analysis, follows its multi-scalar evaluation, consisting the third part of the report. The next four parts have to do with the proposal itself. However due to the specified problem statement the proposal is divided in different themes and scales, following the methodological line of the project. As a result the proposal’s first stage is dealing with the administrative and planning level, introducing a new framework for people’s participation and rethinking and evaluating the existing city’s vision. The second stage of the proposal describes the proposed spatial strategy. In order to form the spatial strategy and having always in mind what was learnt so far, new analysis and theory aspects were researched. The third stage of the proposal describes the ways through which the aforementioned spatial strategy will be implemented, introducing a new program and building rules. At that stage the sphere of planning is mixed with design, showing what the spatial strategy would mean for the urban environment. The last part of the proposal shows design possibilities that can be proposed to various stakeholders and later be materialized by their cooperation. The last part of the present report regards the author’s evaluation of the project and the followed process, containing further recommendations.


The Hague

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The Hague at Night

1.1.

Motivation

1.1. Motivation

The motivation for this theme and consequently for this graduation project is stirred up by a personal opinion on the urbanist's role towards the society, especially in the era of metropolization and economic crisis.

Globalization and metropolization create competitive conditions between the cities, aiming at the most possible attraction of activities, investments and human capita. According to Bourdeau- Lepage and Huriot (2005) the metropolization model functions within the constant dichotomy between the metropolitan scale vision and actions and the local development. That dichotomy is mainly expressed nowadays as the backwash effect of the development of big metropolitan areas and cities, towards the weakest and distressed local or neighborhood areas and their inhabitants.

The well-known phrase "Think global, act local" inspired by Geddes (1945), is usually forgotten when it comes to the weakest socio- economic and ethnic groups of society. As a result, strong urban areas drain the weakest ones, something that is reinforced by the current economic crisis and the shrinking of the governmental investments.

According to my opinion urbanists are the ones that can guide the society, creating the spatial conditions for the integration of the weakest social groups and their living districts into restructuring and development plans and visions, making reality the statement of "Think global, act local" (Geddes, 1915).

An additional motivation for the selection of the current graduation project and the general role of the urbanist's role towards the contemporary demands and challenges that societies face, is the following. In the existing globalized and complex context, new demands and challenges have emerged. Those cannot be tackled by the application of existing, traditional methods. On the contrary societies and all the involved stakeholders in the development decision making process, have to rethink their role and the status they want to reach. Thinking "out of the box" and reviewing traditional methods and approaches, shifts in planning procedures have to happen that will be able to understand and guide the contemporary development (Albrechts, 2010). In that context, urbanists are supposed to be the commissioners of that change of thinking, while guiding all the different parts of the society in order to listen and understand one the other. In that process national and regional effort has to be combined with municipal and local effort, in terms of cohesion, integrated development directions and focused actions.

Furthermore, the choice of The Hague as this project's location stem through the city's background, spatial position and characteristics, together with a personal fascination to understand better the Dutch context, since I come from a foreign, totally different country.

Administrative Center & Globalization Effect

1.2.

General Context & Trends

1.2. General Context & Trends

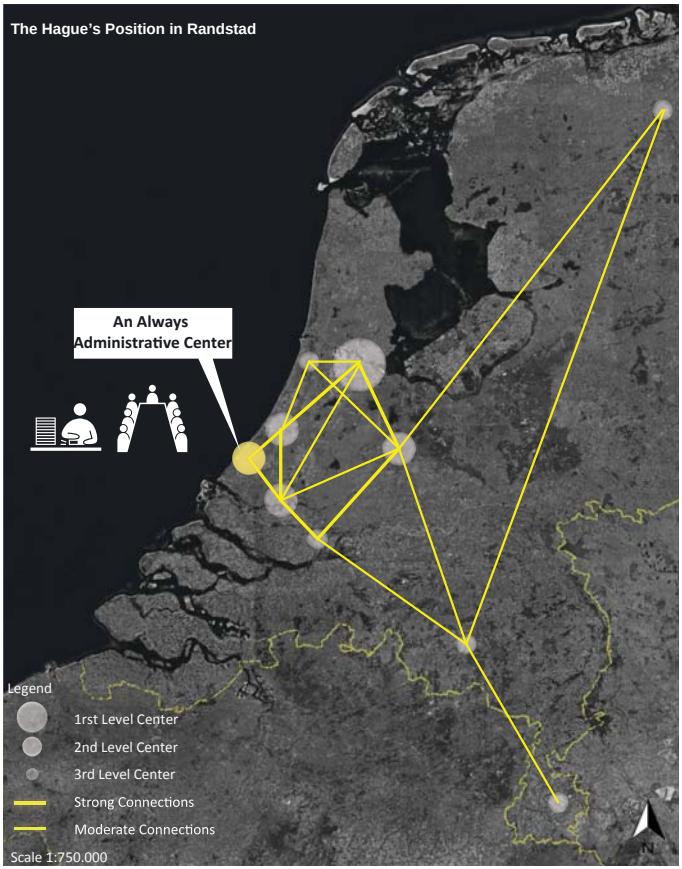
1.2.1. The Hague's Position in Randstad: Administrative Center & Commuters

The Hague is settled at the outer south- west edge of Randstad, consisting one of the four main agglomerations in it. The Hague's position in Randstad denied and still does the city's development.

The Hague popped up in the Dutch city map and remained from the 13th century as the main administrative center. From 1580 The Hague became the government's seat, while a reason for such an action was its modest size in comparison to the other Dutch cities during that era (Kloosterman & Priemus, 2001). The placement of the government's seat in the city (and not for example in Amsterdam) reflected to the polycentric concept of Randstad, which even from the 16th century was an important political project (Kloosterman & Priemus, 2001).

Despite the tendency in clustering economic activities in Randstad, the distinct division of labour is still one of its main characteristics (Kloosterman & Lambregts, 2001). Thus, The Hague's economy is still heavily depended on public services. Looking at the latest (Centraal Bureau voor de Statistiek (CBS), 2013) results of the Statistical Bureau, 95% of the local employment of The Hague is dedicated on services, whereas more than the 40% of the total employment in the city, regards public services. Each Randstad city's economic fate is vitally connected with developments or not on the corresponding economic sector. Thus, the latest economic crisis together with the short cuts in the public sector has dramatically influence on the economic capacity and employment in The Hague (Kloosterman & Lambregts, 2001), determining alteration in the structural development vision.

Another important factor that has to do with the position of The Hague in Randstad is the amount of commuters that the city is daily receiving. Generally, The Netherlands, as a total, illustrate a very big and also continuously increasing amount of commuters for working issues. Randsatd, inside The Netherlands, is the biggest receiver of that commuting amount, since it contains the biggest agglomerations of the country (more employment positions), while it is equipped with constant and high quality of transport infrastructure, reducing the travel time. The Hague, operating in the aforementioned context, receives daily 45% of commuters from other municipalities, in the total amount of its employees (Centraal Bu-



Map Title: The Hague's Position in Randstad
Source: Made by Author

reau voor de Statistiek (CBS), 2004). That has as a result that almost half of the already reduced working positions in the city, which could possibly be covered by the city's inhabitants, are covered from people from other municipalities, increasing the unemployment rates for the city's inhabitants (Institute of Community Studies, The Young Foundation, Plynet Partners, Hall, & Pain, 2005).

1.2.2. Past & Contemporary Division

For the better understanding of the city's contemporary context, it is important to search back to the past of The Hague, briefly highlighting the transformations that lead to the city's contemporary context.

The foundation of The Hague goes back to the mid of the 13th century by the Counts of Holland, which were settled in the north part of the contemporary city. For reasons explained in the previous section in the 15th century The Hague became the government's seat, appearing an increasing population growth (Carmona, Burgess, & Badenhorst, 2009).

During the 17th century, the first canal is created in the city, determining the urban development. However, even before the determination of the upcoming urban development, the area was already experiencing a morphological differentiation, if not division. The ground of The Hague was and is divided into the land of sand and the land of peat, whereas sand is located in the north part of

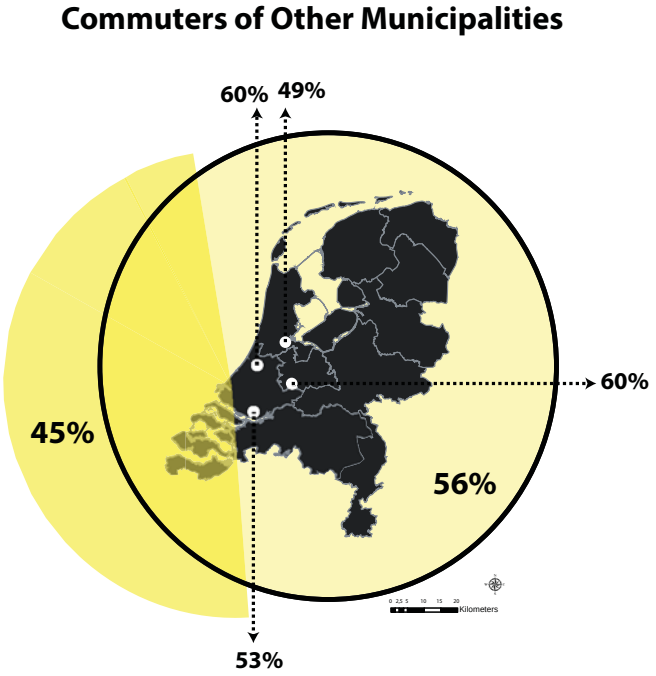
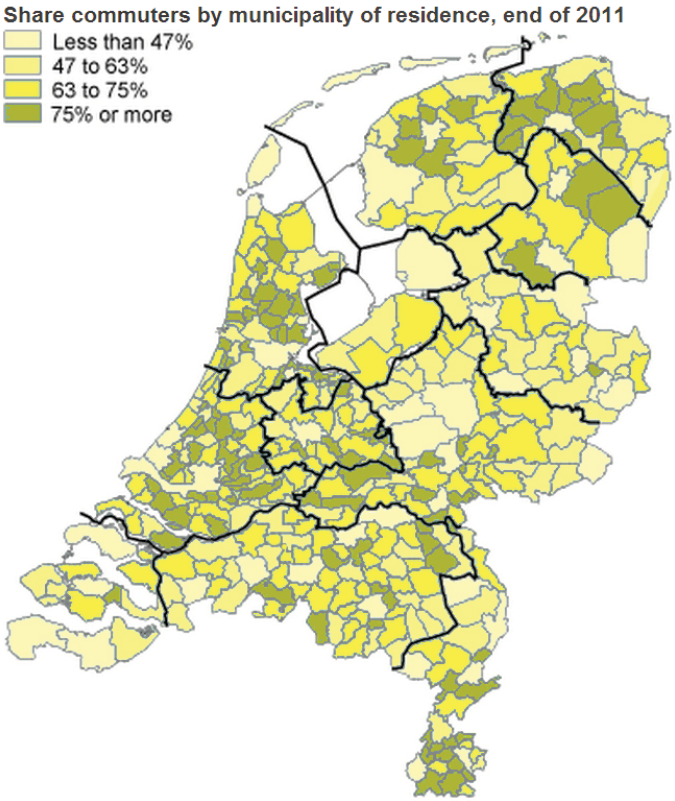


Diagram Title: Received Commuters from Other Municipalities, 2011
Source: Made by Author



Map Title: Share of Commuters by Municipality, 2011
Source: CBS & Author's Processing

city and peat is located in the southern part of it (Kloosterman & Priemus, 2001). That morphological division determines different ground and physical qualities to the environment, which were taking under consideration in the city's development.

In the start of the 19th century The Hague was characterized by open structures, bounded by canals. In the 1850, the first city's expansion was demonstrated between the old center and the current position of the station of Holland Spoor. Taking into account the morphological and physical aspects of the city, together with the location of the first settlement by the Counts of Holland, the upper and middle class of The Hague, illustrated a housing expansion in the north part of the city, towards Scheveningen, whereas the lower, working class was settled in the southern part of the city (Stouten, 2000).

The Housing Act and the Public Health Act determined the year of 1901, focusing on the poor housing and health conditions demonstrated in the southern part of the city where the working classes districts were located. From the 1920s to the 1970s a number of urban initiatives and policies shaped The Hague, trying to equilibrate the existing socio- economic division, which was spatially illustrated, demonstrating fragmentation and poor housing provision for the southern city part. However due to the liberal and religious powers of that time, which tried to control space through urban development and concrete plans, the made efforts were not successful (Stouten, 2009).

After World War II and its negative effects into the cities' construction and development, an era of urban renewal (1960s – 1980s) flourished in Europe and subsequently in The Hague, reshaping the city through big demolitions and changes in the urban fabric and structure, mainly focusing on the housing issue. Urban decay, demolition processes and rent increase characterized The Hague in 1970s and in the beginning of 1980s, leading to the shift in private investment and privatised housing in the 1990s. That shift was also the result of a greater, worldwide change in the economic sphere, were private investment took over the public one (Kloosterman & Priemus, 2001).

The city of The Hague entered the 20th century, experiencing a similar socio- economic and spatial situation as in the previous century. The high- skilled and educated people, together with the upper and upper-middle class of the city, are settled in the north, whereas the low-skilled and education people, together with the lower class of the city are settled in the south, creating different patterns of transportation and daily systems (Kruythoff & Priemus, 2001). The indication and effort of The Hague to become an international city, concentrating European and metropolitan activities and services, reinforced that situation, developing the north as the main and well-advertised image of the city.

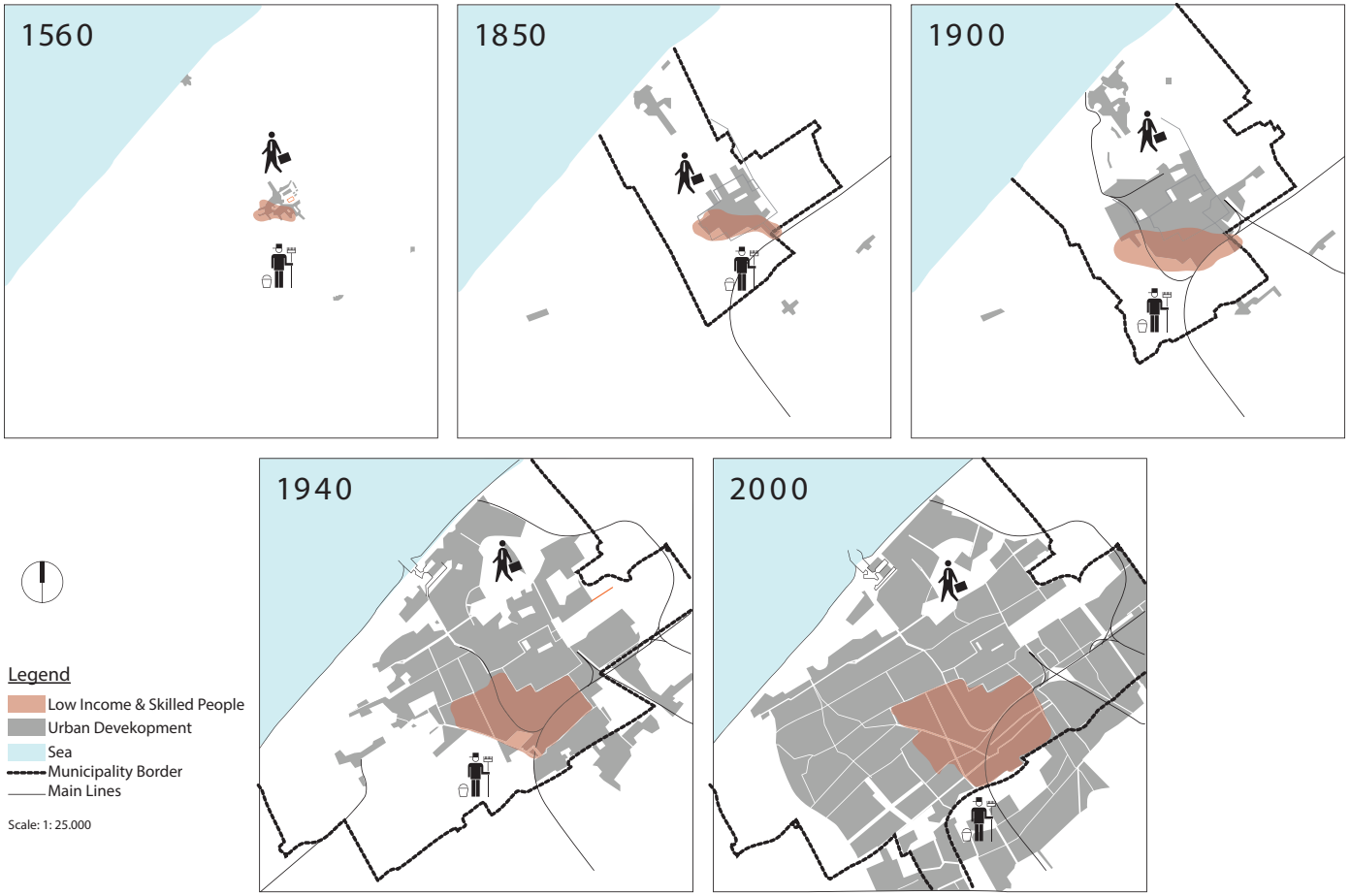
1.2.3. Privatization, Public Sector & Current Economic Crisis

The welfare state in Netherlands has a long history being one of the most important characteristics of the country governance. Due to a big egalitarian tradition, the welfare state in Netherlands is a highly adaptive set of institutions, which combines high minimum wages with generous welfare and active labour policies (Kloosterman & Priemus, 2001). This system was able to flourish and grow due to deregulation and a highly flexible low- skilled service labour (Kruythoff & Priemus, 2001). Those two main characteristics helped the growth of the low- end value services, balancing the restrictive issue of the high minimum wages.

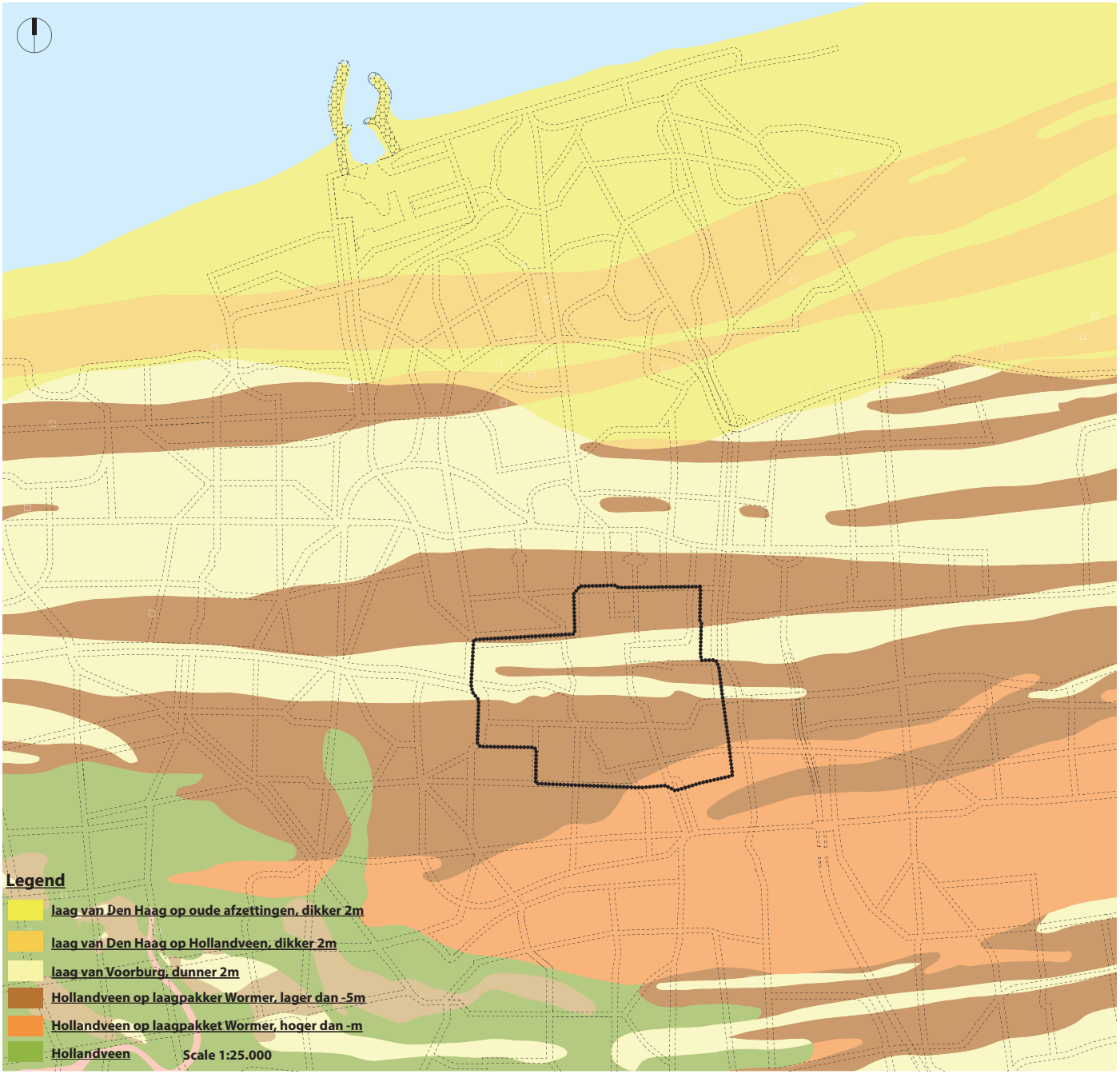
During the 1990s new trends came to reshape the Dutch

urban policy and practice. Decentralisation, deregulation and privatisation, together with the new market- oriented, privatised urban policy (result of those trends) led to strategic planning principles. Although government still subsidised the infrastructural expenses and regulated the market risk, the urban policy and economy was based on market forces. Since then privatization and a market oriented economy has increased, whereas the current economic crisis results to the deterioration of the public sector, in terms of public investments, employment, social housing subsidies and social oriented policies.

Thus, the combination of the continuous demand for high- skilled end products and services (globalization's and metropolization's demand), together with the deterioration of the public sector, had a great negative impact on the on the highly flexible low- skilled service labour, creating socio- economic segregation issues, meaning to The Hague's structure a high division between the global



Map Title: Low Skilled & Income People's Distribution & Urban Development **Source: Made by Author**



Map Title: Soil Geological Division **Source: Municipality of The Hague, 2007 & Author's Processing**

north and the local south.

1.2.4. Globalization, Metropolization & Competitiveness

In the framework of globalized societies, which are characterized by socio-spatial variations, continuous transportations, investment volatility and competitiveness, urban areas are expected to survive in the time continuum. In order to do so, global cities or metropolitan urban structures are formed, competing with each other for the attraction of people and investment. During this process, urban planning tries to arm "global- metropolitan cities" with as many as possible supplies in order to bring about the desired development, creating urban visions, spatial development strategies and design projects, which enhance both the existing and newly created cities' opportunities.

Result of the above described procedures is the reinforcement of the already strong areas and the diminishing of the already weak areas in terms of socio- economic structure and capital (Kruythoff & Priemus, 2001). Thus, segregation notions and patterns tend to arise even inside the same city or the greater urban area, dividing socio- spatially the strong (concentration of services, investment and highly skilled and education people) from the distressed areas.

The Hague is a city where the above conditions are applicable. As the main administrative city of the country, which concentrates international, administrative and high- end institutions and services is growing bigger as the city of peace and justice, attracting highly skilled and educated employees. At the same time all that amount of institutions and services is concentrating at the north part of the city, which is also called the international one (International Zone). The south part of the city mainly contains the lower working classes of the city, inhabitants of lower education, skill and income and different ethnic groups (mainly from non-European countries) (Stouten, 2000). Furthermore, the immigration trends in Netherlands are continuously increasing, advocating the country as an important destination of different ethnic groups. That trend is reinforced due to globalization and the influence of the free market, where human capital and products are moving around the world. New immigration flows, especially from non-European countries come and settle in The Hague seeking for better living conditions and fortune. Those people are mainly concentrated in the south part of the city, together with the other working classes (Dekker & van Kempen, 2004).

The already existing socio- economic division of The Hague is increased, enriching, at the same time, the socio- economic, ethnic and spatial segregation within the same city (Randstad Centre For Strategic Spatial Planning & Design, 2008). That segregation generates diverse spatial concentrations between the north and south part of the city, reflecting to certain urban patterns.

Summarizing and concluding on the above mentioned general context and trends in The Hague, the following statement has to be understood and underlined. Having in mind the forces, trends and conditions that shape and determine the city, the current status and city's conditions are contested by the regionalization/ metropolization and globalization processes for competitiveness. As a result, the city is reaching a less socio- spatial integrated state, focusing on the north high- end development and neglecting the reality illustrated in the lower- end and distresses areas.

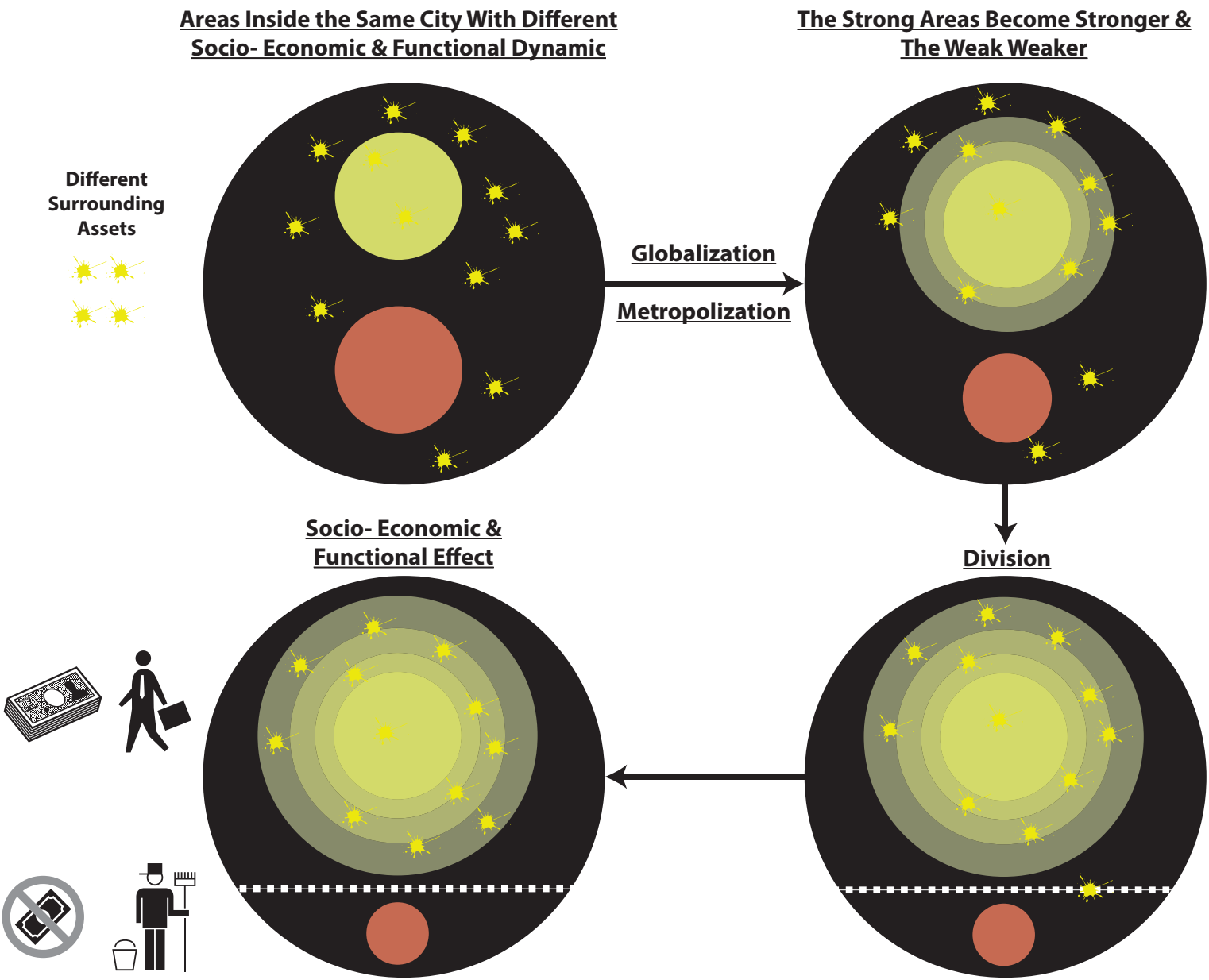


Diagram Title: Negative Effect of Globalization & Metropolization in Urban Systems

Source: Made by Author

1.3.

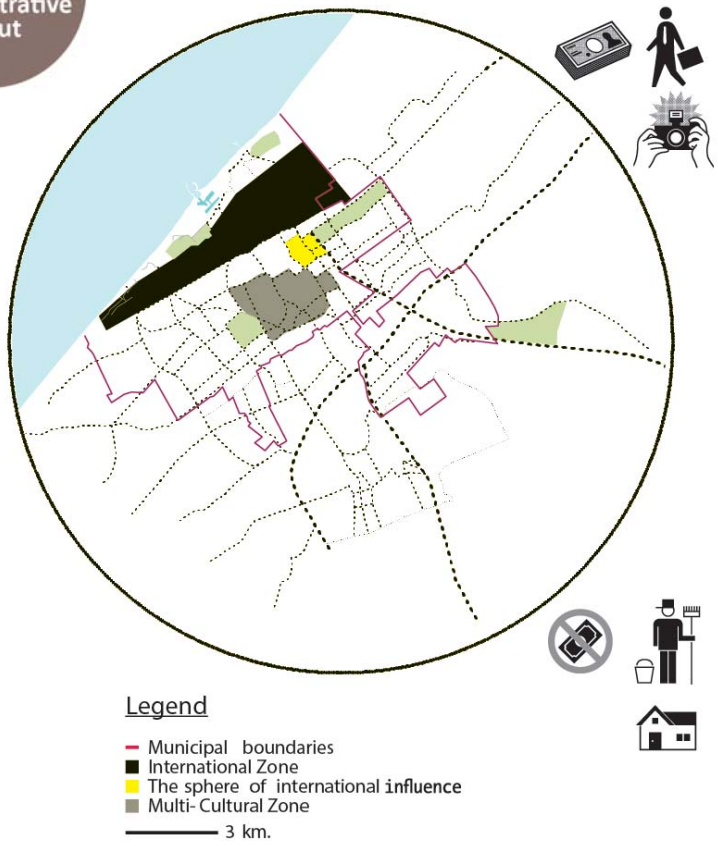
Problem Statement

1.3. Problem Statement

In the previous chapter it was introduced the current context and trends in The Hague, trying to identify the problem statement of the present graduation project. Having that context in mind, the problem statement is consisted of two main elements; the spatial one and the planning one.

Spatial Context - Element

Aiming at competitiveness and the capture of the international investment, knowledge and people, the city of The Hague is divided into two main zones- areas; The International Zone and the Multi- Cultural Zone. The International Zone concentrates all the metropolitan activities of the city, together with the highly skilled, educated and income people. The International Zone is the storefront of the city, which captures the main city's investment and municipality's effort for development, together with high space qualities (a very green, lively area articulated by the water). In addition, the image of the Multi- Cultural Zone is totally different. A mainly residential area that is inhabited by the weakest social groups of the city: low income people, low educated and skilled people, mainly non-European immigrants and their second or third generation descendants and children at risk. Its functionality is based on the daily system of its inhabitants, together with the leftovers of the previous developments or industrial activities. Not to mention that the sense of green and water that a visitor can gain from the rest of the city is not understood in that area, as the public space is de-



Map Title: International & Multi- Cultural Zone
Source: Made by Author

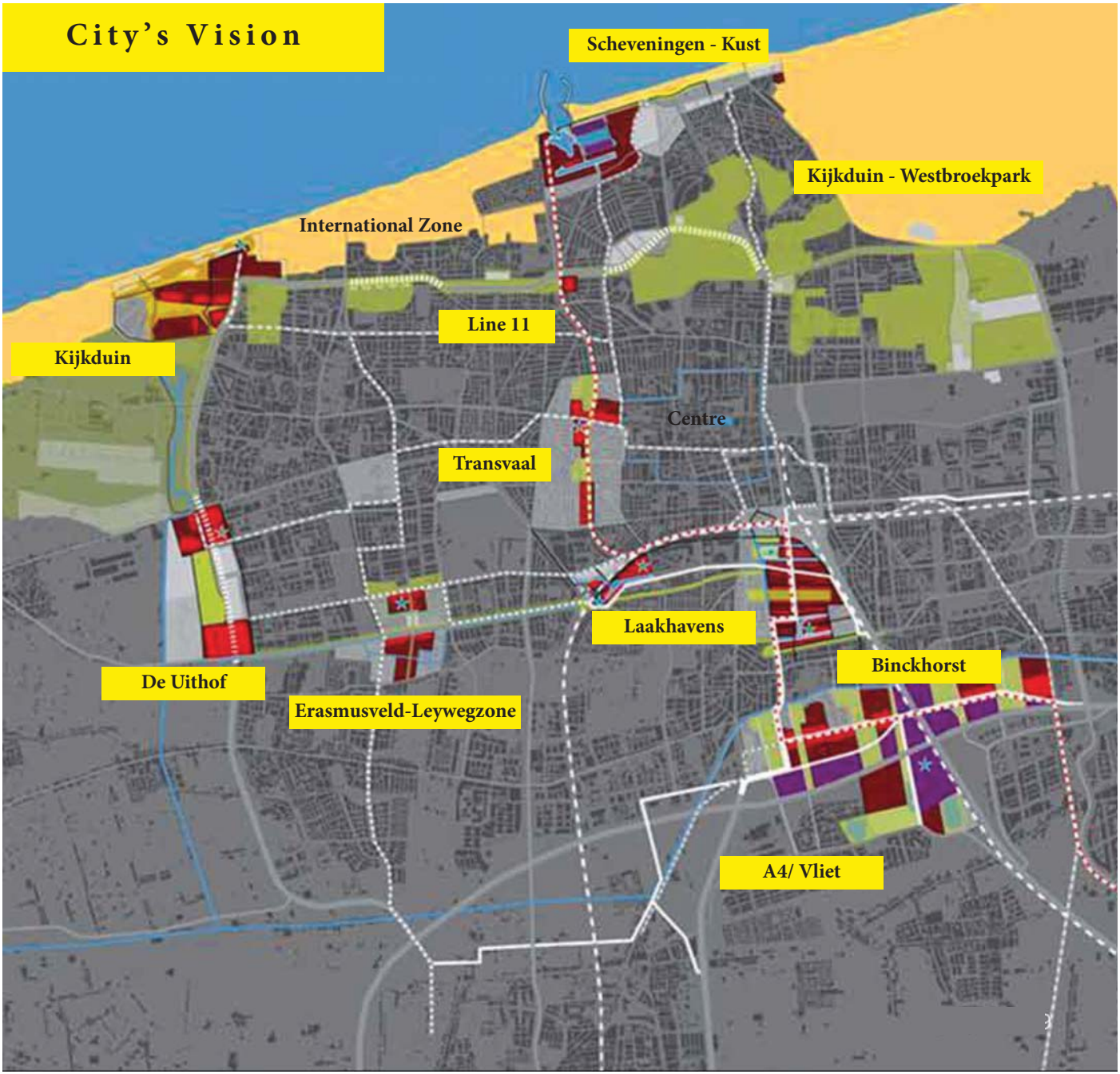
teriorated into pocket parks, whereas the water is almost invisible. On the other hand, it is a very well connected area with the public transportation system being its only advantage in comparison to the International Zone.

Planning Context - Element

The second element of the problem statement, as already mentioned, is the planning context. The planning context of the city is mainly illustrated through the city's structural vision towards an "International City of Peace and Justice by the North Sea". This vision was created by the municipality of The Hague in 2005 and it mainly focuses on the International Zone. It is about a declaration of random projects into the city, without taking into account the demands and capabilities of the whole city, trying to establish development conditions that highlight the International Zone and its competitive potentials.

The structural vision of 2005 focuses on how to upgrade the International Zone through further scattered development into the city, failing to recognize the existence and potentialities of the city's weakest groups and their living areas. Although there is a project provision in those distressed areas, it is mainly focused on the housing stock and the physical improvement of the environment, without trying to change their socio- economic status or trying to involve them into the quality and rhythms of the rest of the city's development. As a result, the city's structural vision it strengthens the socio- spatial differences that exit between the city parts, leading to a more and more socio- spatially fragmented city. Thus, the spatial planning perspective tends to be segregative instead of integrative.

Furthermore, it has to be mentioned the fact that the people's voice tends to be heard and answered (sometimes) only in the local level, without being integrated within the general and upper level planning and development approach and context. That means that there are NGOs initiatives and local efforts that are not integrative and do not participate into the planning vision and strategy of the city. Thus, the city is intentionally losing an opportunity for further, more integrated development, together with the local effort and human resources that already exist on the ground of local level.



Map Title: City's Structural Vision, 2005

Source: Municipality of The Hague, 2005 & Author's Processing

Problem Statement's Output

Understanding the main elements that create the problem statement of the present thesis and having always in mind the aforementioned, general context and trends, the following have to be underlined.

The planning operability in The Hague is failing due to the creation of a segregated vision, which leads to diverse planning directions and conditions into the city. That issue is strengthened by not including the voices and initiatives of the locals into the planning procedure. The vision of the international city is not co- constructed for all the people of the city, without integrating the marketing and the municipal effort within the whole city's reality. As a result the existing diverse conditions are strengthened, creating fragmentation that is defined by the lack of equal opportunities for the whole city and the lack of socio- functional integration.

Summarizing the above, it could be said that the vision for an international city is not for everyone yet. This phrase actually illustrates the fact that the marketing and development processes, which are focalized into the high-end development (international zone) is not considering the one third (1/3) of the city's population, which are the weakest social groups of the city, still responding to different, lower- end skills and demands.

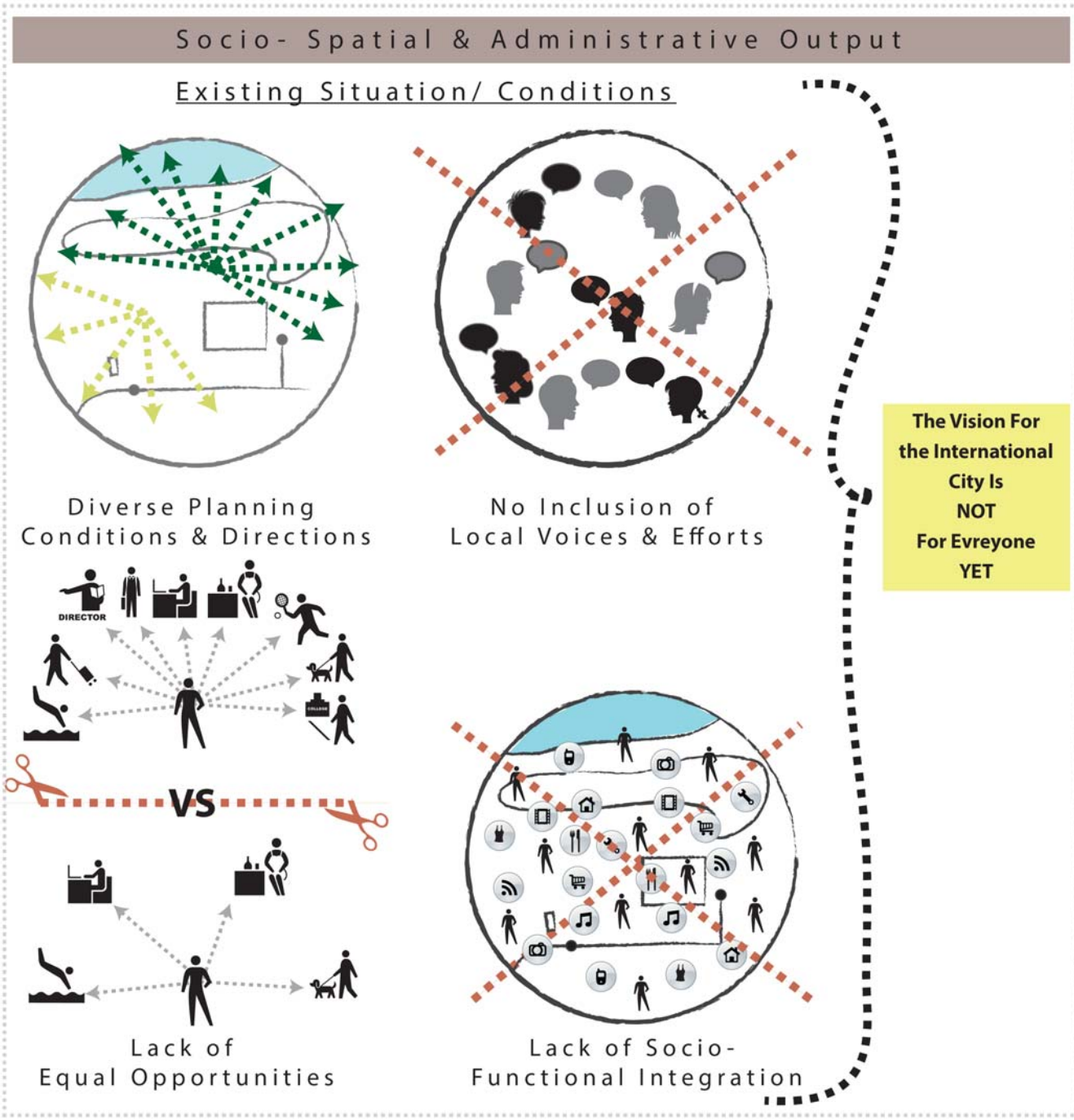


Diagram Title: Socio-Spatial & Administrative Output of the Problem Statement **Source: Made by Author**

1.4.

Research & Project Aims

1.4. Research & Project Aims

The present graduation project will be based both on a theoretical and analytical research, together with the planning and design proposals.

Taking all the above into account, it is estimated that the existing planning framework and approach, expressed by the city's structural vision, development plans and ad hoc interventions, neglects the weakest social groups and their demands, voices, capabilities and location places (distressed areas), focusing on the high- end development of the International Zone. At the same time, trying to cope with the current demands, as described in the general context's and trends' chapter, reinforce the gap between the weakest social groups (low- skilled and income people) and their living districts and the rest of the city, especially the International Zone. Thus, within the city's structural vision, is not taking into account the existing reality of the whole city. Furthermore, cuts in the public budget impose isolated development interventions, which increase the city's fragmentation, generating ephemeral growth and prosperity conditions for the already privileged.

Thus, it is important to be understood that without the integration of all the local districts and people into the spatial planning and development process, The Hague will never overcome the already explained fragmentation and lack of planning operability. On the other hand the current economic crisis implies the deliverance of strategic, crucial interventions that will activate the city's potentials, generating development. Those strategic and crucial interventions cannot be found without the orientation and creation of a coherent and inclusive spatial planning framework and vision, which will incorporate all people into the decision making process, understanding the particularities, demands and spatial and social characteristics of all the local areas that compose The Hague.

Taking all the above into consideration, the aims of this thesis is a quest towards integration and cohesion in The Hague. This integration is researched and aimed in terms of improved spatial conditions, equal opportunities, and development conditions. At the same time the diversity of the existing identities will be the way to understand and reinforce a real integrated and coherent, international and multi-cultural city. The use, insertion and highlight of the identities' diversity are aimed to be the driving force to equilibrate the different city's qualities and to reach a better cohesion and balanced development level.

Thus, the purpose of this thesis is to rethink the city as whole within a multi-scalar, actor-related, participatory approach and framework, where the whole society will have a voice, taking into account all the existing forces, characteristics, demands and challenges.

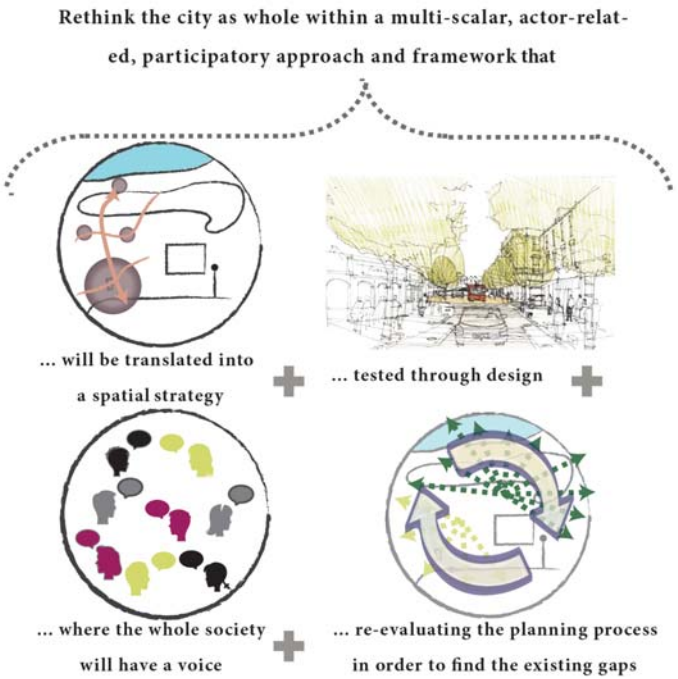


Diagram Title:Aim **Source: Made by Author**

Holland Spoor Station

1.5.

Research Questions & Hypothesis

1.5. Research Questions & Hypothesis

In this part are presented the research questions, which are divided into the main research question and the sub-research questions, together with the proposed hypothesis and design goals.

1.5.1. Main Research Question

The main research question is the following:

"How to integrate the city's structural vision (metropolitan functions) within a multi- cultural, lower skilled and income level, strategic, regeneration plan?"

1.5.2. Sub- Research Questions

The answer to the main research question cannot be given directly, due to the complexity of the matter. In addition, answering the main research question is a gradual and complex procedure that will be delivered in steps. A first attempt to define those steps has been made by setting the following sub- research question. Those questions illustrate the following points:

- The procedure of the theoretical and analytical research
- The orientation of specific definitions
- The knowledge towards the historical background of The Hague
- The causalities and the ways that different phenomena and procedures or trends happen or happened in The Hague
- The ways that derive from the literature and the analytical research, to tackle specific aspects

Furthermore, the following sub- research questions that decompose the main research question are responding to four variables or to four criteria that define the graduation project as a whole. Those variables- criteria will be better explained in the chapter of the methodology and followed approach.

Functional Variable

- How can we guide and regenerate the space in order to achieve socio- spatial integration, understanding the contemporary demands, constrains and challenges?

Morphological Variable

- Which are the distressed areas in The Hague and how the observed segregation affects them in relation to the rest of the city?

Socio- Economic Variable

- Which are the weakest groups in The Hague, how they are affected by the existing or planned development of the city and what are their needs?

Planning/ Administrative Variable

- Why fragmentation is strengthened trough the existing planning approach and how can be achieved a better planning operability in The Hague?

1.5.3 Design Questions

As mentioned before, the present thesis will be based both on research and planning and design approaches. The research (both theoretical and analytical) will give the theoretical understanding of the current processes and the theoretical tools to reach solutions, while illustrating the spatial, socio-economic and planning context, the way that it functions and the constrains and challenges that has to tackle. Furthermore, a design procedure and approach will be used, testing and then evaluating the outputs from the theoretical and analytical research. Thus according to design are searched the following:

- What kinds of changes (functions, connections and

spatial interventions) can be implemented both in the city and the neighbourhood level, reaching integration between the different parts, social groups, demands and potentialities of the city?

- How to rethink and which are the key elements of a strategic, regeneration, design intervention, in order to test and evaluate the proposed framework and strategy, creating a development pole?

The importance and meaning of the above design questions, will be better explained in the chapter of methodology and approach, where the links between, research, planning and design will be illustrated.

1.5.4. Hypothesis

In order to answer the research question and the above sub-questions, achieving at the same time the aforementioned aims, a hypothesis was made.

That hypothesis is the following:

If there are considered from the beginning the forces that exist, within the people, the institutions and the space that exists, within their own capacity (in different levels), it would be possible to equilibrate the municipal effort (for competitiveness) and transform the distressed areas into an active pole that captures metropolitan activities, integrating the weakest groups within an overall strategy.

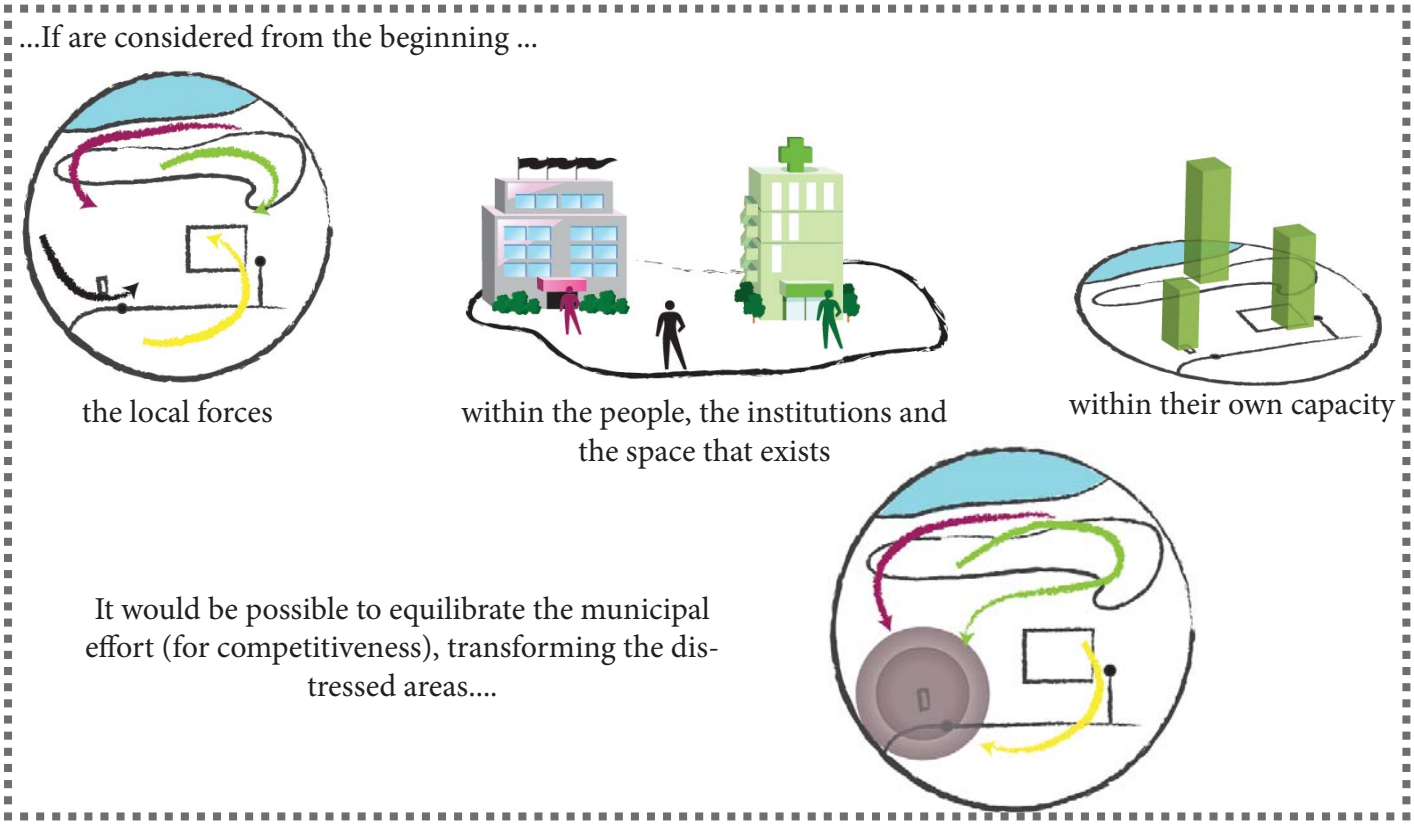


Diagram Title: Hypothesis **Source: Made by Author**

People in The Hague & Street Quality, 1970

1.6.

Societal & Scientific Relevance

1.6. Societal & Scientific Relevance

1.6.1. Societal Relevance

In this chapter is explained the societal and scientific relevance of the chosen graduation theme and project.

Societies tend to neglect the weakest, not privileged groups of people. Despite the various social policies that might be part of a country's policy, disadvantaged groups of people usually remain marginalized and most importantly not understood.

Through history but especially in the current economic situation, they are the most vulnerable target groups that experience a different reality than the other inhabitants of a city. They usually live in not appropriate conditions, experiencing financial problems, not having access to all offered amenities, having bad or low quality of education and most importantly less chances for better education and job acquisition, experiencing marginalization and even social racism.

However they are part of the city's human capital representing, even sometimes, the biggest amount of it. Without being able to understand them, we neglect them, while at the same time we are asking ourselves how we can have constant development and economic prosperity in our cities. But how can be achieved such an aim, the time that we are creating socio- spatial segregation inside cities, focusing only at the already strong assets of the cities?

1.6.2. Scientific Relevance

Urbanism is a mainly anthropocentric discipline in which through scientific knowledge and sensitivity we can understand those people and integrate them in rest of the society, by integrating them into space and into the planning process.

However, the inclusion of the weakest groups in the planning process and in the urban structure of the city is not a philanthropic decision. In addition it is about a clever and scientific decision. No city can fully work and prosper in pieces. The integration of fragmented space into the rest of the urban structure activates new potentials for the space itself. New corridors can be designed, better environmental and physical quality can be provided, constant active places can be created and new urban economic opportunities can grow. The notion and idea of the activated and not socio-spatially fragmented space has been argued and supported by hundreds of scientific and academic papers and people, so its meaning and importance has been already proven.

Furthermore, due to the complex, globalized and contemporary context of today's societies, new demands and challenges have emerged. These cannot be tackled through the traditional forms and approaches of planning. New, effective and flexible ideas, approaches and procedures have to be activated and most importantly be implemented in the contemporary planning and design performance.

Through this graduation project such approaches, procedures and tools are going to be explored, also going a step further. It is going to be explored the ways through which someone can integrate the weaker, unprivileged ones into the planning process making them a city's asset rather than a drawback and the ways, tools and conditions through which the reactivation of a socio- spatial segregated area can bring prosper to the whole city. Hence, scientific knowledge is going to be added to the greater "urbanism repository" towards the aforementioned aspects.

The City Center from Regentessekwartier

1.7.

Methodology & Approach

1.7. Methodology & Approach

Methodology

The methodological line that is followed in the present thesis is relating the research and design, through the completion of tree different phases (as illustrated in the following scheme):

- The first stage regards the problem definition, which derives through a deductive method. The author's motivation specialized in the general context and trends of The Hague, spots the previously explained problem statement and aims. The problem statement and the thesis's aims are specified through the research, sub- research and design questions, whose answer again leads to the fulfilment of the intended aims and their evaluation.

- The second phase involves the illustration of the research framework, which is divided into the theoretical and analytical one. The theoretical framework includes the theories that explain and analyse the current situation and it will be achieved through a literature review. The analytical framework includes a historical review of the city, a case study analysis (to learn from other cities' experiences) and a spatial, socio- economic and normative analysis. Those types of analysis are conducted in different scale levels and are achieved through literature review, document and plan review, mapping, statistical analysis, field research, questionnaires and observations.

- The last phase of the methodological line regards the proposal, which is divided into three parts; building the proposal, the proposal itself and its evaluation. The part that involves the building of the proposal, regards all those elements (theoretical and analytical) that will define the final decision making, the proposed planning approach, the proposed spatial strategy, the proposed ways through the spatial strategy could be implemented and subsequently the design possibilities/scenarios. As a result, will be used theories focusing on theoretical tools to reach the aim of the current thesis, together with different kinds of evaluations of the already analyzed elements. Those evaluations together with the researched theoretical solutions, will lead as to a revision of the city's structural vision and the formation of a spatial strategy and a participatory framework. Then the formatted spatial strategy and participatory framework will be tested into design possibilities/scenarios at the local-intervention level. This intervention will be evaluated towards the already defined spatial strategy and co- participatory planning framework, leading to recommendations for the whole process and the redefinition or not of the existing hypothesis, research questions and problem statement.

Before concluding the explanation of the followed method a last, but important, thing has to be defined. The relation between research and design is continuous, nonstop and gradual process. Although for the shake of the methodology's explanation, the methodology was defined by three district stages, it has to be understood that the findings of each stages that lead to the next step of the procedure arise more questions towards implementation. As a result research through theoretical review, practice experience examples and further analyzed elements happen in each proposal's steps informing them and justifying them.

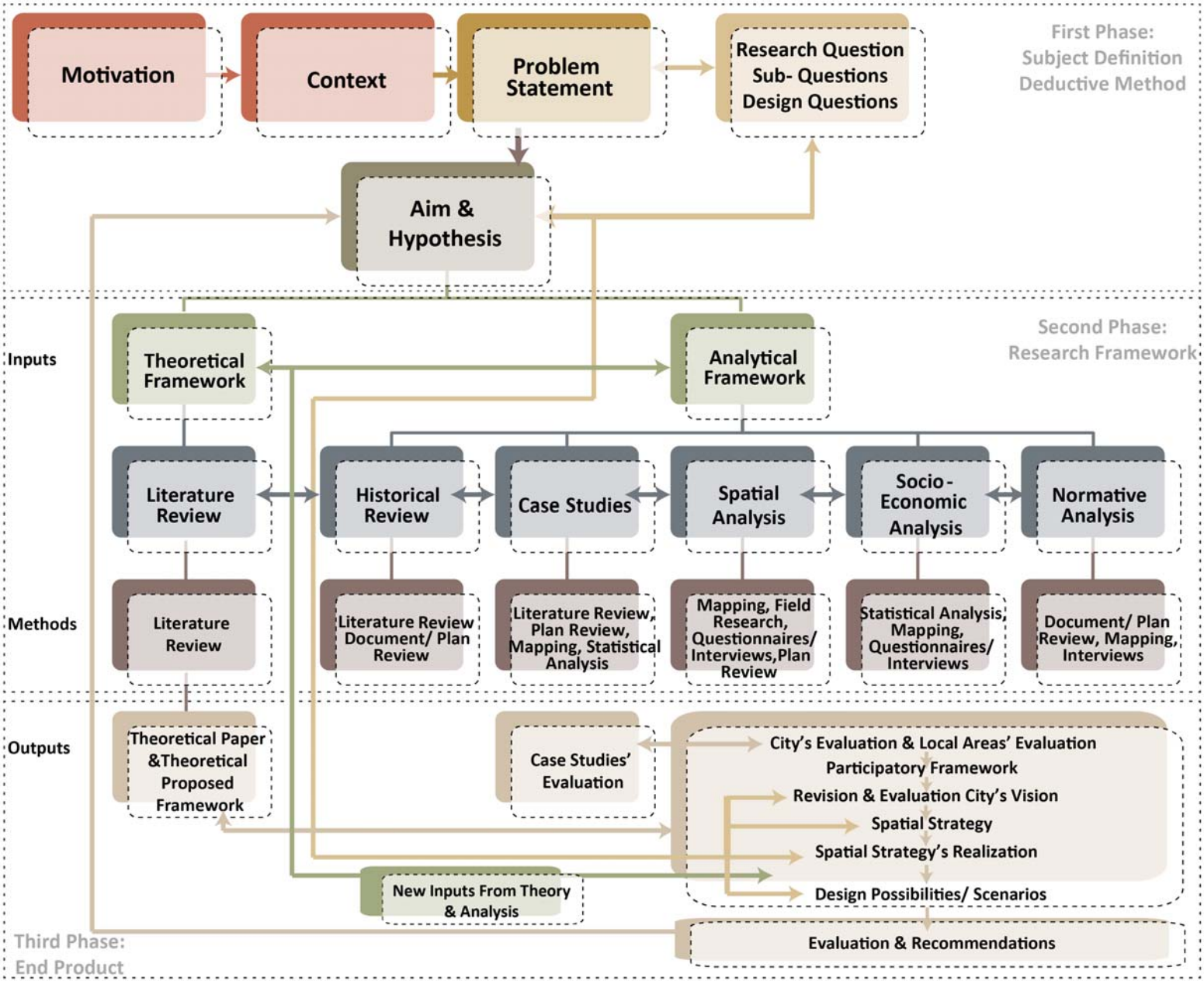


Diagram Title: Methodology **Source: Made by Author**

Approach

The approach that will be followed is an integrative, multi-scalar, strategic, actor- related approach. However before going to further explanation, two basic inputs have to be clarified.

Firstly, the whole thesis will be presented, analysed and evaluated trough four variables/ criteria; the functional, the morphological, the socio- economic and the planning/ administrative variable. This is happening in order to be consistent towards what is researched, why it is researched, how it is evaluated and how the proposal responds to the previous elements.

The second aspect that has to be defined is the spatial context. The studied context of the thesis is the city of The Hague (city level). The problem statement is mainly specified between the International and Multi- Cultural Zone, settled in The Hague (city level). The review of the city's structural vision will be done in the city level, between the International and Multi- Cultural Zone. Then, the StatenKwartier in the International Zone and the Transvaal and Schielderwijk Kwartier in the Multi- Cultural Zone (neighbourhoods' level) are chosen as representative areas of those zones. The proposed spatial strategy will be elaborated in a specified corridor-stripe that link the multicultural and international zone (regarding connectivity, cohesion and equality of the three neighbourhoods, focusing more on the multi- cultural neighbourhoods and recommending aspects for the international neighbourhood, considering the diverse identities co-ordinated). That corridor lies in the current position of the infrastructural line 11 and regards an intermediate scale between the city and the neighbourhood level. Furthermore, the proposed participatory framework will reflect on all examined scales. Last but not least, after the specification of the spatial strategy and of the ways (norms, rules and program) through which can be realized, design possibilities/scenarios will follow. Those will be specific points on the local level and they will show what kind of design output and specific interventions can exist on the local level. The evaluation that will be conducted at the end will reflect on all scale levels.

As a result of the following mentioned aspects the followed approach will pass from the general context to the definition of the problem statement and the thesis aims, reflecting them and recognizing them in all levels. From that recognition derive the research and design questions, where the first kind of questions is based on all scale levels, whereas the second kind of questions is based on the last three scale levels. In order to answer those questions, a hypothesis was made and then the analysis framework is defined into the theoretical and analytical one. The analytical framework involves all the scale levels, introducing and illustrating the intervention level through the neighbourhood level.

In order to build the proposal, theoretical tools inform the different levels of the analysis evaluations, concluding to the revision and evaluation of the city's structural vision. Then the theoretical tools and the aforementioned, multi-scalar evaluations will translate the rethought, now, city vision on a participatory framework and a spatial strategy. The spatial strategy will be co-constructed and co-participatory, connecting the theoretical tools, the analytical conclusions and the design research into an output, illustrating the ways for its implementation. Then both the spatial strategy and the participatory framework will be tested through design, into design possibilities/scenarios, evaluating the previously established and proposed strategic goals and actions. Last but not least, an evaluation of the design, will lead to the redefinition or not of the previous outputs, the problem statements and the intended aims, introducing further recommendations.

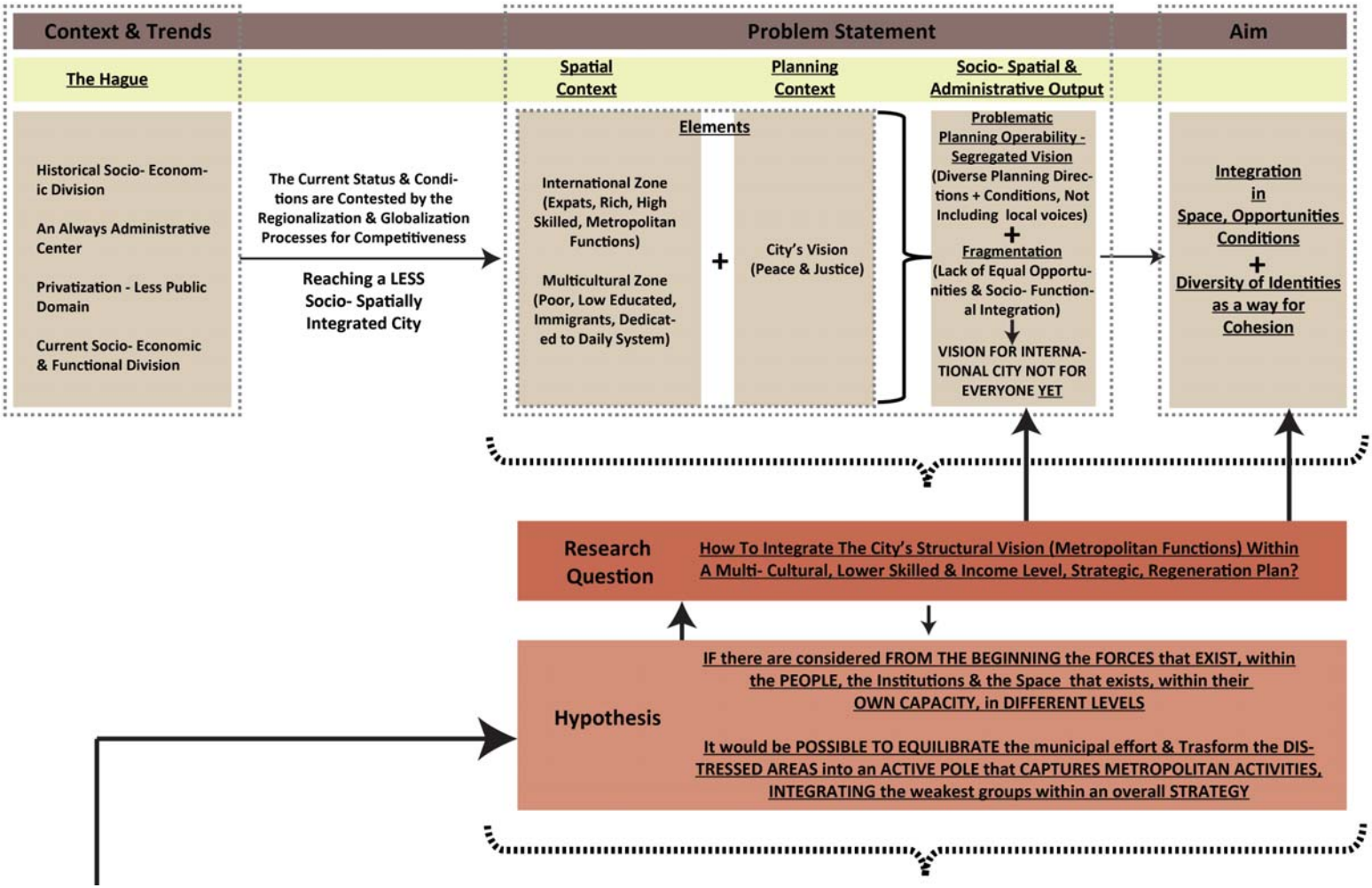


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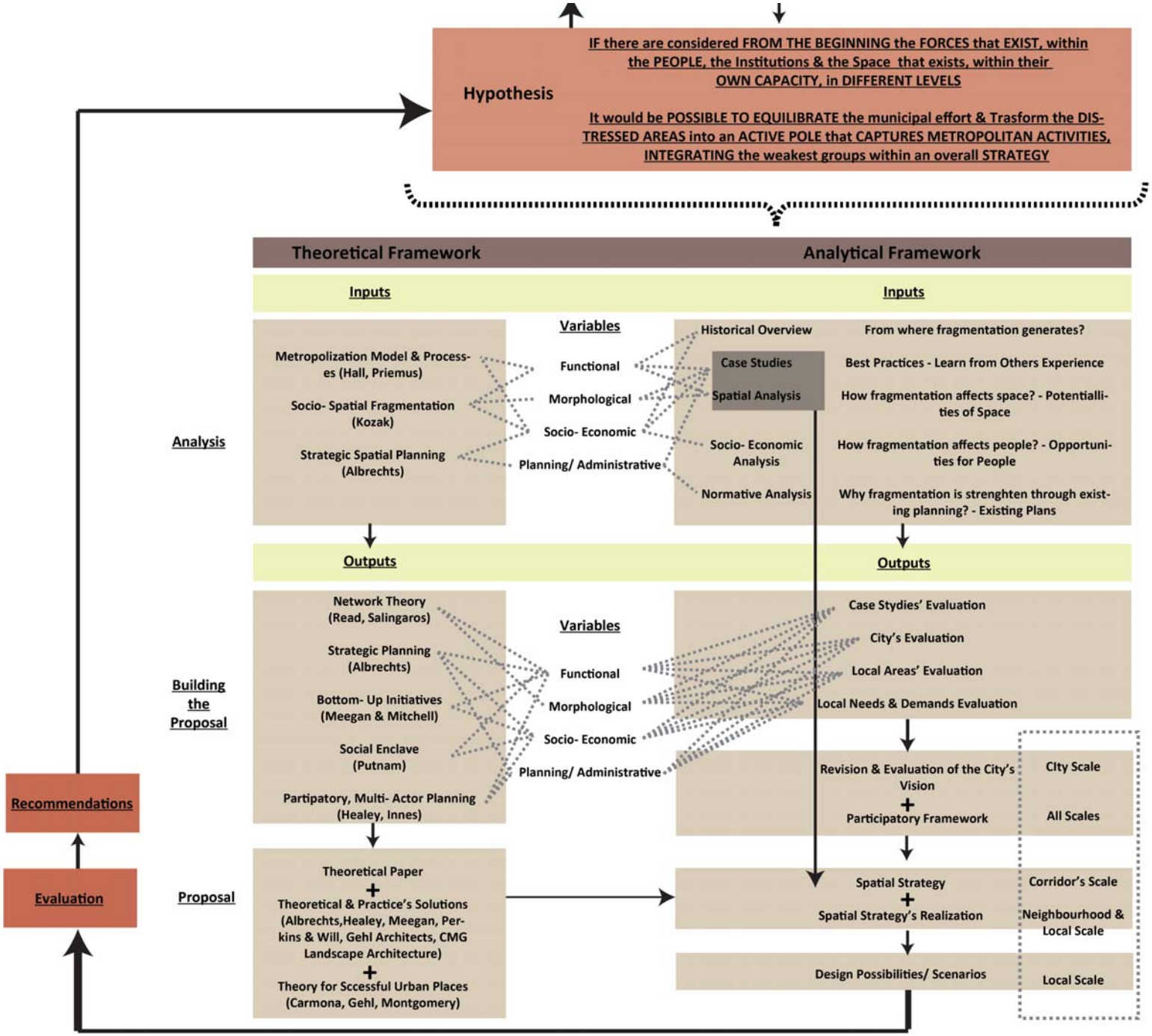
Diagram Title: Approach

Source: Made by Author


Hypothesis
IF there are considered FROM THE BEGINNING the FORCES that EXIST, within the PEOPLE, the Institutions & the Space that exists, within their OWN CAPACITY, in DIFFERENT LEVELS
It would be POSSIBLE TO EQUILIBRATE the municipal effort & Trasform the DISTRESSED AREAS into an ACTIVE POLE that CAPTURES METROPOLITAN ACTIVITIES, INTEGRATING the weakest groups within an overall STRATEGY
Theoretical Framework
Analytical Framework
Inputs
Inputs
Variables
Metropolization Model & Processes (Hall, Priemus)
Socio- Spatial Fragmentation (Kozak)
Strategic Spatial Planning (Albrechts)
Functional
Morphological
Socio- Economic
Planning/ Administrative
Historical Overview
Case Studies
Spatial Analysis
Socio- Economic Analysis
Normative Analysis
From where fragmentation generates?
Best Practices - Learn from Others Experience
How fragmentation affects space? - Potentialities of Space
How fragmentation affects people? - Opportunities for People
Why fragmentation is strenghten through existing planning? - Existing Plans
Analysis
Outputs
Outputs
Network Theory (Read, Salingaros)
Strategic Planning (Albrechts)
Bottom- Up Initiatives (Meegan & Mitchell)
Social Enclave (Putnam)
Partipatory, Multi- Actor Planning (Healey, Innes)
Variables
Functional
Morphological
Socio- Economic
Planning/ Administrative
Case Stydies' Evaluation
City's Evaluation
Local Areas' Evaluation
Local Needs & Demands Evaluation
Building the Proposal
Revision & Evaluation of the City's Vision
+
Participatory Framework
City Scale
All Scales
Theoretical Paper
+
Theoretical & Practice's Solutions (Albrechts,Healey, Meegan, Perkins & Will, Gehl Architects, CMG Landscape Architecture)
+
Theory for Sccessful Urban Places (Carmona, Gehl, Montgomery)
Proposal
Spatial Strategy
+
Spatial Strategy's Realization
Corridor's Scale
Neighbourhood & Local Scale
Design Possibilities/ Scenarios
Local Scale
Recommendations
Evaluation

Haagse Markt, 1967

1.8.

Intented End Products

1.8. Intented End Products

The final graduation project will be delivered through such a report which will contain the whole theoretical and analytical research, together with the planning and design proposal. Below is illustrated a short description of the intended outcomes- end products, which will also guide the proposal procedure:

1. Theoretical Review Paper: a result of the theoretical research towards strategic spatial planning and bottom-up interventions.

2. Definition of Theoretical Tools: a result of the whole theoretical research and literature review, towards what kind of approaches and notions can be used for achieving the intended aims.

3. Different kinds of evaluations for the different city's scale levels and the used case studies, towards the established variables, resulting to the revision of the city's structural vision.

4. Participatory Framework: this framework will be established for the integration of the weakest social groups into the decision making process, together with their activation towards the planning procedure.

5. City's Vision: At that part will be reviewed and evaluated the existing city's vision

6. Spatial Strategy: the spatial strategy will integrate the surrounding neighbourhoods of the Haagse Markt and its human capital into the urban structure and planning development procedure of the International Zone and the city of The Hague.

7. Spatial Strategy Realization: At this part will be illustrated the way through which the aforemention strategy could be implemented. Those ways are consisted of a new proposed program and rules and norms that show the way through which the program can be materialized

8. Design Possibilities/Scenarios Proposal: After forming the above stages/ fulling the above end-products, a designed intervention will be elaborated in order two test the aforementioned actions. This design intervention will be consisted of design possibilities/scenarios that will show how all the above stages can be probably translated into the local level.

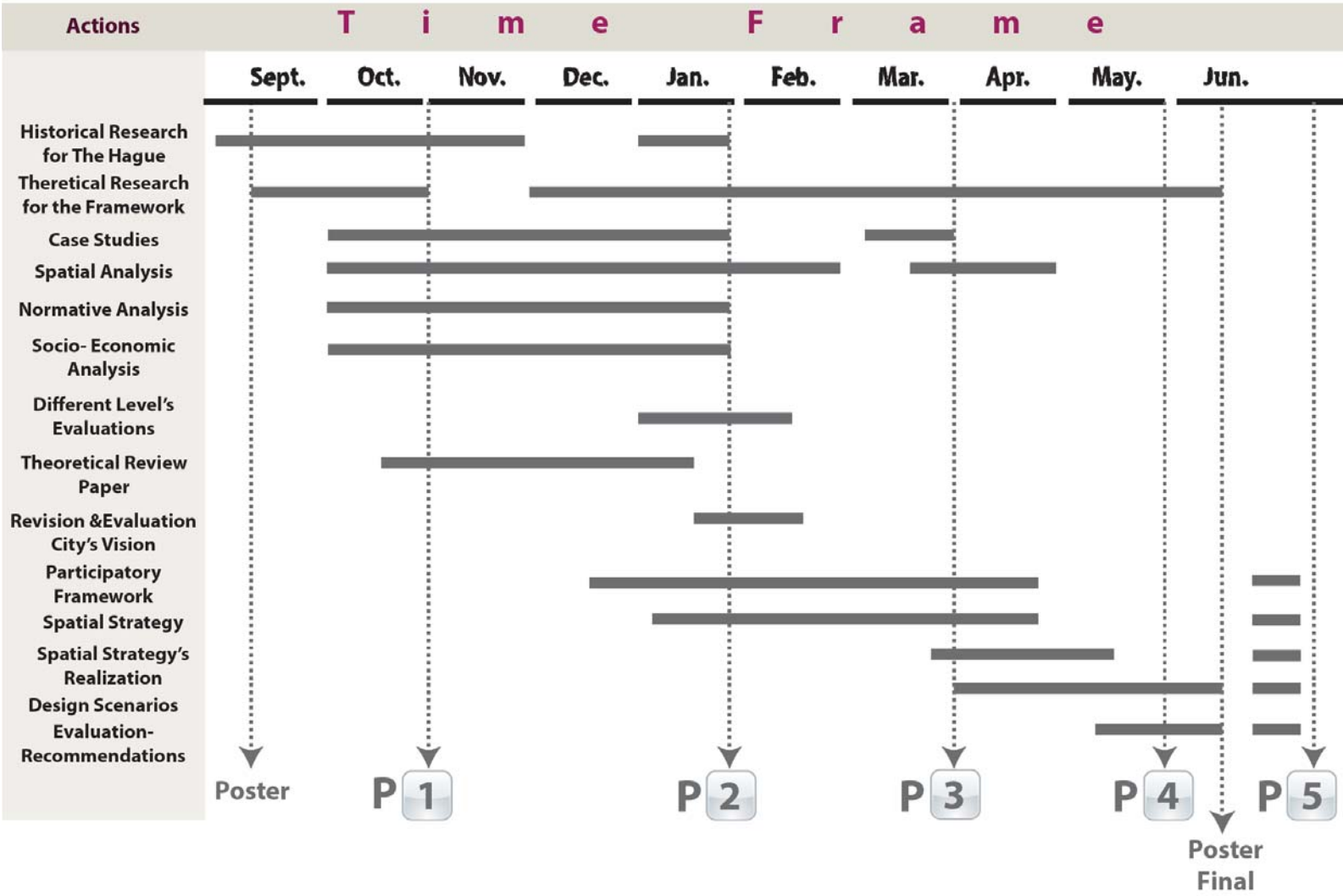
The end of the design proposal will not mean and the end of the graduation project, since it is very important to evaluate the outcomes of the urban planning and design procedure in relation to the general formatted participatory framework, the proposed strategic goals and the rethought city's vision.

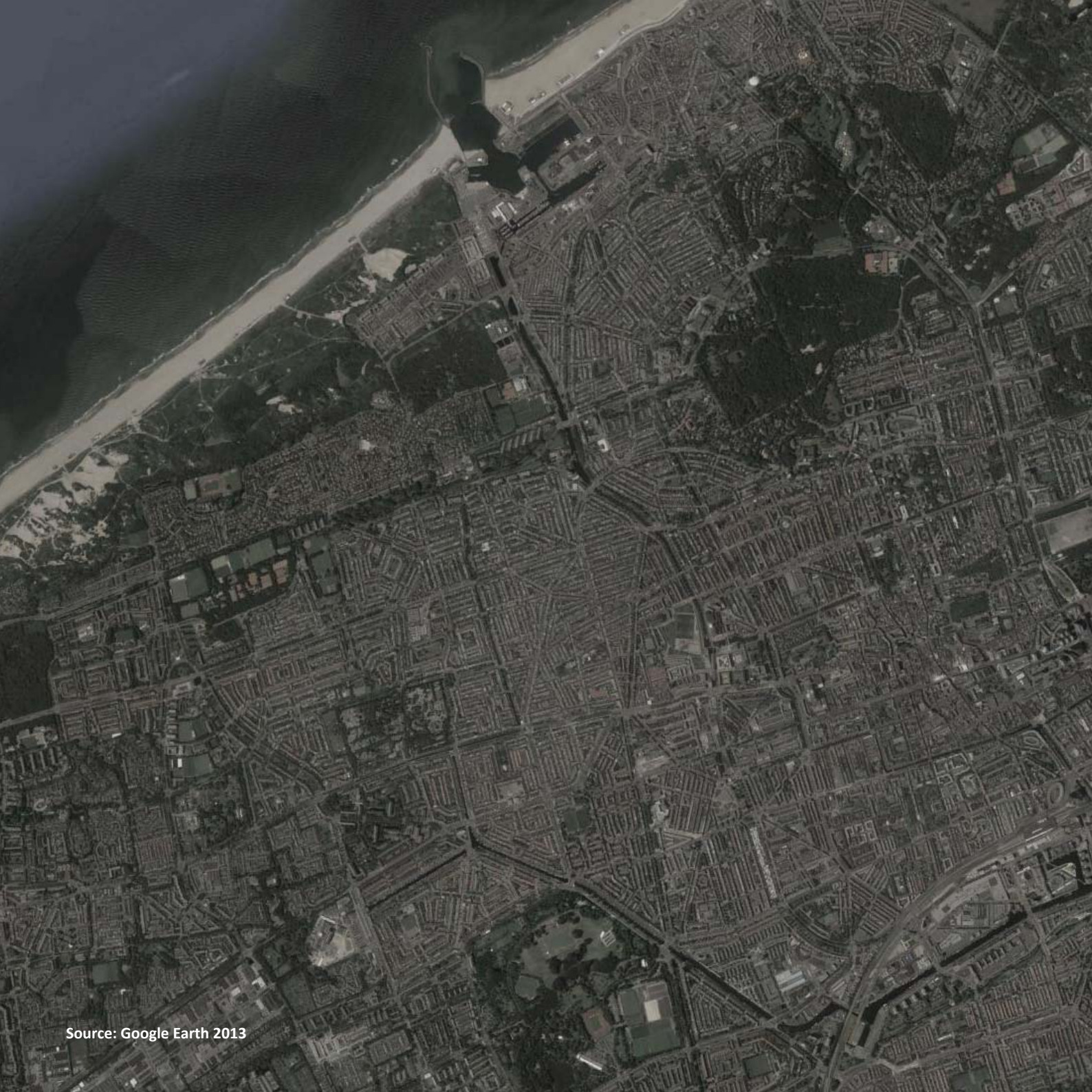
9. Recommendations: The last part and at the same time the last intended output of the graduation project will be a set of recommendations, that will evaluate the created planning tools and procedures, the initial hypothesis, the research questions and the problem statement.

Haga Comitis in Hollandia 1570

1.9.

Time - Working Plan


Actions
T i m e F r a m e
Sept.
Oct.
Nov.
Dec.
Jan.
Feb.
Mar.
Apr.
May.
Jun.
Historical Research for The Hague
Theretical Research for the Framework
Case Studies
Spatial Analysis
Normative Analysis
Socio- Economic Analysis
Different Level's Evaluations
Theoretical Review Paper
Revision &Evaluation City's Vision
Participatory Framework
Spatial Strategy
Spatial Strategy's Realization
Design Scenarios
Evaluation- Recommendations
Poster
P 1
P 2
P 3
P 4
P 5
Poster Final



Source: Google Earth 2013

2

Analysis

2. Analysis 46

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2.3. Analytical Framework 56

2.3.1. Case Study Analysis (Comparisons): Vienna, Brussels & The Hague 57

2.3.2. The City of The Hague 77

2.3.3. Neighbourhood Scale: Schilderswijk & Transvaal 90

The analysis procedure that was undertaken was divided into three parts; the area's definition, the theoretical framework and the analytical framework. In the first framework were reviewed the theories that helped to understand the ongoing processes and theoretical problems and notions, illustrated in the problem statement and in the contemporary conditions of The Hague. The second framework regards the actual process of the analysis, consisted of a historical overview, case studies review and comparisons, spatial, socio- economic and normative analysis.

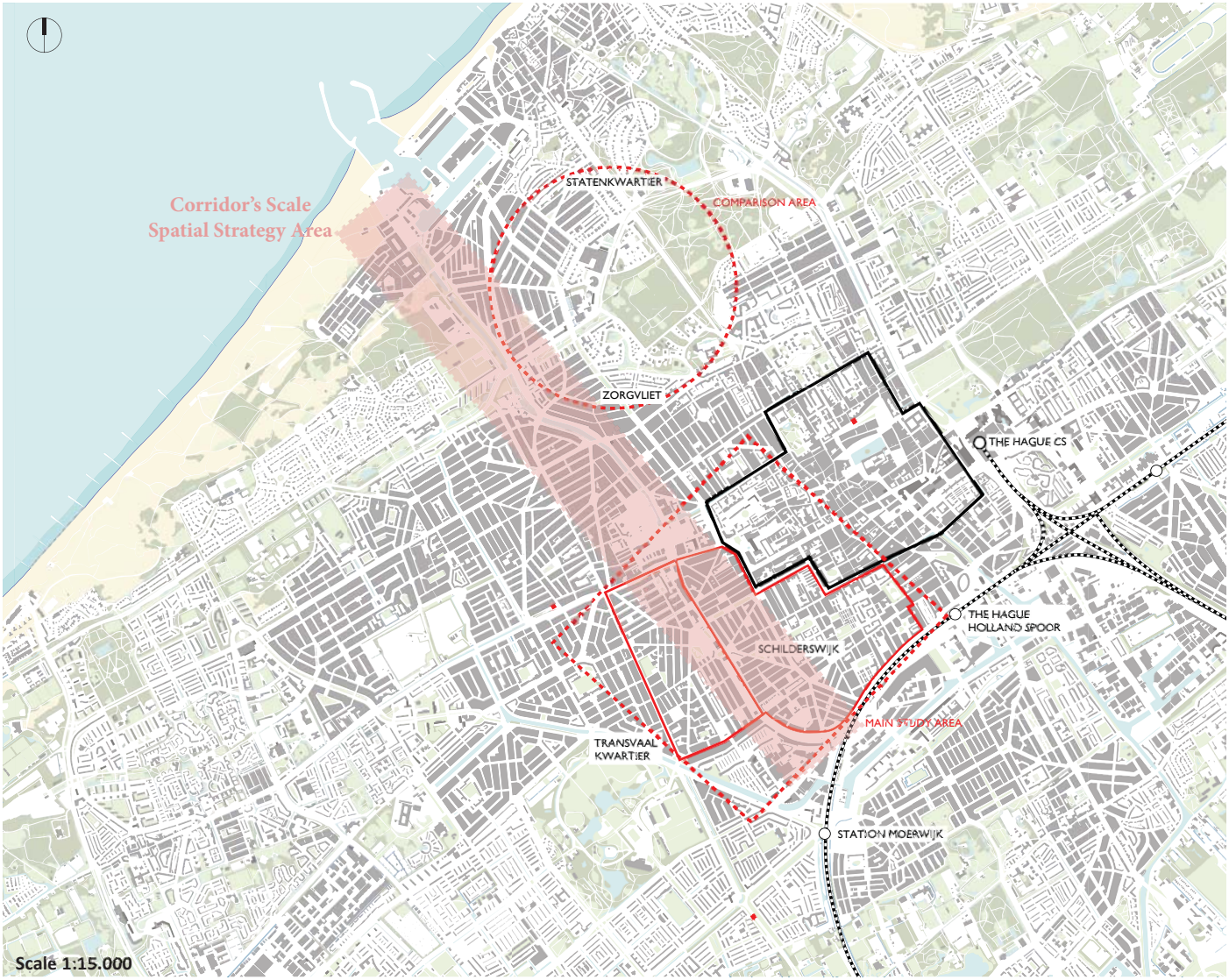
The Haagse Markt, 1930

2.1.

Area's Definition

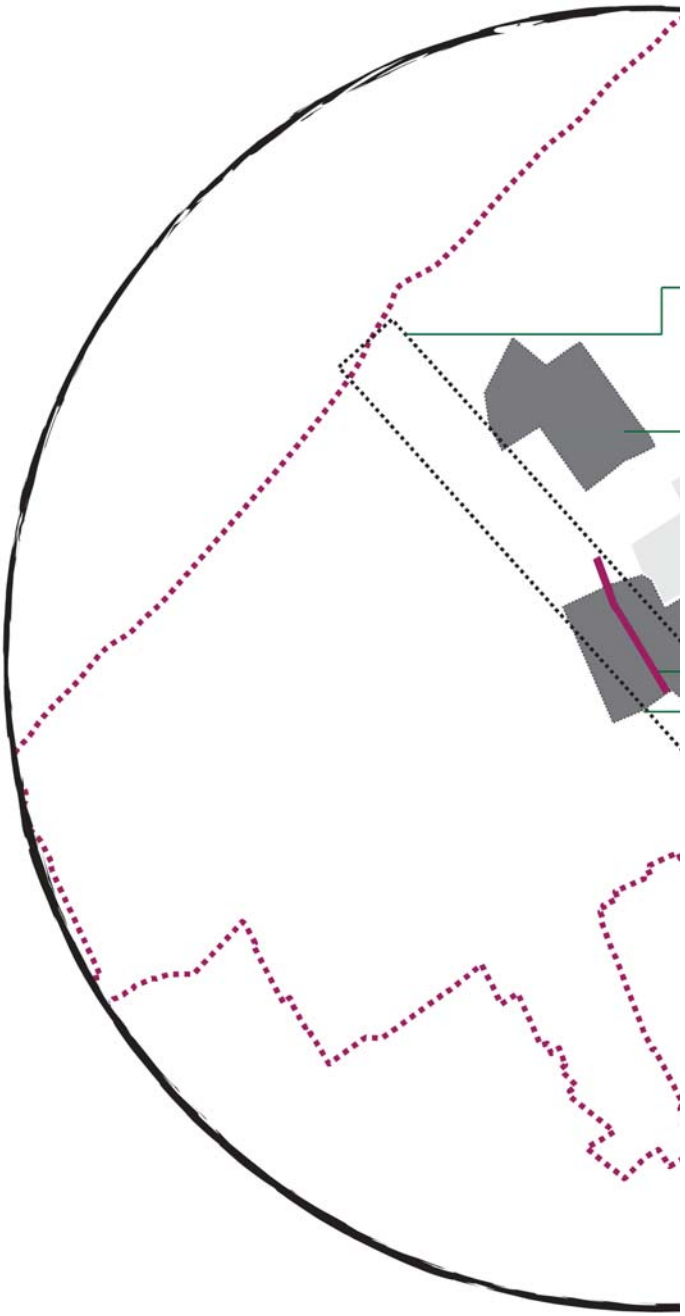
2.1. Area's Definition

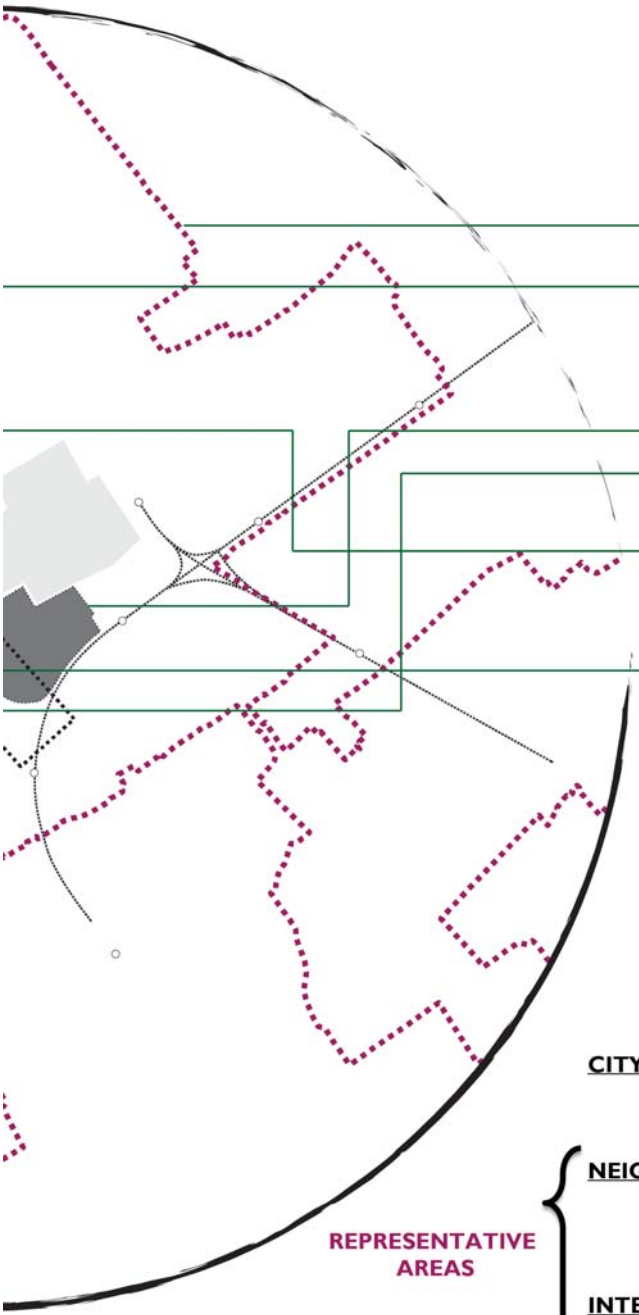
On the map below are presented and introduced the different areas and scales that are part of the present graduation project.



Map Title: General Study Area **Source: Made by Author**

In the following scheme is illustrated the connection between the different studued scales and areas of intervention in relation to the intented outputs and the problem statement.





OUTPUT RELATION

CITY SCALE

THE HAGUE MUNICIPAL BORDER

FOCUS AREA: CORRIDOR SCALE

→ CITY'S EVALUATION
REVISION & EVALUATION OF VISION
PARTICIPATORY & PLANNING FRAMEWORK

→ STRATEGIC GOALS & SPATIAL STRATEGY

NEIGHBOURHOOD SCALE

MAIN STUDY AREA
- SCHILDERSWIJK
- TRANSVAAL KWARTIER

COMPARISON AREA
- STATENKWARTIER

→ NEIGHBOURHOODS' EVALUATION
→ SPATIAL STRATEGY
→ STRATEGY'S IMPLEMENTATION RULES

INTERVENTION SCALE

DIFFERENT PARTS OF TRAM LINE 11 → STRATEGY'S IMPLEMENTATION RULES
LOCAL INTERVENTIONS: DESIGN SENARIOS

IMPORTANT AREAS

CENTER
THE HAGUE CS
THE HAGUE HOLLAND SPOOR STATION
MOERWIJK

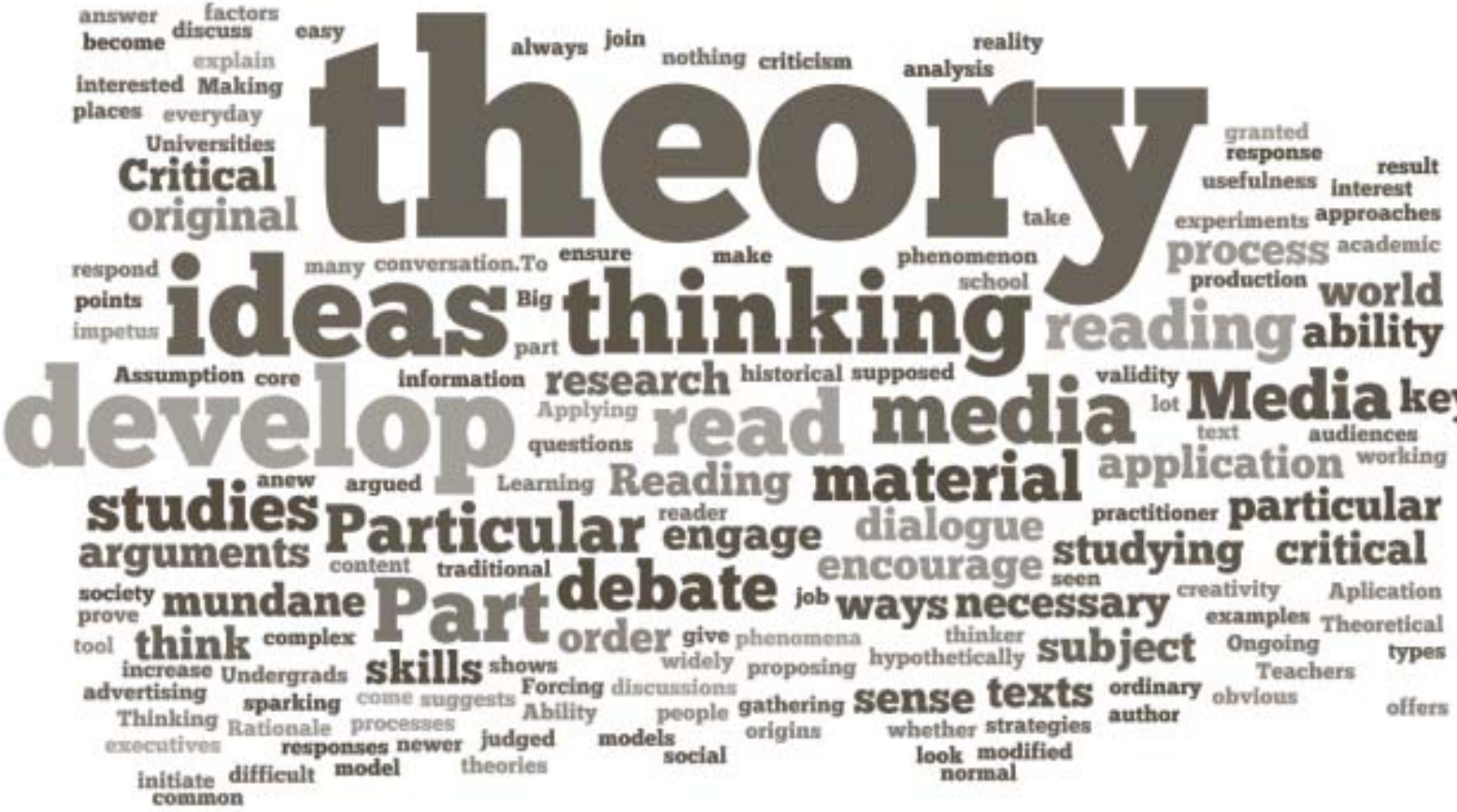
PROBLEM STATEMENT RELATION

REPRESENTATIVE AREAS

CITY SCALE → LACK OF PLANNING OPERABILITY: DIVERSE PLANNING CONDITIONS

NEIGHBOURHOOD SCALE → FRAGMENTATION: LACK OF EQUAL OPPORTUNITIES & SOCIO- FUNCTIONAL INTEGRATION

INTERVENTION SCALE → LOCAL VOICES NOT INTEGRATED, LACK OF SOCIO- FUNCTIONAL INTEGRATION



2.2.

Theoretical Framework

2.2. Theretical Framework

As mentioned earlier, in this sub-chapter, are presented the main theoretical notions and concepts that were used for the understanding of the problem statement and the contemporary context in The Hague. The following theories and notions were the ones that led to the clarification of the existing problems and conditions, implying at the same time possible solution routes or thinking directions (theoretical and practical).

Metropolization Model & Process

The impact of globalization, in an area as The Hague, is reinforced, as explained in a previous sub-chapter (1.2.General Context & Trends), by the metropolization process and the model of the metropolitan city or region.

The metropolization developing model is defined as the process whereby certain urban areas adapt to the emerging post-industrial economy by local concentrations of interacting high-order and information-using activities, both enabling and structuring global interactions (Bourdeau- Lepage & Huriot, 2005). Thus, this model initially recognises the importance of transport and communication technologies and their costs, together with production and market structures, finding expression in the selective concentration of functions, using information and high-skilled labour in favour of certain areas (De Lotto, 2008).

The problems with that model starts when the local areas cannot adapt to that pattern due to different economic practices, laws and consumer practices, creating socio-spatial fragmentations and draining the weaker areas (Fujita & Thisse, 2002). As a result, those weaker areas, claimed as such in relation to the previous high-skilled and multiple function and transport areas, are shrinking, collecting at the same time all the elements (human capital, activities and products) that cannot adapt to the new circumstances.

The expressed model and its conflicts can be clearly seen in The Hague, where the international (north) part of the city functions in accord with the metropolization model, seeking for high-skilled human labour, offering a variety of metropolitan, juridical, administrative and service functions and high mobility alternatives, whereas the multi-cultural (south) part of the city cannot adapt to the metropolization process. The latest part contains small local living and daily used functions, consisting of small cores that respond to different ethnic and social groups. Those groups due to lack of education (or even better scientific and technological training) and income are daily experiencing a different reality. As a result the living and the possible development conditions for this part of The Hague differ, expressed by poor housing conditions, a daily-coverage functional system, everyday flows mainly in the south and central part of the city and a low quality urban environment, without having access and knowledge of the same opportunities and possibilities as the external daily commuters or the people who live in the north part of The Hague.

Social Exclusion, Spatial Segregation & Urban Fragmentation

As already defined in the problem statement of the present graduation project, in The Hague and especially in the multi-cultural zone are applied the concepts of social

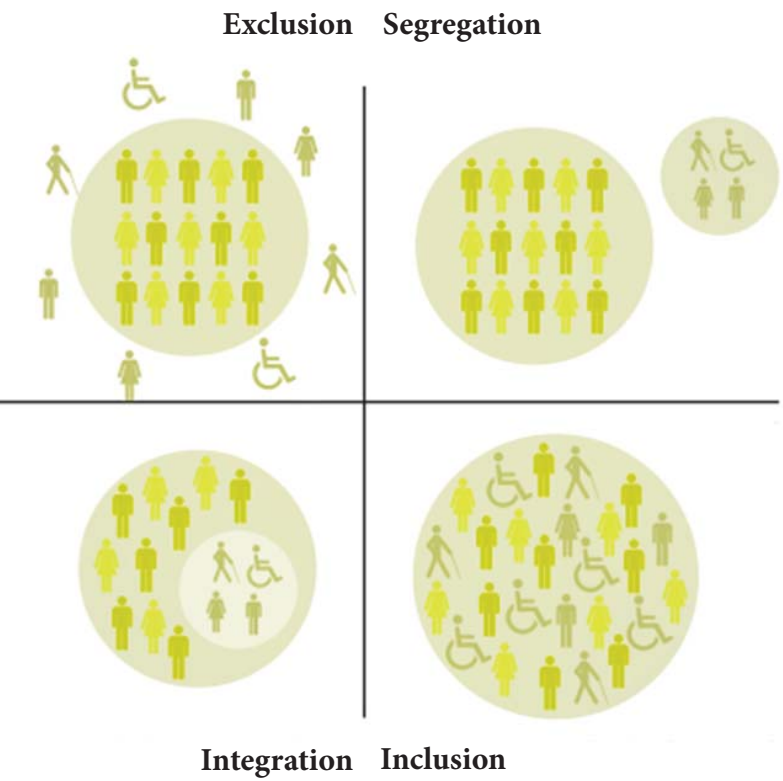


Diagram Title: Inclusion VS Exclusion
Source: Made by Author

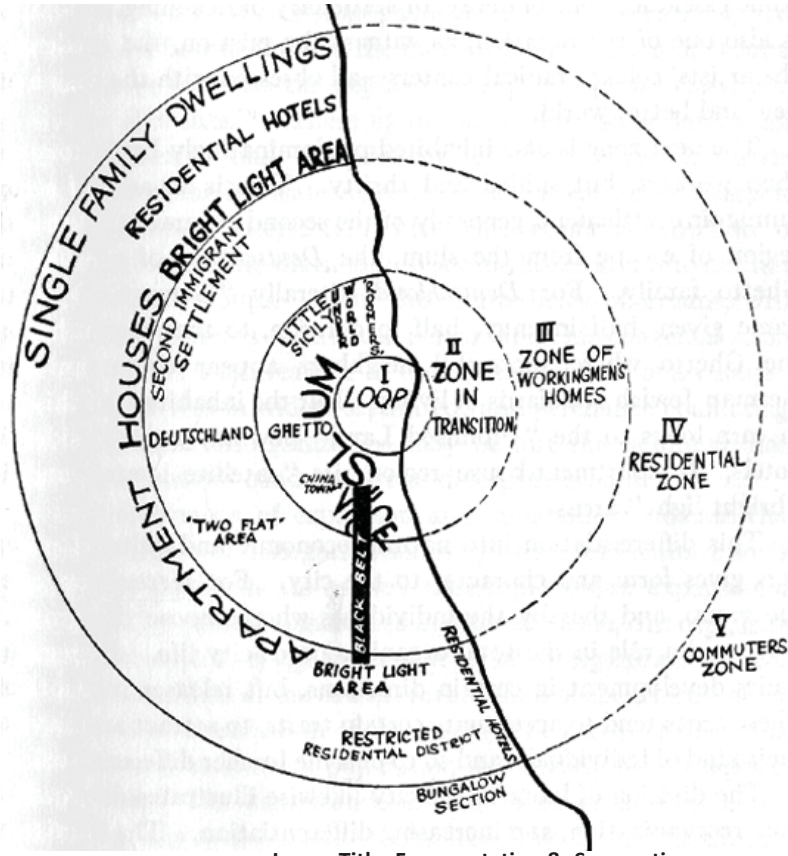


Image Title: Fragmentation & Segregation
Source: Kozak, 2008

exclusions, spatial segregation and urban fragmentation. Those theoretical concepts can have many and different interpretations in their spatial implementation according to the specific conditions of each area that are applied to. Furthermore, they are broadly used, in academic literature to explain different kinds of inequality and barriers. As a result and for the better understanding of the followed procedure and line of reasoning of the present project, firstly their definition according to literature will be presented and secondly the way that are applied and specified in the case of The Hague.

Social exclusion regards "the process by which certain individuals and groups are systematically barred from access to positions that would enable them to an autonomous livelihood within the social standards framed by institutions and values given in a context" (Castells, 1996, p. 350).

Spatial segregation refers "to situations where members of one social group (races, ethnicities and classes) are not distributed uniformly over space in relation to the rest of the population" (Burgess, 2005, p. 21).

Kozak (2008, pp. 48-49) argues that contemporary metropolises are segmented into unequal pieces-fragments, being divided between the ones in touch with the differ-

ent levels of the urban network (physical environment, infrastructure, activities, flows etc.) and those being increasingly marginalised and separated from each city's metropolis's cohesive flows. Furthermore, the same author describes urban fragmentation as an implication of "an organization of space – understood as both a process and a resulting spatial state – in which impermeable boundaries and enclosure have central roles. It is a state of disjointing and separation, which is often coupled with socio- economic and/ or ethnic divisions" (Kozak, 2008, p. 256).

The aforementioned three definitions can be spotted in the case of The Hague, regarding its multi-cultural zone in relation to its international zone. The weakest social groups (low skilled and income people and the non-European immigrants) of The Hague settled in the multi-cultural zone are barred from the offered positions of the international zone as they do not respond to the high-skilled labour that is solely asked. Thus, they are excluded from the offers, prospects and positive influences that the international zone can provide. As a result, they form a different daily system and commuting network from those existing in the international zone, while they appear as specific socio-economic concentrations in their own daily system, responding to low- end development. Since their concentration and their commuting pattern is uniformly distributed over space (located mainly in the multi- cultural zone), they tend to be spatially segregated.

Urban fragmentation between the low and the high skilled and income groups of The Hague and their living areas is mainly understood as a functional fragmentation. The existing functions in both zones and the lack of transportation and functional reasons for both groups to visit both areas in a regular basis, create the state of disjointing and separation, expressed in Kozak's work (2008)

Strategic Spatial Planning

The theory, the procedure, the benefits and the possible implementation ways of strategic spatial planning, in both greater and local level, are mainly expressed through Albrechts's work (2010; 2006a; 2006b; 2005; 2004; 2002; 2001) and will be presented in the section of the proposal's theoretical basis (chapter 4). However, it was also used in the theoretical framework of the analysis procedure in the terms of understanding the existing lack of planning operability, as well as the constrains imposed by the current planning processes in The Hague. Simplifying the theory of (local) strategic planning, while connecting it with the problem statement and giving a hint of what will be pursed, the following has to be mentioned.

Basically, strategic spatial planning is another "spectrum" under which is understood and specified the planning and decision-making procedure, trying to incorporate the contemporary needs and demands with a possible, coherent, development direction and vision that will be translated into specific goals and actions. Local strategic planning is focalised on improving the conditions of the local development in order to reinforce the greater urban structure. Having, such a theory in mind, t was able to understand and localise the existing lack of planning operability in The Hague, illustrated through diverse planning directions and conditions and the not inclusion of the local voices and efforts. Connecting the city's situation with the examined theory the key elements (coherent visions, deep understanding of the existing conditions, use of the local level, both space and people, in order to reinforce the greater urban structure) of strategic spatial planning, especially under the local perspective (Albrechts, 2002), were missing.

Gemeentemuseum, The Hague

2.3.

Analytical Framework

2.3. Analytical Framework

2.3.1. Case Studies Analysis (Comparisons): Vienna, Brussels & The Hague

In the following pages is presented the research and study made on two case study cities in combination with The Hague. Those cities, as implied and by the title, are Vienna and Brussels and were chosen to be studied as the constitute predecessors of The Hague in being an international city.

In next pages is provided a short same sum up and presentation of all three cities, whereas then Vienna and Brussels are fully presented. The Hague, is presented in the next sub-chapter, since it constitute the city where the present graduation project takes place.

Vienna
Brussels
The Hague
© Harry van Reeken - 9 september 2011

Case Studies' Main Presentation & Comparison Data

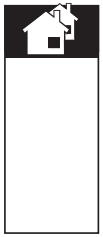
Vienna

Area (ha): 41.000

Population: 1.651.437

Houses: 910.745

Population
Density (per ha): 40,27



Housing
Density (per ha): 22,22

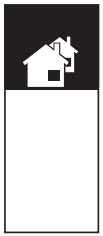
Brussels

Area (ha): 16.140

Population: 1.154.635

Houses: 539.702

Population
Density (per ha): 71,53



Housing
Density (per ha): 33,44

Den Haag

Area (ha): 8.500

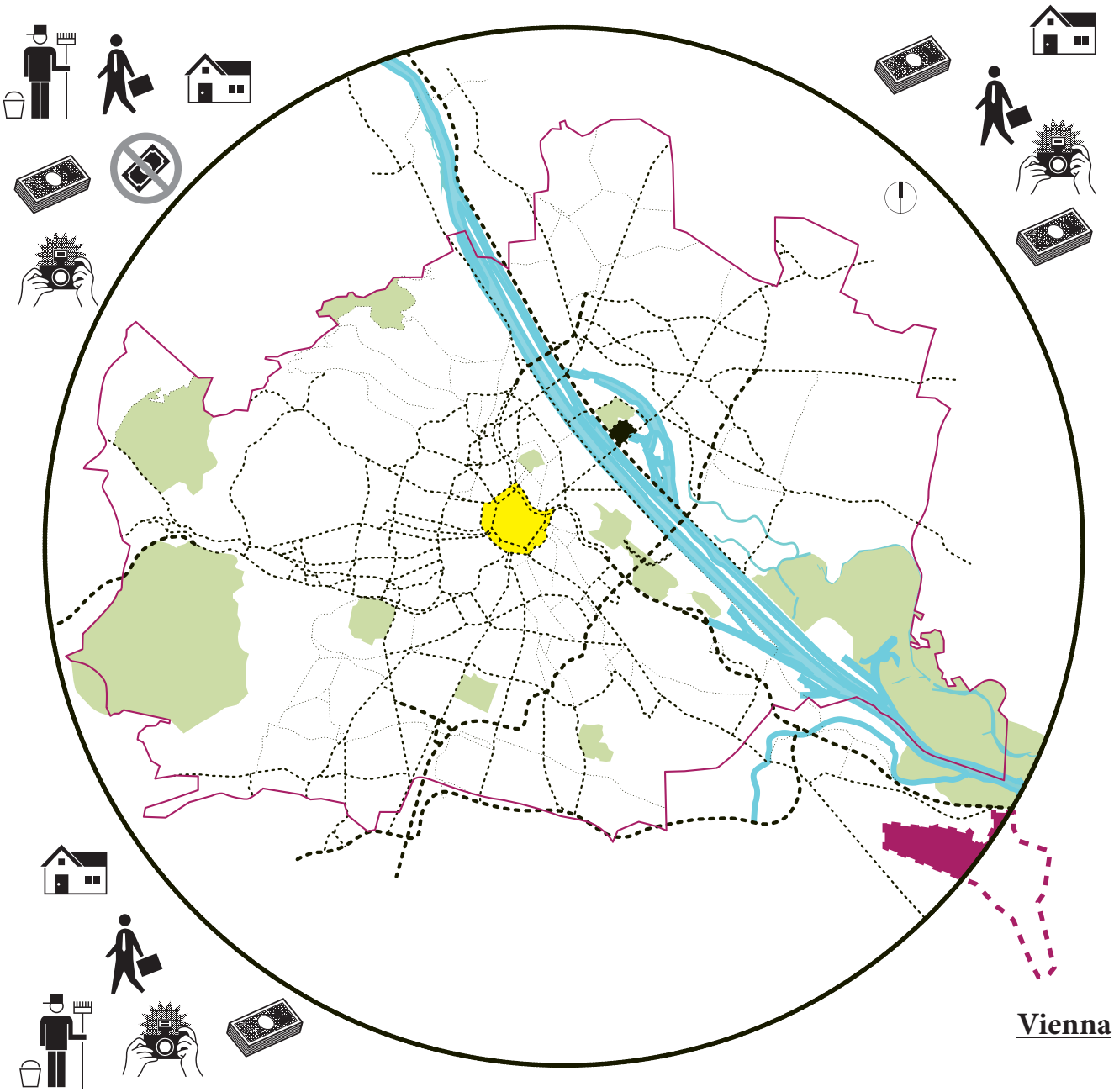
Population: 469.568

Houses: 212.857

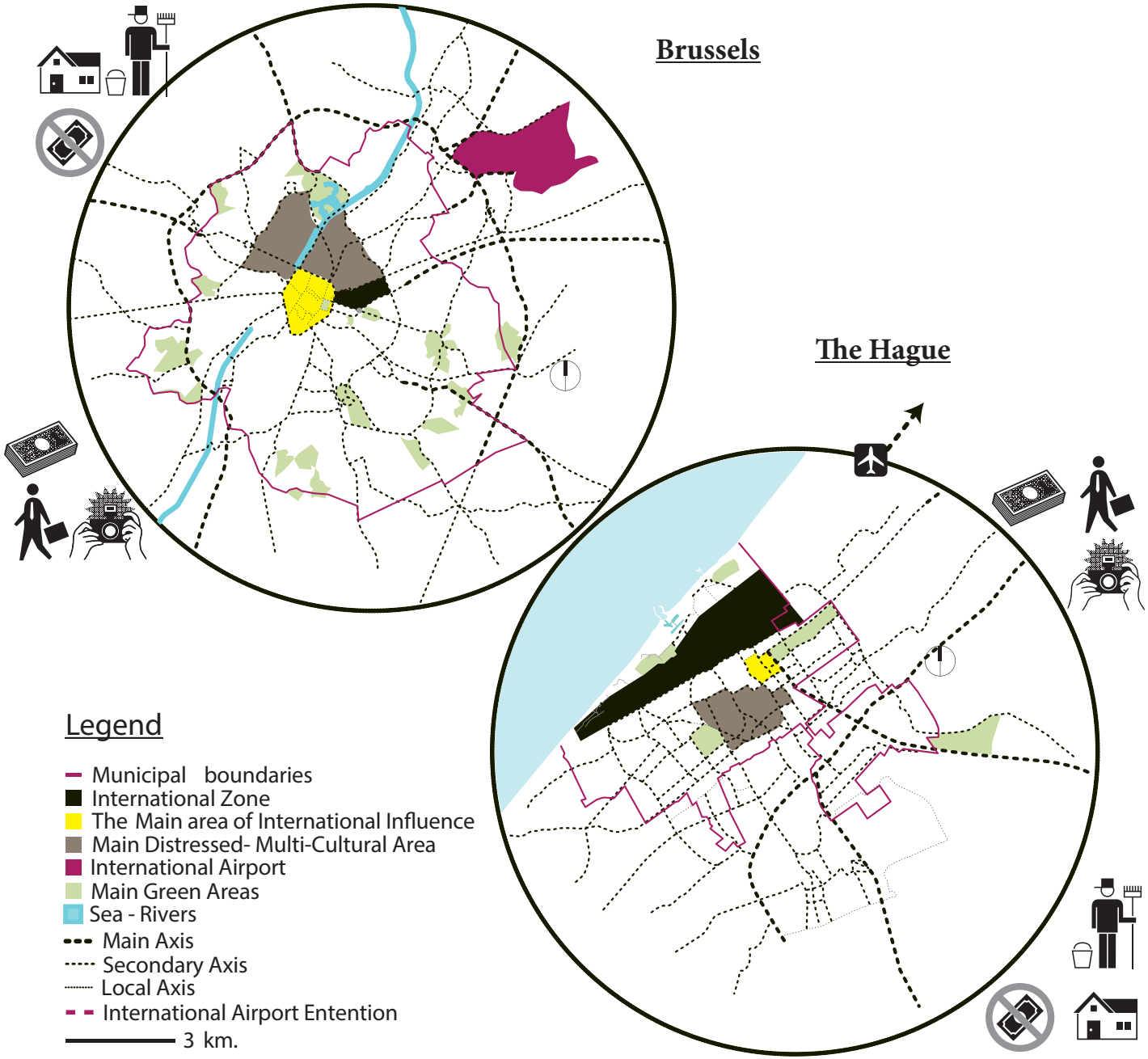
Population
Density (per ha): 55,24

Housing
Density (per ha): 31,34

Diagram Title: Case Studies' Main Comparison Data
Source: Made by the author, Data: Austrian Natioanal Statistical Database 2010, CBS 2010

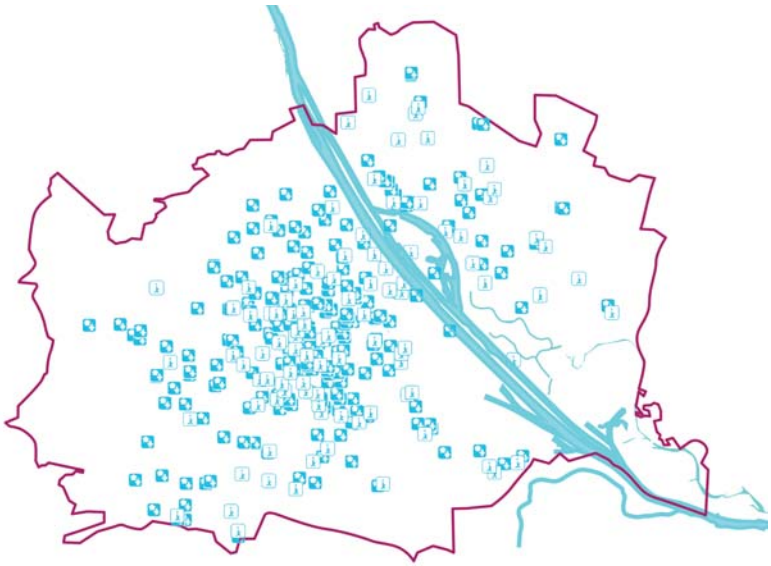


MapTitles: Vienna, Brussels & The Hague: Main Structures & International Influence
Source: Made by Author

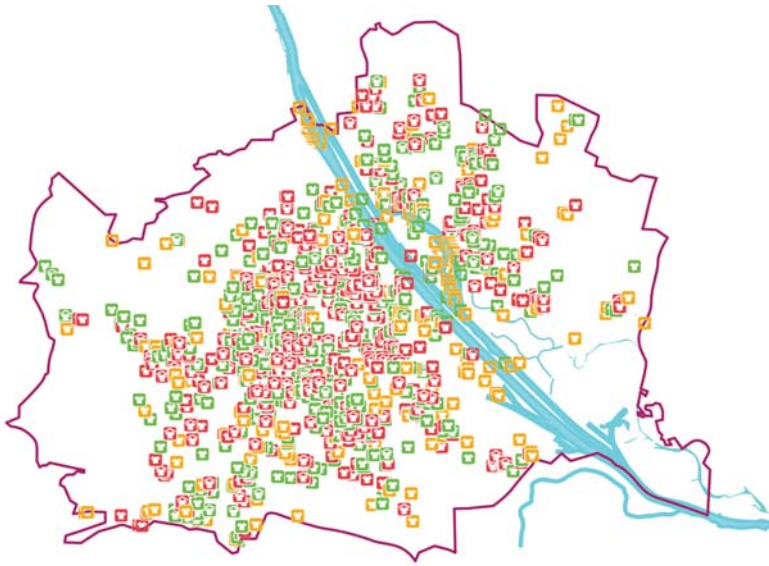


Maps' Titles: International Zones & Their Relation with the rest of the City's Structuret
Source: Made by Author

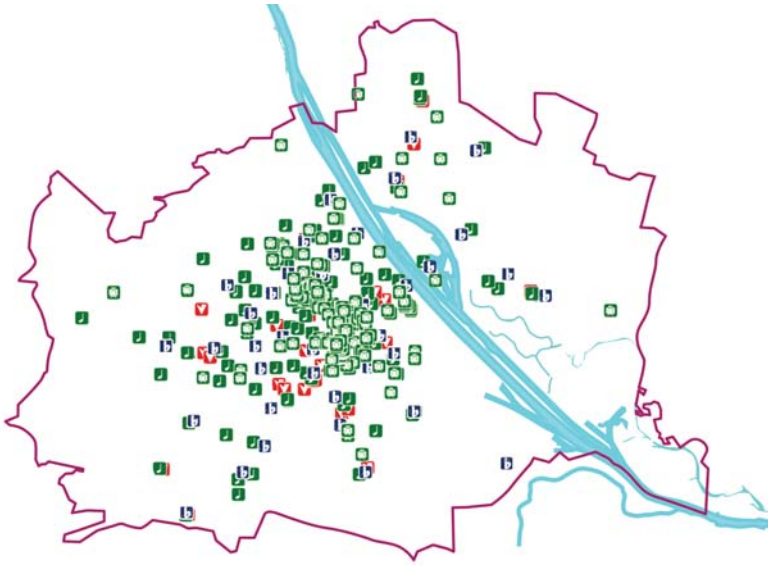
Vienna



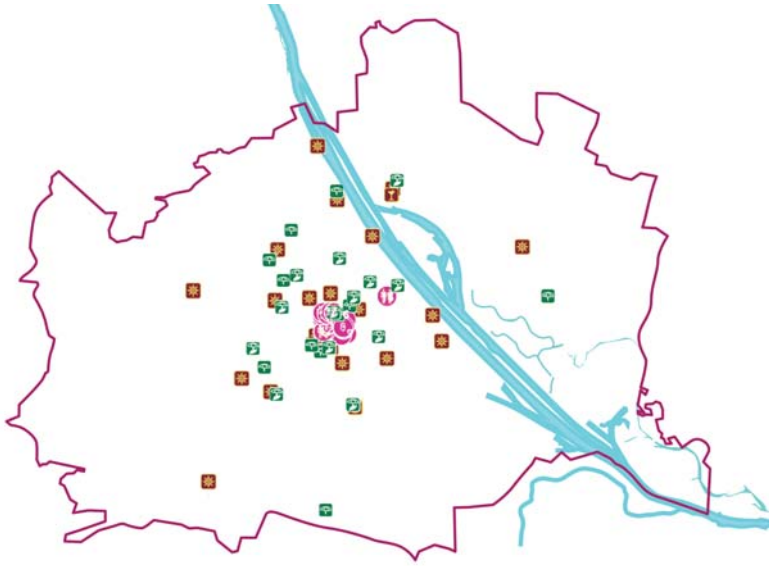
Spread of Youth Organisations & Facilities



Spread of Sports Facilities



Spread of Metropolitan Educational Facilities

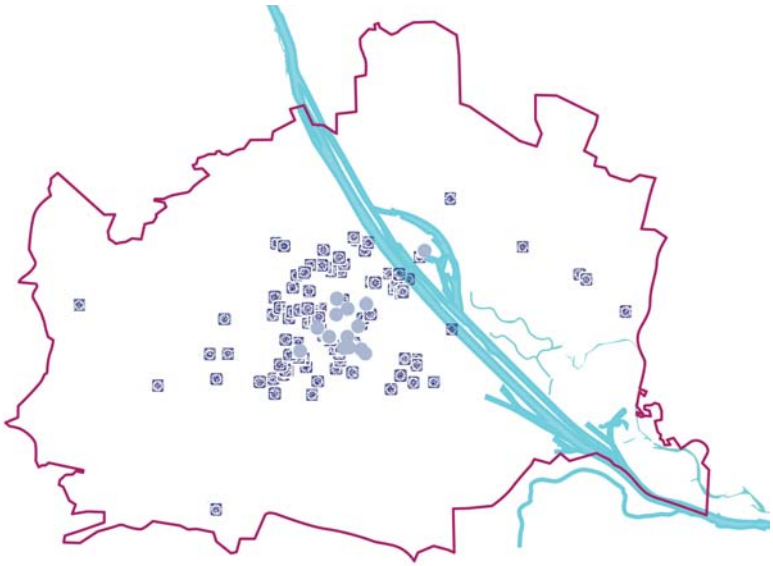


Spread of Urban Markets

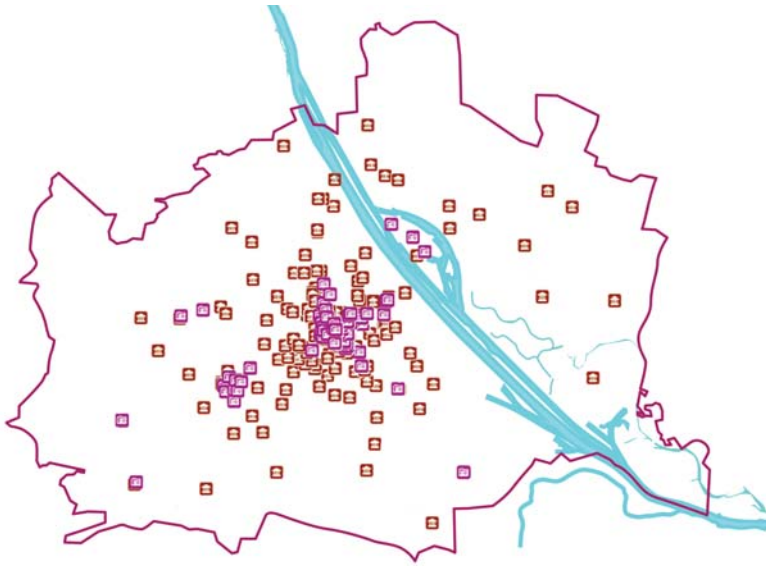
3 km.

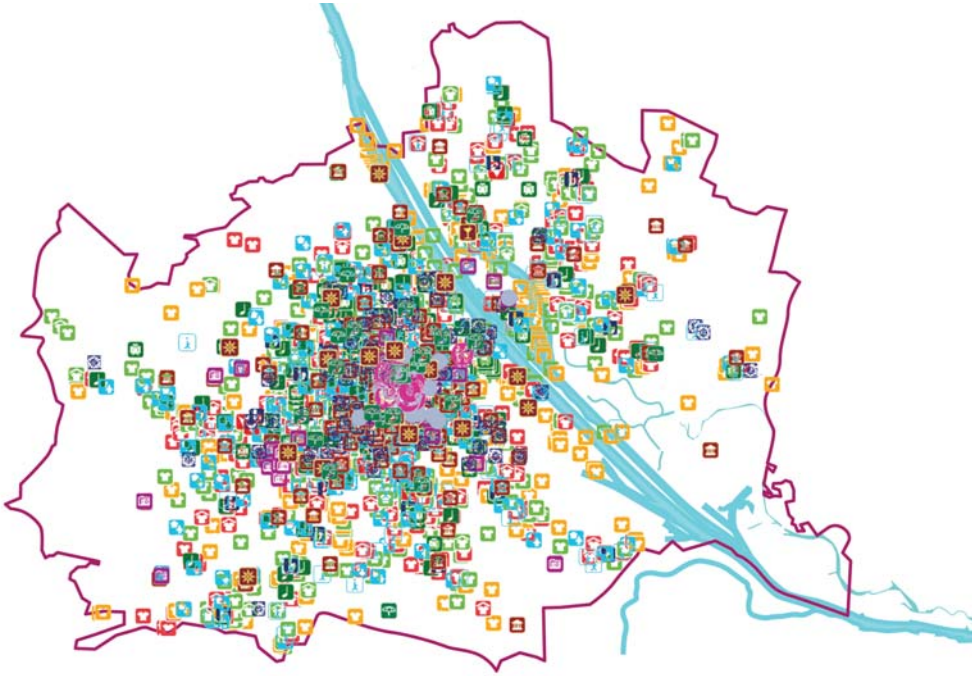
Source: Made by Author, Data Source: City of Vienna

Spread of International Organisations & EU Locations



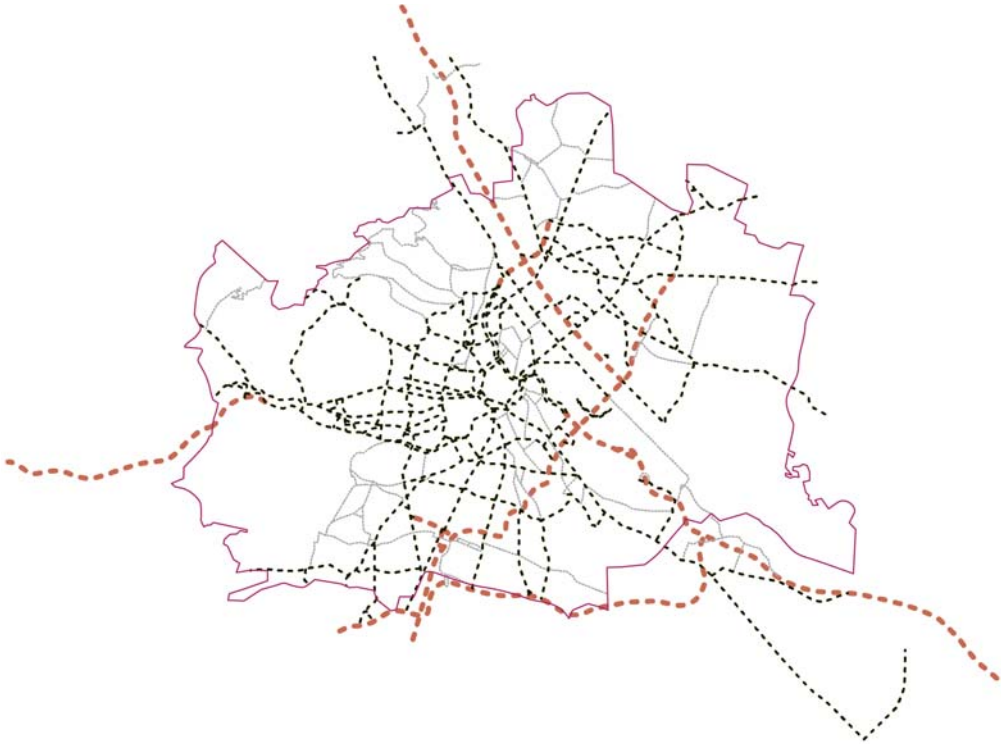
Spread of Touristical & Cultural Spots



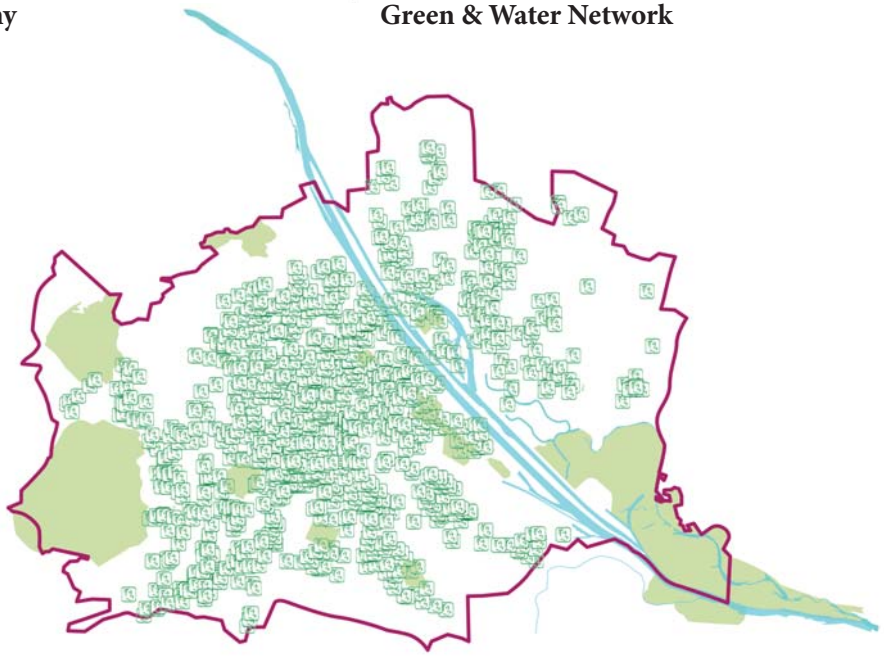


All City's Functions

Source: Made by Author, Data Source: City of Vienna



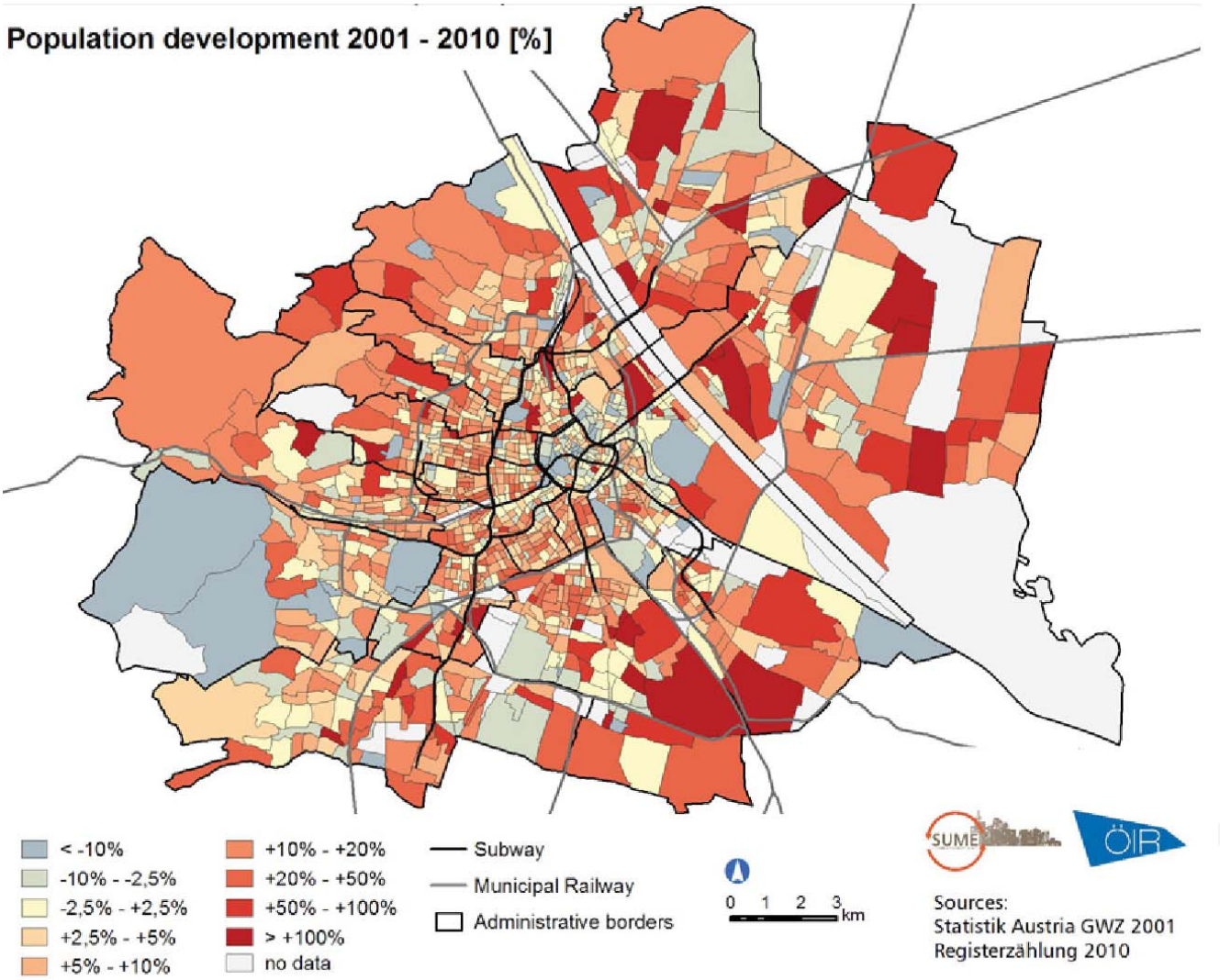
Road Network & Hierarchy

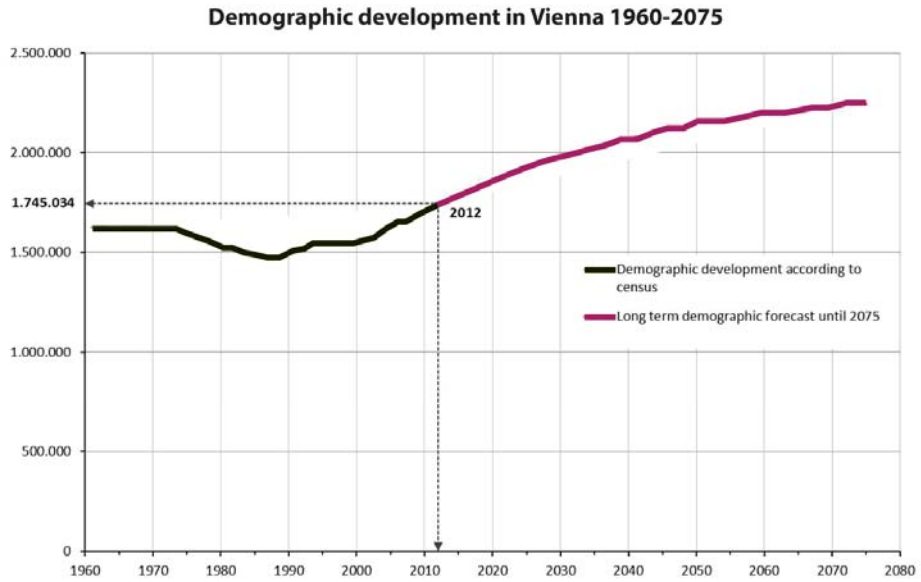


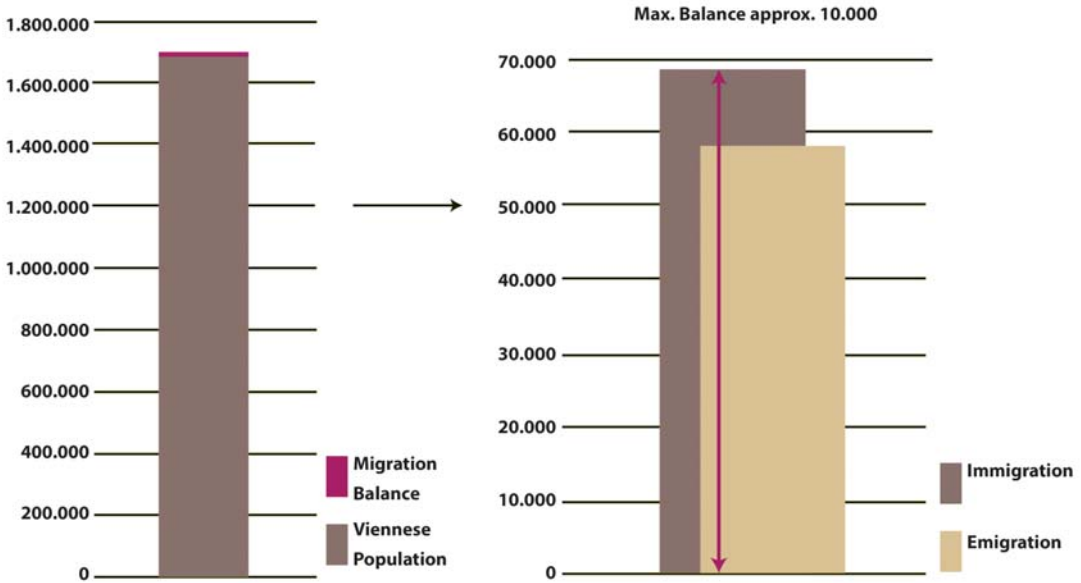
Green & Water Network

3 km.

Source: Made by Author,
Data Source: City of Vienna


Population development 2001 - 2010 [%]
< -10%
-10% - -2,5%
-2,5% - +2,5%
+2,5% - +5%
+5% - +10%
+10% - +20%
+20% - +50%
+50% - +100%
> +100%
no data
Subway
Municipal Railway
Administrative borders
0 1 2 3 km
SUME
ÖIR
Sources:
Statistik Austria GWZ 2001
Registerzählung 2010

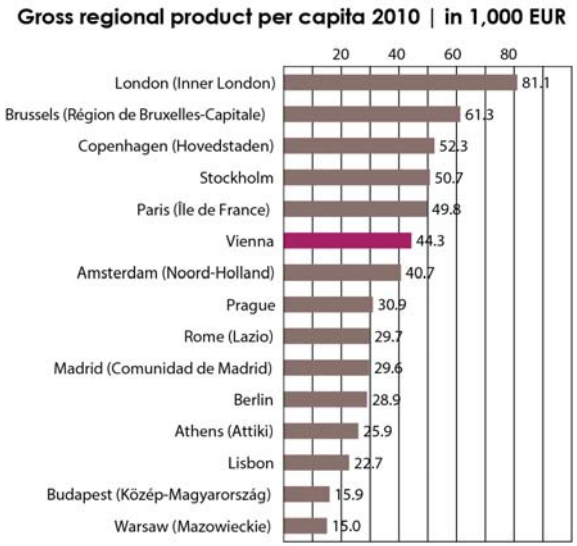




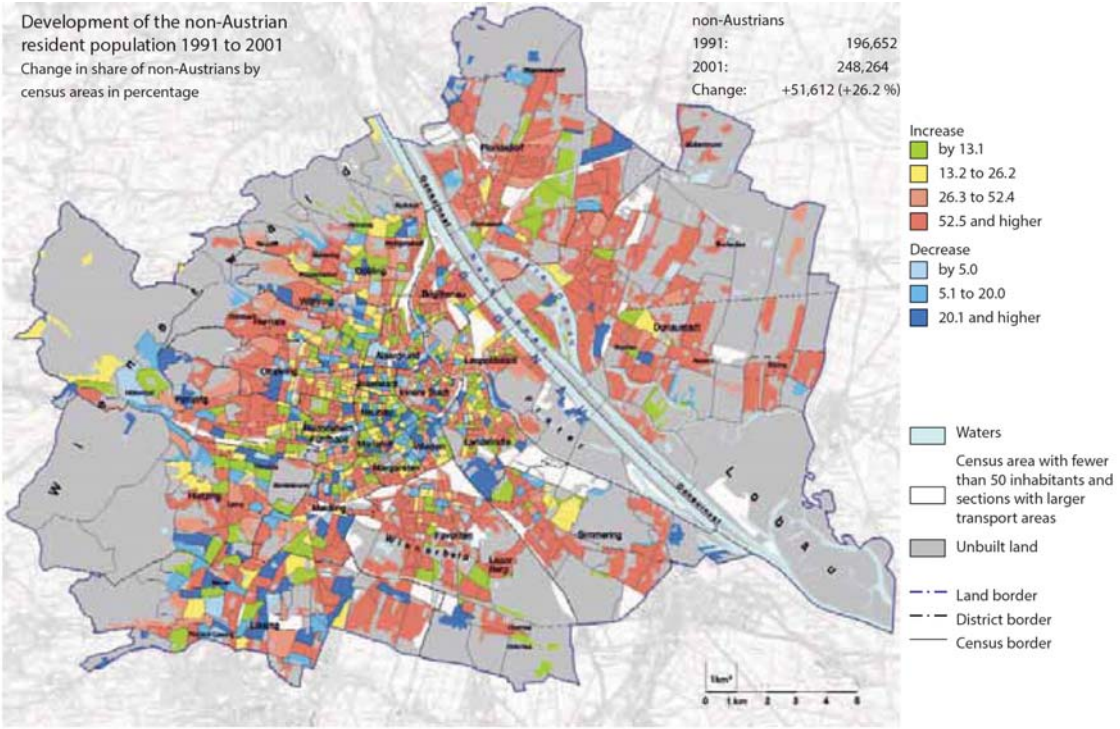
Source: Made by Author, Data Source: City of Vienna

Labour Market 2012			
Employment and unemployment	total	men	women
Employment with compulsory insurance	963,141	492,859	470,282
Gainful employment	870,055	434,749	435,306
Gainful employment, standard forms	786,384	399,182	387,202
among them freelance service contracts	9,349	4,685	4,664
Min. employment and minimal freelance service contracts	83,671	35,567	48,104
Employees in minimal employment	72,791	31,302	41,489
Minimal freelance service contracts	10,880	4,265	6,615
Self-employment	93,086	58,110	34,976
Persons registered as unemployed	83,016	49,022	33,994
Unemployment rate (registered rate) in %	9.5	10.9	8.1
Unemployment rate (EU rate) in %	7.9	8.7	7.0

Source: Association of Austrian Social Insurance Institutions, Social Insurance Institution for Farmers, Social Insurance Institution for Trade and Industry, Vienna Labour Market Service (AMS).

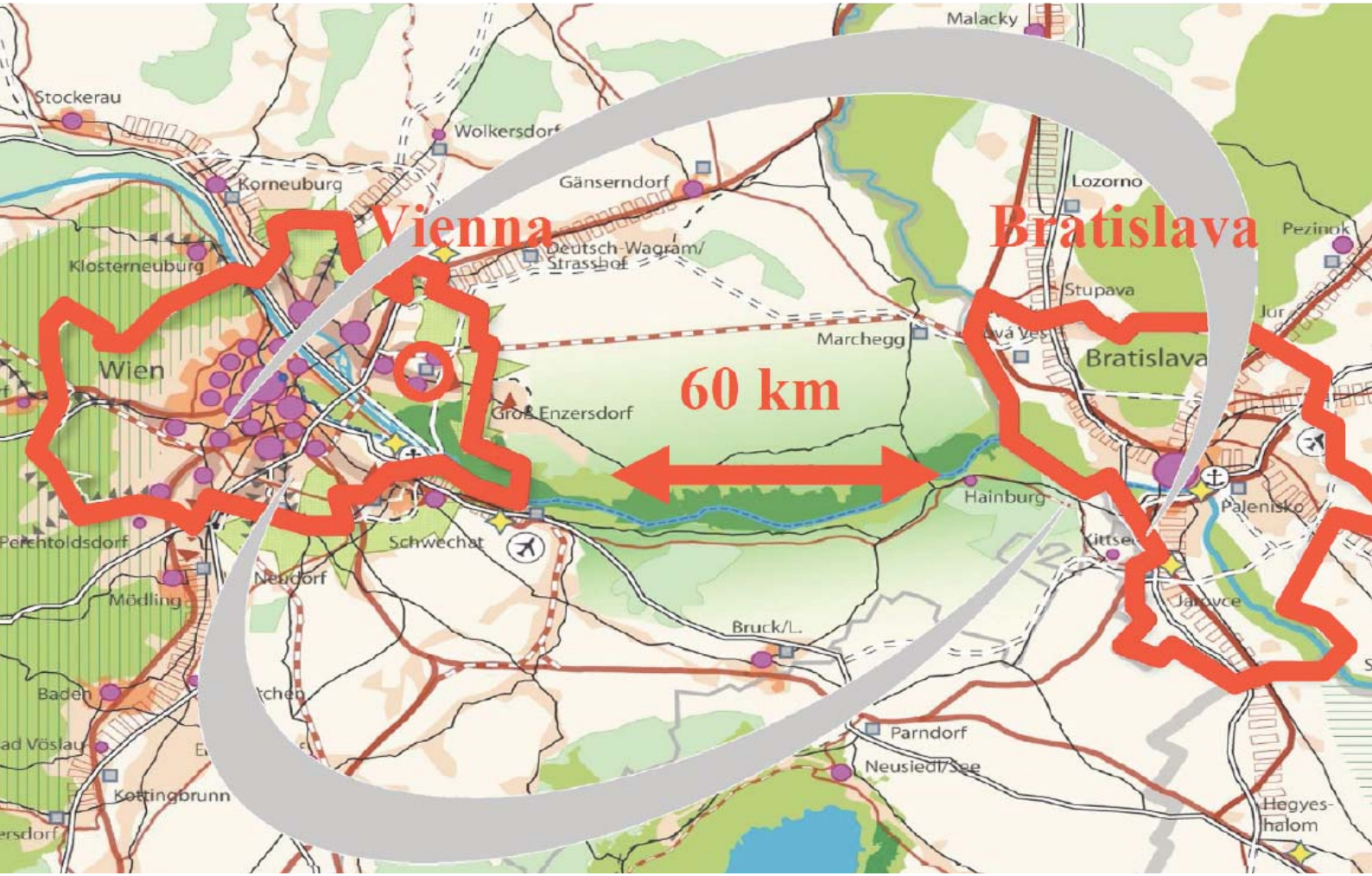


Source: Made by Author, Data Source: Eurostat

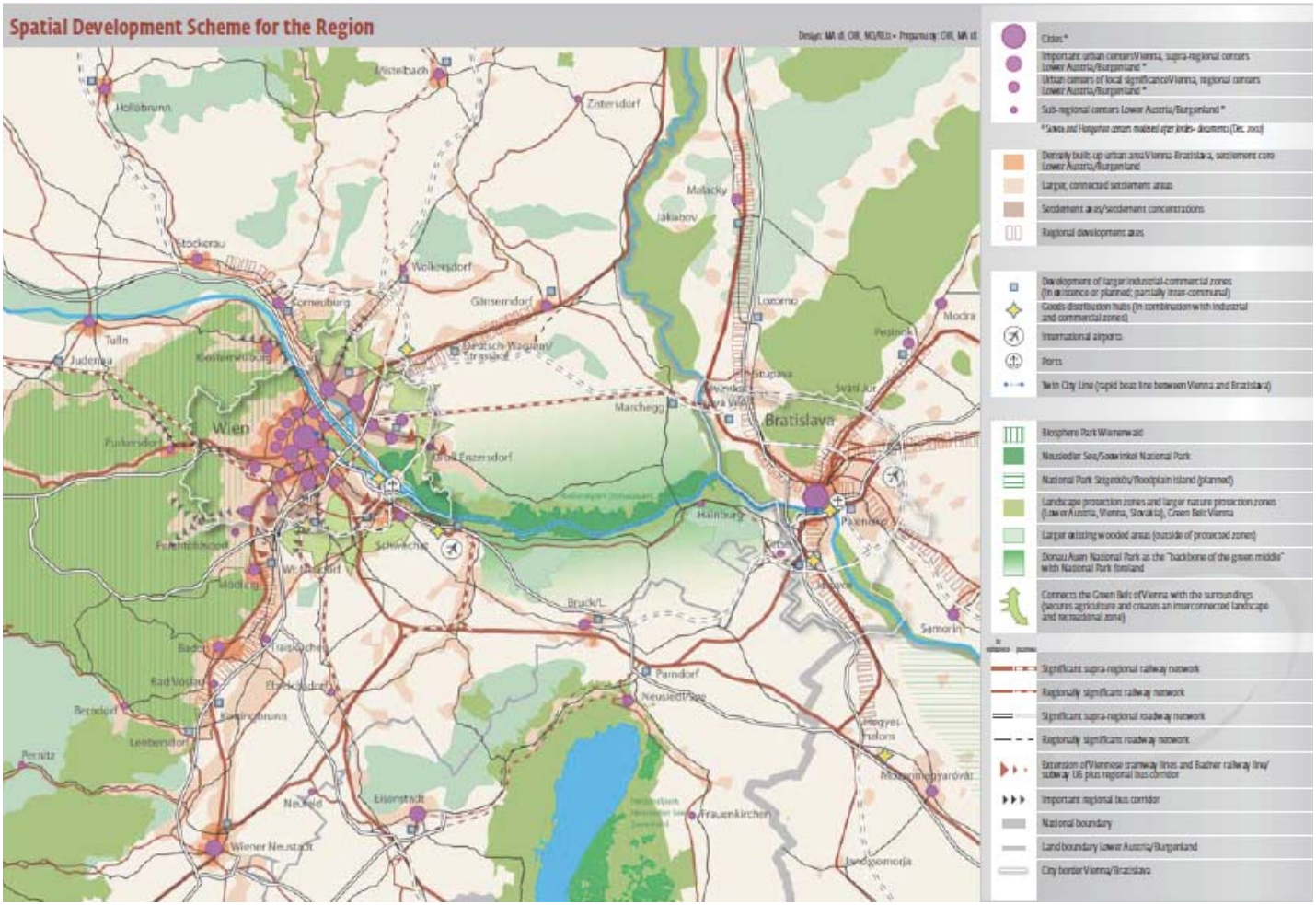


Source: Statistik Austria VZ1991, VZ2001, MA 18, MA 66 Basic map: MA 21B Prepared by: MA 18, Plautz W.

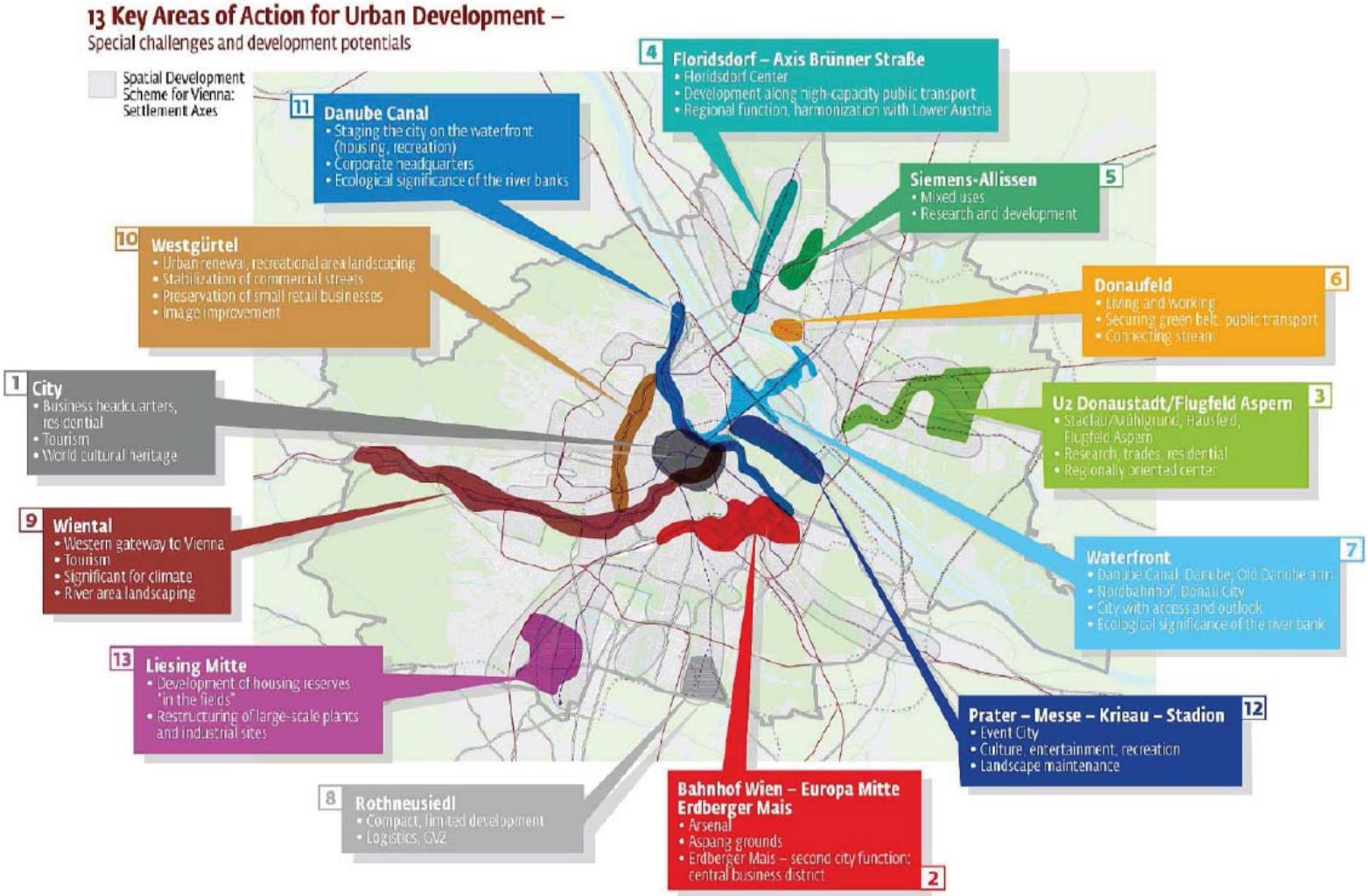
Metropolitan Region's Vision



Source: City of Vienna



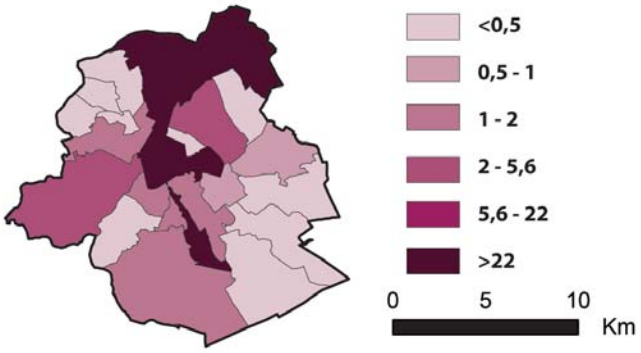
Source: City of Vienna



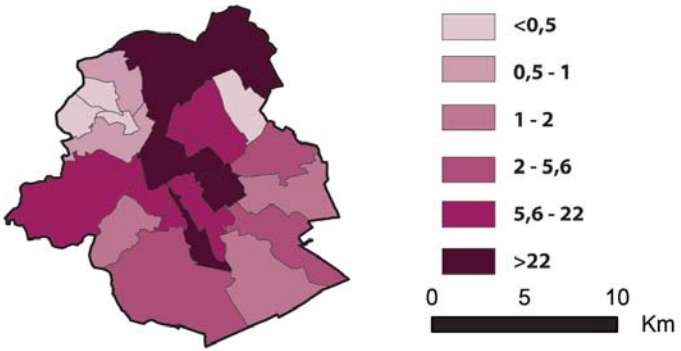
Source: City of Vienna

Brussels

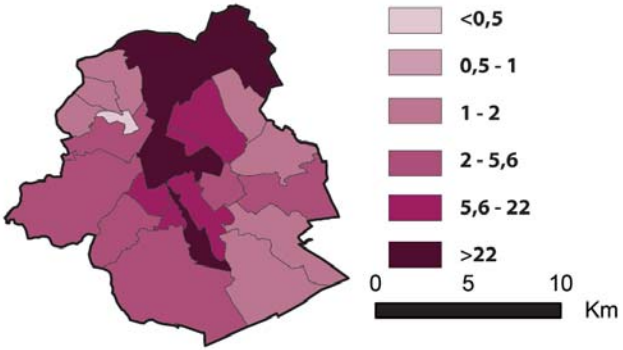
Concentration of Administration



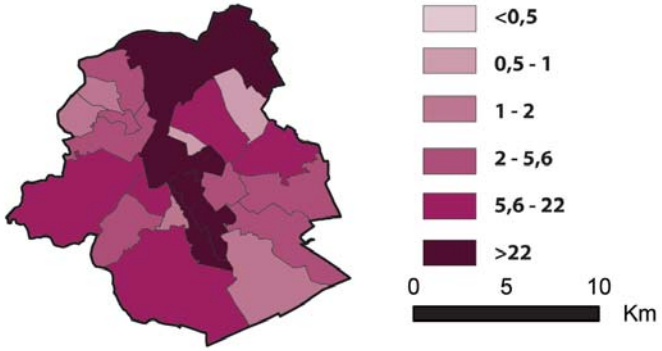
Concentration of Offices



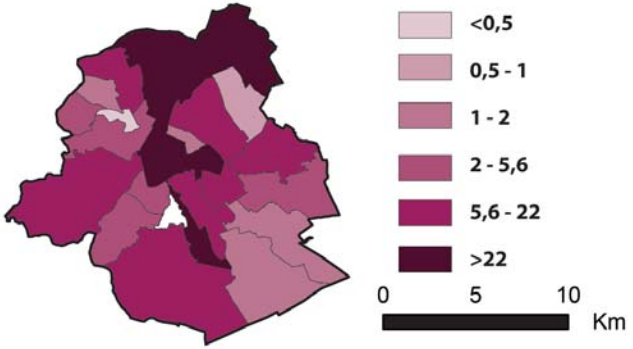
Concentration of Cultural Functions



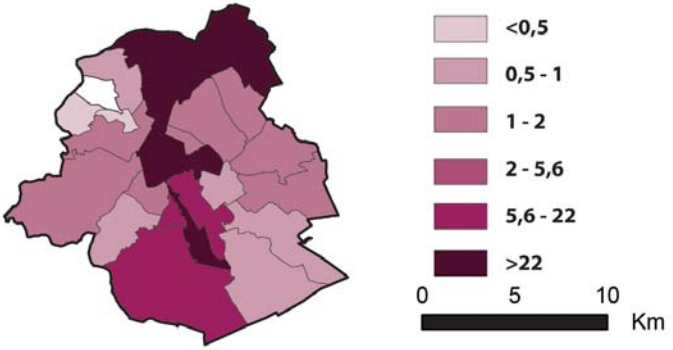
Concentration of Educational Functions



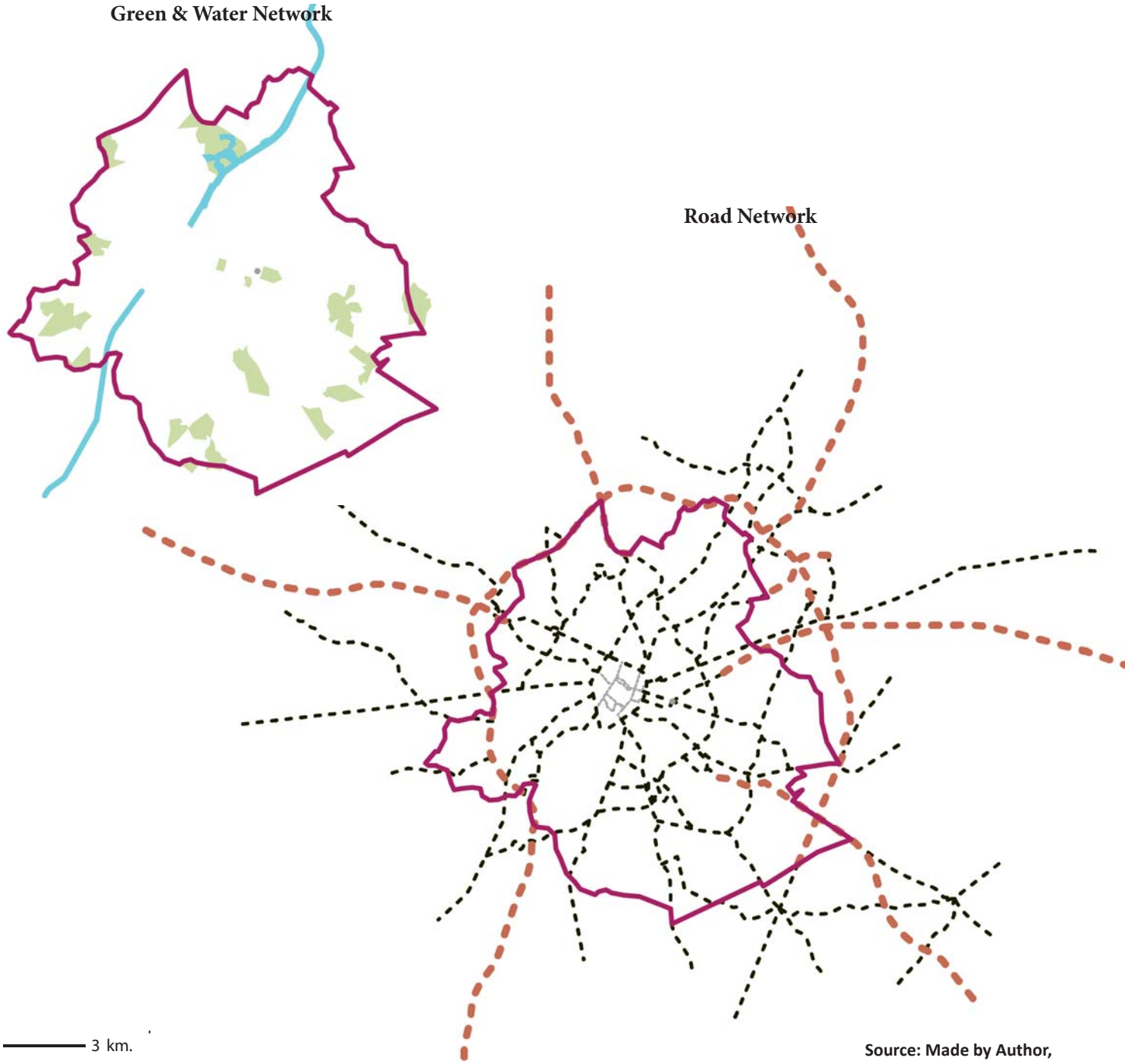
Concentration of Socio-Medical Functions



Concentration of Sports & Recreational Functions

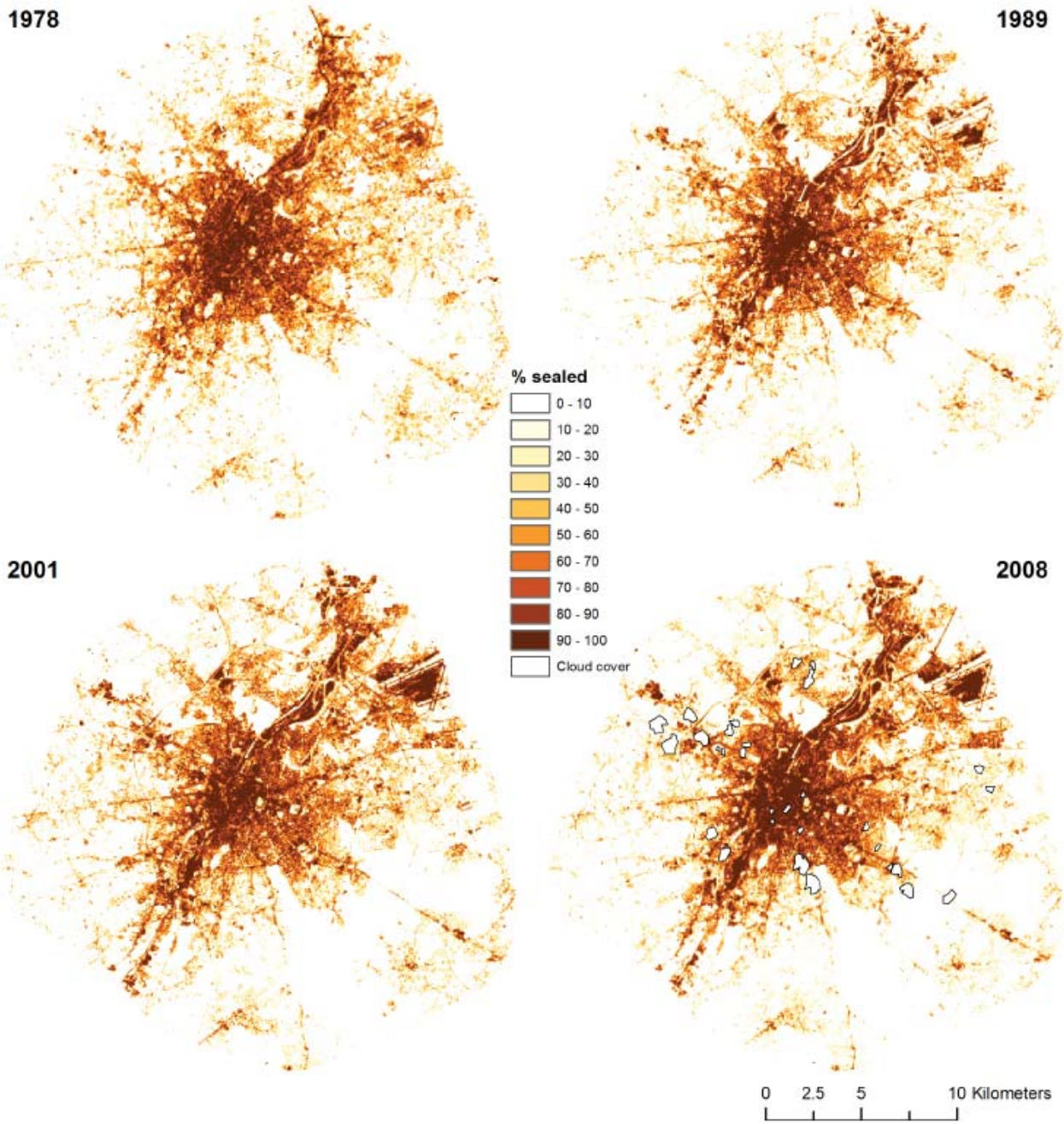


Source: Made by Author, Data Source: City of Brussels, http://www.brussels.be/artdet.cfm



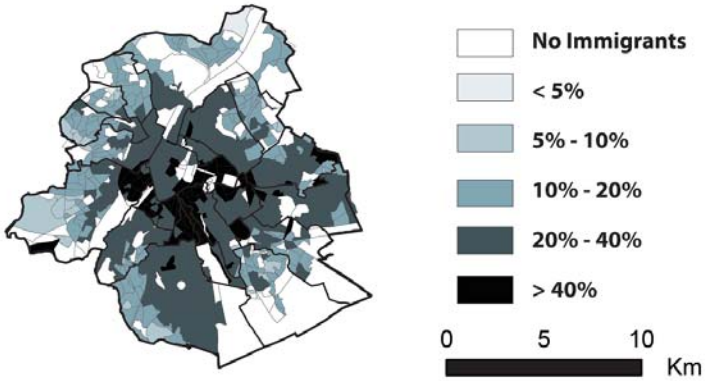
Source: Made by Author,

City's Expantion: Surface Coverage

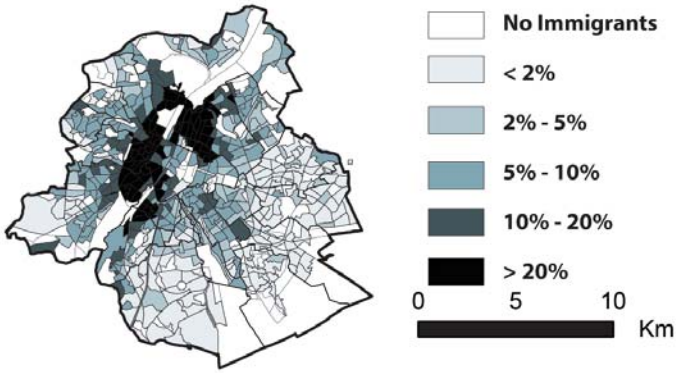


Source: Made by Author, Data Source: City of Brussels, http://www.brussels.be/artdet.cfm

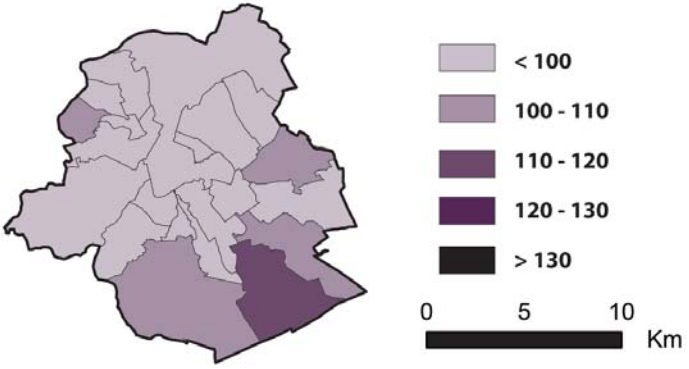
Concentration of Immigrants



Concentration of Asian & African Origin Immigrants

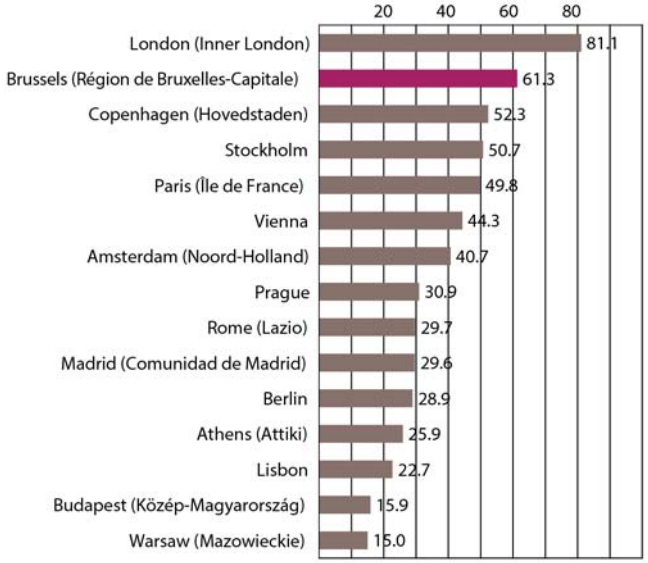


Wealth Index
(Average per capita tax revenues, standaridized average of Belgium (=100)



Source: Made by Author, Data Source: City of Brussels, http://www.brussels.be/artdet.cfm

Gross regional product per capita 2010 | in 1,000 EUR

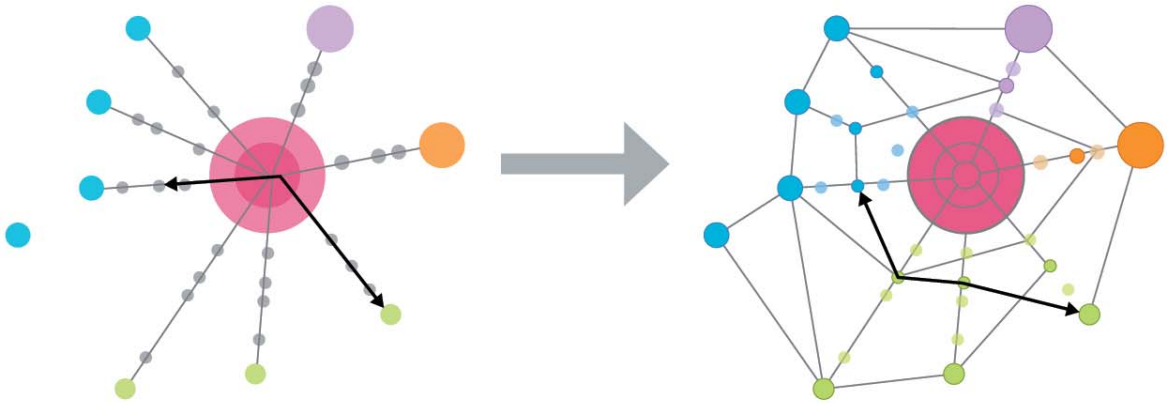


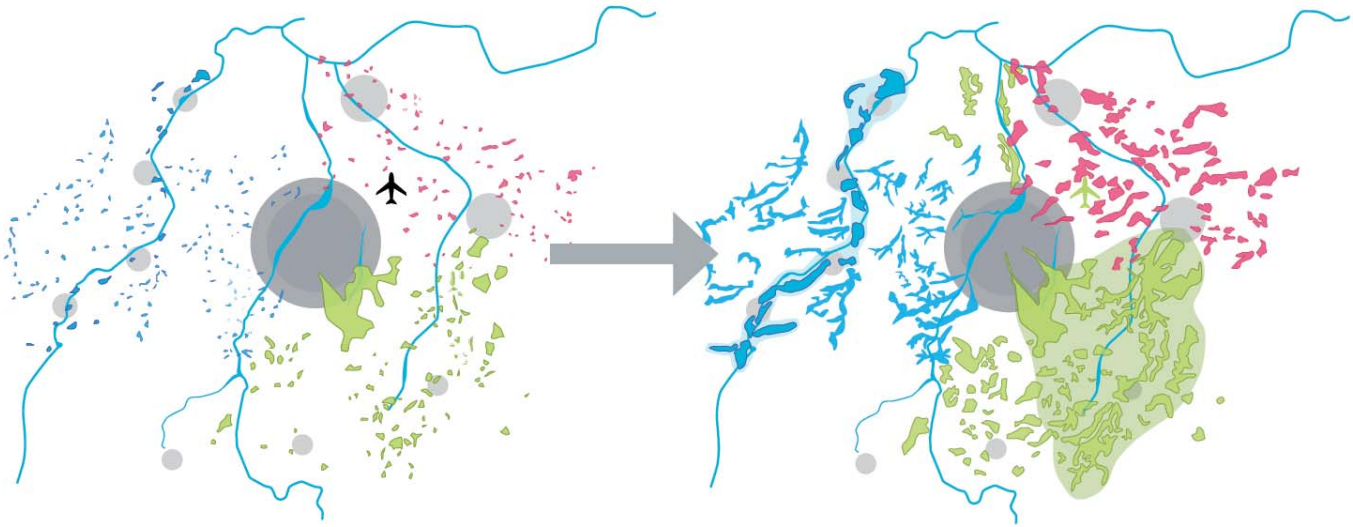
Source: Made by Author, Data Source: Eurostat

Brussel's Strategic Goal Aspirations (1)

As it is now: Estimated Problems

As it wants to become

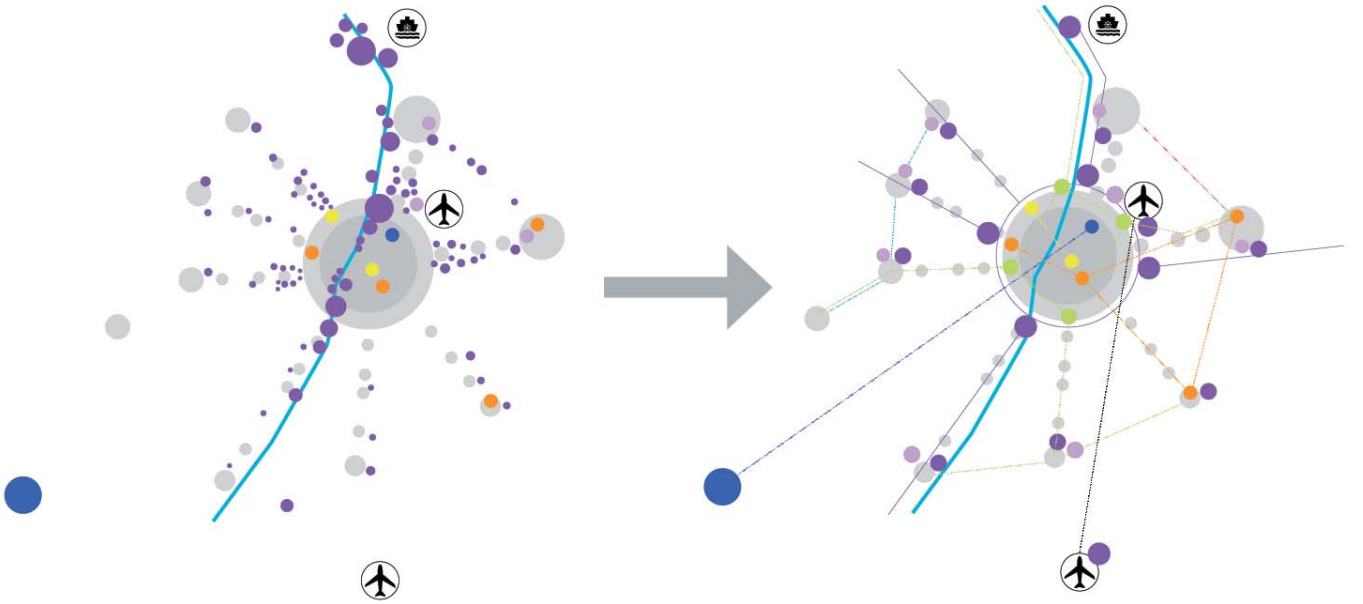


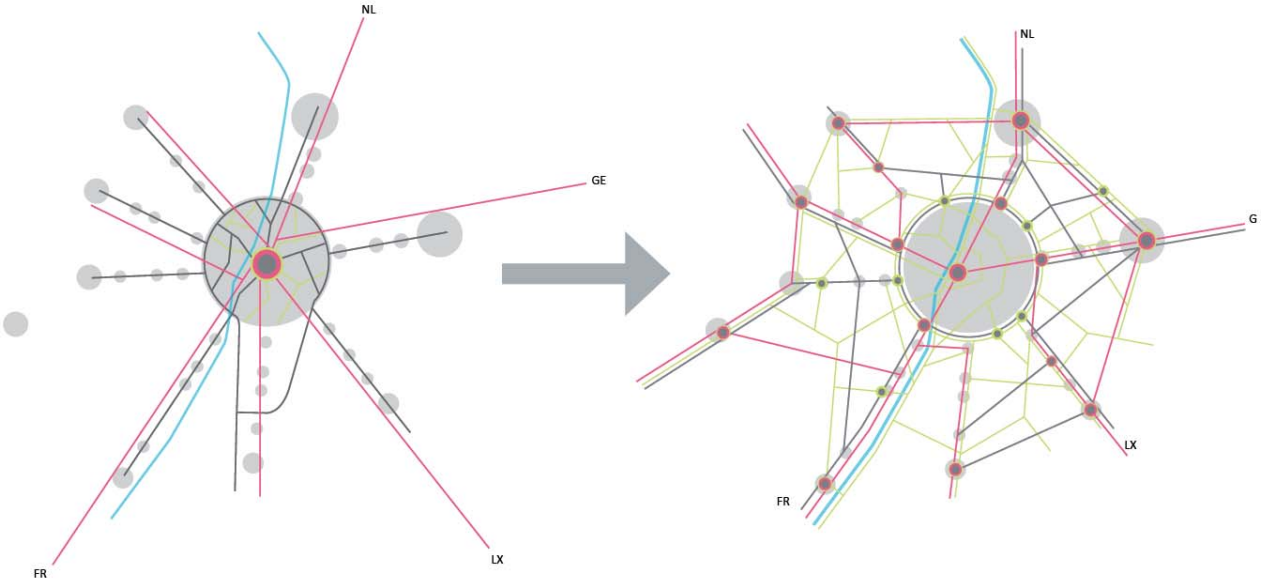


Brussel's Strategic Goal Aspirations (2)

As it is now: Estimated Problems

As it wants to become





2.3.2. The City of The Hague

In this part is presented the analysis of the city of The Hague according to the established variables.

Before going further, it is important to make a clarification towards the material that is going to be presented. The city of The Hague and different scales, were continuously studied and analysed according to the requirements of the design or planning process every time. At this part will be presented the initial analysis of city, which led to the better clarification of the problem statement, the subject of the present project as a whole and the upcoming evaluation. However, in general the analytical procedure was a continuous process. For this reason, in different parts of the present booklet, when needed, will be exhibited different analytical aspects.

Historic Review

Mid 13th Century

Foundation of The Hague by the Counts of Holland, living in the north

15th Century

Became Gomerment's Seat, Population Growth

17th Century

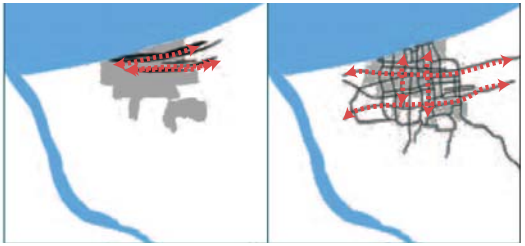
First canal created, determining the urban development

Start of 19th Century

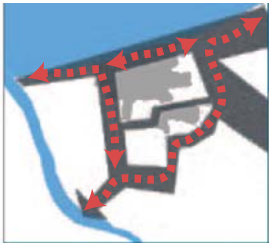
Characterized by an open structure bounded by canals

1850

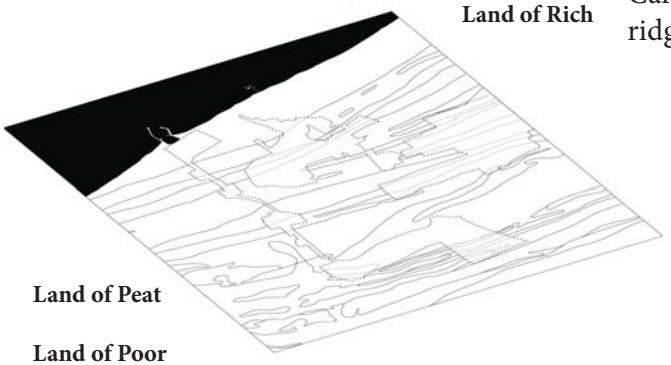
First City Expansion between Old Center & HS.
Place for the working class.
Uper middle class -> housing expansion towards Scheveningen



Carriers of the spatial structure : beach ridges and grid



Regional green structure



Land of Sand

Land of Rich

Land of Peat

Land of Poor

Map Title: Geological Division
Source: (R.A. van der Leeuw, 2013) & & Author's Processing

1990s - 2000s

1901

Housing Act & Public Health Act

Very poor housing and health conditions in the working classes districts

1920 - 1950

Intiatives for Social Housing

City grew -> need for adaptation
Adaptation -> fragmented, occasional due to leberal & religious powers

1960s

Housing Provision
Control of urban development
Concrete plans

1970s

Urban renewal as
a housing issue

Demolitions changing the urban fabric & structure

1980s - 1990s

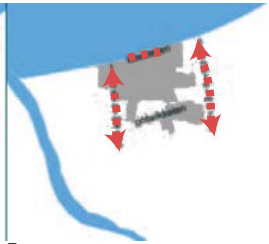
Result of 1970s -> urban decline & rent increase.

Tenants tried to stop demolition processes

Shift to private investments & privatised housing

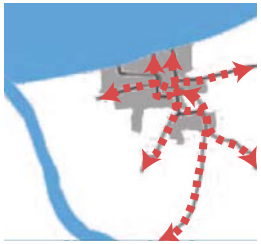
Urban green structure

Recreational network

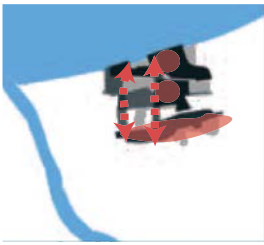


Improve green structure : nurture , transformation , development

Improve accessibility : Connecting to (inter) national networks
Developing the ring



Develop public transport between regions and coastal

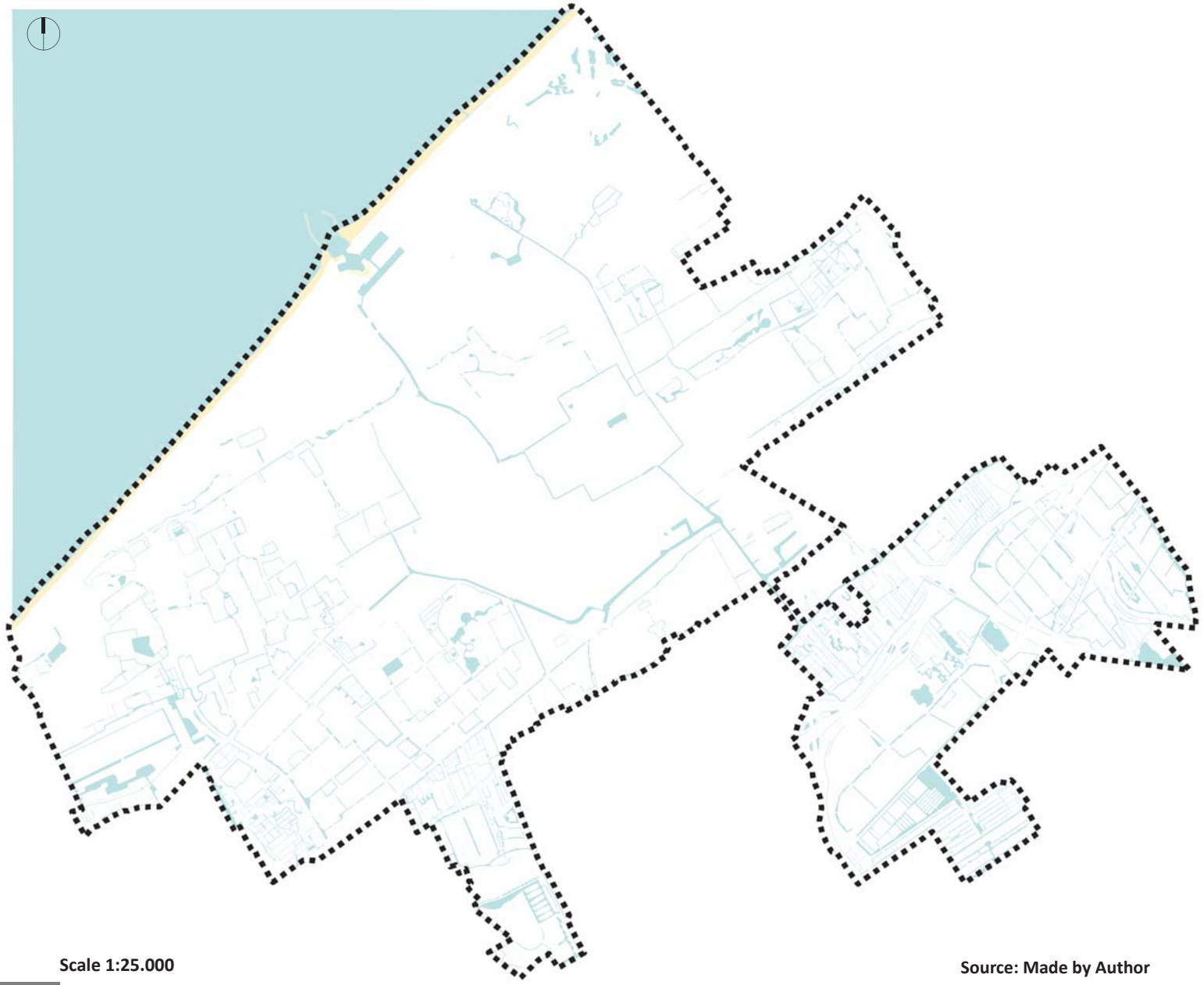


The opportunity zones

Maps Titles: The Hague's Historical & Urban Development
Source: Made by Author

Spatial Analysis: Functions & Morphology

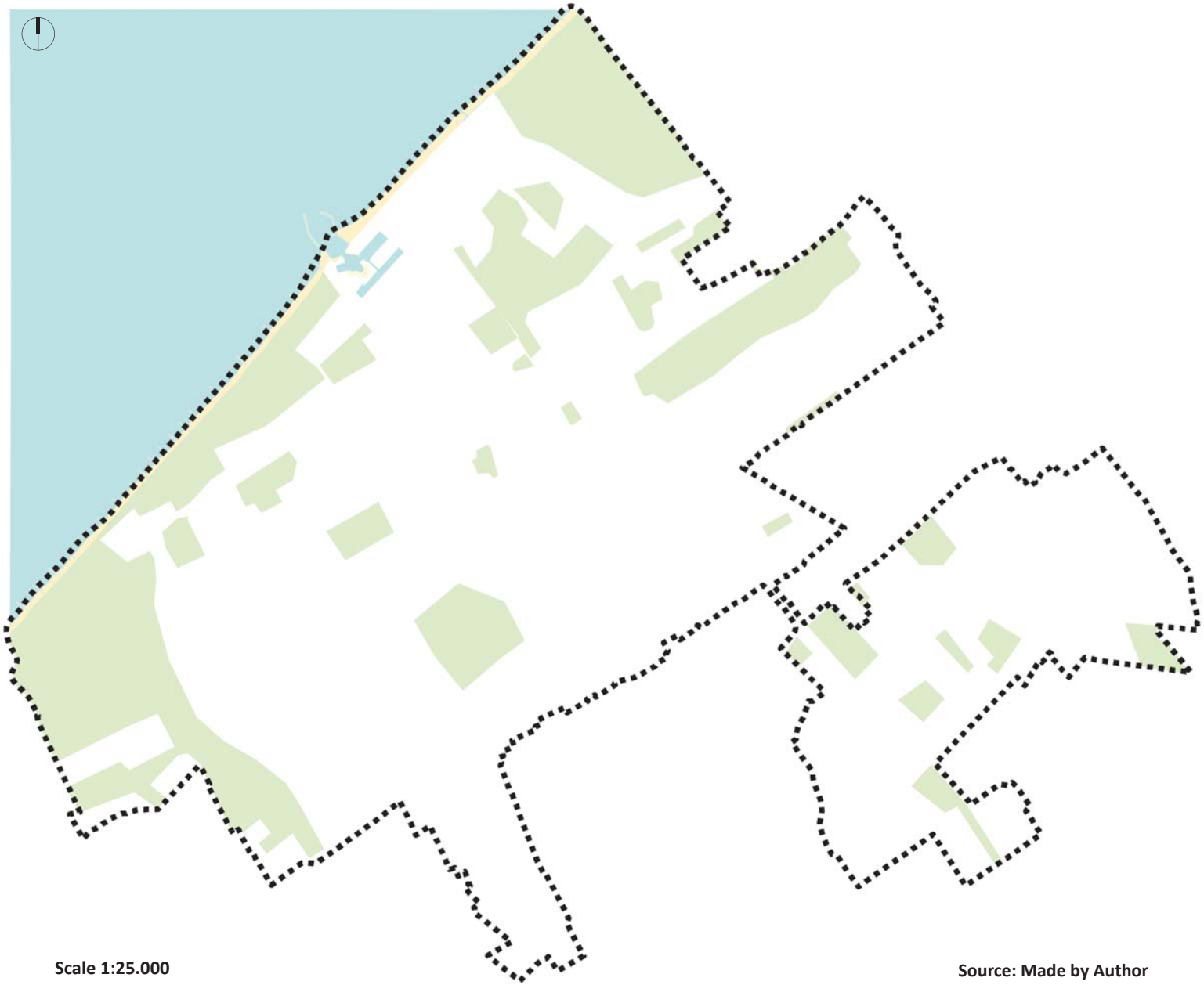
Water Network



Scale 1:25.000

Source: Made by Author

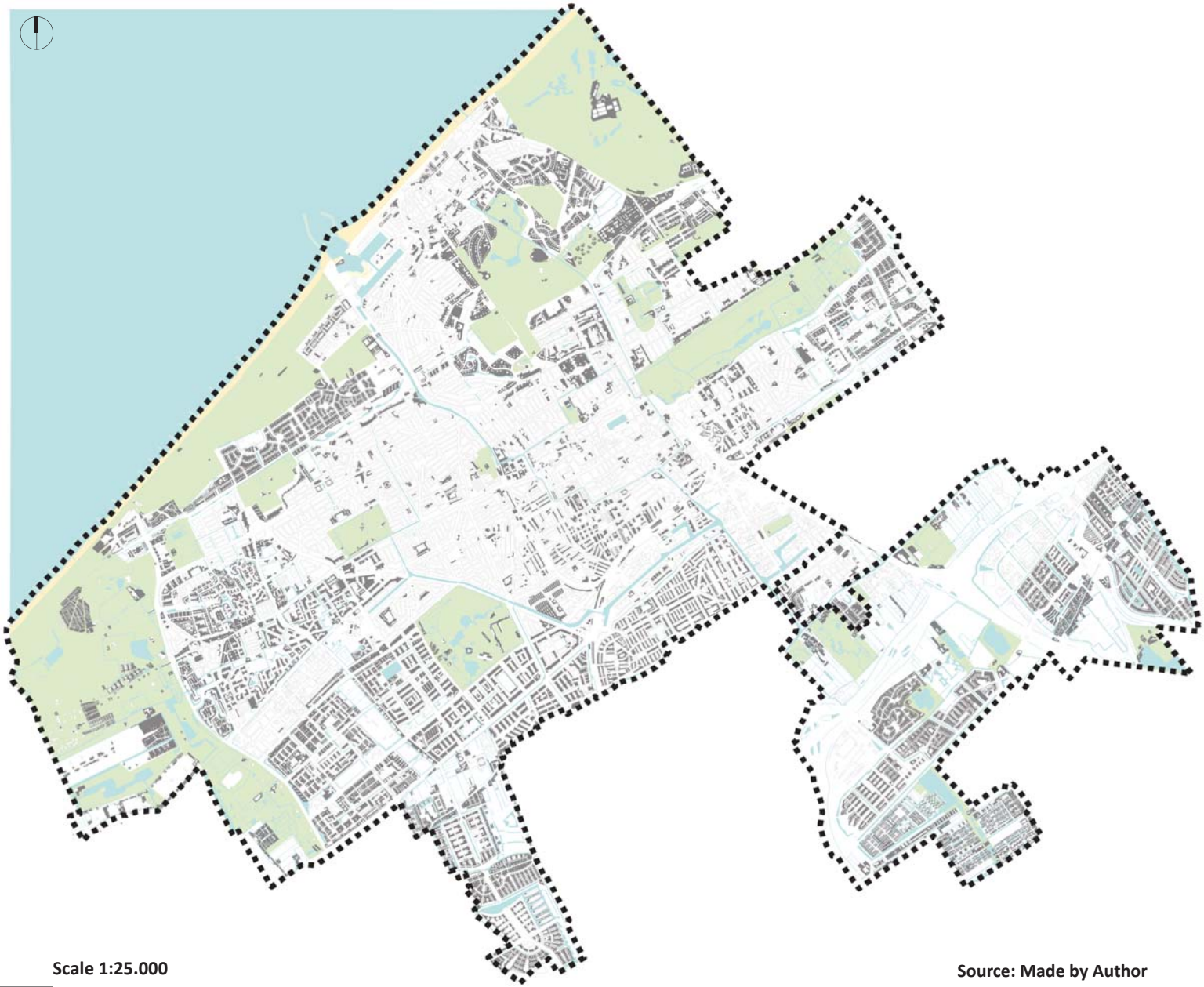
Green Network



Scale 1:25.000

Source: Made by Author

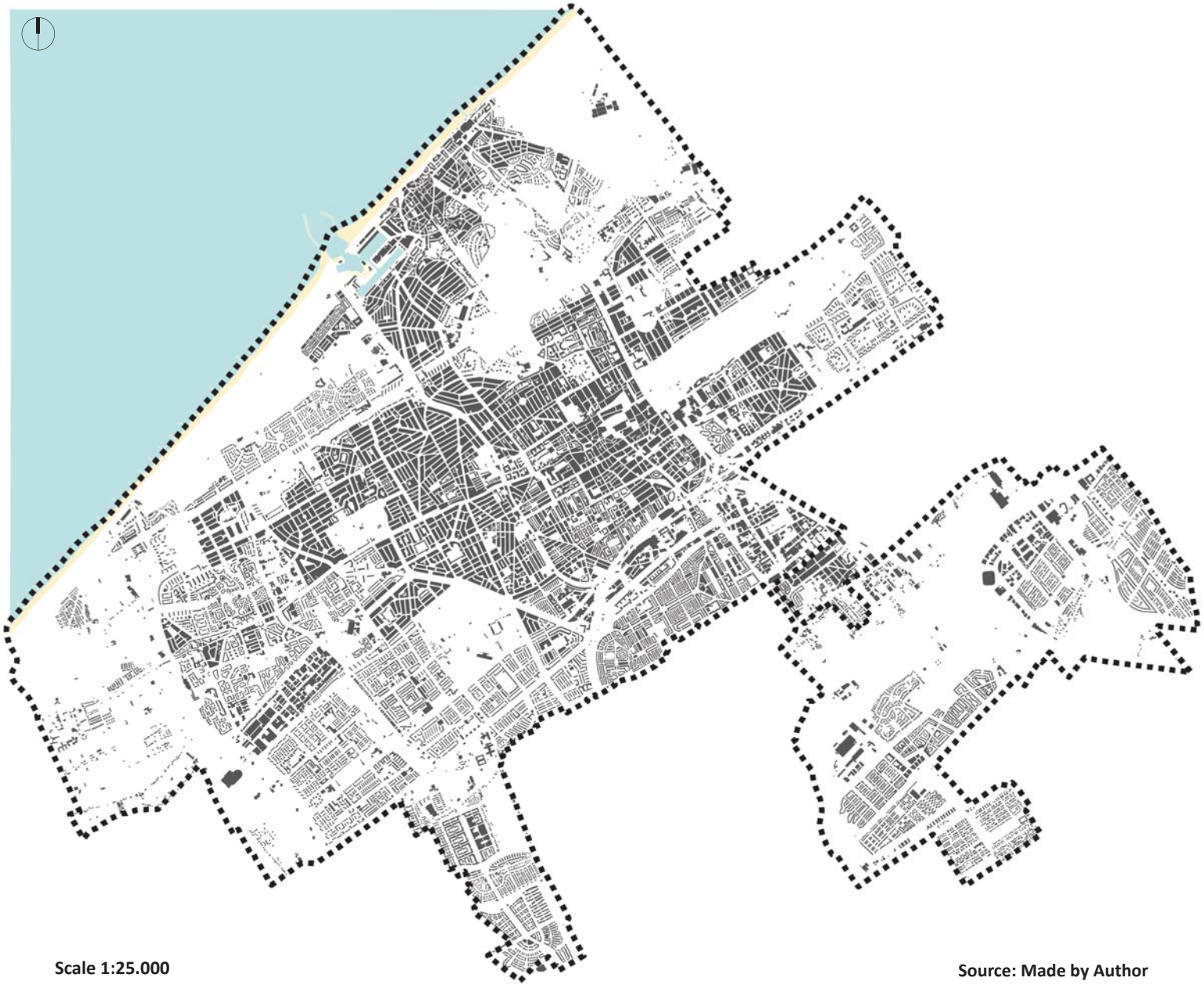
Open Spcae Network



Scale 1:25.000

Source: Made by Author

Built Space



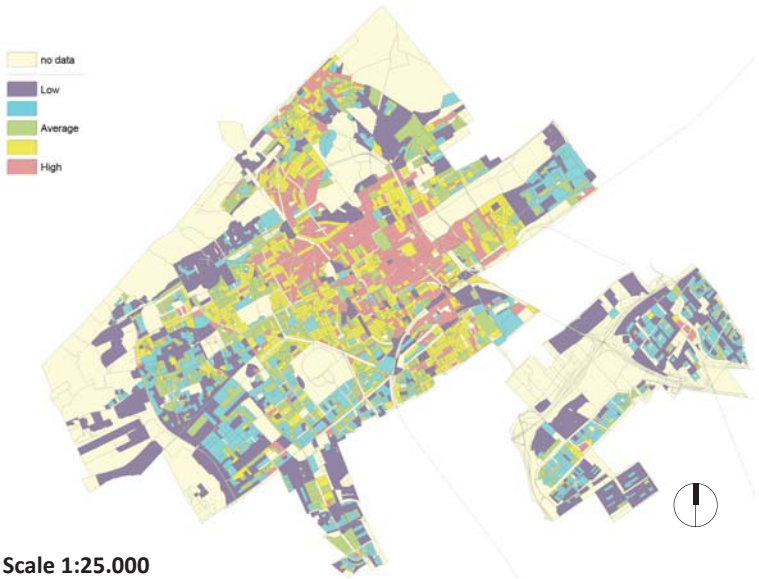
Scale 1:25.000

Source: Made by Author

Daily Stores Concentrations per 1000 inhabitants

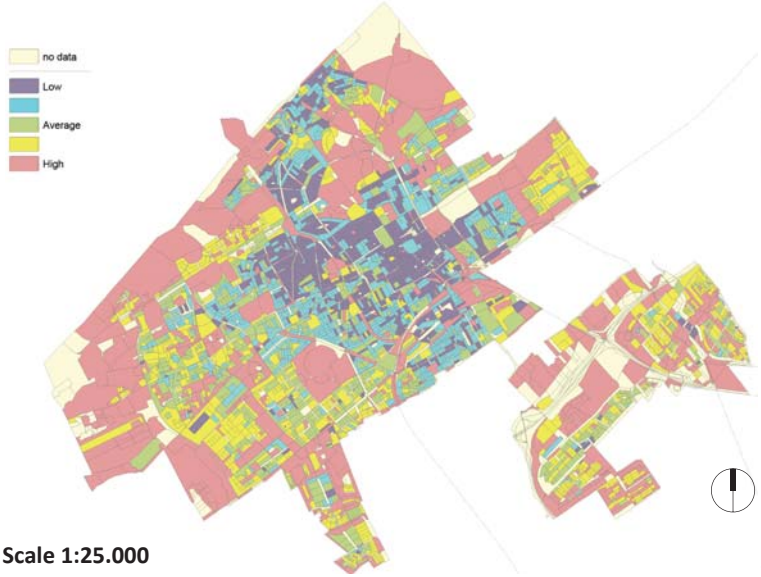
Scale 1:25.000

Degree of Density, FSI



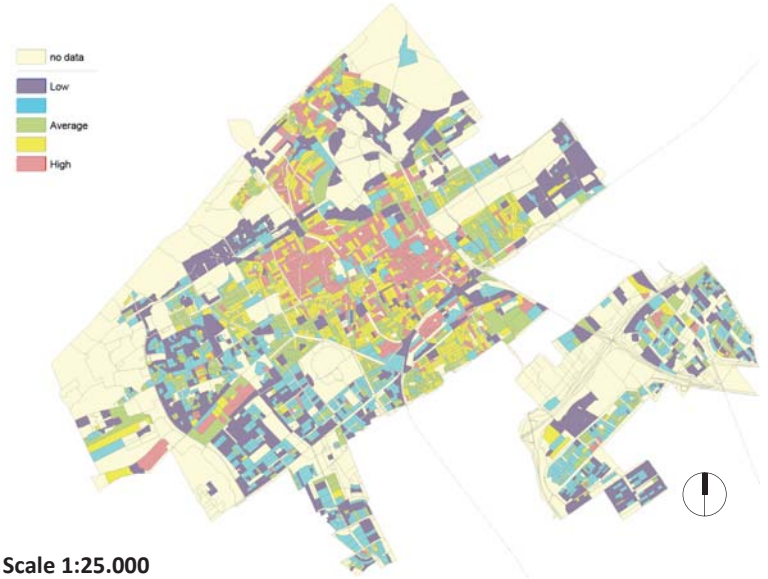
Scale 1:25.000

Degree of Openness, OSR



Scale 1:25.000

Degree of Compactness, GSI



Scale 1:25.000

Source: Made by Author, Data: Municipality of The Hague, 2012

Public Transportation Lines & Their Ground Coverage

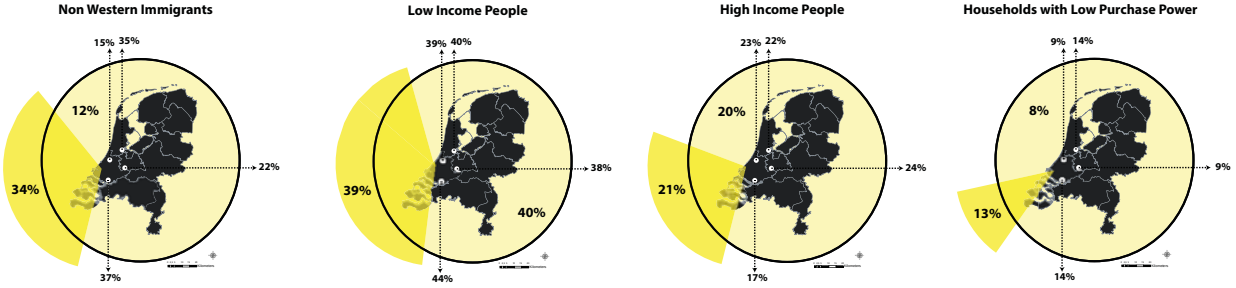
Scale 1:25.000

Living Function

Scale 1:25.000

Socio- Economic Analysis

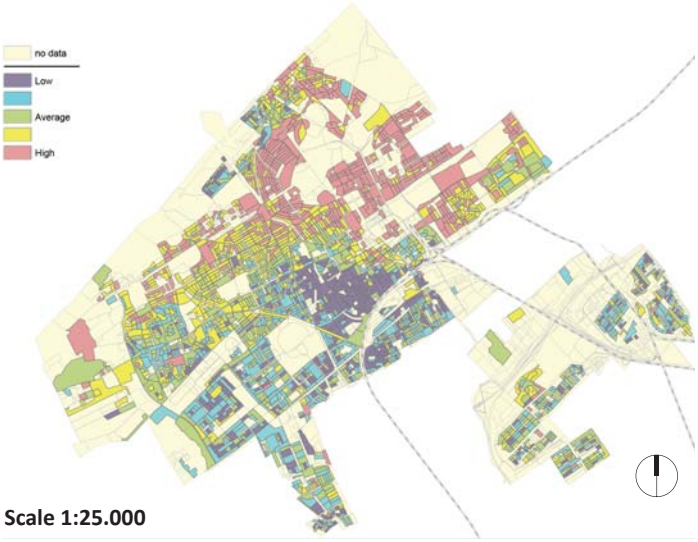
Socio- Economic Comparisons: City Scale



Employees Density per ha

Scale 1:25.000

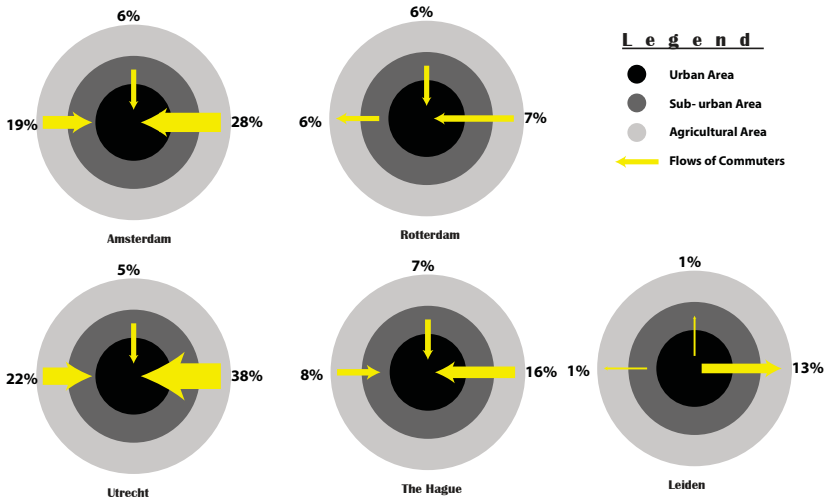
Western Immigrants



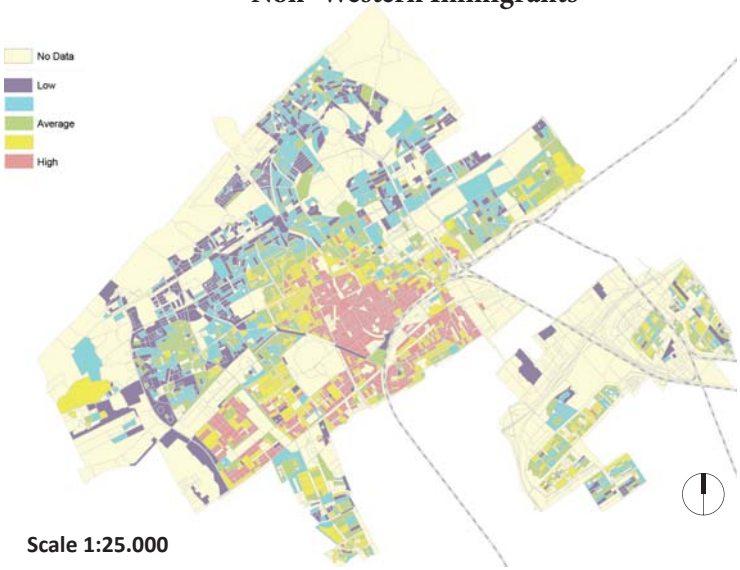
Scale 1:25.000

Source: Made by Author, Data: Municipality of The Hague, 2012

Commuters in the Greater City's Influence Area



Non- Western Immigrants



Scale 1:25.000

Population Density Per Hectary

Scale 1:25.000

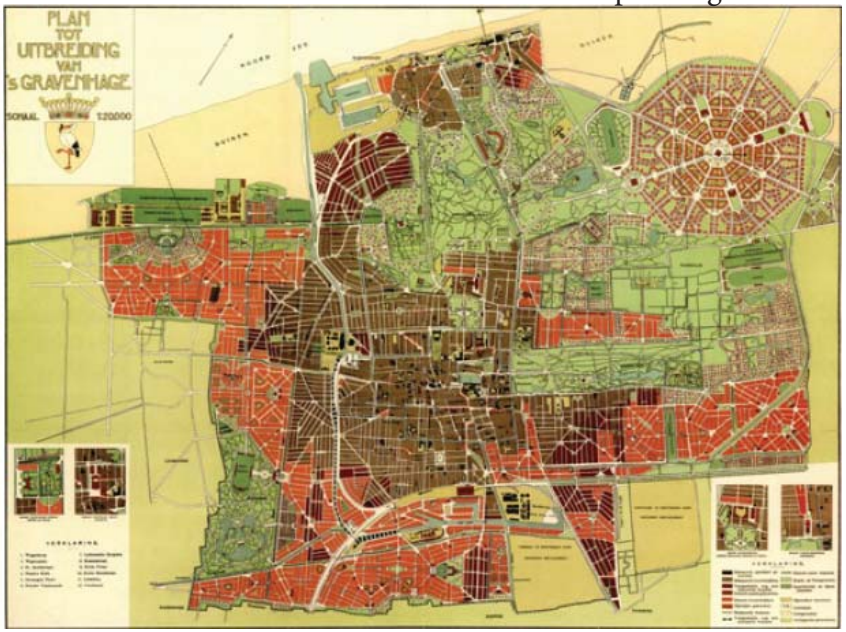
Source: Made by the author, Data: Municipality of The Hague, 2012

Administrative & Planning Analysis

Lindo plan map,1903

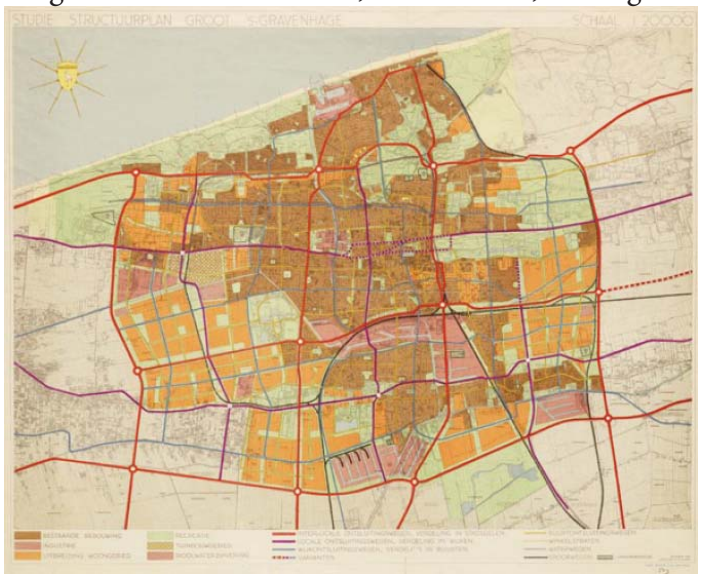
Source: Image Database, Municipality of The Hague, 2013

Plan map Berlage in 1909



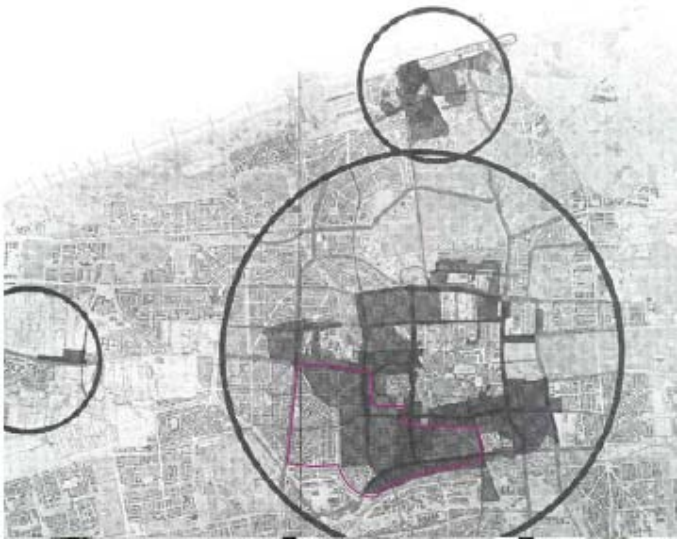
Source: Image Database, Municipality of The Hague, 2013

Original Structure Plan 1948, W. M. Dudok, The Hague



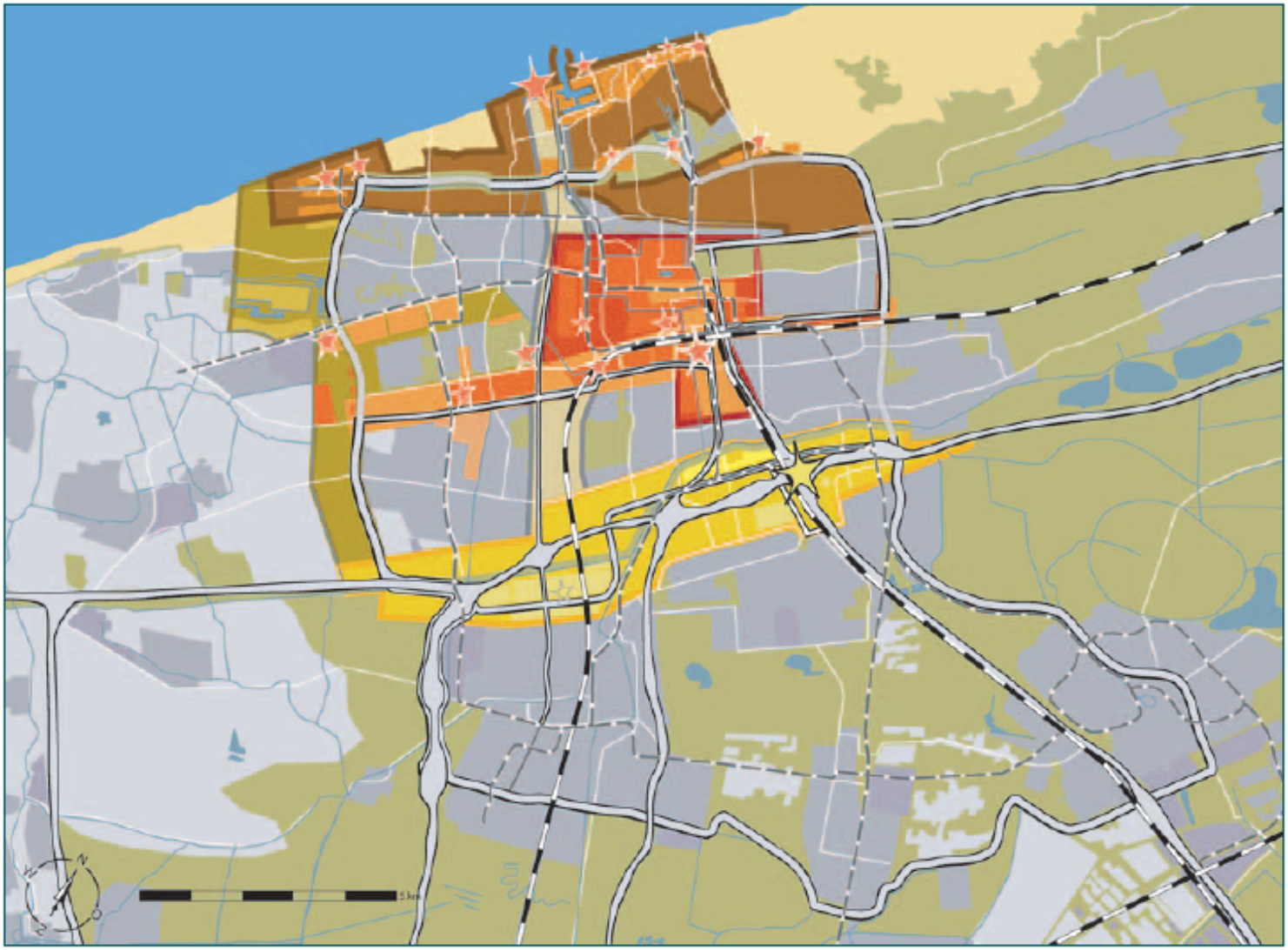
Source: Image Database, Municipality of The Hague, 2013

Remediation Plans of the City of The Hague



Source: Freijser, 1990

Structural Vision of The Hague for 20120



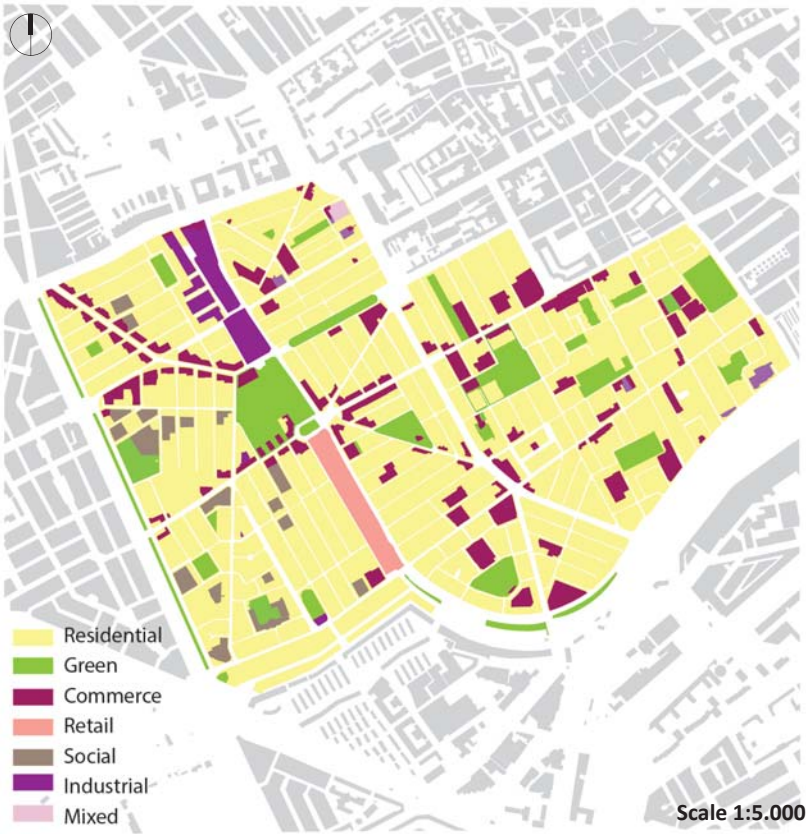
Source: Municipality of The Hague 2005

2.3.3. Neighbourhood Scale: Schilderswijk & Transvaal

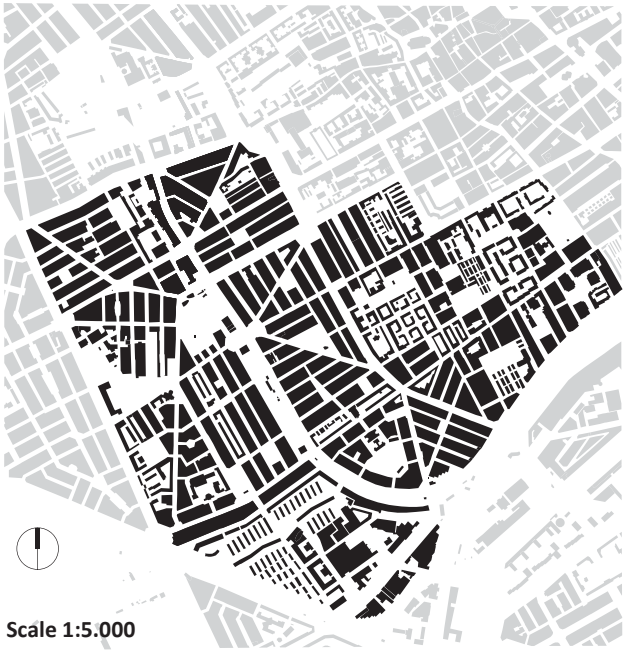
In this part is presented the analysis that was conducted for the two examined neighbourhoods. The analysis, as specified in the methodology is divided according to the four variables that were followed during the whole process of the present thesis: the functional, the morphological, the socio-economic and the planning/ administrative one.

Spatial Analysis: Functions & Morphology

Distribution of Main Functions

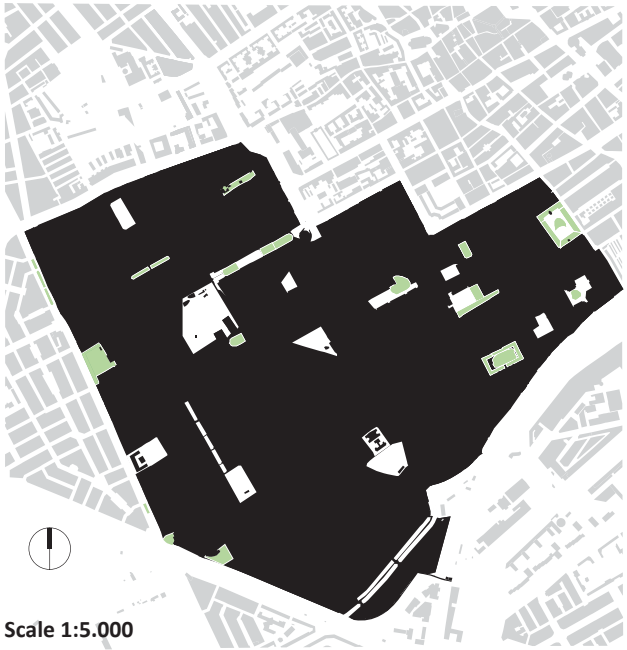


Built/ Unbuilt Space



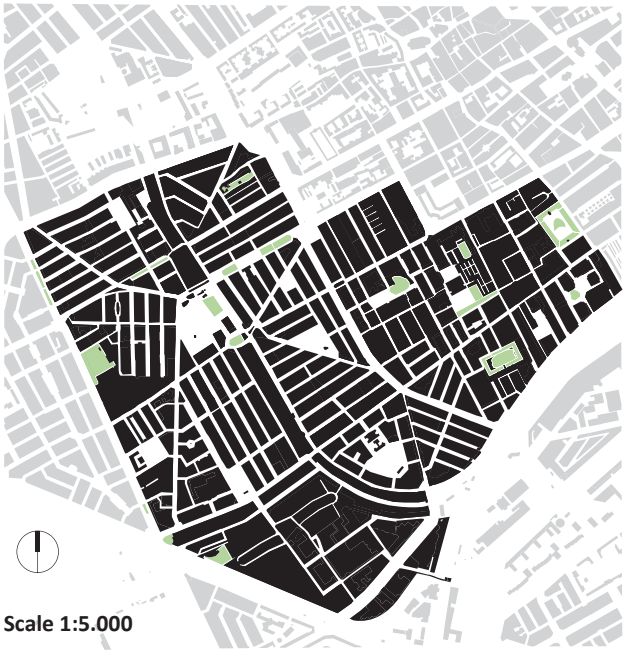
Scale 1:5.000

Open Public Space



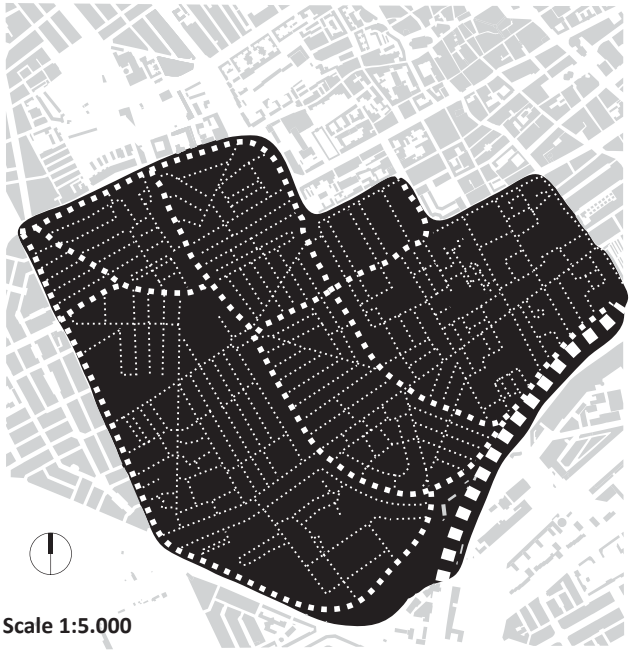
Scale 1:5.000

Open Public Space in Relation to Urban Network



Scale 1:5.000

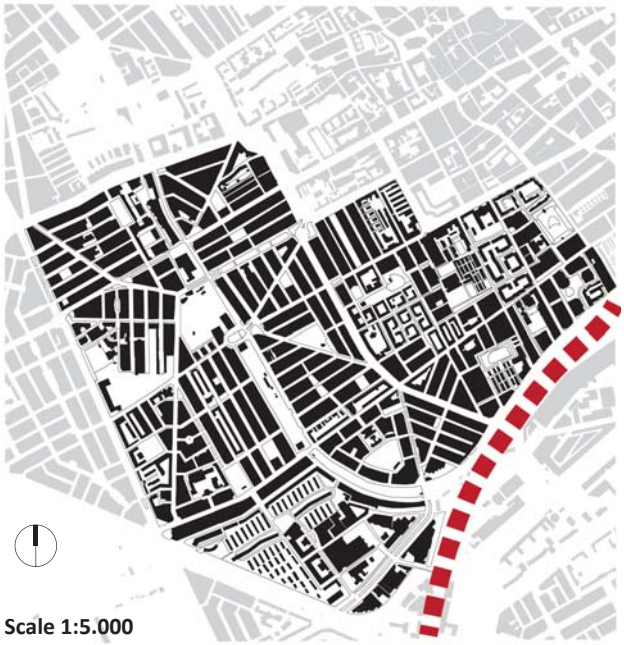
Urban Network: Hierarchy



Scale 1:5.000

Source: Made by Author

Train Lines



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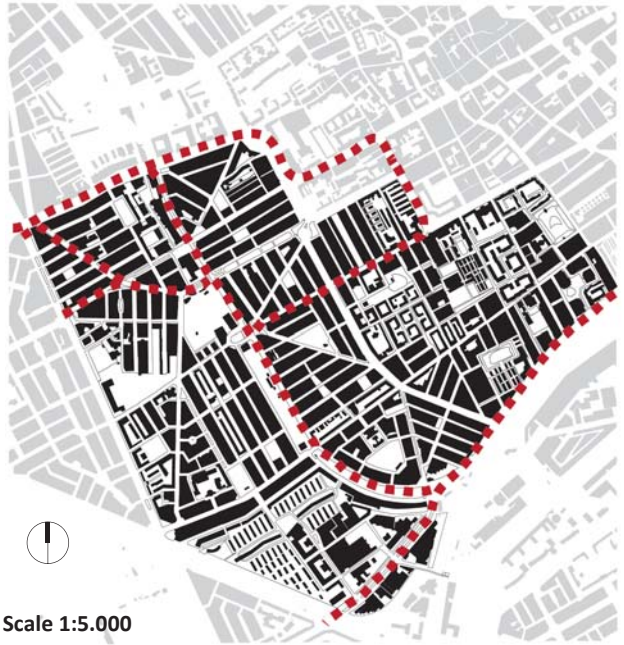
Tram Lines



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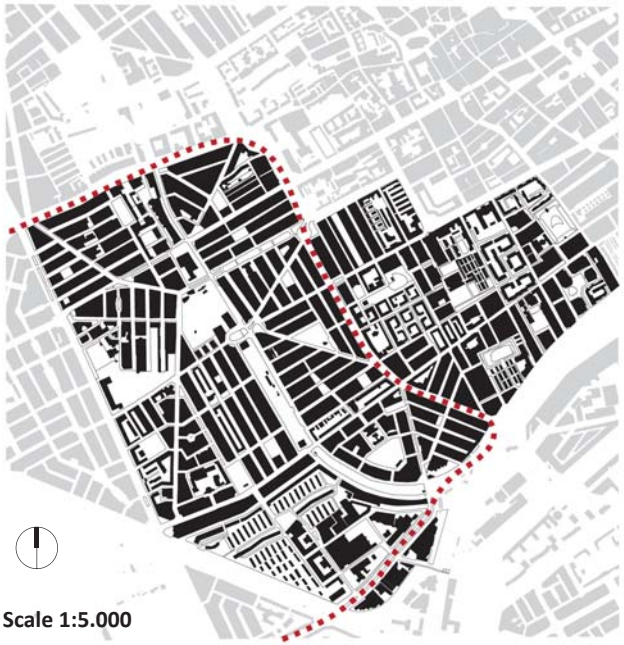
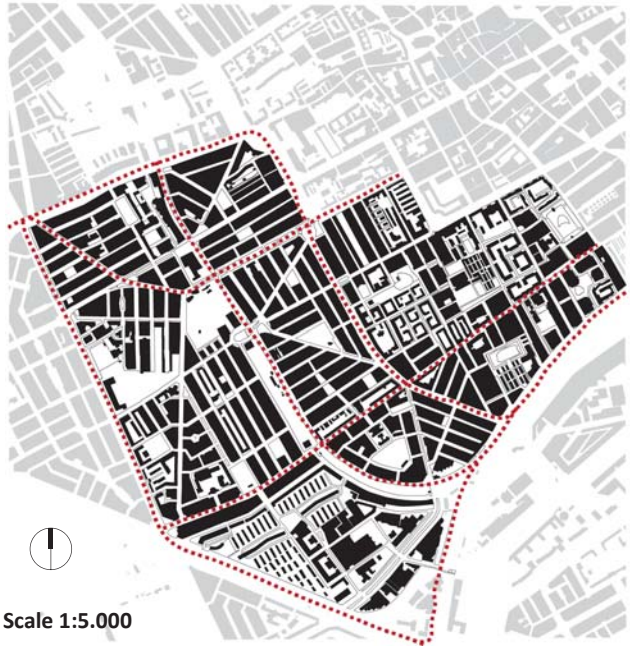
BusLines



Scale 1:5.000

Main Road Network



Scale 1:5.000

Source: Made by Author

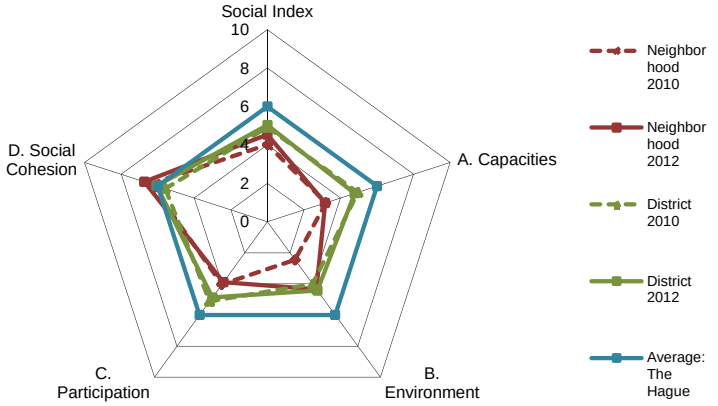
Socio- Economic Analysis

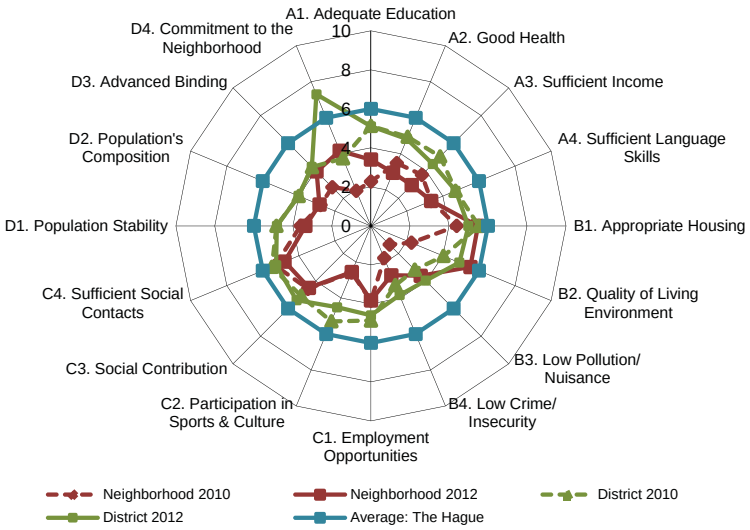
Social Index: Needs & Challenges: Neighborhood Scale

District: The Hague Center

Neighborhood:

Transvaalkwartier

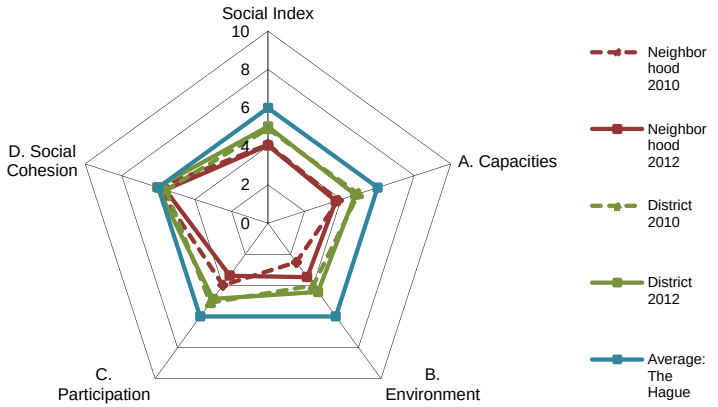


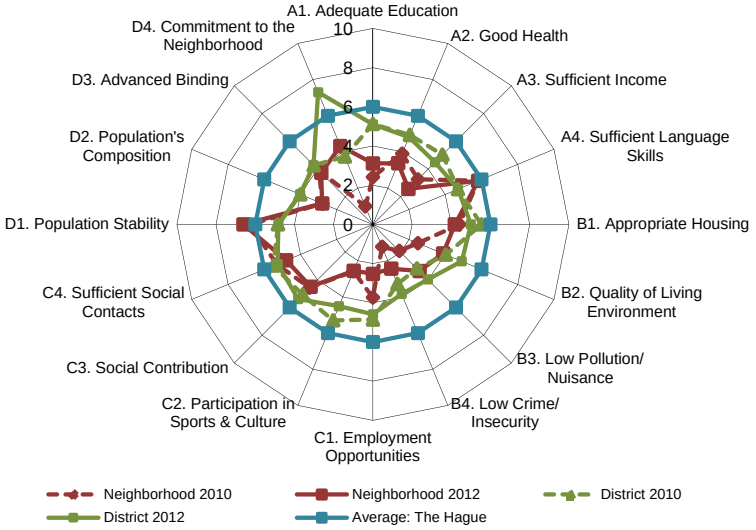


District: The Hague Center

Neighborhood:

Schielderwijk Kwartier



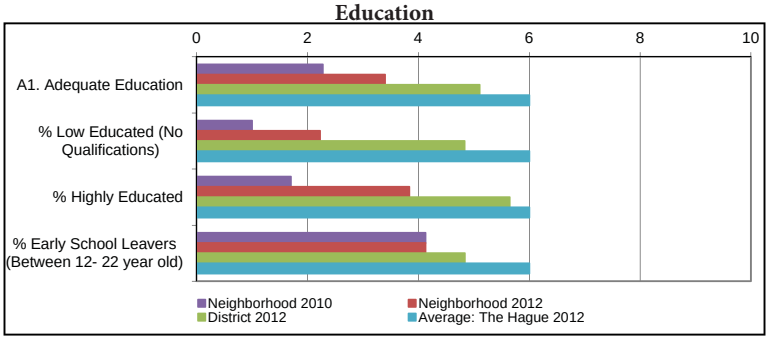


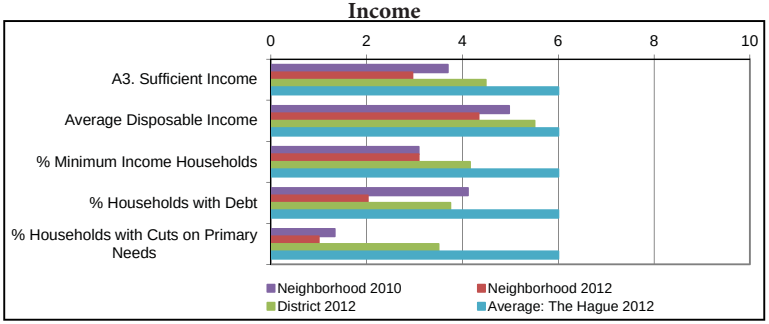
Source: Made by the author, Data: Municipality of The Hague, 2012

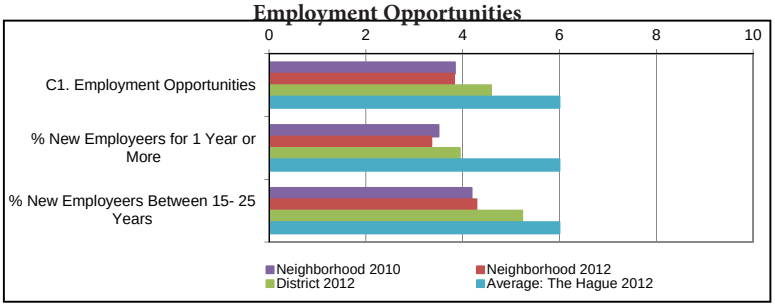
District: The Hague Center

Neighborhood:

Transvaalkwartier



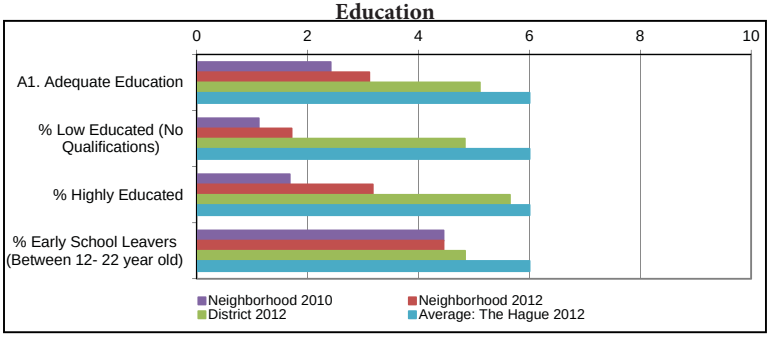


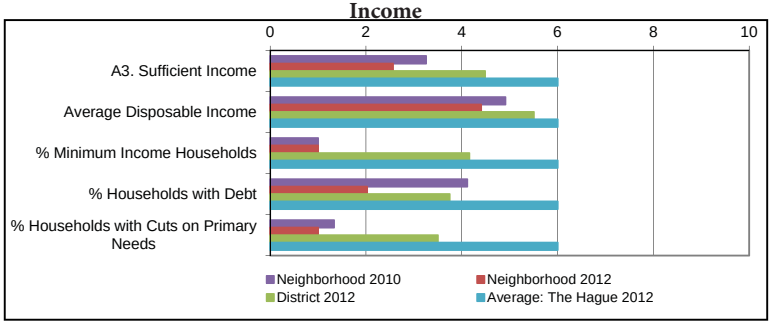


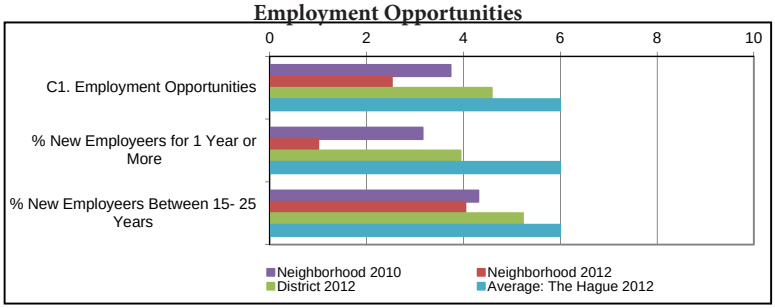
District: The Hague Center

Neighborhood:

Schielderwijk Kwartier







Source: Made by the author, Data: Municipality of The Hague, 2012

A questionnaire together with many interviews were conducted in the studied neighbourhoods, giving valuable inputs according to people's opinion, needs, demands and beliefs. Unfortunately, although the inhabitants are bond with the place itself, they do not feel respected as the rest of the city's inhabitants. The following list sums up their most crucial problems and demands.

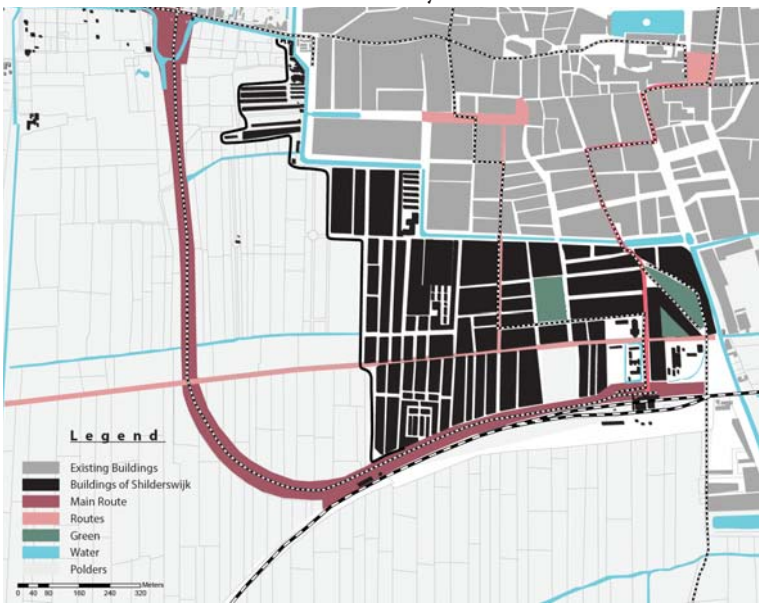
Same Public Space
Lack of green
Unsafe
Unattractive
Out of view
Need for job prospects
Block structure
Their needs are not covered
More facilities
Income, education & affortable housing

Planning/ Administrative Analysis

In order to understand the planning and administrative conditions happenning in the two examined neighbourhoods, a historical review on past plans and documents was conducted. That kind of research had various unexpected results, reinforcing and informing and the previously presented analytical levels and the upcoming proposals.

Here are presented the most important of the findings.

In the Perifery: 1890

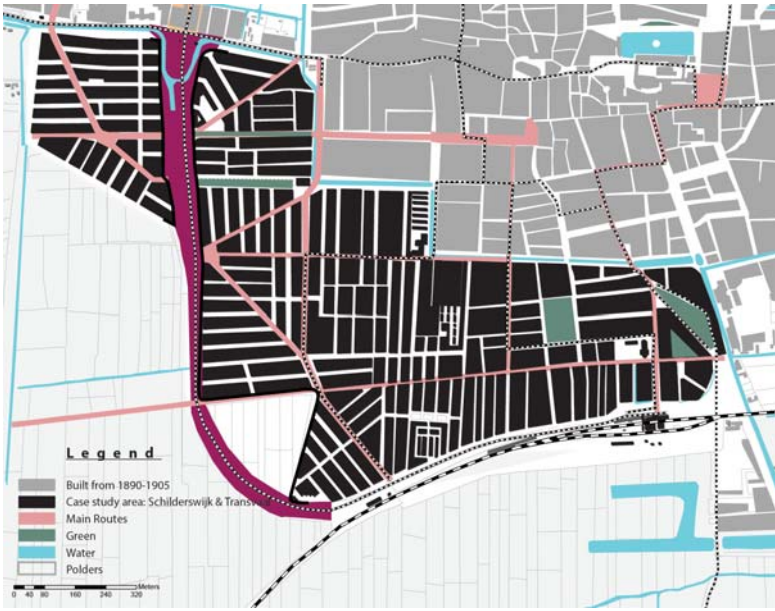


In 1890 happened the first city expansion between the city centre, the canal and the HS Station, mainly capturing most that time's city's traffic.

The Laak Canal was initially planned in today's position of Vaillantlaan. Lindo removed the canal from that position placing it at its current place, as an extension of the drain that ran to Scheveningen. As a result when the two examined neighbourhoods were planned, they were created

The Canal: 1881-1891

Expantion:1905

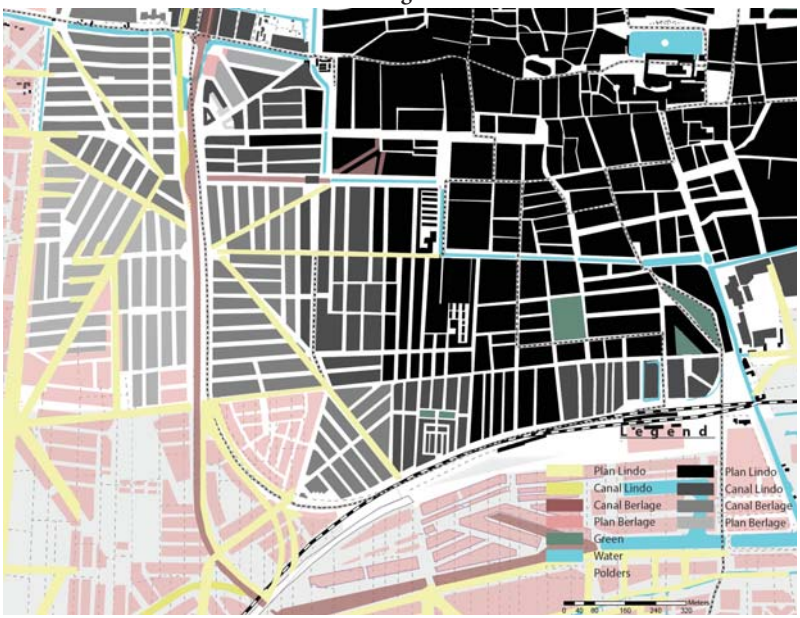


with a big distance in between them in order to live place for the upcoming canal. However, that idea was stopped by the Housing Act of 1905.

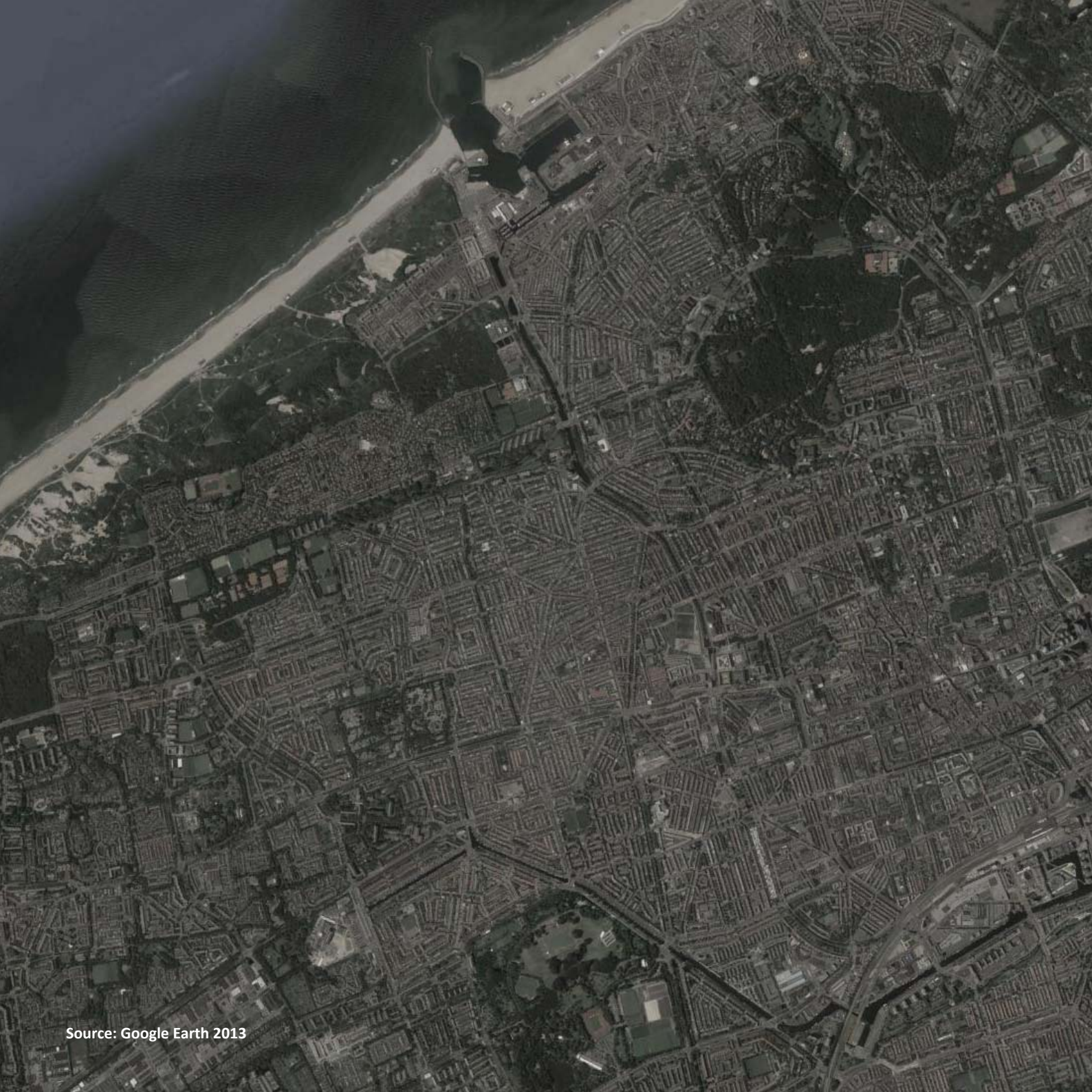
In 1903 Lindo designed a linear expansion of the existing horizontal structure based on streets and random squares. However, his plan was never implemented due to the received criticism. In 1907 Berlage drew the city's expansion according to modern aesthetic principles, responding to the "clean" city, while providing housing for all society members. He focused on the functional character of the expansion, including a belt in the plan together with existing elements. He tried to construct a working class neighbourhood with big green space, but due to criticism he had to change and adjust his plan.

Maybe the most important time in the history of the examined neighbourhoods was on 1970. At that moment the municipality claimed the central stripe (current position of tram line 11) for creating valuable open space. The need for functional public space was evident from that time, however protests towards demolitions and new more expensive rents stopped the procedure. Furthermore, around that time started the discussion towards a participatory way of planning with the locals and new structural plans were conducted for both neighbourhoods. The residents' demands were for affordable housing and open space. However, those ideas and aspirations were never managed to be realised.

Lindo & Berlage:1903-1909



1970: Sractural Visions



Source: Google Earth 2013

Multiscalar Evaluation

3. Multiscalar Evaluation 98

3.1. Case Studies' Evaluation 100

3.2. City's Evaluation 106

3.3. Neighbourhoods' Evaluation 112

3.1.

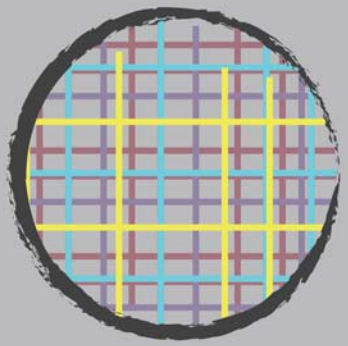
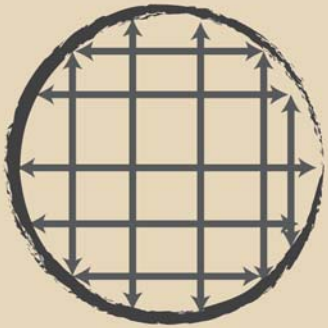
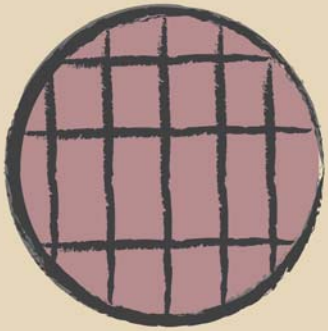
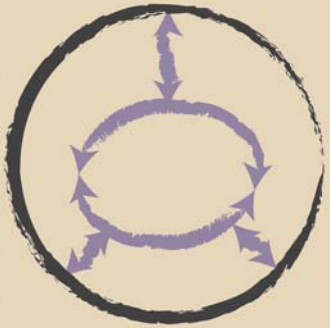
Case Studies' Evaluation

3.1. Case Studies' Evaluation

In this sections is presented the evaluation that was made after analysing and comparing Vienna, Brussels and The Hague. Vienna and Brussels were chosen as case studies for two reasons. First of all both of them are predesesors of The Hague in being an International City, as The Hague's Structural Vision intends to do. Vienna is the fourth Unated Nations city, whereas Brussels is the capital of Europe.

The second reason for study them is that they constitute two different and contradictory examples, of the problematic that is tried to be achieved, through the present graduation project, in The Hague. Vienna, according to litrature, is supposed to be a good example of an intenational, integrated and coherent city, both in terms of planning operability and of socio-functional integration. On the other hand, Brussels is much more alike to The Hague, fasing similar effects of socio-spatial fragmentation and social exclusion.

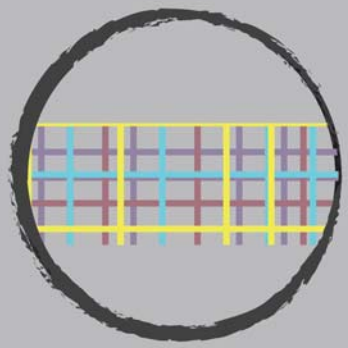
The following evaluation is divided according to the four principles that were specified in the methodology part, and were the layers through which the present graduation project is formed.

Criteria	VIENNA	
Functional	Parrallel Networks 	Mainly Central Concentration
Morpho-logical	Accessible  Balanced Road Hierarchy  Green Netowrk	Semi Accessible  Blue & Green Concentrations

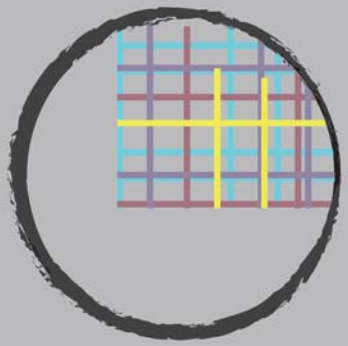
Source: Made by the author

BRUSSELS

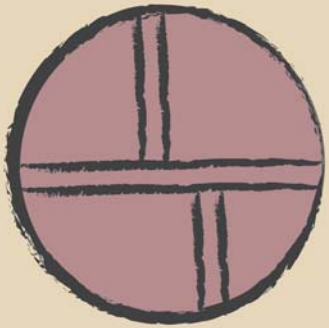
THE HAGUE

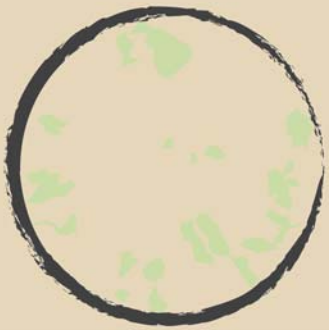


Concentrated Patterns (North)



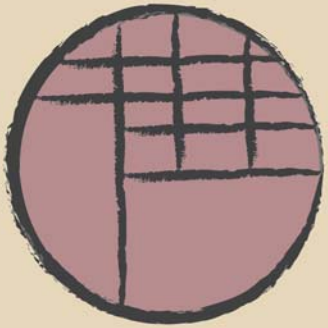
Unbalanced Road Hierarchy





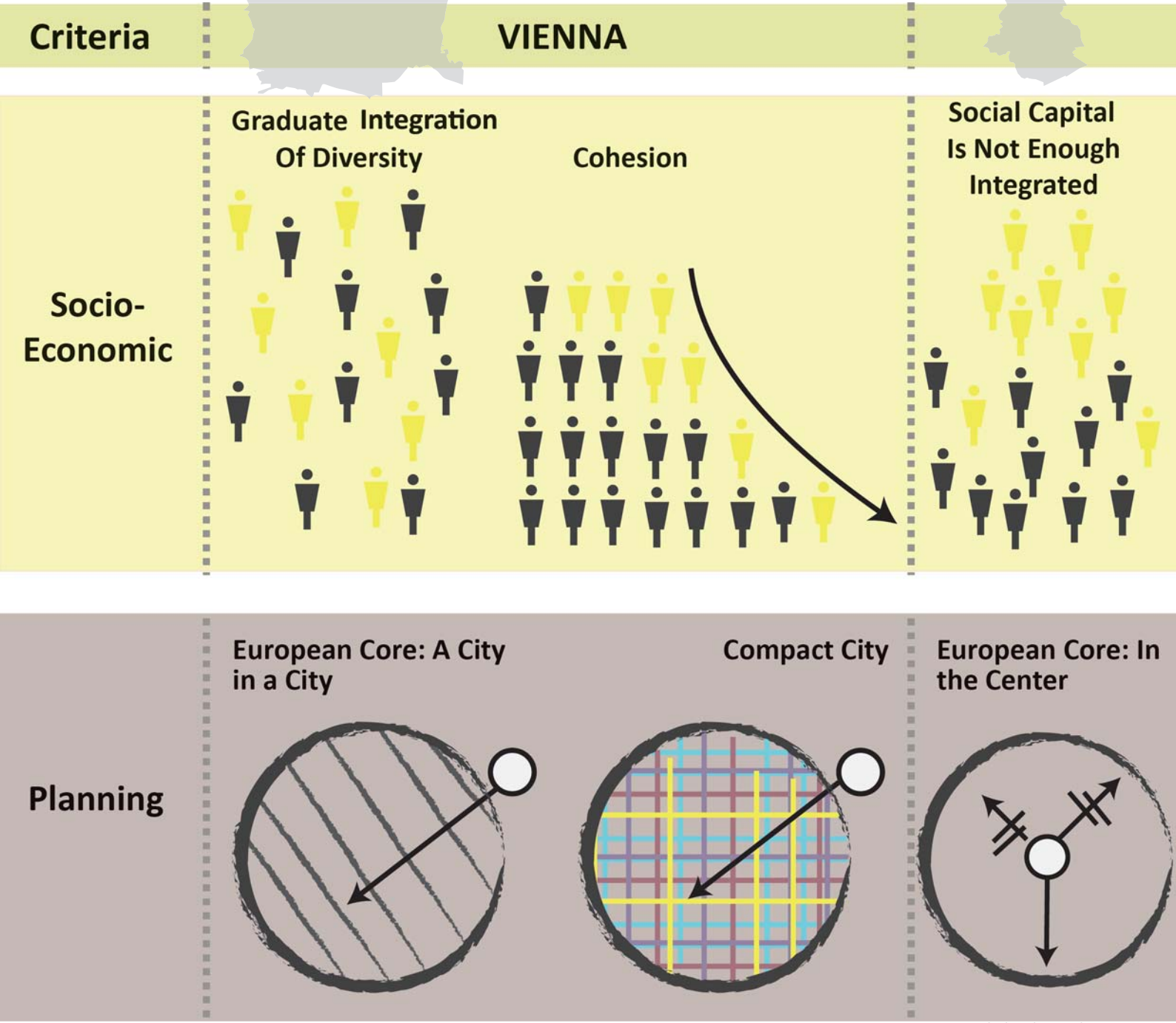
Semi Accessible

Unbalanced Road Hierarchy



Blue & Green Concentrations

Source: Made by the author



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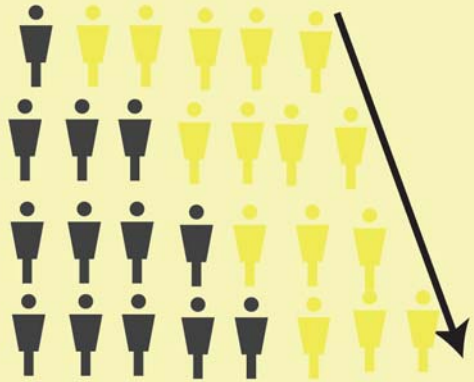
BRUSSELS

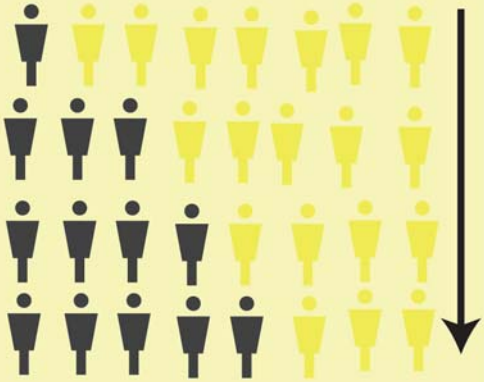
Uncoherent
Divided



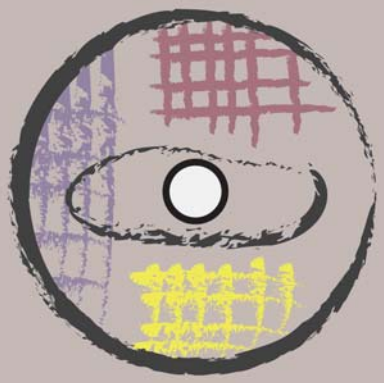
THE HAGUE

Social Capital
Is Not Enough
Integrated

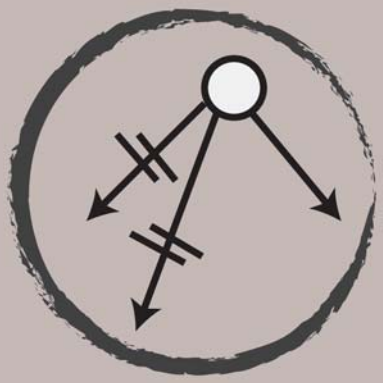
Uncoherent
Divided



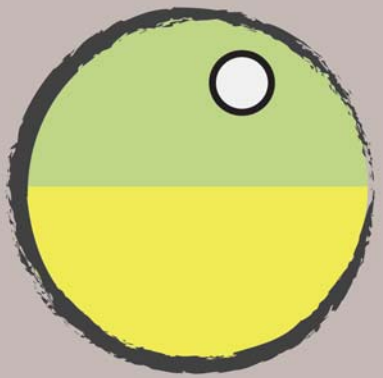
Fragmented



European Core: In
the Periphery



Dual



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The Hague

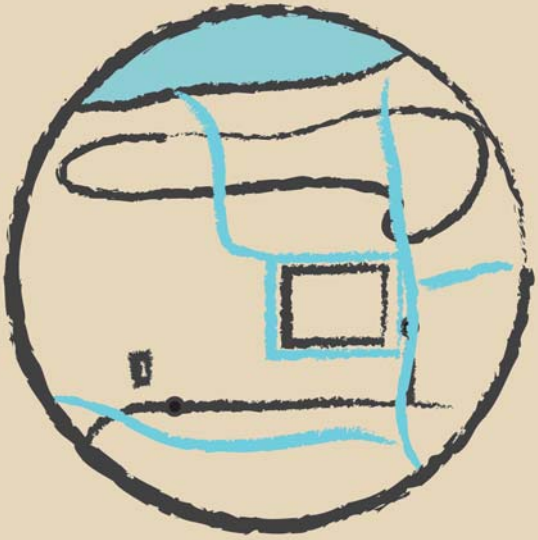
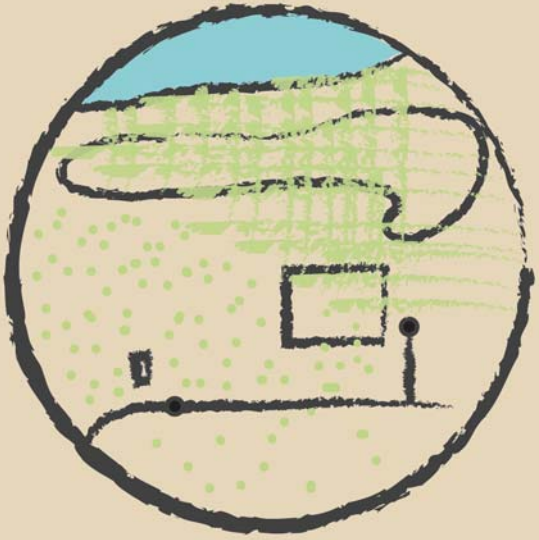
3.2.

City's Evaluation

3.2. City's Evaluation

In this sub-chapter is presented The Hague's evaluation towards the specified variables (functional, morphological, socio-economic and administrative variable). Although aspects of the following evaluation were already pointed in the previous one or will be again repeted in the upcoming one, the whole city's evaluation was an important step in the followed process.

Such a thing is justified by the possibility of focusing only in The Hague, without comparing it with other structures (as previously), while at the same there is no particular place-focus. As a result, here can be understood the whole of the developed relations in the city, supporting and justifying the initial problem statement. At the same time the upcoming revision of the city's structural vision is mainly based on the deep understanding of all city's aspects, relations and differences.

Criteria	THE HAGUE
Functional	Metropolitan Functions
Morpho-logical	Blue  Green 

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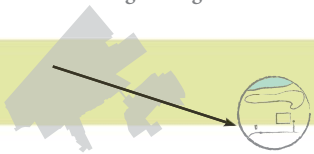


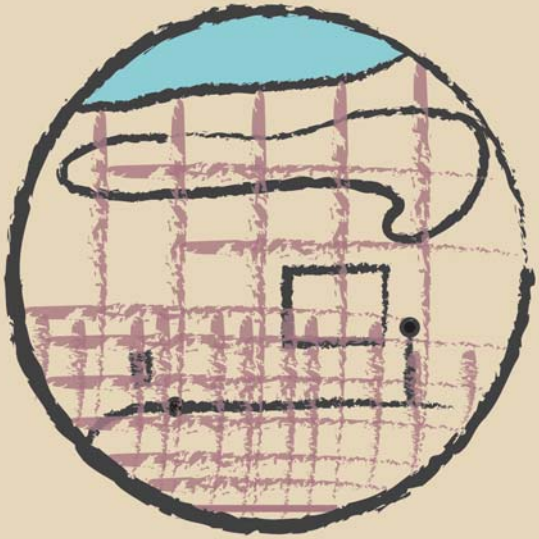
THE HAGUE

Residential

Different Belts:
Green Belt
VS Fringe Belt

Ground

Mobility Infrastructure



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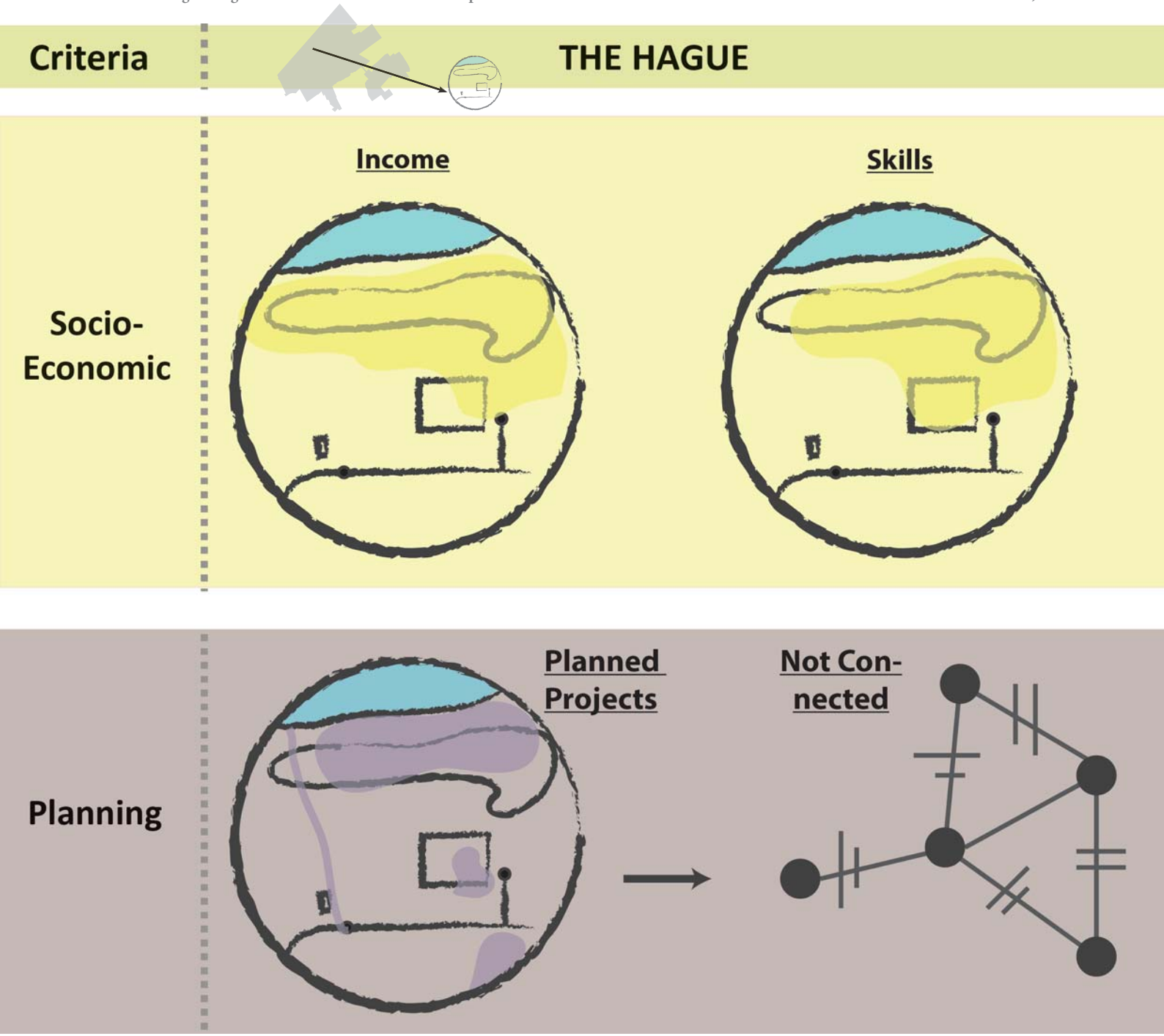

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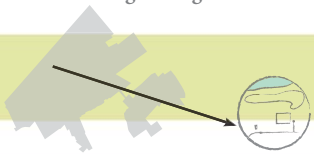
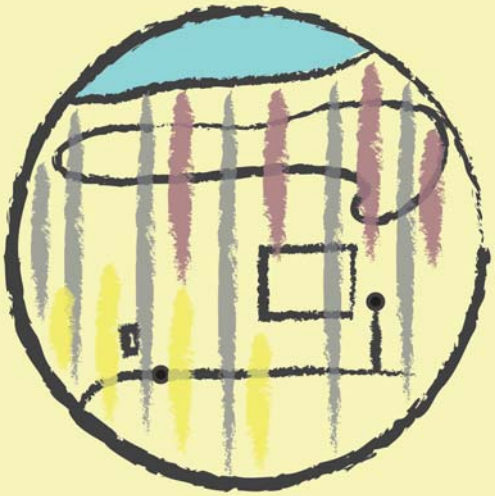


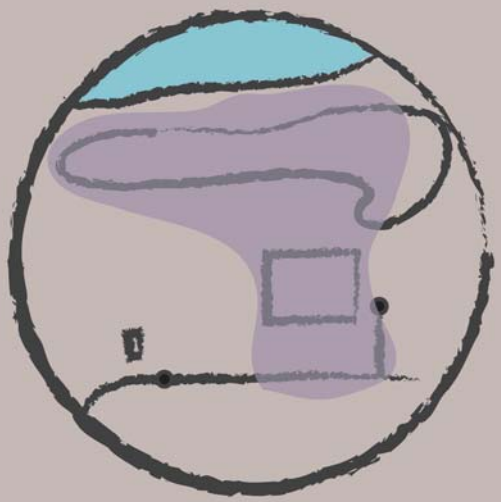
THE HAGUE

Expats/ Commuters

Nationality



Municipality's Attention



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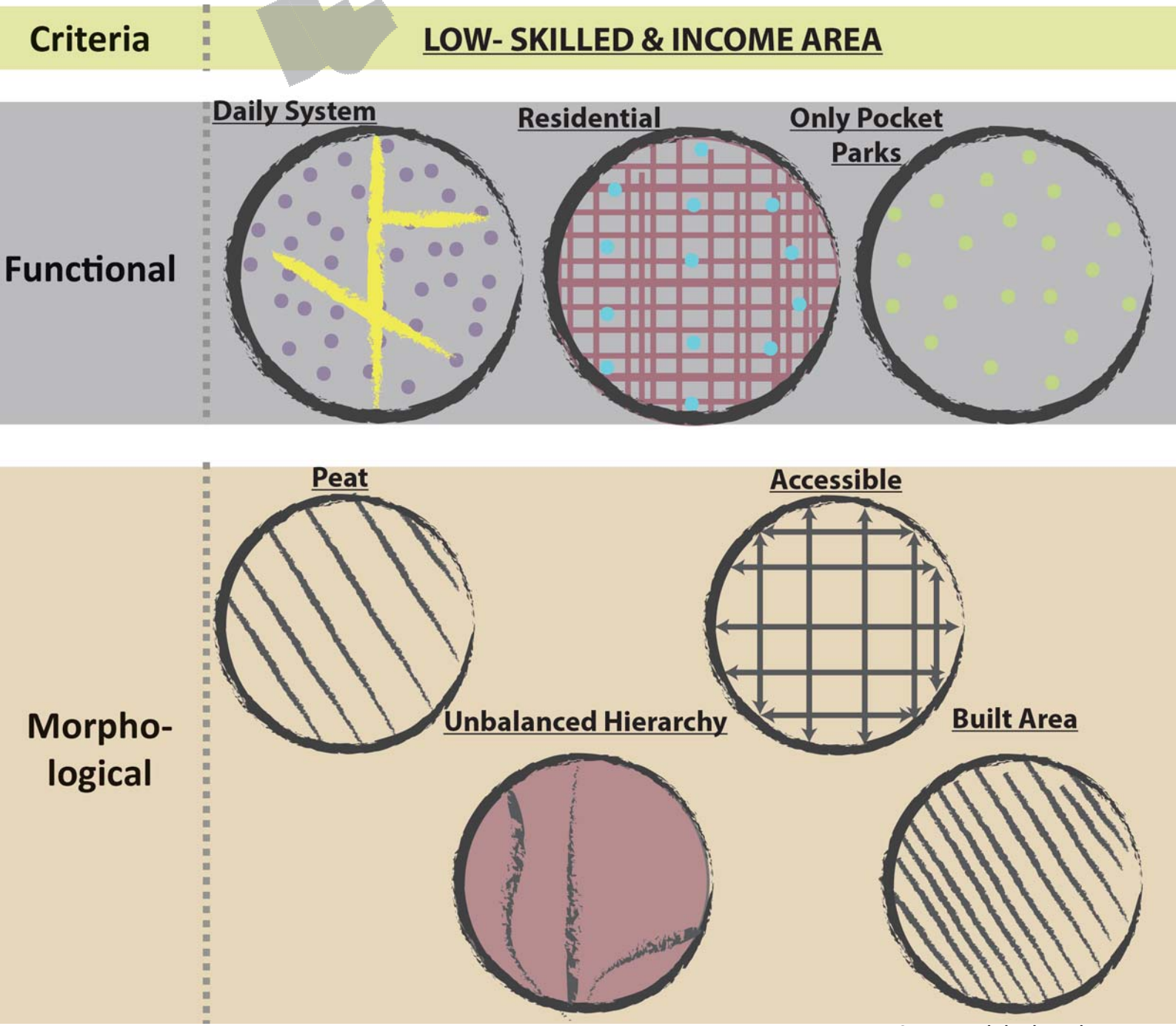
Transvaal & Schilderswijk

3.3.

Neighbourhoods' Evaluation

3.3. Neighbourhoods' Evaluation

This is the last part of the multi-scalar evaluation, responding to the comparative evaluation of Transvaal and Schilderswijk Kwartier with Statenkwartier. As earlier explain Transvaal & Shilderswijk constitute the main and beggest area of the examined, aforementioned Multi-Cultural Zone. Statenkwartier was chosen as the most representative area of the International Zone, combining all its qualities. Although Statenkwartier had no seperate subchapter in the analysis development, it was understood and examined through the city's analysis and a specific field research and investigation in the area. Furthermore, by being the most representative area of the International Zone, is used as way to measure, understand and better compare and evaluate the focus neighbourhoods (Transvaal and Schilderswijk Kwartier).



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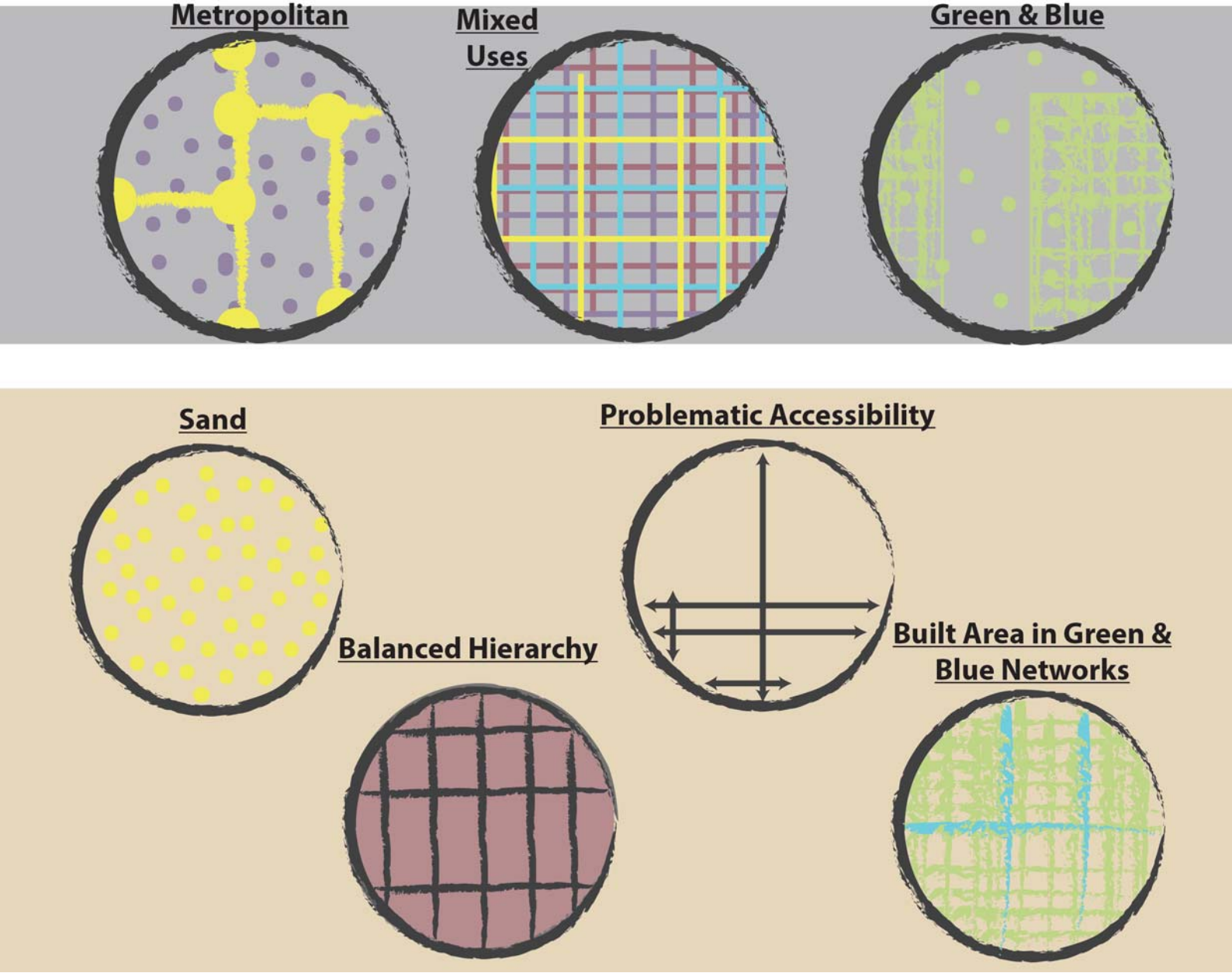
HIGH- SKILLED & INCOME AREA



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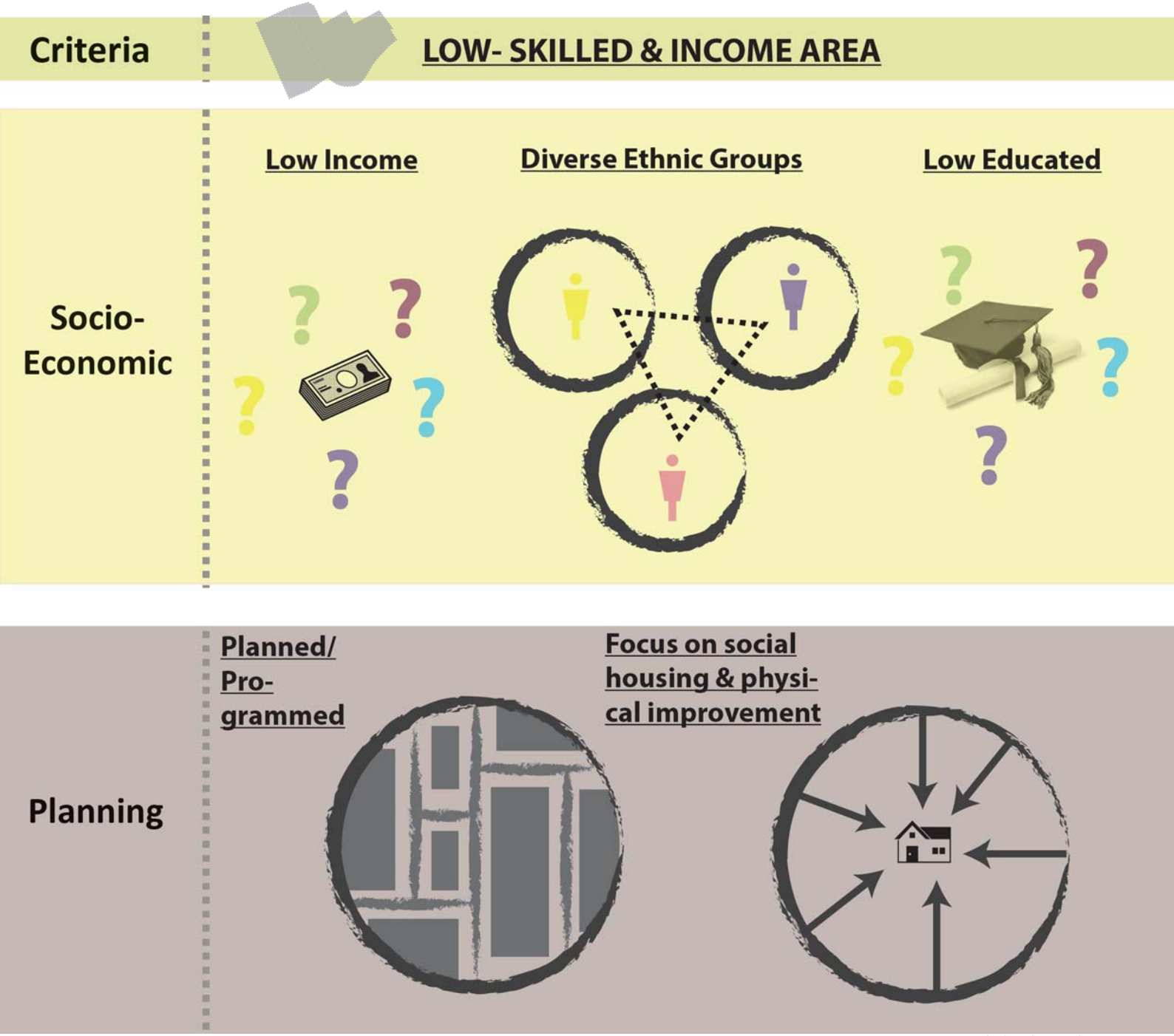

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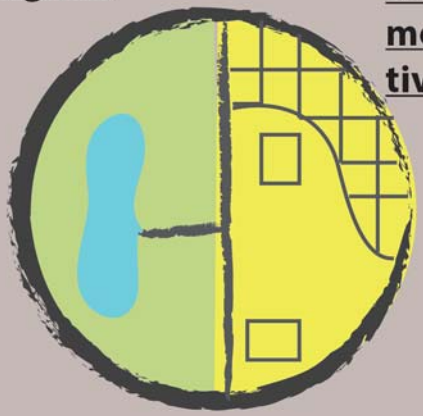
HIGH- SKILLED & INCOME AREA

High Income

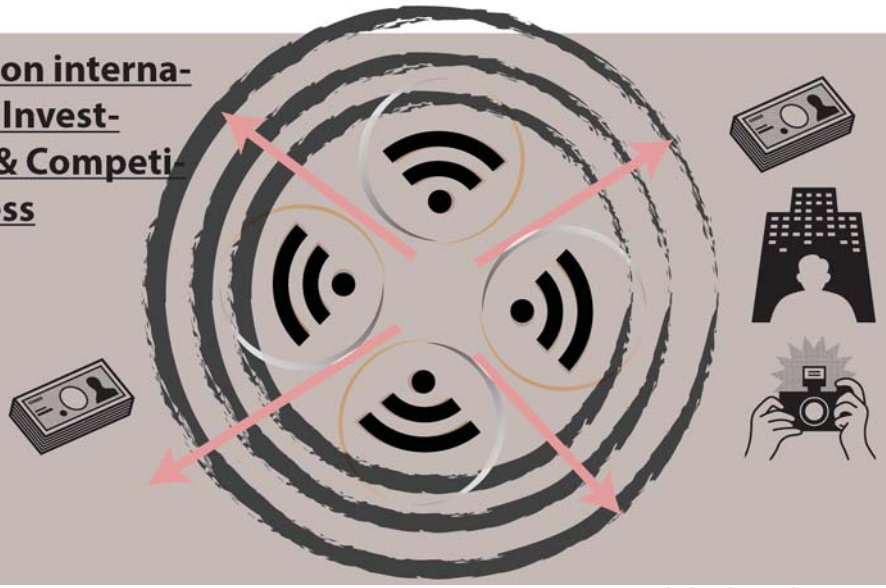
Dutch & Expats

High Skilled People

Designed



Focus on international Investment & Competitiveness



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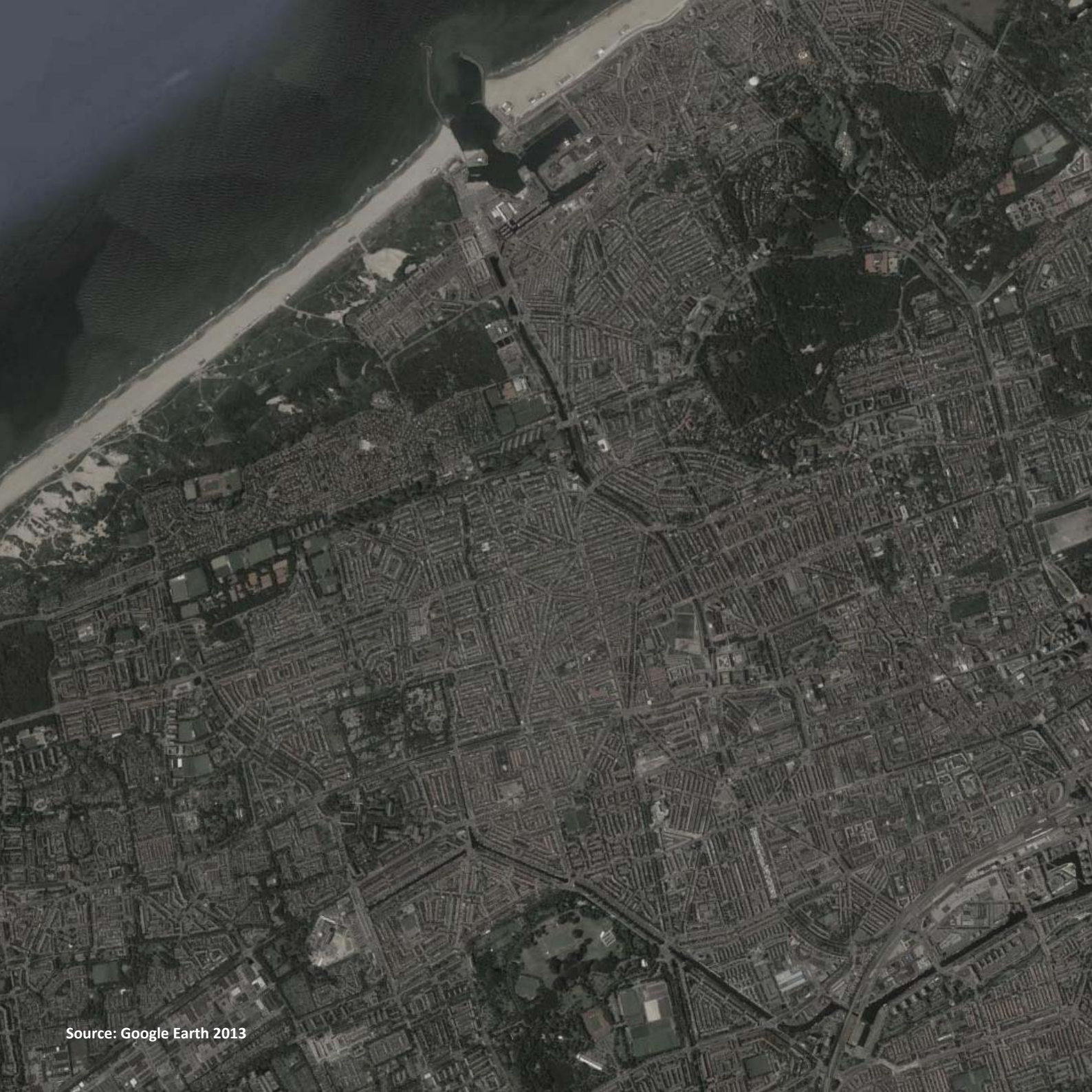

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4

Proposal (Stage I)

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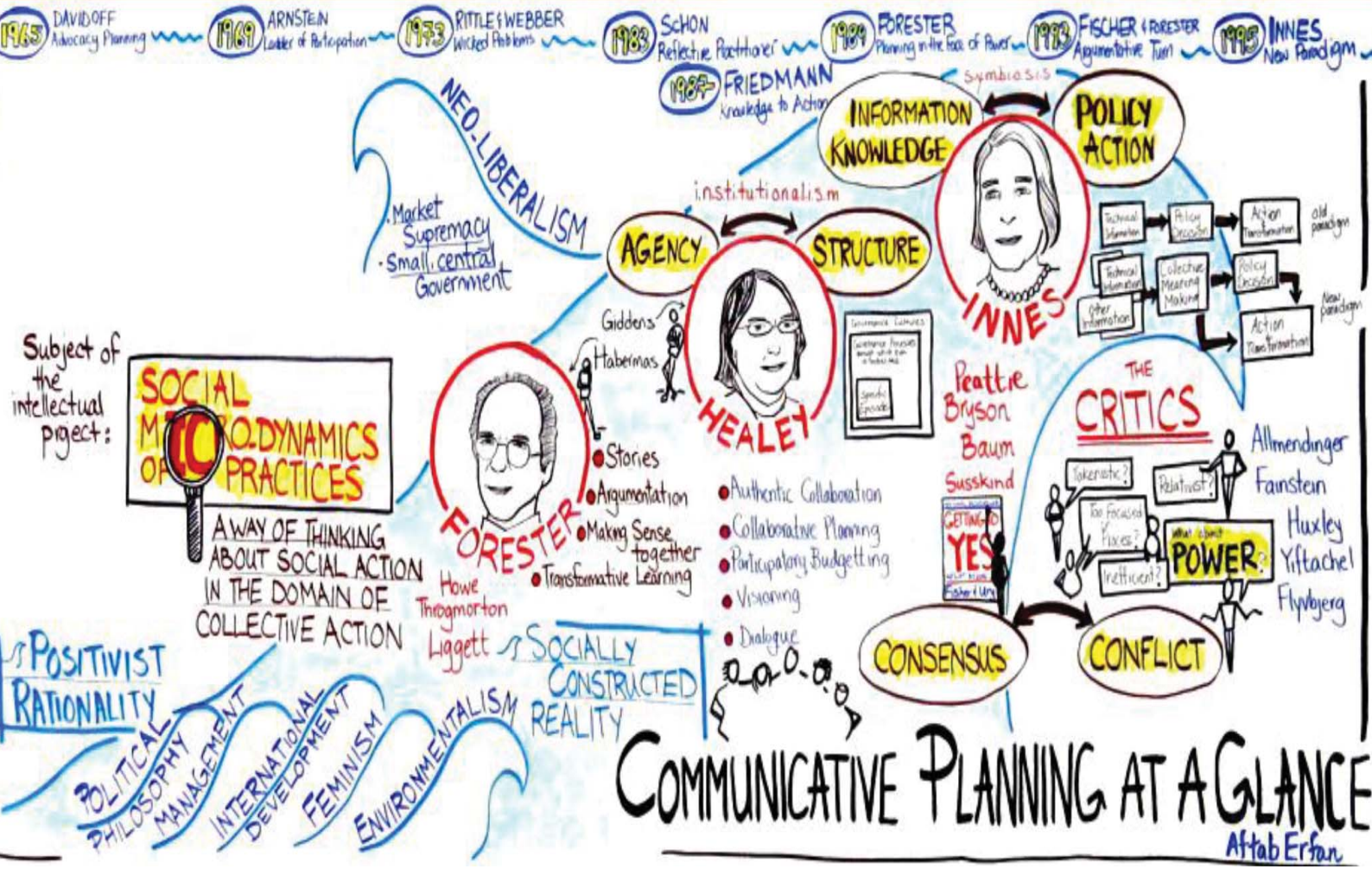
This chapter regards proposal's first stage. Consequently, it would be presented the first part of proposal's theoretical base together with the proposed participatory framework, the revision and evaluation of city's structural vision and spatial strategy's first steps. As mentioned before the whole proposal procedure is divided in stages in relation to the examined scales and to different levels (administrative, planning, strategic design, programmatic design and intervention design). The present proposal stage regards the administrative and planning level, setting the basis for the other. Proposals in every level are mixed with research and examples from practice, for the better understanding and justification of the process and the intended outcomes.



4.1.

Theoretical Framework

4.1. Theoretical Framework

As it was already mentioned from this stage and on is presented the proposal of the present project, which is divided in different stages. In order to build up the proposal, a research was conducted towards what kind of theoretical tools can be used. After an extensive literature review six main theories and concepts-notions were selected as planning and design tools. In this sub-chapter these theories and concepts/ perspectives will be presented, establishing the main theoretical base and conditions on which the project is based on.

Before, the presentation and further explanation of the project's main, theoretical base, the structure of the present sub-chapter (7.1) has to be clarified. As seen, it is divided into two parts; the review paper and the used theories/ theoretical concepts. In reality, it is about one concrete unity, illustrating the project's main theoretical base. However, due to the graduation process's requirements, two of the examined theories/ concepts were chosen and are presented in the form of a review paper.

The used and studied main theories and theoretical concepts are: the (local) strategic spatial planning perspective/ theoretical concept, the bottom-up initiatives concept/ theory, the theory of cultural enclave, the bridging and bonding theory, the participatory and collaborative planning theory and the practice and theoretical concept of urban regeneration. The first step towards their further implementation into the proposal's process is to understand under which aspects they were decided to be used, reinforcing the followed approach and linking back to the targeted project's aim:

- The strategic spatial planning theoretical concept/ perspective will be used regarding the further proposal of integrated goals and actions within a coherent, locally-based city-development direction (strategic spatial planning revisited). Furthermore, it will be used in order to ensure that the proposal is based on various stakeholders and a democratic decision making process (so that the perspective can be better reached by the creation of a coherent, integrated vision which is focused on strategic areas and goals and decomposed into specific actions).
- The bottom- up initiatives will be used as part of a various stakeholders' decision making process, integrating into the planning process all the influenced and interested actors and activating their local dynamics and potential efforts.
- The theory of cultural enclave and the bridging and bonding theory of social capital will be used as a way to recognise and guard the existing diversity, integrating it into the city's structure.
- The participatory, collaborative and multi- actor planning theory will be used as the basis for the proposed participatory framework within which can be better reviewed the city's planning operability.
- The urban regeneration theoretical concept and practice will be used as a way to review and re-evaluate the way through which spatial interventions have already happened in the city and the local level, while underlining theory's misinterpretations for the future spatial interventions. Urban regeneration is the leading urban practice of the last forty years in Europe. Its term, objectives and key elements have been transforming over the years. From the 2000s and on urban regeneration's theory has a strategic, multi-level and integrated character, putting the emphasis on stakeholders' partnerships and cooperation. Those elements, which are in accord with the theory of strategic spatial planning, are usually misinterpreted or missing from the contemporary practice.

4.1.1. Review Paper

Planning Needs in Contemporary Content

The importance of Strategic Spatial Planning & the Implementation of Bottom- Up Initiatives

Course AR3U022, Theory of Urbanism
MSc track Urbanism, Delft University of Technology

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Studio: Complex Cities

January, 2014
13th Graduation Lab Urbanism Conference

Abstract – In the complex environment of today's societies, new demands and needs have arisen. The traditional and most of the contemporary forms and approaches of planning have been proven unable to tackle those demands and needs. Hence different planning approaches have to be found in order to be successful in the contemporary context. The present paper investigates strategic spatial planning and its combination with bottom- up initiatives as a possible solution to the aforementioned problem. Searching through bibliography the meaning, scope and procedures involved with strategic spatial planning and bottom- up initiatives, the main questions that this paper addresses are the following: 'What strategic spatial planning is and how can current societies benefit from it?' and 'What is the importance of bottom-up initiatives and how can they be combined with strategic spatial planning to create beneficial conditions for the society?' Trying to answer the above questions, this paper concludes with the illustration of strategic spatial planning as an adequate approach to understand, guide and stir nowadays development, introducing multi- actor, democratic procedures, targeted and specific goals and actions and coherent frameworks. The combination of bottom- up initiatives with the examined form of planning creates the ground for the activation and use of the local dynamics into the planning procedure.

Key words – strategic spatial planning, bottom- up initiatives, participation, strategic procedures

1 Introduction

Thinking over the planning history and evolution, it appears that strategic spatial planning evolved in the 1960s and 1970s towards comprehensive planning, integrating nearly everything (Albrechts, 2005). In the 1980s, with the retreat of public domain towards the private sector, a shift in planning was witnessed, introducing planning disdain and post-modernist scepticism (Healey P. , 2005), tackling mainly projects for the rundown parts of cities and regions and land-use regulations (Albrechts, 2006a).

During the last decade, western societies undertake great challenges and opportunities, which affect space as a whole directly or indirectly. The growing complexity, economic crisis, unequal development, fragmentation issues, increasing environmental awareness and governmental entrepreneurial notions, are some of the current challenges (Healey P. , 2005). These challenges cannot be addressed with traditional, old fashioned approaches (Hames, 2007), but they call for urban competitiveness policies, improved institutional coordination, emphasis on long-term rather than bureaucratic thinking, and effective and flexible approaches instead of time and budget consuming ones ((Hamilton, 2004); (Swyngedouw, Governance Innovation & the Citizen: The Janus Face of Governance-beyond-the-State, 2005)).

In that context, most societies and planning systems demonstrated a shift from traditional technocratic planning towards a more collaborative and actor-based approach (Albrechts, 2006a). However, according to Albrechts (2006a, p. 1166) 'still have a considerable way to go' before reaching the notion and characteristics of strategic spatial planning. What is happening is that even if in many cases multiple actors are included in the planning procedure, the results lead to socially exclusive processes, where big interest groups play the most important role. Furthermore, while societies and planning systems are trying to avoid the multiple regulations of comprehensive planning, they declare acupunctural and inconsistent projects which do not lie under the same developing direction and create confusing results (Carmona, Burgess, & Badenhorst, 2009). Moreover, the translation of flexibility and feasibility into individual and isolated actions and projects lacks in understanding and investigating the greater spatial and socio- economic context, together with the current demands and challenges, thus not being able to translate them into planning framework and actions. As a result, due to either lack of a coherent, strategic framework or because of a restricted budget that is not spend under the same development direction for the whole spatial entity, development does not reach the expected or intended outcomes.

The purpose of this paper is to investigate possible answers to the following main research questions:

- What is strategic spatial planning and how can current societies benefit from it?
- What is the importance of bottom-up initiatives and how can they be combined with strategic spatial planning to create beneficial conditions for the society?

In the attempt to provide a reply to the above questions, literature review was carried out on planning theories and practices. Based on that review, this paper is divided into three main parts. The first section, mainly based on the findings and works of Albrechts ((2001); (2002); (2004); (2005); (2006a); (2006b); (2010)), Healey (2005), Oglivy (2002), Swyngedouw (2005) and Taylor (1999) (the most important theoretical critics regarding strategic spatial planning), introduces strategic spatial planning, explaining its meaning, content and procedures, while illustrating the reasons and ways through which it can change

the current reality. The second section gives an understanding of the bottom- up initiatives and their importance and meaning ((Houterman & Hulsbergen, 2005); (Cornelius & Wallace, 2010); (Dekker, 2007)), while arguing on their relation with strategic spatial planning and participation ((Albrechts, 2006a); (Carmona, Burgess, & Badenhorst, 2009); (Healey P. , 2004); (Meegan & Mitchell, 2001); (Sehested, 2009)). The last part for the present paper illustrates the most important conclusions of the literature review that has been carried out, together with the author's opinion.

The paper's motivation derives from a broader research on what type of planning and planning procedures are most adequate to be implemented in the contemporary complex context for better understanding the current conditions, while also providing guidance together with flexibility and autonomy, avoiding individual and inconsistent projects and development directions. The findings of the present work will be used as the main part of the theoretical framework of the author's undergone graduation project.

2 Strategic Spatial Planning

In recent years, the introduction of strategic spatial planning as an alternative solution to the traditional rational planning and design introduced a different mentality, in accordance with the essence and content of planning itself. Spatial planning has evolved in recent decades, having as a key feature the retreat of the exclusive competence of the state to provide and regulate the spatial development (state provider) towards a new role for its mobilisation (enabler) (Healey P. , 2005). The aforementioned shift favoured the dominance of an attitude against the till then comprehensive setting (comprehensive planning), while encouraging the development of individual- isolated projects and fragmented regulations (Wassenhoven, 2002). However, the negative impacts of deregulation from the 90s created the conditions for re-approximating the centrally planned action and for considering strategic planning as an opportunity for its revision. The difference this time regards the fact that the coordination, negotiation and facilitation of the implemented initiatives will now be combined with a rational addressing of the spatial issues.

In this new context, strategic spatial planning is presented as a representative form of the contemporary spatial planning, with applications at different spatial scales and administrative levels. Also semantically indicated, the 'strategic' versus the 'regulatory' and 'normative' nature of other forms of planning provides the general development standards and the spatial entity's strategy for future land uses (European Commission (E.C.), 1997).

2.1 Strategic Spatial Planning as a Procedure

In contrast to the detailed, comprehensive plan, the formulation of visions, strategic choices and action frameworks, strategic plan is carried out focusing on the 'process' of planning, which is enriched by new stakeholders from different fields of socio- economic life. Among them, the planner has a coordinating and advisory role, exhausting his or her required communication skills (Taylor, 1999) on the development of common positions and collective visions between different interest groups (Albrechts, 2004).

Specifying the aims of strategic spatial planning, as set out in the report of ESPON (Dasi, et al., 2007), it could be said that the following are the key included priorities:

1. Understanding the long-term spatial development trends.
2. Options' creation for the spatial structure of an area.

3. Guiding the process of spatial planning.
4. Spatial planning programmes' support and project selection.

Furthermore, strategic planning is considered as a 'method' to create and direct/guide a better future to a spatial entity based on a set of common values (Ogilvy, 2002). As a result and through strategic planning, a socio- spatial process is revealed, driven by the public sector within which the 'vision' and the context framework are defined, together with justified coherent actions and tools of implementation (Kotter, 2008). The collectiveness of this process - although not obvious- is imperative, as the nature of the strategic spatial planning has to do with planning, the creation of a new institutional setting and its mobilisation. Therefore, it is a dynamic and creative process (Albrechts, 2010).

Hence, the challenge lies in finding the ways that allow the political and economic actors, the planners and designers and the civil society as a whole to discuss and negotiate on possible transformations, challenges and opportunities (Albrechts, 2010). The democratic nature of these negotiations, however, is not granted (Wassenhoven, 2002), as the involvement of citizens and various stakeholders can lead to two possible results. On the one hand, this multi-actor involvement can take the form of an equal participatory process (something that is well intended), however on the other hand it could also lead to the prevalence of organised interests, with the clear guidance of public policies from the private sector (Swyngedouw, Governance Innovation & the Citizen: The Janus Face of Governance-beyond-the-State, 2005).

It is, therefore, estimated that the observance of the democratic processes is directly linked to the process of strategic spatial planning. Furthermore, it is important to mention that the existence of neutrality, which defined the rational model and planning approach in its traditional form (Wassenhoven, 2002), no longer exists. In addition, it is known in advance that the choices of strategic planning can have a clear impact in space, of a class, racial or ethnic nature ((Sandercock, 1998); (Albrechts, 2002)), something that should be treated with special compensatory policies and measures.

2.2 Strategic Planning as a Driving Force for Change

The highlighting of strategic planning as an 'active force' that can make change possible (Albrechts, 2010), together with its highly political character in terms of vocabulary choices like the 'vision' and the 'future' of a spatial unity, finally gives us a versatile planning tool, which can lead to very different results depending on the intentions, the alertness and the orientation of the users. In this sense, motivation and mobilisation are not enough, but a particular commitment is required so that this collective process with the many different stakeholders will not end up being merely a wish list (Albrechts, 2010).

The aforementioned commitment does not necessarily equate with a legal process, but it heavily relies on the quality of the planning itself, which, among others, must create the sensation in the whole range of actors that are involved in something important (Goodstein, Nolan, & Pfeiffer, 1993). This can be achieved through an equally methodological way, where awareness of the structural problems, the challenges and the practices that can bring change is systematically cultivated. The sense of confidence and therefore the belief in the possibilities and the potential changes by the various stakeholders is the key element for the success of a really active planning with strategic character. The flexibility of this active strategic planning does not coincide with generality, but rather with the adaptation of targeted actions in constantly

changing conditions (Ogilvy, 2002).

2.3 The Content of Strategic Spatial Planning

The content of a strategic plan generally focuses on a limited number of strategic issues which emerge from the spatial capital and the local values (Albrechts, 2010). The main issue is the accurate understanding of the current situation, which is achieved by the critical exploration of the environment, in the sense of identifying strengths and weaknesses, external forces and trends in the form of opportunities and threats, together with the available resources ((Taylor, 1999); (Wassenhoven, 2002)) Furthermore, the identification of the role key partners- main stakeholders in the private and public sector is of high importance. This process is the one that will allow the expanded involvement in the various stages of the planning process, particularly in the development of a realistic long-term vision that will satisfactorily yield the detected prospects and will devise strategies for carrying out the spatial changes (Albrechts, 2001).

These changes presuppose the synthesis of new ideas from participants, for the promotion of which decisions, actions and results are required. Their application - immediate, medium term and long term – depends on systematic monitoring, feedback and revision, so that planning is adjusted to new circumstances and conditions every time. As a result, the content highlights even more the flexibility and the potentials that characterise this type of planning, identifying the 'what is' an area and 'into what can be evolved' (Albrechts, 2004).

Summarising the above, it could be said that spatial planning is redefined - and adopted in this way in the terms of the present paper – as a "collaborative effort of self-knowledge to re – think" (Healey P. , 2004) an urban area and to translate its results into investment priorities, into protection and maintenance measures, into investments in strategic infrastructure and projects, and into principles for land use regulations (Healey P. , 2004). Combining these ideas, approaches and processes with ideas and efforts on the local level can lead us to the creation of new participation processes and actions within the planning context, adjusted to the needs of each area.

3 Bottom- Up Initiatives

During the last years, a growing discussion is evolving towards the implementation of bottom- up initiatives in planning processes and policies. This section aims at the understanding of these initiatives, the importance of their role and their connection with strategic spatial planning.

3.1 Bottom- Up Initiatives: Reasons for Implementation & Meaning

Bottom-up initiatives are growingly considered as important assets for the success and implementation of urban policies and planning strategies in the local level. This consideration mainly derives from three reasons; past experience, compensation of a growing globalised environment and democratic policy making (Houterman & Hulsbergen, 2005).

Firstly, implementations of earlier urban policies and practices, lacking in community involvement and mainly driven by market- led development and top- down approaches, were unable to accommodate the local needs and were quite unsuccessful or mainly focused on the physical environment, ignoring the social and economic status and demands of the area (Houterman & Hulsbergen, 2005). Secondly, putting the community or the neighbourhood in a central position, in a context where development is driven by globalisation and major forces

may seem strange. However, it is explained in the content of urban development, if we think that many people still spend most of their time at home for multiple reasons, hence the neighbourhood or community level is still their principal spatial context. Furthermore, in the current globalised conditions, the social cohesion and solidarity are being diminished. As a result, bottom-up initiatives help in bonding people and bringing different local actors together (Meegan & Mitchell, 2001). Thirdly, democratic policy making and especially the 'local democratisation' (Houterman & Hulsbergen, 2005, p. 333) is estimated as a 'prerequisite for sustainable urban development' (Houterman & Hulsbergen, 2005, p. 333).

Bottom- up initiatives according to Houterman and Hulsbergen (2005, p. 334) 'are those that originate from inside the community to improve the physical, economic and social conditions of that community's own living environment'. Those initiatives presuppose, firstly, the activation of local citizens and, secondly, their engagement and participation for the improvement of their community. However, it has been estimated that in order to flourish those initiatives, an adequate community or neighbourhood attachment and commitment is required (Cornelius & Wallace, 2010). These two can derive from different factors, such as the cultivated social bonds and relations between the people, the community's composition and stability, the amount of freedom the inhabitants develop in the community and the form of ownership towards the community or neighbourhood itself (Dekker, 2007).

3.2 Bottom- Up Initiatives: Participation & Spatial Strategic Planning

As explained in the previous section, some of the main elements of strategic spatial planning are the concept of being a collective and dynamic process, the insertion of new, multi- level stakeholders and the ways through which the targeted negotiation- discussion between those stakeholders is achieved. However, in order to be able to refer to a productive, successful and multi-actor negotiation, a certain level of participation is needed.

The main difficulty in gaining the targeted participation is to encourage, activate and then engage the civil society and mainly the local people to participate in planning processes. Government and planners have been the main, traditional actors in planning decision making processes, whereas economic, private and grouped interests are always willing to participate, in an attempt to ensure their investments and their subsequent profits. However, the local people have difficulty in being part of participatory planning processes, even if they are involved in local communities or non-governmental agencies and organisations (Sehested, 2009). The main reason for that is that they feel powerless against the main governmental and private interests, mainly in terms of investment and institutional power and technical knowledge.

However, despite the aforementioned difficulties, the participation of the local people into the public debate concerning strategic spatial planning is crucial, as they are the ones that can better recognise and understand the demands, challenges and dynamics of the local level, into which precise actions and projects are going to be declared, thus decomposing the main strategic vision and framework ((Hamilton, 2004); (Goodstein, Nolan, & Pfeiffer, 1993)).

As mentioned before, within the process of strategic spatial planning a socio- spatial process built on common values and a strategic vision and framework is created, which afterwards focuses on strategic fields that consist of explicit actions and programs. All the above derive from the deep understanding of the existing and

changing conditions. As a result, the implementation of bottom- up initiatives like actions or specific projects into the strategic procedure allows for more effective, efficient and successful results, due to residents' motivation to ameliorate their community, their ability to build local networks and their fresh, non-technical and realistic interpretation of the community's problems, along with their possible solutions (Broeders, 2001).

4 Conclusions

Nowadays, societies are confronted with multiple forms of crisis like the environmental, the energy and the financial ones, which bring a whole new setting of constantly changing demands and challenges. That context calls for changes in contemporary societies in terms of structure, beliefs and actions at different levels (Albrechts, 2010). Governments, decision makers, institutions, organisations and citizens ought to confront mistakes and old beliefs and practices and try to understand the contemporary context, thinking against the conventional wisdom, 'out of the box', in order to respond to the new challenges (Kotter, 1996) (Albrechts, 2010).

The present paper attempted a research in the theories and current practises of spatial planning, seeking for answers to the following main research questions:

- What is strategic spatial planning and how can current societies benefit from it?
- What is the importance of bottom-up initiatives and how can they be combined with strategic spatial planning to create beneficial conditions for the society?

Summarising the aforementioned evidence, it has to be underlined that spatial planning focuses on procedures regarding plans, lines of planning, types of governance and content ((Albrechts, 2010); (Albrechts, 2004)). Accepting the complexity of current times integral, coherent visions should be created, thus giving an answer to 'what the studied place will become', while focusing on local potentials and on the understanding of the contemporary conditions. Afterwards strategic goals and focus areas should be declared, which will be decomposed into specific and concrete actions and projects ((Albrechts, 2005); (Albrechts, 2006b)). Strategic spatial planning has the ability to transform and be elaborated in different ways according to the needs and challenges of an area, integrating publicly led socio- spatial processes, at the same time providing frames of reference together with tools for their implementation ((Albrechts, 2001); (Albrechts, 2006a)).

The complexity of the contemporary world renders the successful involvement with all aspects of societies impossible. Previously used forms of planning were either unsuccessful in recognising the broader context of their influence or too general to understand the particular, local assets of places, trapped in regulations. In addition to them, strategic spatial planning gives the unique opportunity and ability to realise both the greater context, and the local characteristics. Hence, strategic spatial planning is the 'tool' that enables societies to make tough decisions towards the most important needs, challenges and aspirations, providing multi-level governance, diverse actor involvement and implementation procedures (Albrechts, 2010).

Adding to the previous conclusion, due to the current economic crisis, both the public and the private sector led investment have deteriorated in comparison to past conditions. Through strategic spatial planning, society is gaining the unique advantage of having a coherent frame of reference and vision towards the direction of development, while being able to declare those strategic projects

and actions that are feasible, can be funded and can stir the development procedure, thus illustrating the deepest beliefs of what is important (Hames, 2007). In that context the bottom-up initiatives come to strengthen the declared and specific actions and projects on the local or city level, adding values like residents' motivation, engagement and support (Kotter, 2008). In this way, it is possible to avoid confusing, projects which are inconsistent, with diverse development directions, as everything is aligned with the strategic vision. At the same time the realisation of what is really needed leads to a greater understanding, by including multi-actor, democratic processes in decision making and having the residents of each area to add important pieces of knowledge towards the existing problems and demands (Broeders, 2001).

All things considered, strategic spatial planning can be seen as a platform that provides the needed flexibility and autonomy towards specific actions, without forgetting to create a necessary, coherent planning guidance, while the bottom-up initiatives add creativity, substantial value and public participation and support to the development. Hence, it could be claimed that thinking globally (in a broader, coherent context and framework) and acting locally (with specific, flexible, citizens' led strategic actions and projects) is a possible and valid solution, as well as a necessity for contemporary planning.

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4.1.2. Used Theories

Strategic Spatial Planning & Bottom-Up Initiatives

As explained earlier, due to the graduation's requirements parts of the used theory were chosen and reviewed by the creation of a review paper. Thus, strategic spatial planning and bottom-up initiatives constituted the context of the previously presented review paper.

Cultural Enclave & Bridging & Bonding Theory of Social Capital

The theories of cultural enclave and the bridging and bonding theory of social capital were studied in order to understand how a social group could behave in certain conditions. Through such an understanding, their aimed integration will be easier succeeded. In the present project, the multi-cultural zone, as already explained, is constituted of the weakest city's social groups. Those groups refer to low skill and income people, most of which are non-European immigrants or immigrants of second or third generation.

In Putnam's ((Putnam, 2000)), cited in (Golchehr, 2012, pp. 21-22)) work the bridging and bonding of the social capital is defined and created through open networks, were there are external and internal orientations. The external ones are for linking and connecting people across the whole social system (bridging), whereas the internal ones reinforce the social bonds between homogenous groups (bonding). Applying such a theory in The Hague's context, means creation of a network were exchange and interaction with the rest of the city's social groups could happen, while keeping the internal neighbourhood networks in a more locally based orientation, for the in-between interaction of the members of the examined weakest groups.

Another important theory and idea that can bring the present project towards the seeking integration, is the idea of the "cultural enclave" (Marcuse, 1997). Marcuse (1997) classifies group settlements in three categories; the "ghetto", the "enclave" and the "citadel". For the purpose of this project are going to be used and explained only the first two. The "ghetto" refers to an involuntary spatial segregation of a group, which feels politically and economically inferior to the rest of the society. On the other hand, the "enclave" is defined as a voluntary spatial concentration that supports its members' welfare and preserves their cultural and social bonds ((Marcuse, 1997), cited in (Golchehr, 2012, p. 22)). In the multi-cultural zone, the examined weakest groups are related through their income level, educational level, capacity level, religious beliefs (in the multi-cultural zone is located the Muslim community of The Hague) and ethnic origins. As a result, certain kind of bonds, diversity and identity is created, differentiating the multi-cultural zone from the rest of the city. Having in mind the notion of the cultural enclave the existing diversity and, at the same time, identity can be enhanced, shifting the area from the "ghetto's conditions" to an area where people's capacities and particularities can be understood, guarded, enhanced and integrated with the rest of the city.

Participatory & Collaborative Planning

"Protagonist" of the pre-war practices, of spatial and urban planning, is the planning of the physical space and the "town plan". During the 1960s, the interpretation and performance of urban space with plans- designs, only capturing its morphological character, became inadequate, as new requirements led to the approval of urban space as a system of interrelated activities, which is always in a dynamic state (Fainstein, New Directions In Planning Theory, 2000). Thus, planning is required to integrate new processes beyond simple renderings, which are mainly related to scientific research and usage of analytical methods. This scientific approach introduces plan-

ning to a period of systematic analysis and data research. The rational comprehensive planning is introduced as the prevailing theory, with extensive practical application (Friedmann, 1996). However, since the late 1970s and the early 1980s, receives much criticism for failing to capture the social impact and to incorporate collective decision-making methods.

This intense review of the widely applied rational planning model, besides creating parallel flows of reaction, gradually leads to a further significant development and a new different approach of planning. This development, which is reflected very clearly in the article of P. Healey (1996) "Planning through Debate: The communicative turn of planning theory", states the need to shift the planning process from the closed council chambers to the daily life of people.

The perception that personal desires, interests or our self-image are socially constructed through communication and cooperation between different individuals is adopted by this aforementioned new "approach", rejecting the notion of the "autonomous subject", which seeks, the maximization of its own benefit (Healey P. , 1996). Thus, it is, automatically, created a vision of a **capable audience,** being present in the public sphere, which is able to listen, learn and understand issues concerning it in a two-way manner, while redefining its role in an effective participatory process.

This strong political approach is adopted in the planning process, which, according to its advocates, should be transformed into an interactive and interpretive process that allows interpersonal, intercultural and open discussion - debate (Healey P. , 1996). In this way, the solution of problems and conflicts becomes possible, whereas the decision making is conducted through **a democratic and pluralistic process**. In the same direction are also moving the correlations of the planning process with the need for seeking consensus through specific methodologies (consensus building), where it is also emphasized the importance of the collective discussion and negotiation of the terms and frameworks, within which any intervention is carried out (Innes & Booher, 2007)

In that context, **the "face to face" interaction, the empirical research and the dialogue**, are adopted as new tools for a more democratic approach of planning processes (Friedmann, 1996). Thus, the operational objectives and their attainment, have no longer the same significance, as the economic rationality of cost and benefit is marginalized, whereas is studied the effect of the planning application itself in people's lives, values, behaviour and ability to cooperate (Hudson, 1979). The above theoretical considerations gradually introduce the planner in adopting a different role as a professional of the consultation, involving architectural, cultural, political and bureaucratic concerns (Forester, 1999).

Attempting a more tangible approach to issues regarding the participatory aspect of planning, below are presented its basic principles and characteristics. Then specific approaches, arising from the spread of participatory consideration positions, summarize the content and features of participatory and collaborative planning.

Seeking a more concise methodology, in terms of necessary steps for participatory and collaborative planning, the following "basic principles" are stated ((Healey P. , 1996); (Healey P. , 2003)):

- Compliance with an interactive process, which will include and properly manage the diversity of values, attitudes and culture.
- Each consultation should expose rather than conceal the conflicts that may exist from economic, political or ethical dilemmas, without imposing artificially formatted common positions.

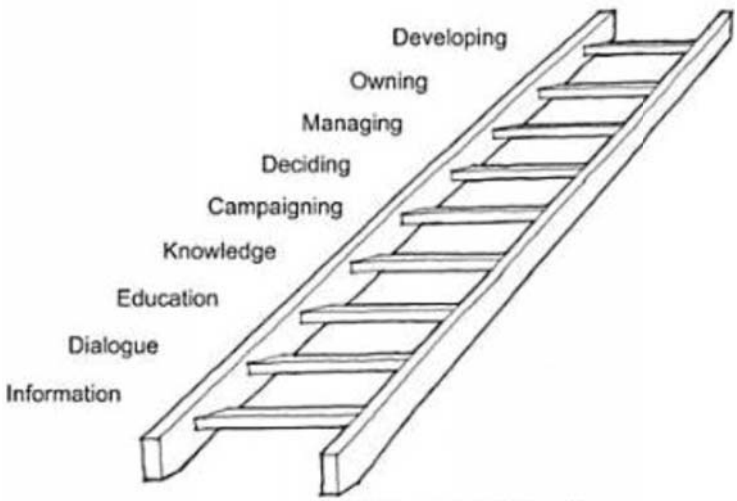
- Each discussion- debate should be accessible -spatially and socially- and should have the form of public debate, suitable for the cultivation of interpersonal and intercultural discussions.
- Implementation of learning processes and participants' criticism and creativity development, with the view that their participation adds value and new standards in the planning process.

The influence of participatory and collaborative planning theory becomes visible with the advent of many related approaches that adopt or refine its positions, focusing on participatory decision making and planning processes. Therefore, the concepts of "collaborative" and "participatory" planning, are largely established both in theoretical and practical level, with wide application in local and regional scale (Innes & Booher, 2000).

The approach of participatory and collaborative planning firstly highlights the need for **collective participation in decision making,** focusing on the correlation and cooperation between individuals and agencies (Healey P. , 2003). In this sense, it suggests the limitation of sectorial perceptions in planning and the establishment of institutional tools that enable negotiation and collective choices between individuals and agencies with different concerns and interests (stakeholders). The governance's role and the ability to reform institutions in a given area are crucial factors in such an approach, as "cooperation" can be promoted or impeded by the existing governance systems (Healey P. , 2003).

The development of cooperation is further linked with the implementation of "bottom-up" participatory processes at neighbourhood, city, region and state level (Innes & Booher, 2000). Therefore, the participatory process is a "trend" towards the implementation of spatial policies, aiming at a balance between competing and conflicting interests and building consensus and legitimacy in the plans and decisions. As local or community level is reached, the procedures for consensus building acquire certain characteristics which are broadly summarized as follows (Innes & Booher, 2007):

- Pursuing the participation of all involved stakeholders.
- "Public interest's" discovery through different socio-economic and interest groups' consultation.
- Information about data and technical issues on the part of planners, deposition of opinions, concerns and proposals on the part of individuals.
- Understanding the negative or the positive impact of each group's interests by the application of alternatives.
- Use of conflict resolution techniques in case of disagreement in decision – making processes.
- Collective decision of the mutual desired solution, which takes into account both the technical data and all participants' interests.



ImageTitle: Ladder of Participation **Source: (Wates, 2000)**

All in all, it is observed that the approaches and positions taken by the participatory and collaborative planning adopt the above principles and establish techniques for reinforcing collective and participatory processes.

Urban Regeneration

Urban regeneration, as a theoretical concept and practice is included in the present project's theoretical base for two reasons. Firstly, urban regeneration is the ongoing urban practice of the graduation project examined area. As a result, it has to be understood both its theoretical base and the way it was used in the project's area in order to understand, evaluate and "improve" it towards the project's aspirations. The second reason has to do with the real meaning of regeneration. The urban practices and project's demonstrated in the graduation project's examined area are more in line with an earlier form of urban regeneration, the one of urban renewal, failing to implement the objectives and focus of today's theory of urban regeneration. While digging into the contemporary, especially, theory of urban regeneration a lot of similarities will be estimated between that theory and the one of strategic spatial planning.

Urban regeneration is a widely experienced phenomenon- practice, which is not displayed by a specific way/ form of implementation and practice. On the contrary, due to its evolutionary character and in parallel with the evolution of urban planning, urban regeneration's content, objectives, stakeholders, main focus and term of description were altered, following the demands of each time period. Those constant alternations in relations to the current, contemporary problems and demands make difficult the "well and correct" understanding and implementation of urban regeneration, as it is defined nowadays, raising challenges and estimating specific problems. In order to understand better the aforementioned accumulation, a critical review on urban regeneration's practice and main elements is provided.

After World War II, priority was the restoration of the war damages in the urban tissue. The emphasis in the **1950s** was on the **reconstruction** of the physical environment (improvement of housing and living standards) and the slum clearance, having as leading actors the central and municipal government (Couch, 1990). The **1960s** are the era of **revitalization** of urban areas mainly through sub-urban and peripheral growth and welfare improvements. By the mid-1960s, it became apparent that the post-war solutions were simply transferring the existing urban problems. The increasing dissatisfaction over slum clearance, together with a growing population transfer

in the periphery and a more balanced and participatory approach between the public and the private sector, led to certain policy adjustments (Roberts P. , 2000). Those ajustments resulted in an urban policy shift in the **1970s,** where the emphasis was on urban **renewal**. The "rediscovery" of the inner city center in the greater context of the aforementioned urban policy shift, led to community based actions and development of urban initiatives towards the co-ordination of the economic, social and physical sectors of the new urban policy (Couch, 1990).

In the **1980s** the urban policy tradition and initiatives of the 1970s continued, however significant changes were introduced. The idea of a powerful, central and welfare state that would be the main, if not the only, resources provider for the urban policy interventions was shot down, whereas the role of private sector is getting bigger. This new stance came with a special emphasis on partnerships between the dominant private sector, special agencies and selective, now, public funds (Roberts P. , 2000). In this period the renewal of the 1970s gives its place to **redevelopment**. Further adjustments in the urban policy happened during the **1990s**, introducing the transition from redevelopment to **regeneration**. The 1990s are characterised by a gradual move to more comprehensive and consensual policies and practices, emphasising on integrated treatments and the recognition of new problems and demands. Instead of having one dominant actor or group of actors, partnerships of all forms is the dominant approach of this period, creating the conditions for greater balance between private, public and voluntary funding. At the same time, the introduction of strategic perspectives concerning the urban and regional development and activity, together with a focus on environmental sustainability, shaped 1990s (Roberts & Sykes, 2000).

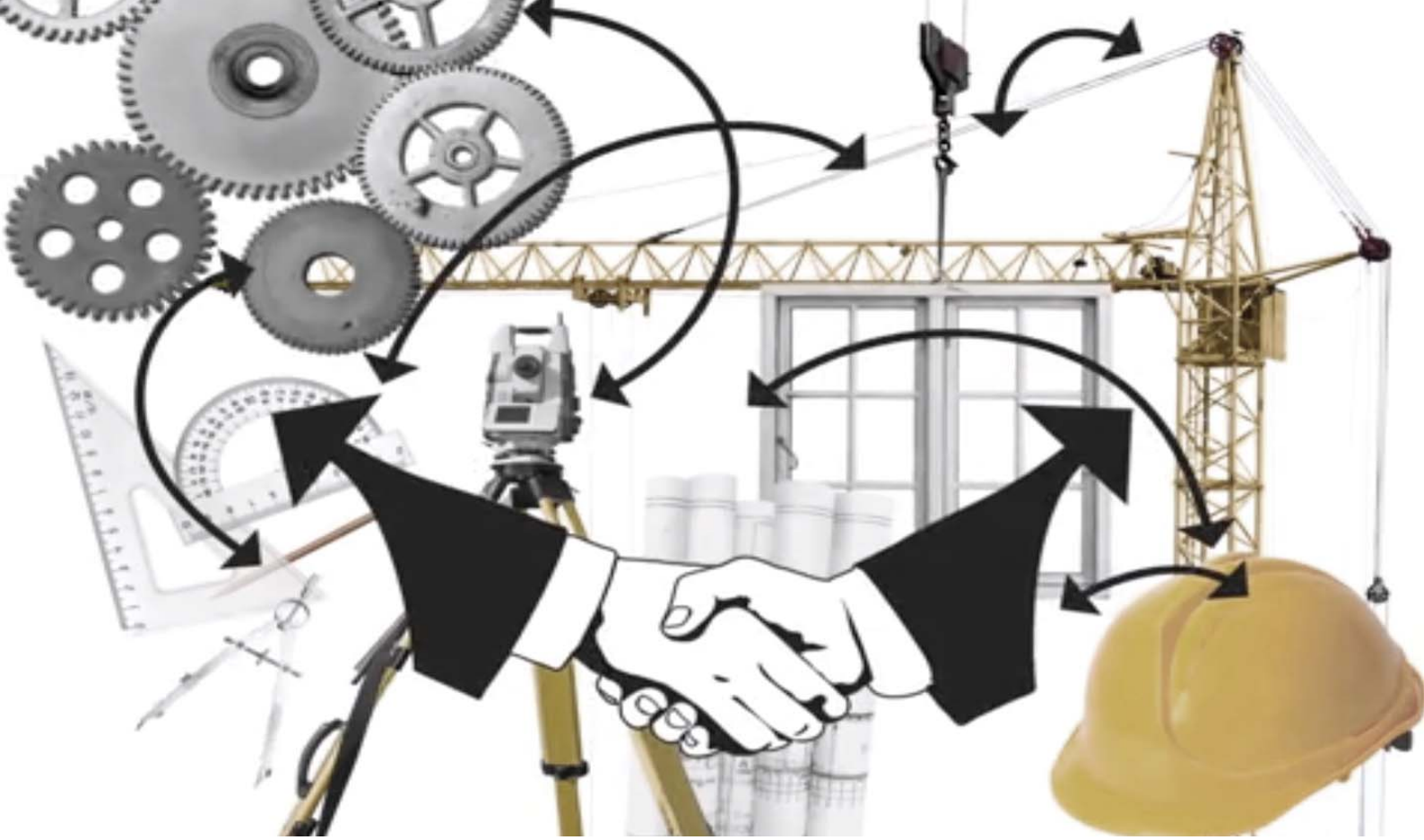
Regeneration as the main objective, focus and term of description, which was introduced in the 1990s, remains up to nowadays. The evolutionary context and the theoretical approaches, being developed in time perpetuity, together with the contemporary demands, give rise to the redefinition of the meaning and practice of urban regeneration from **2000s up to nowadays**. The way that this redefinition is expressed, is not a specifically defined practice and meaning. Therefore, nowadays urban regeneration can be defined in different ways, as long as, they highlight its main features (**deep understanding** of the degradation/decline process and **agreement on what is intended to be achieved** (Lichfield, 1992)) and embody the meanings of **policy, integrated action** and **long process**. Some authors define it as "the **universal and integrated vision and action** which lead to the analysis of urban problems, seeking lasting improvements **in economic, physical, social and environmental** situation of the region which is subject to change" (Roberts P. , 2000), (Roberts & Sykes, 2000). Therefore, it is estimated that urban regeneration is moving beyond the aims, expectations and achievements of urban renewal that according to Couch (1990) is understood as a process of necessary physical change, of urban redevelopment, which has an overall mission and a less well-defined purpose, and of urban revitalization, which although suggesting the need to take action, fails to indicate a certain approach process (Roberts & Sykes, 2000), (Stouten, Changing Contexts in Urban Regeneration, 2010).

The concepts of **partnerships** and **multi-agency collaboration** have become the key factors of 2000s and nowadays urban regeneration practices. By the early 1990s there was a developing consensus between the main political parties that the collaboration between public and private sectors, the **direct participation of locals** and the ability to go against policy boundaries were all substantial components of an efficient urban regeneration **strategy** (Bailey, 1995).

In 2000s partnership became a necessity. In a neo-liberal economy, there are market demands and offer influences, creating a framework of financial commitments to the various participants. The **necessity of cooperation between the various actors** is based on the **co-participation of different nature and position actors**, mainly expressed through private and public partnerships (PPP) (Doak & Karadimitriou, 2007). Through such partnerships is provided the best possible framework to ensure and balance the effectiveness which characterizes the market actors, in conjunction with the reduction of the potential risks and externalities, through the participation of public entities (Carter, 2000). In that context, community organizations perform a critical role in building capacity, encouraging **people's participation** (Geddes M. , 1997). Especially during 2000s, became apparent the local people's will to participate in the transformation of their area. Therefore, urban regeneration is considered **a strategically designed and locally based, multi-level and multi-actor partnership**, with an **agreed political agenda** and **comprehensive, coordinated and versatile strategies.** As a result, difficulties concerning power centralization and fragmentation of the involved organizations and functions in urban areas are resolved (Doak & Karadimitriou, 2007).

However, due to contemporary demands and changes in the greater economic and social spectrum, together with the growing complexity in urban space and its actors, specific problems, challenges and misinterpretations have been estimated from the **mid- 2000s**, influencing urban policy and urban regeneration's implementation in the different European planning systems. The most important of them as illustrated through literature are the following (Stouten, Changing Contexts in Urban Regeneration, 2010), (Hulsbergen & Stouten, 2001): disconnection between social and physical aspects, limited identification of the contemporary problems and needs, unconnected money flows, changes in investment priorities, fragmentation of public authorities, unconnected market- driven regeneration, lacking of integrated planning, marginalized, spatial boundaries of urban regeneration's activities and socio-spatial displacement of the less privileged residents.

Summing up, key elements in the framework of urban regeneration are the **multi-actor participation, collaboration and partnership** among various stakeholders, together with the implementation of **integrated, coherent and flexible strategies and guidelines.** The first element regards in the joint collaboration and subsequently partnership of the various systems and actors towards a commonly decided and achieved result. This initially involves a common agreement on the pursued objectives and then a joint effort towards their fulfilment. The second element of urban regeneration illustrates the importance of a coherent development and planning framework, under which the different and specific spatial strategies will be underpinned and integrated. Those will be later translated into specific actions and projects, always having in mind the multi-dimensional aspect of urban regeneration (social, economic, physical and environmental level). As it can be understood the basic and most important aspects of urban regeneration, as they are specified the last decade, they are in accordance with the main objectives of strategic spatial planning, highlighting the importance of multi-actor, locally based governance. Such a statement has to do with the greater planning shift towards more **strategic and participatory approaches**, responding to the contemporary context and demands.



4.2.

Participatory & Planning Framework

4.2. Participatory & Planning Framework

4.2.1. Need for Participation

The need for a participatory framework and subsequently the inclusion of participatory processes in the planning and decision making procedure is vital. Coming back to the problem statement of the present graduation project, it is underlined the lack of planning operability and the city's segregated vision, which can be understood through the diverse planning and development conditions and the not inclusion of the local voices into the planning and decision-making processes.

The local groups in the multi-cultural zone and their potentialities are not considered into the planning processes and development direction of the city. That absence of local voices into the decision-making processes leads to isolated perspectives of the current reality, without understanding all the current needs and demands. In order to fill that lack of voices, the decision making processes can be used as a way to integrate and empower those people. Through the participation of all interested actors, the divergence between the different city parts and more especially between the different social groups can be decreased, as all demands can be listened, understood and implemented in a coherent development direction. Thus, the proposal of a participation framework will establish the conditions for an actor-based, locally strategic, development direction, which will alter the fragmentation coming from the lack of planning operability and especially the not inclusion of the local voices. Furthermore, participation will guarantee a more democratic, people-accepted outcome which will subsequently lead to more successful both planning and development outcomes, as they will be supported by the citizens themselves.

As explained previously, participation is considered to be the most appropriate way to understand and integrate the internal needs and capacities of the local level into the city level. Furthermore, it increases the sense of ownership and responsibility among the locals, avoiding the existing problems coming from socio-functional fragmentation and lack of planning operability. However, expect of the aforementioned reasons, a participatory framework and such processes, were not decided to be part the project's proposal just for equality and integration reasons.

Researching in literature and practice projects, the cases that involve the inclusion of all the involved stakeholders with a special emphasis on the local ones are considerably increased. The benefits of, especially, the local stakeholder's inclusion are many and in multiple levels-aspects. They can be summed up as following (Boelens, 2010):

- Social Benefit: The participation of the local stakeholders reinforces the social coherence of a fragmented society, empowering and integrating the unprivileged ones.
- Spatial Benefit: The local participation introduces spatial diversity and quality into a project's implementation, inserting local capacity and dynamics into space development.
- Economic Benefit: The incorporation of all the involved actors into the planning and development process generates savings in the short-term spectrum and increases the economic resilience in the long-term spectrum. At the same time is enhanced the willingness of the local market to invest into spatial interventions, together with the willingness from external factors to invest into the local market and businesses.
- Political Benefit: The inclusion and integration that

will be achieved due to the participation of all the involved stakeholders and especially the local ones will reduce the gap between government and citizens.

- Planning Benefit: By local participation, will be highlighted the existing needs and capacities. That will result into a development direction and spatial interventions, which will accurately correspond to and cover the contemporary urban issues.

The last but not least aspect that should be added in the above discussion is the kinds of participation. Coming back to the theory of participatory planning and to the ladder of participation (image presented in the aforementioned theoretical base); there are different kinds of participation from information to developing. Below is illustrated the same ladder as it is translated and transformed by Boelens (2010), showing at the same time its connection with the planning approaches.

ImageTitle: Ladder of Participation 2 **Source: (Boelens, 2010)**

As a result it can be understood that different and multiple things can happen while discussing the issue of participation varying from manipulation to citizen's control. In this graduation project, participation will be discussed and will form the present proposal towards two parameters. The first one has to do with participation as a procedure itself. That means that it will be explained how citizens will make steps towards the delegated power and the citizen's control. The second parameter has to do with the way that participation and in general multi-actor governance will be embedded in the planning procedure. Thus, it will be considered, if it can be put that way, a "double view- perspective" of participation. Thinking on the reasons of such a decision? It simply has to do with the different levels of participation (ladder of participation) and their interrelation with the planning process. The planning process itself has multiple and different stages, starting from more top-down approaches and regulations and going to more bottom-up ones, depending on the targeted outcome. As a result, in all stages of the planning procedure, the locals' participation cannot happen and it is not needed to be implemented in the same way and level of empowerment. As a result, it can be understood that is a different thing to propose ways for achieving local empowerment in the neighbourhood level-scale and to propose ways through which actors' manipulation, information and opinion should be taken into account throughout the whole planning process.

4.2.2. Need for New Planning Procedures

The need for new, updated and corresponding to the contemporary needs, planning procedures is, also, evident from the beginning of the present graduation project and the specification of the problem statement itself. The estimated lack of planning operability, expressed through the diverse planning conditions and directions in the city and the exclusion of the local voice and efforts in the planning process, indicates a quest towards the new planning conditions that will alter the previously described situation. The contemporary demands and challenges of The Hague cannot be tackled through the acupunctural interventions proposed by the city's structural vision, being an unfortunate outcome of the cuts in public sector's budget and of city's effort to promote The Hague's international character.

In order to deal with such a situation, from the first steps of the present project, it was declared the intention to evaluate and rethink the current planning processes in order to understand how their transformation will happen. In the following sub- chapters a new perception of the planning procedures will be introduced and proposed, being in line with (local) strategic spatial planning, participatory and collaborative planning and urban regeneration, as specified in the recent literature. Furthermore, new planning procedures are needed in order to facilitate the aforementioned participation.

4.2.3. Existing Conditions: Stakeholders, Procedures & Relations

In or der to create a participatory and planning framework, it is important to understand the existing system of planning and decision-making processes, together with the involved or not actors and their interests. Thus, in the following pages will be illustrated the current model-system of decision-making and planning processes in The Hague, together with the involved stakeholders. Next to that will be presented the problems found in the contemporary-existing situation and conditions, together with their impact on the city's development.

Stakeholder Analysis

The first step towards the understanding of the existing conditions between the actors (and their relations) and the undergone procedures, is the creation of a stakeholder analysis. This analysis acts a way to understand and evaluate the current power relations and the objectives of all the involved or not actors. It is a way to understand the actors who form the space, either through their decisions or through their activities, underlining the existing

Box 1: Stakeholder Analysis

Stakeholders are (UN-Habitat, 2001):

1) those whose interests are affected by the issue or those whose activities strongly affect the issue;

2) those who possess information, resources and expertise needed for strategy formulation and implementation;

3) those who control relevant implementation instruments.

They consist of groups, constituencies, social actors or institutions of any size or aggregation that act at various levels (domestic, local, regional, national, international, private and public), have a significant and specific stake in a given set of resources, and can affect or be affected by resource management problems or interventions

(Chevalier, 2001:21, in Cuenya, 2006, p75).

Stakeholder Analysis Principles (UN-Habitat, 2001):

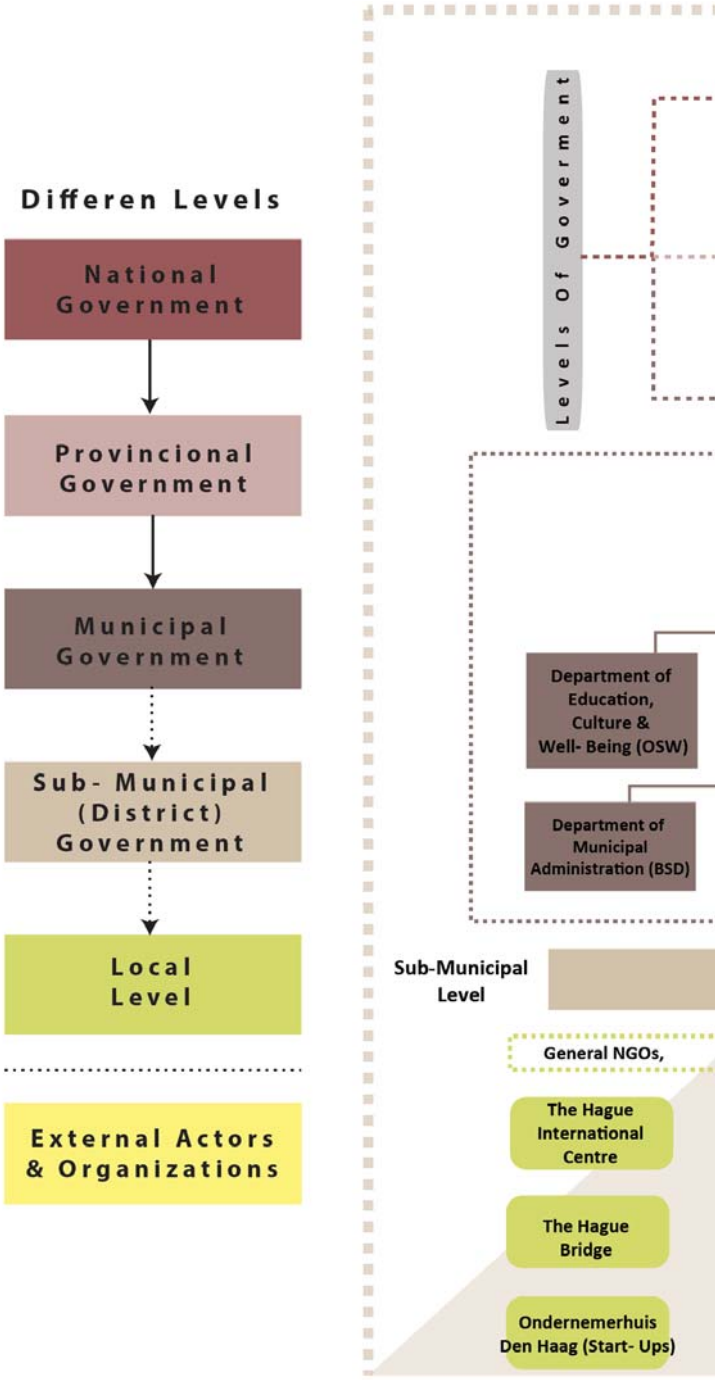
Inclusiveness: to ensure inclusion of the full range of different stakeholders, including marginalised and vulnerable groups.

Relevance: to include only relevant actors - those who have a significant stake in the process (i.e., not everyone is included).

Gender sensitivity: both women and men should have equal access within the participatory decision making process.

spatial organisations, the multiple and different interests of each involved group and the missing relations.

In the following diagram is presented the existing planning process ha penning in The Hague, illustrating at the same time the main involved actors/ stakeholders. As it can be seen the difference governance levels divide the stakeholders' groups, addressing to each one of them different responsibilities, interests and institutional, funding or decision making power. In the following pages the stakeholders will be better defined, however through this diagram is understood that we are mainly talking about a centralised, top- down system, which creates additional relations.



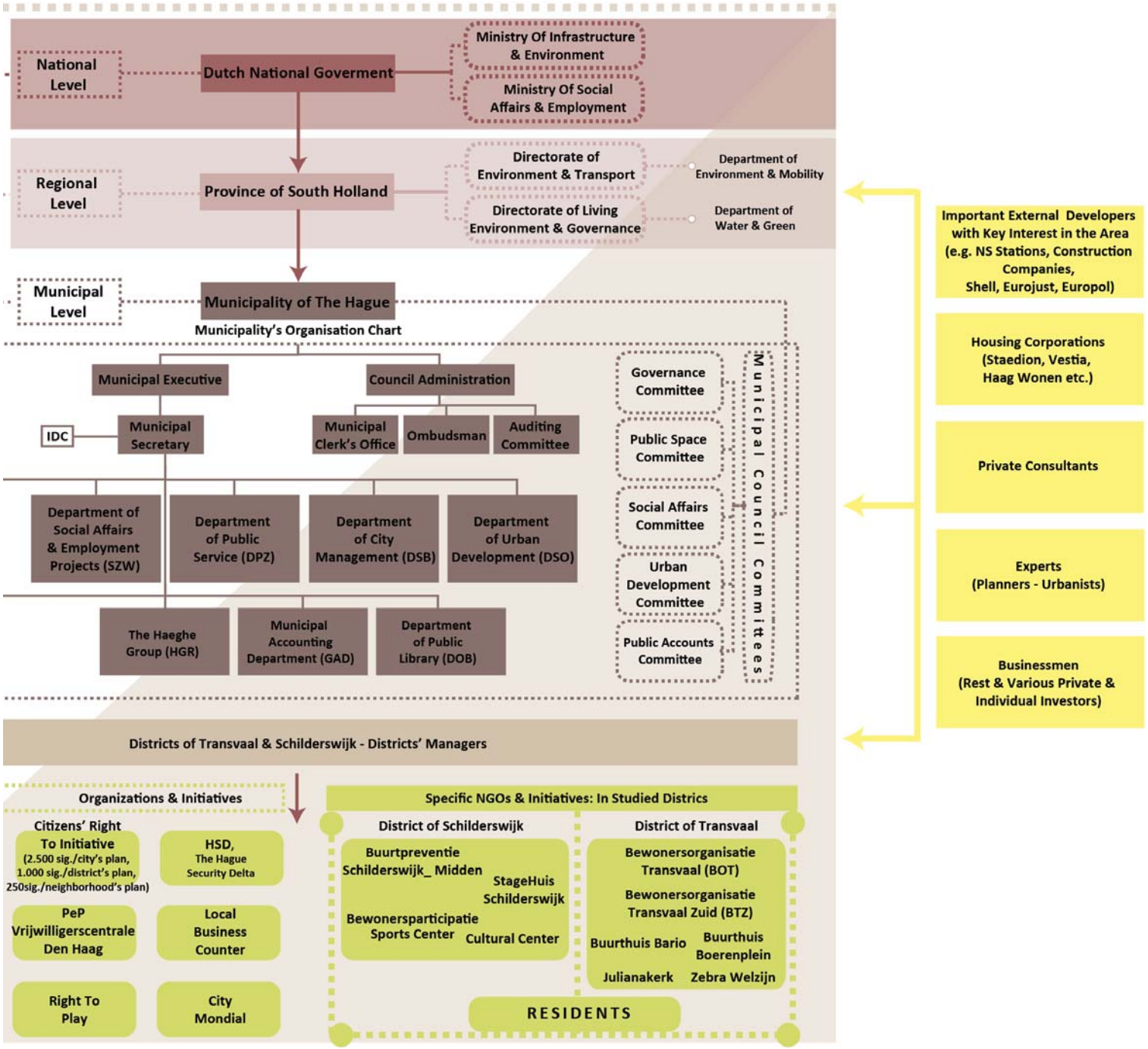


Diagram Title: Existing Process & Involved Stakeholders (Stakeholder's Analysis 1) **Source: Made by Author**

Here is presented a detailed analysis of the existing stakeholders (included or not in the planning and decision making process), the level of governance that applies to them, their main role or type of power, their type (profit/ non-profit) and the level of stake, influence and legitimacy they have. Concerning the public stakeholders they most powerful one is the municipality of The Hague, being able to decide, plan, manage, fund and regulate the development and quality of environment and life in both multicultural and international zone. According the private actors the most powerful one is the housing corporations. In the multi-cultural zone the dominant housing corporation is Stadeon, own half of the area. The weakest stakeholders are the residents of the area, either as individuals or through the neighbourhood committees, which do not have a role or power that could possible alter the existing conditions.

Box 2: Definitions

Stake: degree to which stakeholders are likely to be negatively or positively affected by the proposed interventions, and their resulting interest in the present project.

Influence/Power: the ability to use resources which each stakeholder controls. These resources can vary and are a source of power, including economic wealth, political authority, and the ability to use strength and threats, the access to information (knowledge and capabilities) and the means to communicate. Power is weighted at four levels: high, medium, low, or no power.

Legitimacy: the recognition on the part of all the other actors; their rights, their responsibilities with relation to the exisitng situationand conditions and the decision each actor takes when confronted by them. The level of legitimacy is divided into three categories: high, low, or no legitimacy.

Main Role/ Power	Profit/ Non-Profit	Stake	Influence/ Power	Legitimacy
Administrative, Regulatory & Funding Role	Non-Profit	Low	Medium	High
Administrative, Regulatory & Funding Role	Non-Profit	Low	Medium	High
Administrative, Regulatory & Funding Role	Non-Profit	Medium	Medium	Low
Administrative, Regulatory, Planning, Managerial, Decisional & Funding Role & Land Ownership	Non-Profit	High	High	High
Administrative, Managerial, Decisional & Planning Role	Non- Profit	High	Low	Low
Administrative, Managerial, Decisional & Planning Role	Non-Profit	High	Low	Low
Neglected from the Planning Process	Non-Profit	High	No Power	No Legitimacy

Main Role/ Power	Profit/ Non-Profit	Stake	Influence/ Power	Legitimacy
Main Land Ownership Decisional, Managerial & Funding Power	Profit	High	High	High
Decisional, Managerial & Funding Power	Profit	High	High	High
Technical & Scientific Experts, Coordinating & ConsultingRole	Profit	Low	Medium	Low
Technical & Scientific Experts, Coordinating & PlanningRole	Profit	Medium	High	High
Decisional & Funding Power	Profit	High	Medium	Low
Decisional, Funding & Coordinating Power	Non- Profit	High	Low	Low
Neglected from the Planning Process	Non- Profit	High	No Power	No Legitimacy

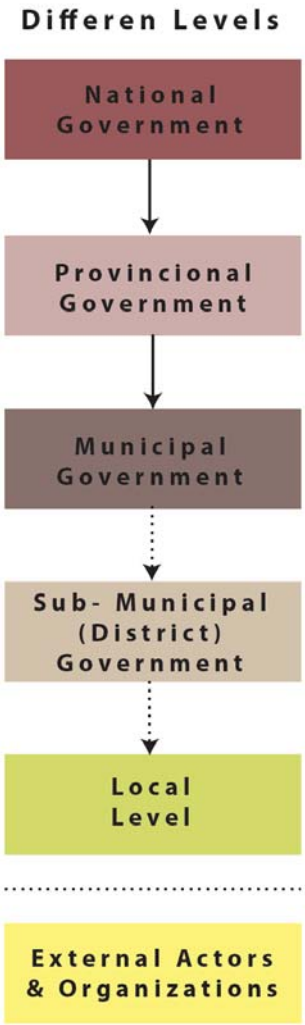
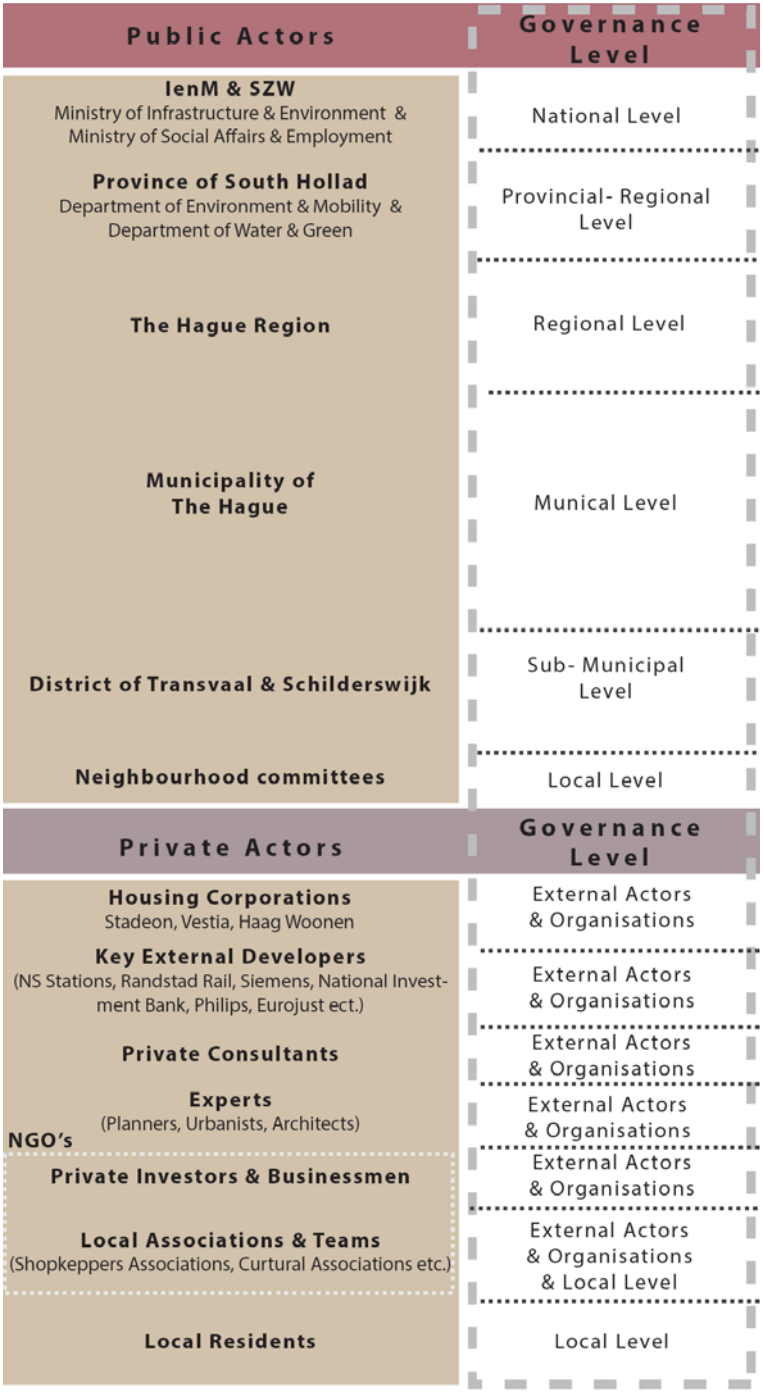


Diagram Title: Specifying the Stakeholders (Stakeholder's Analysis 2)

Source: Made by Author

In a stakeholder analysis, one the most important aspects, if not the most important, is to understand the interests of each one of them. In that way are shown their intentions and the direction of their effort. At the same time, by figuring out their interests, is possible to define the existing conflicts in their relation. During the decision making process those conflicts correspond to certain decisions, further partnerships and collaborations (or not), forming the spatial output of the planning process. The aforementioned described relations are illustrated in the following diagram.

As specified in the problem statement of the present project, the exclusion of the local voices from city's development direction and existing conditions is, to a great extent, responsible for the estimated lack of planning operability in The Hague. Thus, it is not surprising the fact that the most conflicting relations happen between the residents (individuals or neighbourhood committees) and the other planning and regulatory power public agencies or the key developers and the housing corporations. Both in regional and municipal scale, the intention to constitute the city of The Hague as "The International City of Peace and Justice by the Sea" creates certain dependencies according to their spatial and development policy, failing to understand or take into account the needs of one third of the city's population. At the same time the key developers in the multicultural area (housing corporation or other external ones like NS Stations), in the sake of their profit maximization, they tend to agree with municipality's intentions for big property-led development projects, not considering the local wills and demands.



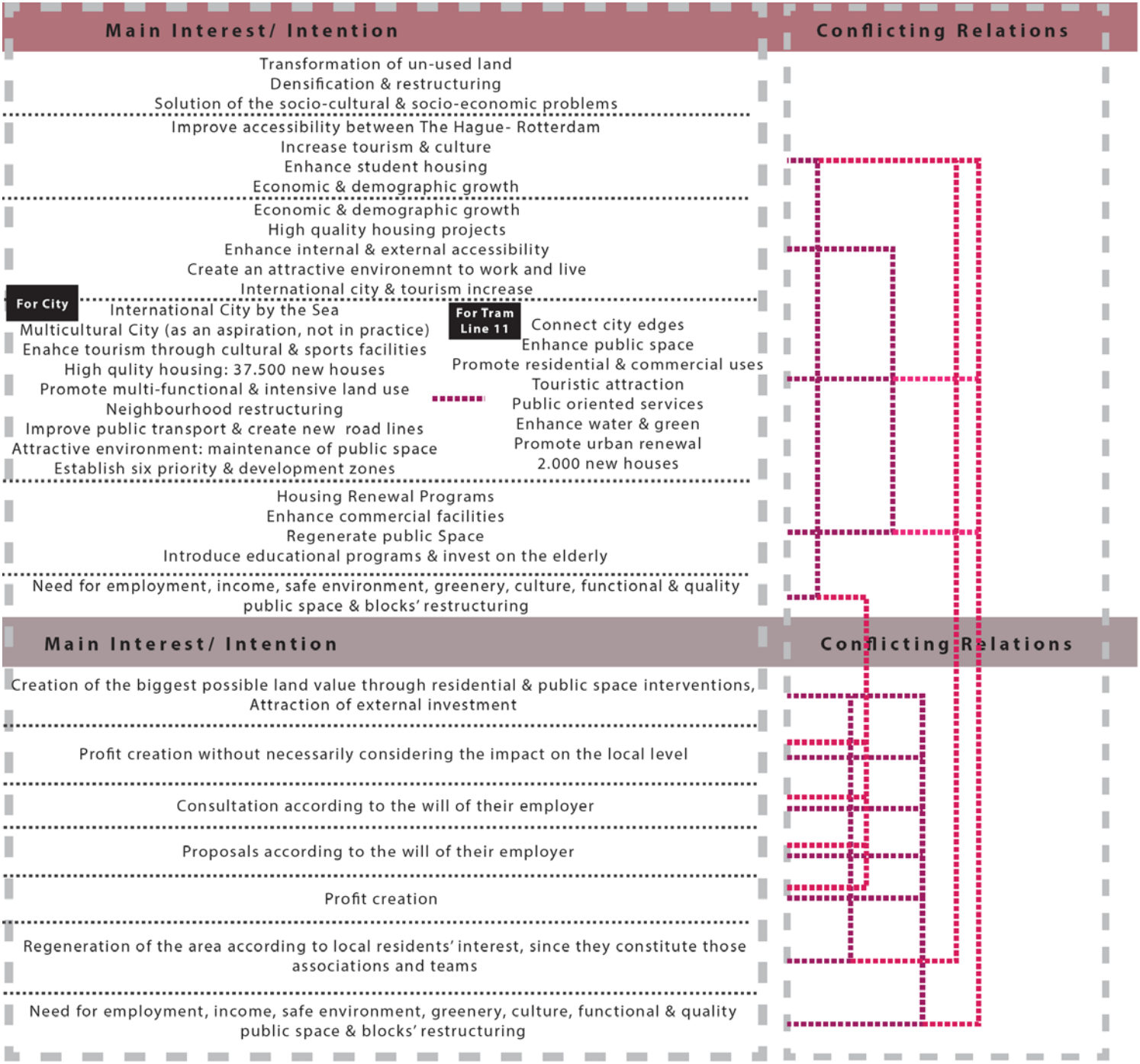


Diagram Title: Interests & Conflicts (Stakeholder's Analysis 3) **Source: Made by Author**

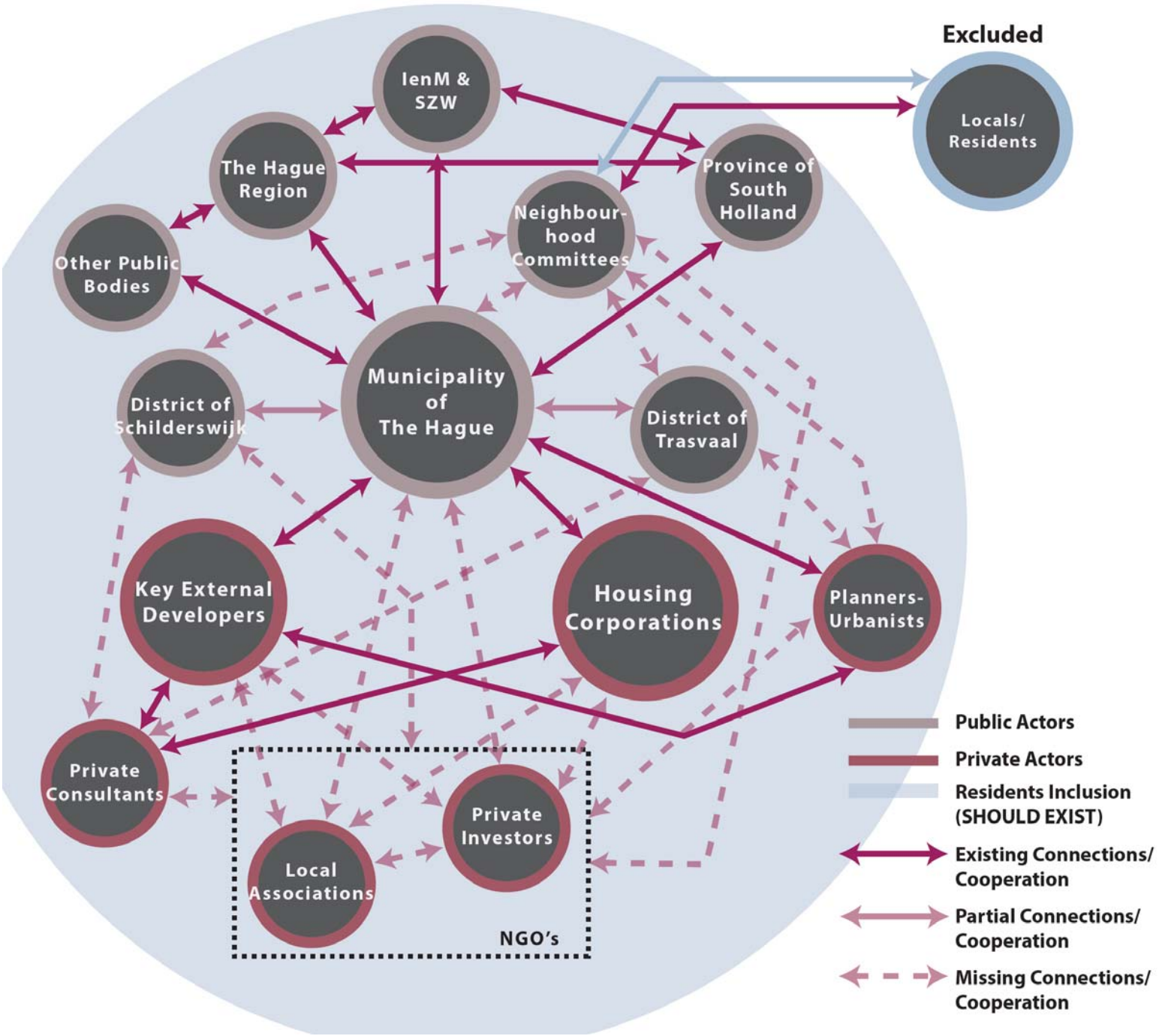


Diagram Title: Existing & Missing Relations (Stakeholder's Analysis 4)

Source: Made by Author

Summing the stakeholder analysis, in the above diagram are illustrated the existing, partial and missing relations between the different stakeholders. Having in mind that the purpose of that analysis is to give valuable inputs for the further proposal of a participatory and planning framework, procedure and model, the specified missing links give a first hint towards what gaps have to be filled in the upcoming proposal.

Existing Planning Procedures & Relations

After the presentation of the stakeholder analysis, in the present part will be illustrated the existing planning procedures and relations. Although some aspects of part have been already stated, the complete and coherent presentation of the existing planning procedures and relations will help towards the better understanding and further specification of the problem and its later solution.

The current formation (zoning and land use plans) of Transvaal and Schilderswijk neighbourhoods is the output of a top-down, hierarchical system of planning and decision making processes. In that system, each sub-system is represented by a different governance level, setting its own development guidelines. On the national level, the national government is represented (in the present case) by the Ministry of Infrastructure and Environment setting general policies and guidelines for its title's aspects. Representative documents for the level of governance and subsequently its spatial prioritization and directions are the Vision Randstad 2040 (Structuurvisie Randstad 2040) and the "Nota Ruimte" as principles for Randstad's regional development. The goals described in the aforementioned documents regard transformations of the land uses, densification (500.000 new dwellings by 2040 in the Randstad area), urban renewal programs and physical restructuring and solution of socio-economic problems through spatial interventions.

In The Hague's case the regional level is represented by both the Province of South Holland and the Region of The Hague. Both agencies put in that the need for economic and demographic growth. The province of South Holland seeks for accessibility improvements, tourism and culture increase and enhancement of student housing in the area of The Hague. The Region of The Hague following and elaborating in more depth the province's guidelines, proposes high quality housing projects, enhancement of internal and external accessibility, creation of an attractive environment to live and work and enhancement of The Hague's position as a touristic, international city.

The municipal agenda, taking into account the established development guidelines of the upper governance levels, seeks the realisation of The Hague as an international city. That municipal aspiration is illustrated through the city's structural vision "Structural Vision of The Hague 2020: The Global City by the Sea". Through that vision, together with the greater municipal policies, municipality of The Hague puts the guidelines for the city's development direction. Those guidelines are divided into two categories; the one regarding the whole city and ones that regard specific areas. In the city level, municipality of The Hague, as already mentioned, seeks an international city that would be a touristic attractor for the whole world, providing an attractive environment (regarding working and living conditions). At the same time, are promoted multi-functional and intensive land uses, high housing qualities, densification (37.000 new houses), neighbourhood restructuring and improvement of the public transport, together with new infrastructural lines. After those more generic aspirations, municipality establishes six priority areas- zones, providing a master plan for each one. The priority area and subsequently the additional master

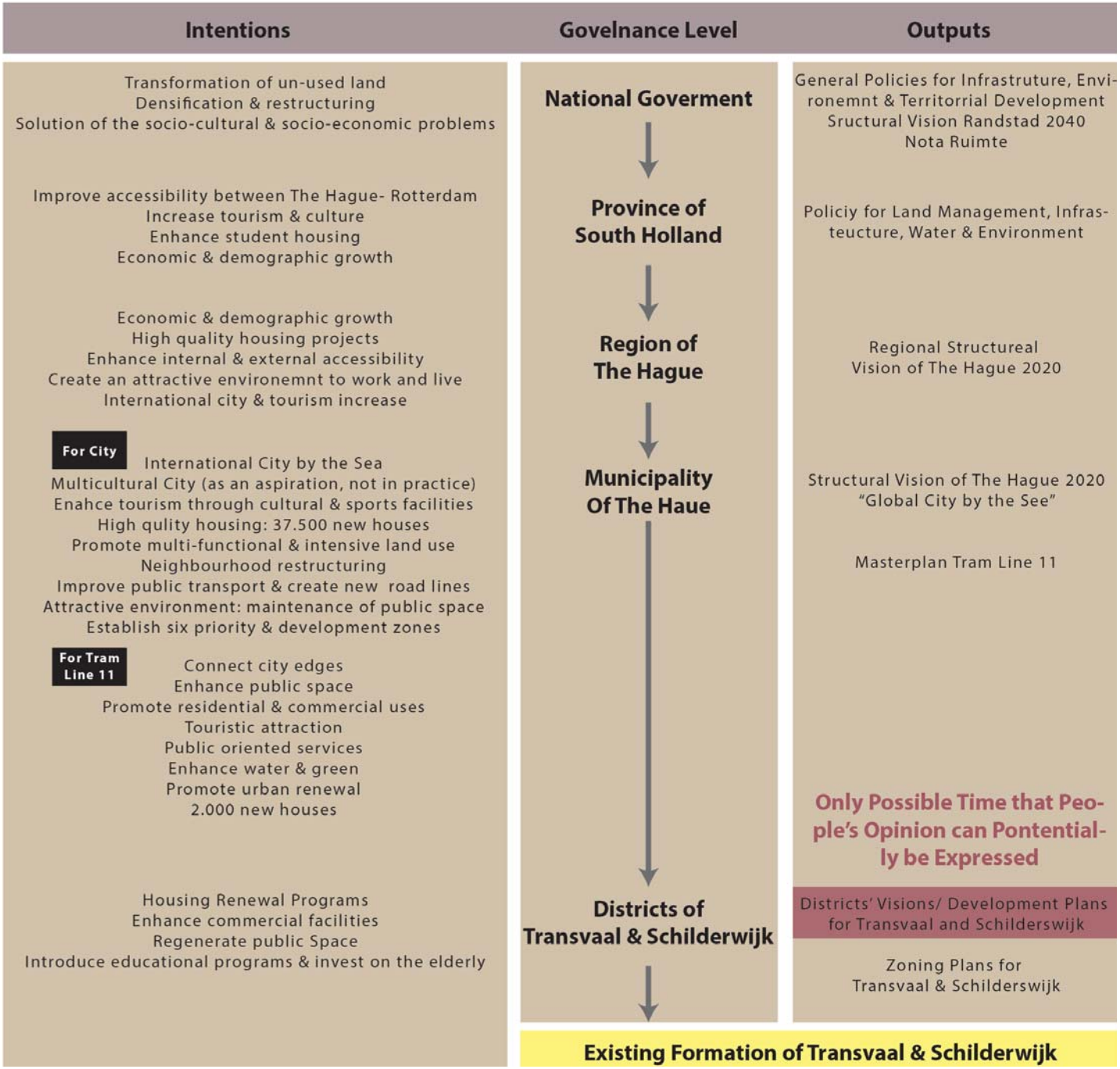


Diagram Title: Existing Planning Process & Spatial Outputs

Source: Made by Author

plan regarding the project's case study area, is the one of Tram Line 11.

Reviewing the governance levels and their development priorities and proclamations, the problem statement of the present graduation project takes shape the moment reviewing the municipal level. The aspiration for the international city imposes certain programmatic and planning commitments that municipality is obliged to follow, having taken that development direction. The wanted internationality, by meaning, responds to high-end services and high-skilled people, following the greater line of worldwide cities competition. Without having a coherent and integrated vision that would regard, monitor and manage the whole city's conditions, the later proclamation of the six priority areas seems acupunctural and not integrated in city's structure, demands and (as a result) people.

The master plan for the tram line 11 puts new guidelines, land uses and developing directions for its application area. Transvaal and Schilderswijk neighbourhoods constitute almost half of that master plan's application area. The intentions in the aforementioned master plan do not consider the existing reality of Schilderswijk and Transvaal. In addition, the whole project is programmed in accord with the city's greater aspiration for internationality. Although such a project could potentially be very important for the regeneration of Transvaal and Schilderwijk, due to already mentioned reasons the outcome seems completely different. Thus, the focus concerning Transvaal and Schilderwijk remains only on the physical restructuring with respects mainly on housing programs, the repetitions of the same quality public space and the infrastructural connection of the area itself.

The last level of that hierarchical system, leading to nowadays existing formation of Transvaal and Schilderswijk, is the two sub-municipalities. The two districts of Transvaal and Schilderswijk, taking for granted the already proposed by the municipality master plan for Tram Line 11, create the vision/development plan of each district, leading to the additional zoning and land use plans. Not having seen the local people's attribution at the municipality level, someone would eventually do the hypothesis that at least at the sub-municipal level the locals, their capacities and their real needs will be considered. However, that is not the case. Although, in theory respects, that level is the only possible time for the expression of the locals' needs into spatial interventions, the two districts just elaborate the pre-existing master plan into specific projects. As a result their intentions have again to do with housing renewal programs, enhancement of commercial facilities, and repetition of the existing quality public space, together with the introduction of some educational programs.

In the discussed top-down system of development, most of the decision making processes and outputs are concentrated at the municipal level. The inputs of the locals that could possibly underpin some of the existing decisions can only happen during the formation of the development plan or vision for each neighbourhood. However, this is not the case for the two examined neighbourhoods, since that step of planning procedure was just used for the elaboration of a previous step and not for the real expression of people's needs and capacities. After this step the zoning plan is formulated and legalised, meaning that there is no room for any further change. Thus, it can be understood that the existing planning system, not only in a way excludes the local ones, but also offers no flexibility and adaption to the planning procedure itself. As a result, it fails to meet the contemporary demands and needs of the city, creating the already discussed socio-functional fragmentation and lack of planning operability.

Problem's Specification

At this is presented the specification of problem. The purpose of this whole chapter is to explain the basis, the way and reasons for why and how to build a new participatory and planning framework and procedure. In order to do so, earlier steps (as the ones already presented) have to be made like the stakeholder analysis, the clarification of the existing planning and decision making process, the used theoretical inputs etc. This sub-chapter clearly illustrates and sums up the problems found in the existing planning and decision making process. In other words, it puts in front the issues that have to be solved or answered through the upcoming proposal for the new participatory and planning framework.

The following diagram illustrates the main involved stakeholders, showing their relation with the planning outputs. As a result the main involved stakeholders are the municipality of The Hague that is in cooperation with either housing corporations or key external developers in order to materialise its aspirations. Furthermore in the following diagram are presented the existing planning outcomes and the problems deriving from them with consideration to the initial problem statement of the present graduation project.

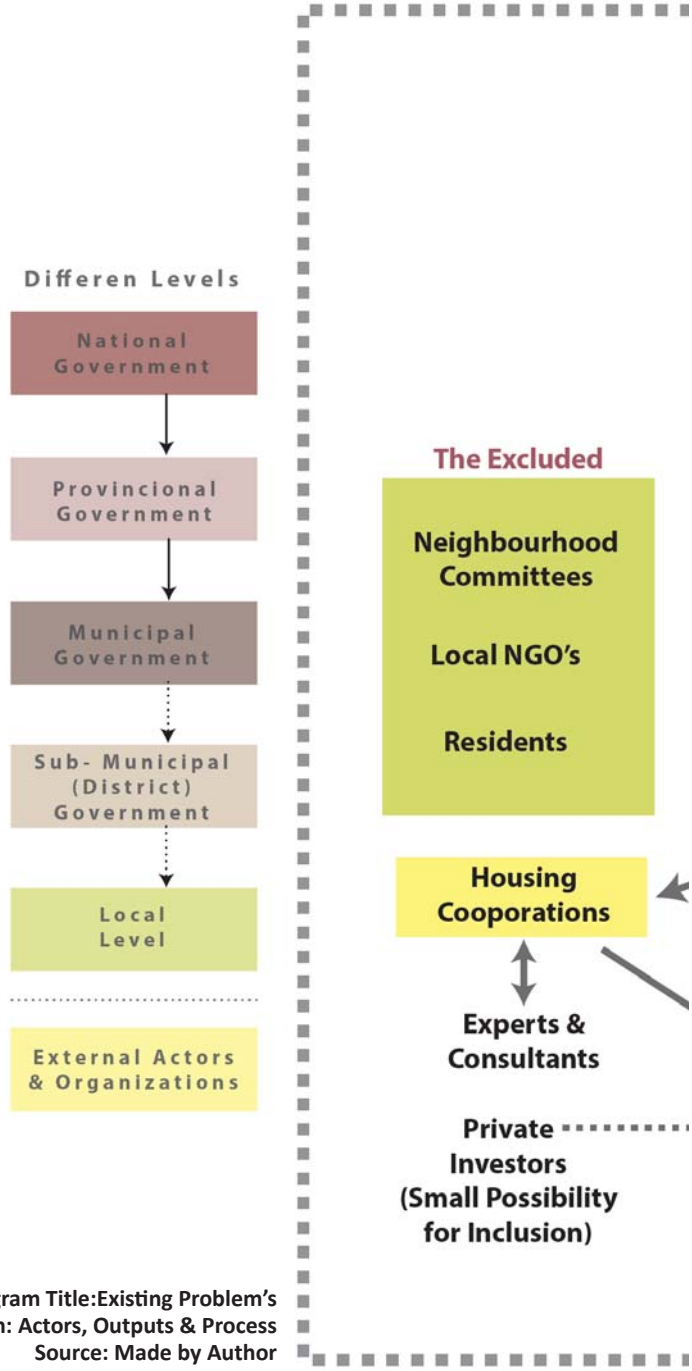
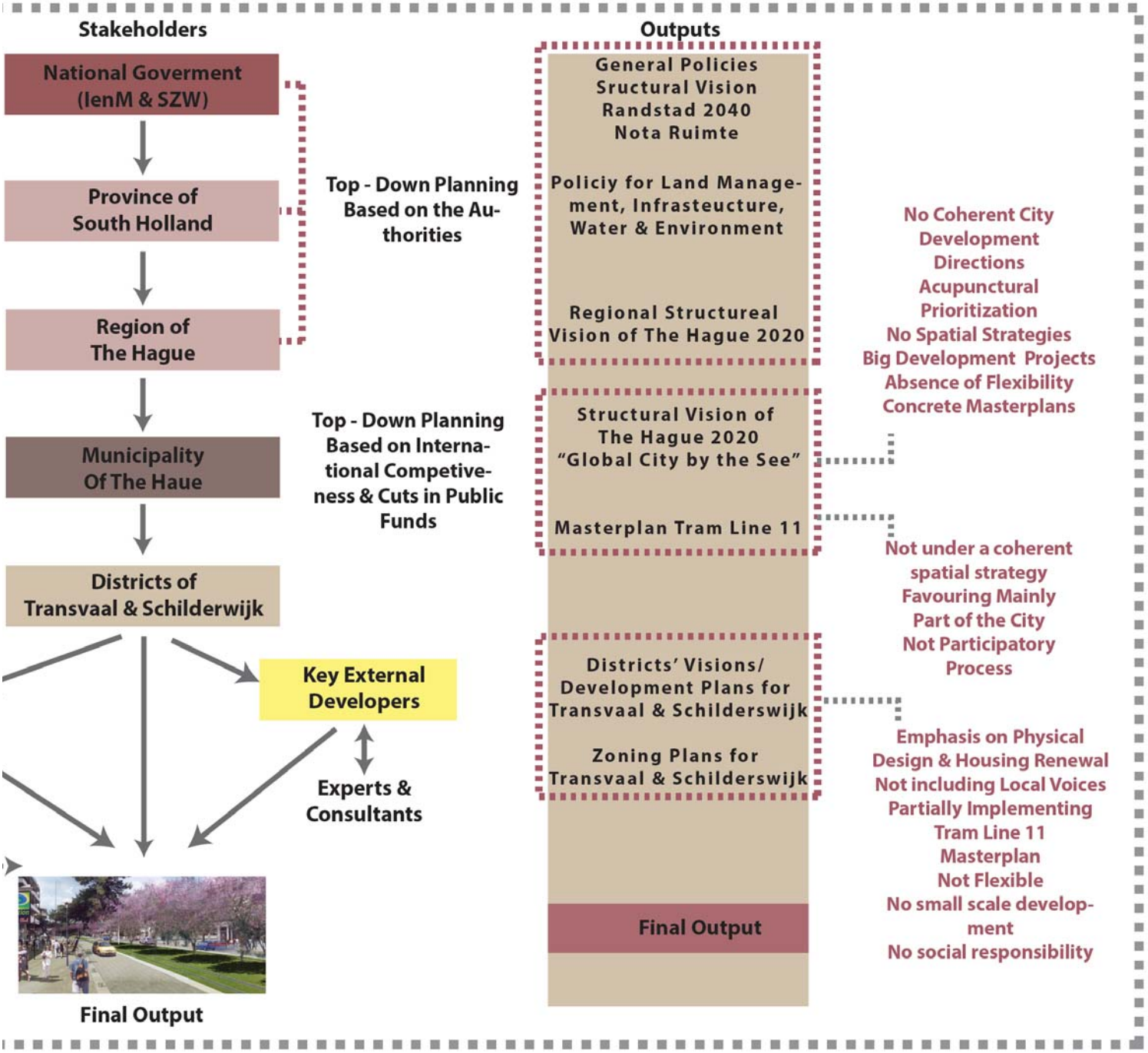


Diagram Title:Existing Problem's Specification: Actors, Outputs & Process
Source: Made by Author


Stakeholders
National Goverment (IenM & SZW)
Province of South Holland
Region of The Hague
Municipality Of The Haue
Districts of Transvaal & Schilderwijk
Key External Developers
Experts & Consultants
Final Output
Top - Down Planning Based on the Authorities
Top - Down Planning Based on International Competiveness & Cuts in Public Funds
Outputs
General Policies
Sructural Vision
Randstad 2040
Nota Ruimte
Policiy for Land Management, Infrasteucture, Water & Environment
Regional Structureal Vision of The Hague 2020
Structural Vision of The Hague 2020 "Global City by the See"
Masterplan Tram Line 11
Districts' Visions/ Development Plans for Transvaal & Schilderswijk
Zoning Plans for Transvaal & Schilderswijk
Final Output
No Coherent City Development Directions
Acupunctural Prioritization
No Spatial Strategies
Big Development Projects
Absence of Flexibility
Concrete Masterplans
Not under a coherent spatial strategy
Favouring Mainly Part of the City
Not Participatory Process
Emphasis on Physical Design & Housing Renewal
Not including Local Voices
Partially Implementing Tram Line 11 Masterplan
Not Flexible
No small scale development
No social responsibility

In the below diagram are illustrated the existing actor relations at local level and in relation with a possible and specific planning and design output at that level. Again, it understood the exclusion of locals and the neighbourhood committees from the planning and decision making process.

The following table is a sum up table, putting the estimated failures of the existing conditions or happening practices in three different layers: multi-actor setting, planning setting and property- market setting.

Diagram Title: Relations at the Local Level **Source: Made by Author**

Failures	
Multi-actor Setting	Exclusion of locals from decesion making process Fragmented development due to non co-ordinated actions Lack of active & real participation & discussion Splitting forces Lack of cooperation capability Lack of social responsibility
Planning Setting	Exclusive focus on physical design & housing Acupunctual Prioritization Absence of flexibility & Concrete masterplans No coherent devlopment directions Top-down approache favouring only part of the city Missing in depth analysis of the contemporary needs & demands Provision of frameworks to facilitate stand-alone actors rather than their possible joint effort
Property-Market Setting	Slow mobilization of private property Property market risks No room for small scale development

Table Title: Main Recognised Failures **Source: Made by Author**

4.2.4. Multi- Actor Governance: Theoretical Notions & Contemporary Challenges

In this part are presented the notions that will guide the upcoming proposal together with the contemporary recognised challenges that multi-actor governance experiences.

Multi-Level & Good Governance & Integrated Urban Development

As already explained, the existing model of planning and decision making in the case of The Hague is failing to meet the contemporary demands and needs of the locals resulting to fragmentation, exclusion and lack of planning operability. As a result, a quest towards a new model has to be made. This new model should not only specify a new form of procedures but, in reality, it should specify a new form of governance that will be able to incorporate both the planning and decision making procedures, involving all the interested actors and integrating the principles of strategic spatial planning in space. Searching through literature three main documents were the inspiration for this sub-chapter and for a lot of the steps incorporated in the upcoming proposal: (UN- Habitat, 2000) (UN- Habitat, 2001) (Taşan-Kok & Vranken, 2011).

Through the above literature sources the seeking governance is either named "Multi- Level Governance" (Taşan-Kok & Vranken, 2011) or "Good Urban Governance" (UN-Habitat, 2001) (UN- Habitat, 2000). Below are presented the definitions of both terms, as expressed in the additional documents, while two more notions are clarified the ones of the integrated approach and the integrated urban development approach:

- **Good Governance**: "*Urban governance is the sum of the many ways individuals and institutions, public and private, plan and manage the common affairs of the city. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action can be taken. It includes formal institutions as well as informal arrangements and the social capital of citizens. Urban governance is inextricably linked to the welfare of the citizenry. Good urban governance must enable women and men to access the benefits of urban citizenship. Good urban governance, based on the principle of urban citizenship, affirms that no man, woman or child can be denied access to the necessities of urban life, including adequate shelter, security of tenure, safe water, sanitation, a clean environment, health, education and nutrition, employment and public safety and mobility. Through good urban governance, citizens are provided with the platform which will allow them to use their talents to the full to improve their social and economic conditions*" (UN- Habitat, 2000).

Box 3: Good Governance Principles

Definition of Good Governance principles (UN-Habitat, 2000):

- **Sustainability:** *a balance between social, economic and environmental needs of present and future generations, including a clear commitment to urban poverty reduction*
- **Subsidiarity:** *applying the closest appropriate governmental level consistent with efficient and cost-effective delivery of services*
- **Equity:** *equal access to decision-making processes, the basic necessities of urban life, and the access to and use of resources, particularly for women and the informal sector*

- **Efficiency:** *being financially sound and cost-effective in the delivery of public services and in promoting local economic development*
- **Transparency and accountability:** *of decision-makers (incl. local authorities) and all stakeholders, including access to information and a fight against corruption*
- **Civic engagement and citizenship:** *empowerment of citizens, particularly of women and the poor, to participate effectively in decision-making processes*
- **Security:** *defending the inalienable right to life, liberty and the security of person, striving to avoid human conflicts and natural disasters by involving all stakeholders in crime and conflict prevention and disaster preparedness; freedom from forced evictionsl provision for security of tenure*

- **Multi-Level Governance**: "*Multilevel governance can be defined as an arrangement for making binding decisions that engages a multiplicity of politically independent but otherwise interdependent actors – private and public – at different levels of territorial aggregation in more-or-less continuous negotiation/deliberation/implementation, and that does not assign exclusively policy competence or assert a stable hierarchy of political authority to any levels*" (Taşan-Kok & Vranken, 2011).
- **Integrated Approach**: "*An Integrated approach is the incorporation of diverse sectorial policies (such as employment, education, environment, culture, spatial policy, social policy) at diverse organisational levels (local, regional, national and intergovernmental instances) to achieve a holistic territorial policy approach* (Taşan-Kok & Vranken, 2011).
- **Integrated Urban Development Approach**: "*An integrated urban development approach is based on bottom-up social policy innovations. It emerged as an alternative urban policy approach in the sense that it is participatory: it puts the basic needs of society first. It develops social policy innovations through participatory, grassroots-based, bottom-up actions of governance institutions and spaces. These include socially innovative planning projects with the direct participation of individuals; third sector initiated interventions; neighbourhood-led social and spatial projects, and area-based urban restructuring partnerships. It implies a holistic policy framework in which top-down policy actions at diverse levels of governance (EU, national, regional and local) and at diverse geographical scales (country, region, city, and neighbourhood) are to be integrated with bottom-up participation*" (Taşan-Kok & Vranken, 2011).

Box 4:
Principles for Muilti-Level Governance in Integrated, Participatory Urban Development

General principles of multilevel governance for an integrated participatory urban development can be defined as (Taşan-Kok & Vranken, 2011):

- ***National, regional and local authorities*** *should collaborate with common goals, clear targets and action plans to integrate local needs and national responsibilities;*
- ***Governance networks*** *for cooperation between public and private sector actors should be organised in a more bottom-up manner and allow more flexibility at local levels;*
- *The interventionist and typically top-down models of European governance must be replaced by* ***cooperation with agreements*** *between public actors as*

well as between public and private sector actors, and which can be defined and negotiated at local levels of governance;

- ***Citizens' participation** should be a key target for local policy making. While participation and bottom-up approaches are encouraged and regulated in contemporary urban societies, their effectiveness may be limited by public decision-makers who act under the pressure of market forces. The burden of administrative, financial or coordination costs of participation should be taken into account, and calculated accurately at the initial stages of collaboration while the roles and responsibilities of diverse collaborating actors are being decided.*

Process Principles for Muilti-Level Governance

The process principles of multi-level governance in integrated urban development are the following (Taşan-Kok & Vranken, 2011):

- *Clear **local action objectives** should be defined by local communities (NGOs, neighbourhood level organisations, civil society and citizens) and communicated to appropriate levels of governance;*
- *The **needs of local societies** (city and neighbourhoods)and communities/citizens should be defined at the local level (neighbourhood communities and local governments) and communicated to the regional and/or national level;*
- ***Ambitions and objectives of diverse actors** should be oriented towards the key issues at a certain place and time;*
- *When there **is a national concern** (like climate change) **a top-down decision can work** if responsibilities are shared with lower levels of governance; this is even required – and possible – within a complex governance structure with multiple layers of interlinked decision-making mechanisms;*
- ***Innovative and well-communicated instruments** should be used to ensure sustainable and long lasting results.*

Having presented the above notions, the next question is how they can be implemented in the current project? The answer to that question derives from the already presented proposal's theoretical base. Through the theories strategic spatial planning, participatory planning and urban regeneration (as defined earlier), will become the spatial and institutional interpretation and implementation of the above notions in the project.

Reflecting to those theories, as already explained, their common and important element is that they abandon the ways of comprehensive planning and they insert strategic approaches into the planning procedure. As a result, instead of the acupunctural but concrete master plans of The Hague's municipality (which are not underpinned under a coherent and integrated development direction), the procedure that will be followed in this project will have the following characteristics: a coherent and integrated vision that will guide the whole city's development process (with an emphasis on the locals), a spatial strategy that gives more specific development directions and guidelines into more specified areas that will be strategically selected and agreed, regulations through which the spatial strategy could be materialised, keeping its initial concerns but having the flexibility to be turned into different outcomes according to the actors' needs,

capacities and demands and possible design outcomes.

Challenges in Multi-Actor Governance: Contemporary Experience

The last step, before formulating and presenting the final proposal of the participatory and planning framework, is a review and investigation on the already specified challenges that concern multi-actor governance and are estimated in literature by the up to day experience towards such practices (attempts for implementation of multi-actor governance).

From the beginning of 2000s multi-actor schemes are in the foreground (Swyngedouw, Moulaert, & Rodriguez, 2002b), (Salet & Majoor, 2005); (Taşan-Kok, 2008), with property-led, flagship, development projects being the trademarks of this decade and subsequently of the new urban policy (Van Criekingen, Guisset, & Vandermotten, 2006). The forces of globalization, metropolization and privatization, together with the contemporary problems and demands of the urban areas, impose new conditions and challenges on the urban tissue and its actors. State control deregulation, public services reduction and welfare programs diminishing, together with the increasing international capital mobility and cities' worldwide competition seek for transformations in urban space. Those transformations need to urge capital accumulation, concentrating investment, services, products and human capital in the urban areas, while increasing their comparative advantages in nowadays global economy (Brenner, Peck, & Theodore, 2005).

Enhancing the competitive position of their economies, cities use property-led development projects in strategic locations as a way to achieve their goals and subsequently as a new urban policy/ direction (Swyngedouw, Moulaert, & Rodriguez, 2002b, p. 542), as the project of the Tram Line 11 in The Hague. Usually inserted by the central/national or municipal government, property-led projects attempt large- scale development to upgrade and renew specific large, urban and sub-urban areas or neighbourhoods. Parallel to that, those projects offer a greater spatial restructuring, envisioning investment attraction and social conditions improvements in the greater urban or not space (Taşan-Kok, 2009). Such practices usually claim to be in accord with the main elements and objectives of urban regeneration and strategic spatial planning, however either due to the project's complexity or due to misinterpretations of the theory; in quite a lot of cases they do not fully follow the aforementioned theoretical framework.

Consequence of those aspects is a shift in the role of the public sector and especially of the municipal government. Using the property-led, strategic, regeneration projects as instruments, municipalities shift from a "managerial" government to an "entrepreneurial" government, with modified form, function and scope (Moulaert & Seika, 2003). Due to this shift, municipalities become, or at least try to, key stakeholders in urban development, being active, negotiating actors rather than the actors who implement urban development (Swyngedouw, Moulaert, & Rodriguez, 2002a, p. 200). In this context financial deregulation attracts an increasing number of portfolio investments and financial transactions in urban development. The higher the financial deregulations are, the more the urban property-market opens up, capturing bigger international capital and investment (Taşan-Kok, 2004). However, the bigger the international capital is, the more actors are involved, making the property market more complex. The output of such processes is illustrated by large- scale urban strategic development projects, funded and guided by multi-actor partnerships (PPP). Nevertheless, urban development and urban property market is becoming more vulnerable to and depended on financial markets fluctuations and global capital's course of development (Fainstein, 1994). At this point has to be

mentioned that high amount of the project's success is based on the local property investors and actors, which in the present project's case are excluded. That is due to the fact that global and local markets are interconnected. As a result without local support and interest, the international investment cannot ensure the project's success (Taşan-Kok, 2004), something that is always understood by the key actors themselves.

Another factor that has to be estimated is the increasing complexity of those projects, involving various actors with different interests and expectations. Usually, complex projects or visions entail new governance regimes for their implementation, at the adequate level of their sphere of influence. In that way partnerships and greater collaboration are forged to act as policy instruments. However, the bigger the complexity of that multi-actor governance is, the more difficult the implementation of the project is being, jeopardising the project's success. As a result new approaches and procedures are in need in order to overcome such difficulties.

Talking about the changes in the form of governance, it has to be pointed out that governance cannot be defined only by the creation of public and private partnerships and the exchange between those sectors. On the contrary, a great deal of the new governance form's success and definition is based on the implementation process, where the urban policy will take its final shape (Pressman & Wildawsky, 1973), (Pierre, 1999). In the implementation process the proposed development will set, after agreement, the policy agenda of the local government (Taşan-Kok, 2009). That means that it is required balance and synergy amid the management of the relations between public and private actors and the institutional bonds between the individual actors.

Last but not least, it has to be mentioned the critique that such projects receive, while reflecting on the challenges that their effective implementation imposes. Large-scale, multi-actor, development projects are usually divided between the public, socially- oriented projects and the private property-led and capital-oriented ones (Taşan-Kok, 2009). This division poses questions for the possible creation of social exclusion and for the existence (and its degree) of democratic participation between the involved and the potentially involved actors (Melo & Baiocchi, 2006). Through literature those projects are usually accused of lack of comprehensive and integrated concepts, failing to balance the public and private interests (Majoor, 2006), (Gualini & Majoor, 2007). Furthermore, they often result in misinformation about the costs and benefits, seducing the public and causing extra costs and delays (Flyvbjerg, 2005), while promoting high-end fields against the social and local benefits (Weber 2002; (Moulaert, Rodriguez, & Swyngedouw, 2003), (Salet & Gualini, 2006). According to Moulaert et al. (2007) the blame is on the framework of the urban policy that is moving towards fragmentation, inequality and socio-economic imbalance (Taşan-Kok, 2009). However, nobody can deny the complexity and difficulty of the organisation of multi-actor schemes in property-led development practices. As a result, learning from the up to day experience, certain issues are raised as future challenges for the stakeholders: the **definition and agreement upon goals and rules** (Hajer, 2003), (Swyngedouw, 2005), the c**reation of democratic practices and social justice** in such projects, the **empowerment of the weakest social groups** through spatial interventions and the **tackling of the difficulties that design, development and implementation processes create in the different institutional systems** (Swyngedouw, 2005).

In the following table the aforementioned challenges for multi-actor governance are summed up and presented. Following the approach of Taşan-Kok (2009), the table is divided into two main themes, the challenges regarding

the strategies that have to be created and followed and the challenges regarding a new or more advanced institutional setting. Furthermore, the estimated through literature and practice challenges are divided according to their type; responding to multi-actor setting, to planning setting and to property market setting.

Challenges	Strategy	Institutional Setting
Multi-actor Setting	Communication & agreement on mutual targets Inclusion of all involved actors in decision making process Inclusion of participation processes Development of managerial strategies Pre-difined implementation & development strategy Reciprocal & versatile decision making processes	Involvement of experts to guide & manage communication Creation of administrative & institutional setting for active participation Engage local communities Empowerment & mobilization of neighbourhood committees in the instituional decision making setting
Planning Setting	New, socio-economic, integrated plans Integrate strategic development directions & flexible, targeted actions Inclusion of bottom-up approaches, especially at the local level	Socio-economic implementation policy Flexibility in updating regulatory, master & zonning plans Implementation of flexible institutional setting
Property-Market Setting	Attract private investment Deceleration of the dispersed development Involve private sector from the beginning of the cohesive, development strategy	Development of partnership corporations

Table Title: Challenges in Multi-Actor Governance **Source: Made by Author**

4.2.5. Proposed Framework: Planning Procedures, Stakeholders & New Relations

The aforementioned inputs were used as tools to justify the proposal's line of reasoning according to the build of a participatory and planning framework and procedure. It is attempted the creation of a framework that will not only try to integrate local voices in the planning process, but will also take into account the recognised failures and challenges (specified in the existing planning and decision making conditions), searching for new implementation ways.

The proposed framework is divided in three parts or dimensions. The first one has to do with the proposed planning procedure and how is integrated in it the participatory process. The second one has to do with the way participation itself will take place, while the third one has to do with the new created/ proposed relations between the different stakeholders.

Participation & New Planning Procedure

Using all the aforementioned knowledge (theories, practice experience, existing conditions, and specified failures in the current process) here is proposed a new planning procedure which integrates at the same time the participation process.

In the diagram below are illustrated the first ideas, on how all the gained, up to now, knowledge can be con-

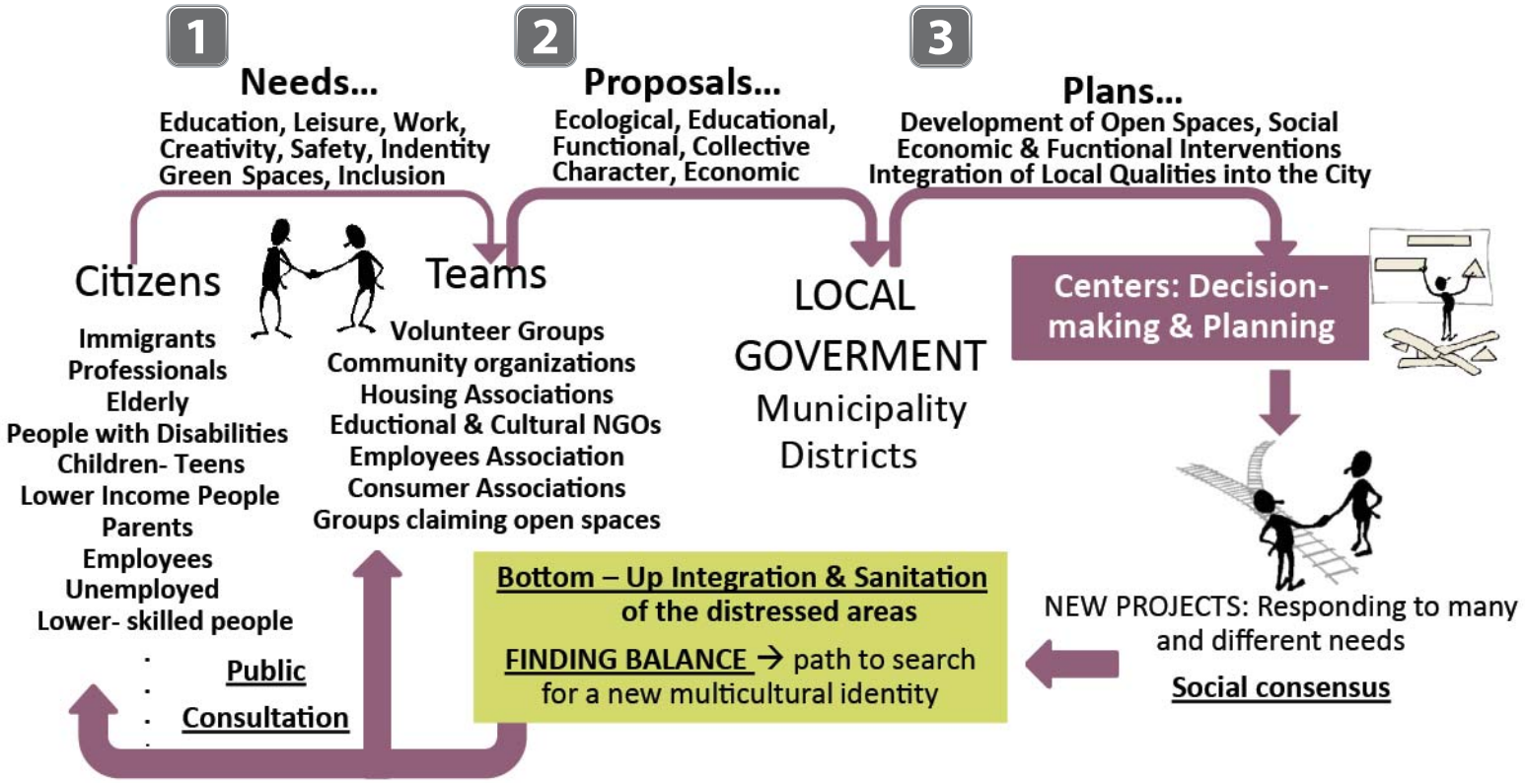


Diagram Title: Main Idea Towards A New Process

Source: Made by Author

ceptually materialised combining planning outputs and procedures with the wanted participation.

As already explained urban governance and subsequently planning and decision making procedures adequate to confront the contemporary challenges are dynamic processes. The needs, the capacities, the challenges and the responsibilities of both the people of an area and its governmental agencies are constantly transformed, seeking for innovative managerial tools, which will be able to combine, with the best possible way, updated and versatile planning procedures (as local strategic spatial planning) with the wanted participation and flexibility. Thinking on such tools and having in mind all the previous aspects and theories, which will be incorporated in the proposal; the toolkit for participation and planning of UN-Habitat (UN- Habitat, 2001) was used as the basis on which is built the proposed procedure.

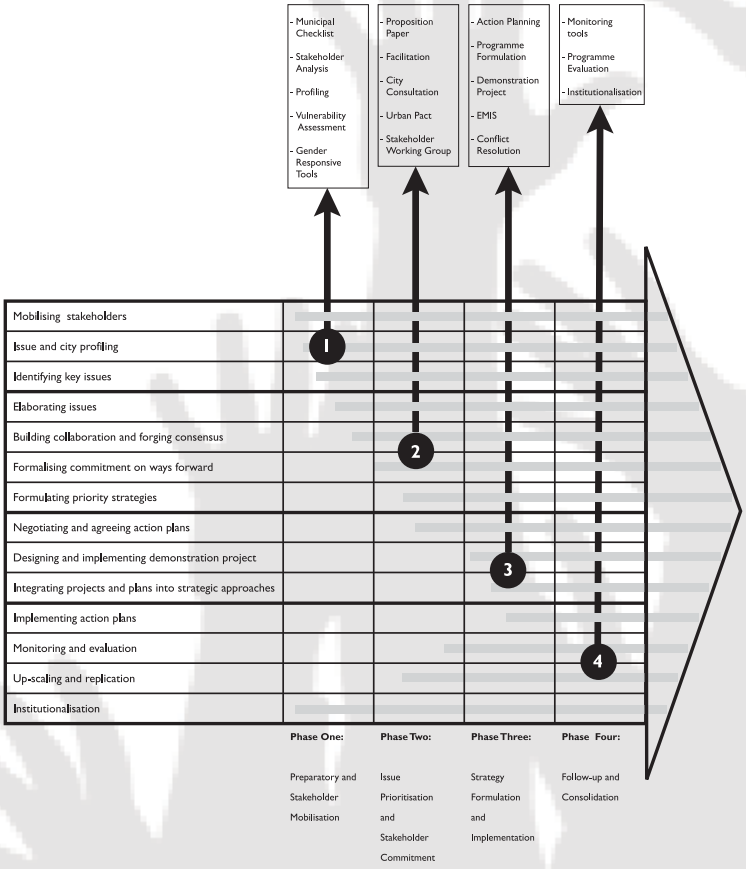


Diagram Title: Toolkit For Participation & Planning
Source: (UN- Habitat 2001)

As a result, in the following pages is illustrated the proposed planning and decision making procedure. As explained, the UN- Habitat toolkit was used but significantly modified according to the goals, priorities and aspects of the used theory and project's problem statement and existing conditions. In the following diagram are differently marked the kept inputs of the toolkit itself, the ones that were modified and the ones added by the author of the present project.

The proposed participatory and planning procedure is divided into five phases (instead of four that the toolkit proposes):

- Phase 1: Preparatory and Stakeholders Mobilization
- Phase 2: Coherent & Integrative Vision Development and Stakeholders Commitment
- Phase 3: Strategy Formulation and Implementation
- Phase 4: Specific Projects Formulation & Implementation
- Phase 5: Monitoring, Evaluation and Consolidation

In addition to them, the proposed process was developed and evaluated towards the main used theories (strategic spatial planning, participatory planning, urban regeneration, multi-level and multi-actor governance) and towards weather, where and how it embraces the notion of flexibility. Those aspects are presented together with the proposed procedure illustrating each step's contribution to them.

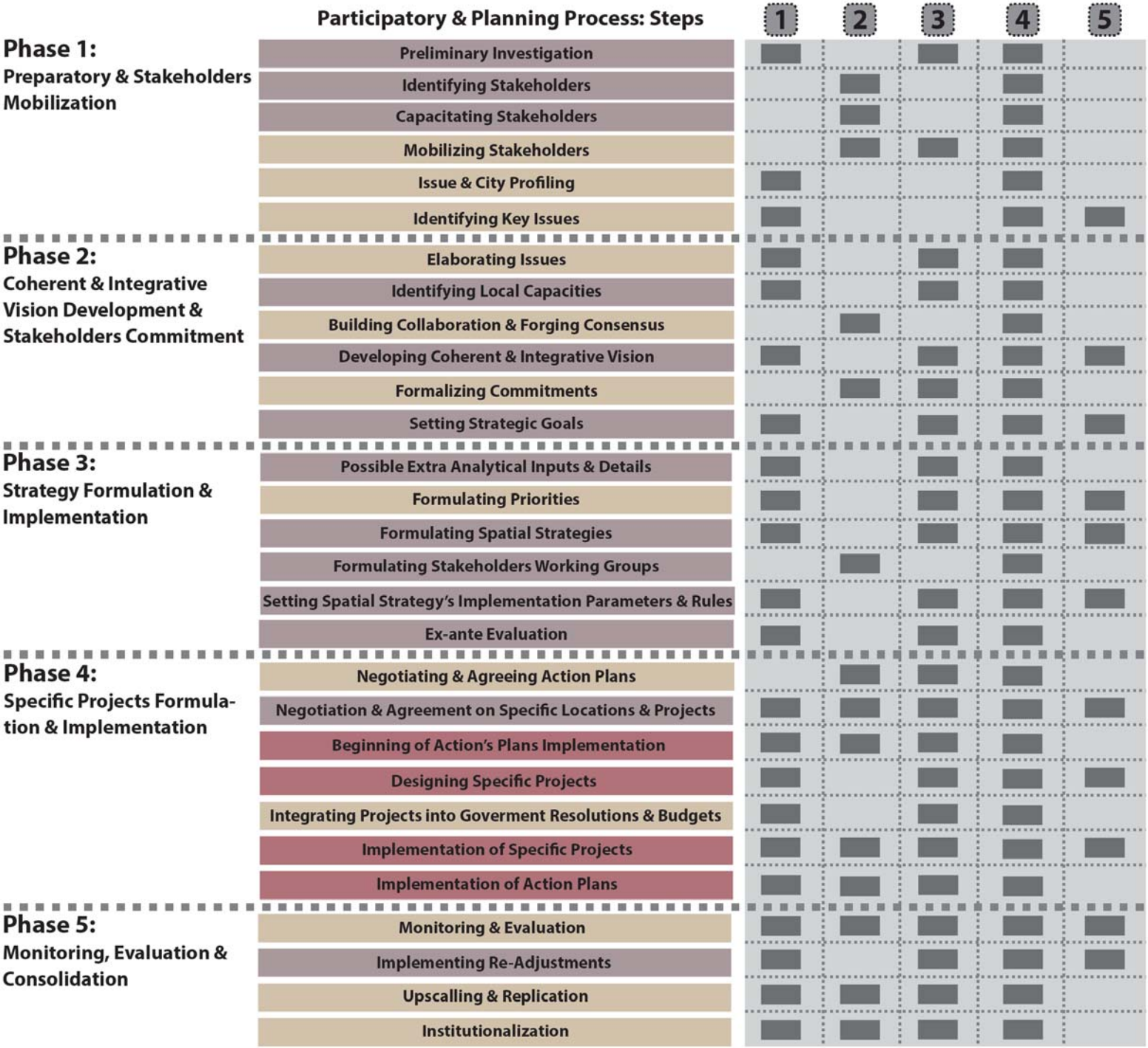
Furthermore, it is also illustrated the output(s) that each

phase should have according to two parameters: the planning procedure itself and the present project. What that means? It means that the proposed procedure could be eventually used and in other cases that existing planning and decision making procedures fail to meet the contemporary demands. As a result in each phase certain outputs should be expected. On the other hand the present graduation project due to either lack of time or limited resources and connections or because of the graduation's process restrictions and context, cannot fully present all the expected outputs of the proposed process. As a result, it was decided to fully illustrate and explain the proposed process and when needed translate the expected outputs into best project fitting outputs.

Phase 1: Preparatory & Stakeholders Mobilization

The first phase starts with a preliminary investigation to get a first idea of the undergone situation and conditions. Next, the stakeholders need to be identified. Through the stakeholder analysis it should be understood which of them are in need of empowerment and subsequently need to be capacitated in order to take part in the process. Working together with all the stakeholders, an evaluation/ diagnosis needs to be formed in which the existing situation is analysed and at the same time evaluated. That evaluation should be multi-dimensional and multi-scalar containing the different examined aspects in the different examined scales (in terms of spatial, social, economic and administrative/ institutional characteristics). Usually the wanted evaluation/ diagnosis has an earlier output that of the analysis itself. As a result the city profiling will happen, identifying at the same time the main issues, conflicts and challenges that have to be either solved or met, while considering the institutional arrangements. Thus, the first phase will result in a good understanding of the existing issues and condi-

Diagram Title: Proposed Planning & Participatory Process
Source: Made by Author


Participatory & Planning Process: Steps
1
2
3
4
5
Phase 1:
Preparatory & Stakeholders Mobilization
Preliminary Investigation
Identifying Stakeholders
Capacitating Stakeholders
Mobilizing Stakeholders
Issue & City Profiling
Identifying Key Issues
Phase 2:
Coherent & Integrative Vision Development & Stakeholders Commitment
Elaborating Issues
Identifying Local Capacities
Building Collaboration & Forging Consensus
Developing Coherent & Integrative Vision
Formalizing Commitments
Setting Strategic Goals
Phase 3:
Strategy Formulation & Implementation
Possible Extra Analytical Inputs & Details
Formulating Priorities
Formulating Spatial Strategies
Formulating Stakeholders Working Groups
Setting Spatial Strategy's Implementation Parameters & Rules
Ex-ante Evaluation
Phase 4:
Specific Projects Formulation & Implementation
Negotiating & Agreeing Action Plans
Negotiation & Agreement on Specific Locations & Projects
Beginning of Action's Plans Implementation
Designing Specific Projects
Integrating Projects into Goverment Resolutions & Budgets
Implementation of Specific Projects
Implementation of Action Plans
Phase 5:
Monitoring, Evaluation & Consolidation
Monitoring & Evaluation
Implementing Re-Adjustments
Upscalling & Replication
Institutionalization

tions, increasing the local ownership and commitment and reaching an inclusive consensus on key issues of all stakeholders, including those usually underrepresented or excluded from the process.

Phase 2: Coherent & Integrative Vision Development & Stakeholders Commitment

In the second phase, the already specified main issues are further elaborated (including how they are expressed and perceived and how they have been addressed or tackled in other similar cases (case study analysis)). At the same time, the capacities of the existing stakeholders are identified and understood, while consensus is forged between them in line with the possible future of the examined area. The already mentioned process result in a coherent and integrated vision which is co-constructed with all the stakeholders (especially including the ones usually excluded: weaker social groups). After the vision's creations commitments between the different stakeholders are formalised through negotiation and further discussion.

Following the line of strategic spatial planning and having in mind that all the arisen issues do not have the same importance and cannot be tackled in the same time frame; strategic goals have to be set. Those goals spatially translate the main priorities that have to be met in order to materialise the already developed vision. In the present project those goals were translated as the first steps for the upcoming spatial strategy, deriving from the proposed vision and being in line with its aspirations. Usually, in practice, a vision like the proposed one is translated into different spatial strategies according to either strategically chosen locations or greater areas or strategically chosen themes. Thus the need for setting strategic goals before each strategy's creation is vital, as they guide the undertaken steps, put in front the principles that have to be followed and create a virtual time frame.

Phase 3: Strategy Formulation and Implementation

The issue of third phase is the formulation of the spatial strategy(ies). In order to do possible extra analytical details or inputs are usually need, while further priorities are elaborated. As previously mentioned the spatial strategy can be about either a specific area that will strategically selected (for the vision's materialization) or about a specific theme or issue that has to tackled concerning whole area that the previously established vision responds to. During the strategy's procedure is illustrated how the initial, conceptual vision or part of it (when we have different spatial strategies) can be achieved, setting out a framework of spatial conditions that are going to ensure the achievement of the vision's long-term aim. Having developed a strategy and decided upon priority areas or issues, working groups are formed amongst the stakeholders. Through these groups the different stakeholders can focus on specific issues requiring attention. Moreover, through such a process further information is gathered and shared together with the expression of different options and opinions regarding the evaluated and elaborated issues.

After this point, parameters and rules are set for the strategy's implementation. This is a process happening before the next phase where the action plans are formulated. This step is inserted and proposed in the present project for a very important reason; to guide development without depriving its flexibility. All the proposed procedure is a time consuming process, whose steps happen in different time frames. Furthermore, considering the current economic crisis and the cuts in public budget, together with the difficulties that individuals probably face regarding big and continuous investments, it is understood that all the further specific spatial interventions (in which the

strategy will be translated) cannot happen at the same time or in an already established time frame. Moreover if all the agreements happen today and due to the aforementioned reasons the projects or actions can start after six or ten years, there is a great probability that such a project or action will not respond at that time's demands and challenges. Thus, freedom and flexibility has to be implemented in the proposed process in order to ensure both coherent and integrated development, while letting things be decided and elaborated when they can be implemented or programmed, tackling what needs to be tackled. At this point is wise to have an ex-ante evaluation, considering what is already achieved, negotiated and decided, while considering the next steps. Furthermore are considered the expected impacts (social, economic and physical) of the already undertaken actions or of the ones that will follow.

Phase 4: Specific Projects Formulation & Implementation

The fourth phase starts with the negotiation and agreement upon action plans. These action plans define a concrete set of steps that need to be taken in order to implement the previously established strategy and to achieve the previously developed vision. The action plans specify exactly what will be done, by whom, when and with what money. Another important element of this phase is the negation, design and implementation the different projects. At this point is recommended that all the different projects and the actions applying to them should not happen at the same time. In addition is proposed the implementation of one as a demonstration project. This demonstration project aims to show how the whole approach can be implemented into a physical intervention, highlighting possible managerial or cooperation problems, while forging partnerships between public, private and community sectors. On the basis of the results of this demonstration project the proposed actions and the rest of the decisions or projects can be revised if necessary. The final steps of this phase regard the implementation of all the rest actions plans and projects, while integrating them into the government's resolutions and budgets.

As a result the outputs of this phase have to do with the action plans and the negotiation, design and implementation of specific projects. According to the present graduation project, the aforementioned outputs were translated into possible stakeholders' cooperation and phasing and design scenarios. Due to the project's focus, the existing resources and also having in mind to present coherent and completed project, highlighting its main elements, it was decided to give design scenarios and possible stakeholders' cooperation. One the project's main elements, was the importance of bottom-up initiatives and how the cooperation between the different actors, especially at the local level, can result in the specific interventions. At the same, regarding the designing part of the project diversity and continuity (as it will be latter explained) are two of the most important design elements. Thus, after reassuring a coherent and integrated development direction for the city and the project's area, together with flexibility's insertion into the followed procedure, will be given possible design outcomes of what the different projects could might be, showing a possible way of actors' cooperation and established actions.

Phase 5: Monitoring, Evaluation and Consolidation

The last phase is the one of monitoring, evaluation and consolidation. This phase is a very crucial one, responding to the long-term sustainability and efficiency of the project. Both the process and the results should be monitored continuously. In addition, outcomes should be evaluated and feedback should be considered and

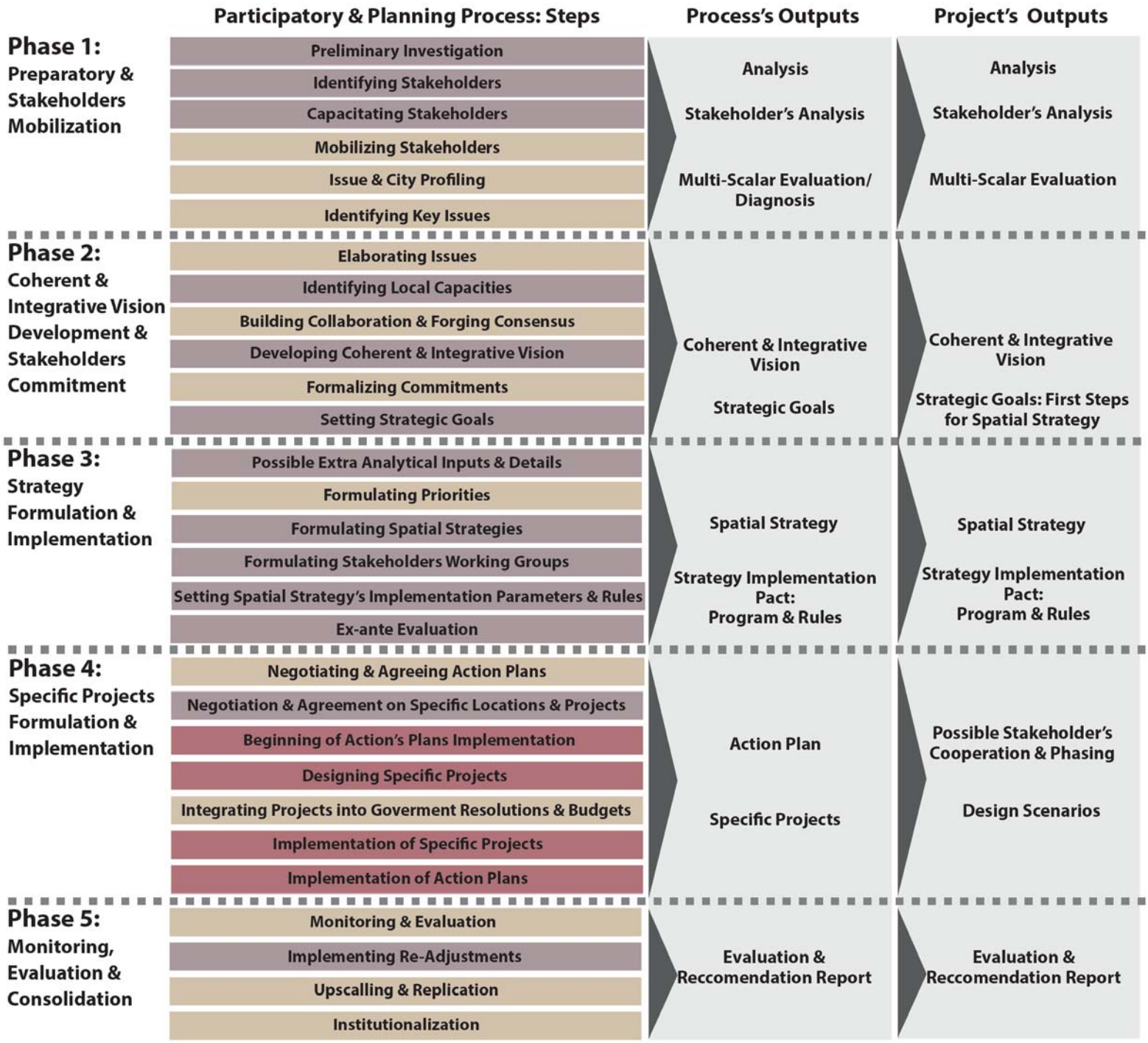


Diagram Title: Proposed Process & Related Outputs

Source: Made by Author

used for the revision of each time's proposed project or programme or action plan, while readjustments have to be made. Furthermore, the replication and upscaling of the interventions should be considered and the process should be institutionalised.

Participation as a Procedure Itself

As already explained, the present project is considering a "double view- perspective" of participation, having to do with the different levels of participation (ladder of participation) and their interrelation with the planning process. Previously, was proposed and illustrated a new planning process and the way that participation will be integrated in it. At this part will be explained and proposed how participation will happen while negotiation between the various stakeholders will take place, in order to reach a specific output.

The existing conditions happening in The Hague and project's area, want the municipality to be the main decision-making actor that negotiates every time either with the housing corporations or with the key external developers in order to carry out a specific project or output. In that procedure the neighbourhood committees, the local NGO's and the residents themselves are totally excluded, whereas there is a small possibility of a private investor taking part in the decision making process.

Through the previous proposal of the planning and participatory procedure, there were set specific steps having to do with negotiations between all the actors in order to agree on the expected, every time, output. Reviewing literature and the up to day practice experience when participatory processes, and especially negotiations, take place, they usually happen in the form of an open discussion. References for such an assumption are the participatory processes happened in the example case studies of Flanders' strategic vision (Flemish Diamond) (Albrechts, 2006a), of Kop Van Zuid's (in Rotterdam) port transformation (Taşan-Kok, 2009), of Hannover's Region strategic plan (Albrechts, 2006a) etc. The process that usually takes place while implementing an open discussion, regards a common ground where all the involved stakeholders are able to express their opinion towards the relevant issue. After discussion and negotiation, the final output is agreed (or not).

However, having in mind the challenges nowadays multi-actor governance face, together with the increasing complexity of the stakeholders, the need for institutional innovation and the fact that locals could not probably have or share the same amount of knowledge and power with other stakeholders, in the present project another model of negotiation/ participation is proposed.

In the following diagram, the existing, the usually happened and the proposed model are illustrated, helping understanding the proposal itself.

Through the proposed model is targeted and proposed the empowerment of an existing but not really used body/ agency in the decision making process at The Hague; the one of the neighbourhood committees. Unfortunately, through the stakeholders analysis it was understood that neighbourhood committees, although existing, they do not have a vital role in the decision making process. As a result they are neglected failing to defend the locals' needs and voice in the aforementioned procedure. By empowering and enhancing the neighbourhood committees, formed by the residents themselves, it is created a local "tool- agency" that could assure the locals' representation in the decision making process. Moreover, by empowering an existing institutional body, that is totally formed and consisted of each area's locals, the people's participation is organised and regulated, without having to form another agency or to deal with certain individual that they do not have a certain commitment in the process and in the greater institutional setting.

Furthermore the proposed model goes one step further from the usually applied one, changing the form of the open discussion. What is proposed is that all possible stakeholders could put on table specific, now, proposals on the discussed maters (and not just opinions on something). Those proposals will be evaluated by all of them, selecting the one better fitting to their aspirations and capacities. After the selection, it should be provided space for comments and differentiations on the selected proposal, leading to its final adjustments before implementation.

In that way the benefit of the process is double in relation to the usually implemented model. Firstly, all actors get the same amount of information; forging consensus between them, while their in-between discussion is upon concrete proposals and not just opinions. Secondly, through the evaluation, selection and adjustment process the final output is not just a verbal proposal on something, but a justified one that explains its implementation output and ensures that this output will be in accord with all, or at least most, of their needs and capacities.

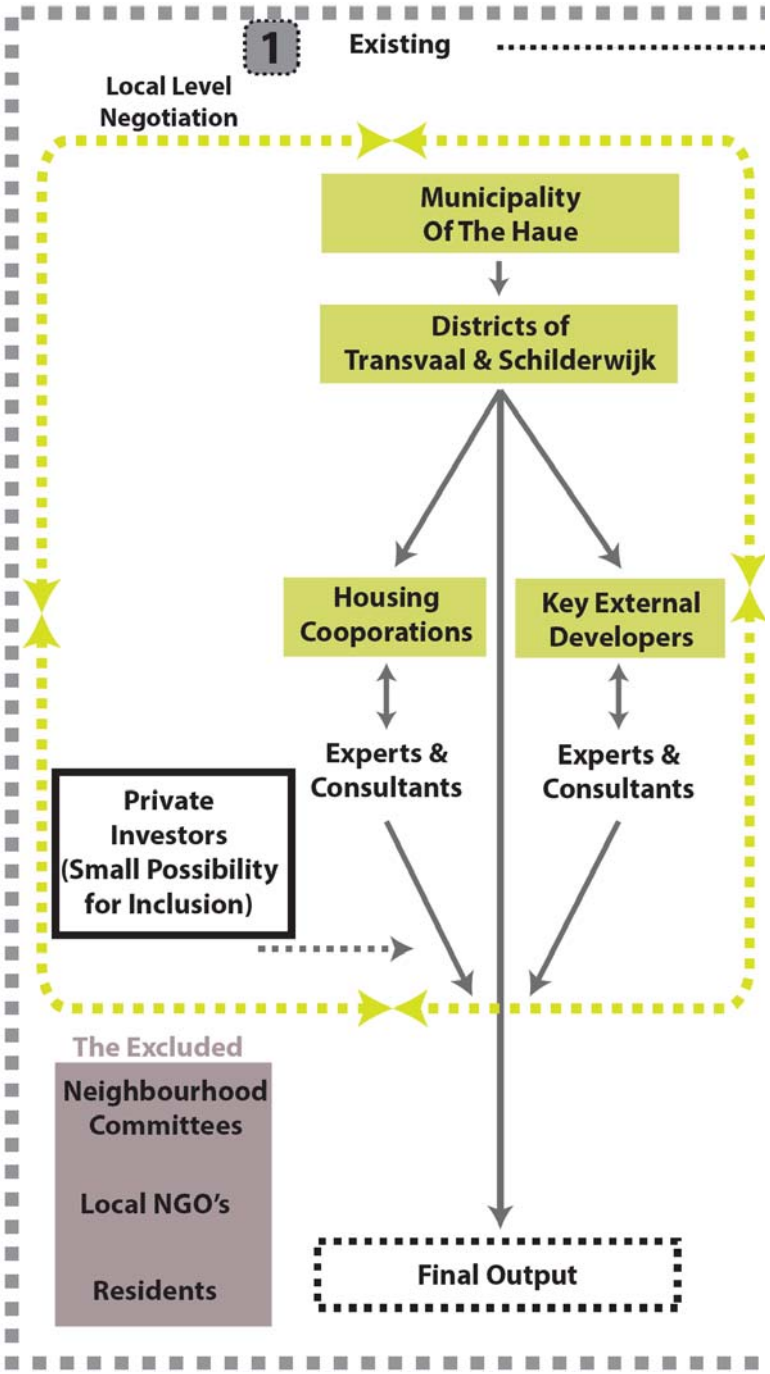
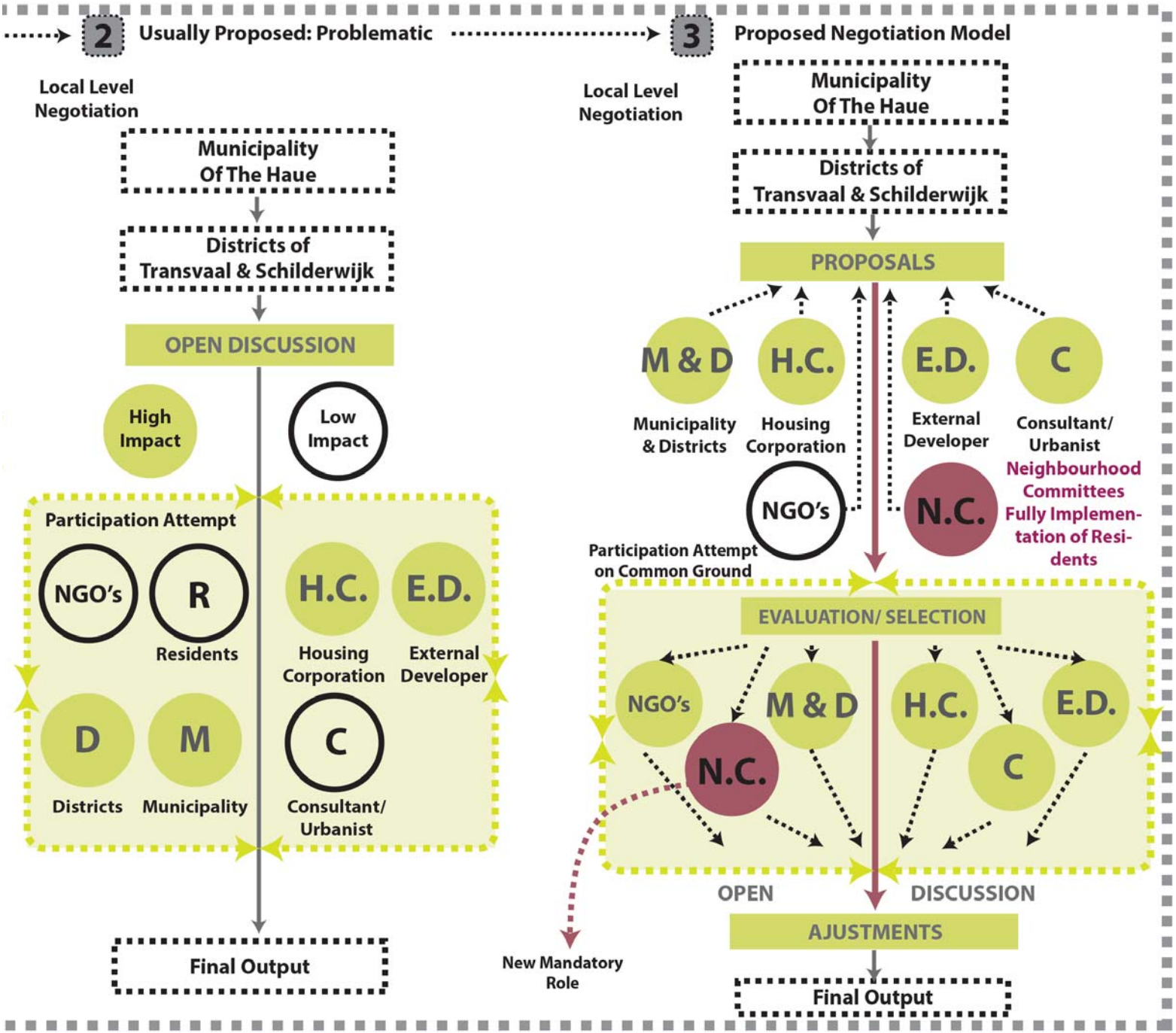


Diagram Title: Participatory & Negotiating Decisiong Making Process: From Existing to Proposal
Source: Made by Author


2
Usually Proposed: Problematic
Local Level Negotiation
Municipality Of The Haue
Districts of Transvaal & Schilderwijk
OPEN DISCUSSION
High Impact
Low Impact
Participation Attempt
NGO's
R
Residents
H.C.
Housing Corporation
E.D.
External Developer
D
Districts
M
Municipality
C
Consultant/ Urbanist
Final Output
3
Proposed Negotiation Model
Local Level Negotiation
Municipality Of The Haue
Districts of Transvaal & Schilderwijk
PROPOSALS
M & D
Municipality & Districts
H.C.
Housing Corporation
E.D.
External Developer
C
Consultant/ Urbanist
NGO's
N.C.
Neighbourhood Committees Fully Implementation of Residents
Participation Attempt on Common Ground
EVALUATION/ SELECTION
NGO's
M & D
H.C.
E.D.
N.C.
C
OPEN
DISCUSSION
AJUSTMENTS
New Mandatory Role
Final Output

Deriving Relations

Through the implementation of both the proposed planning and participatory procedure and the proposed participation/ negotiation model, the existing relations between the different stakeholders will change. At this part are illustrated the new deriving relations, according to

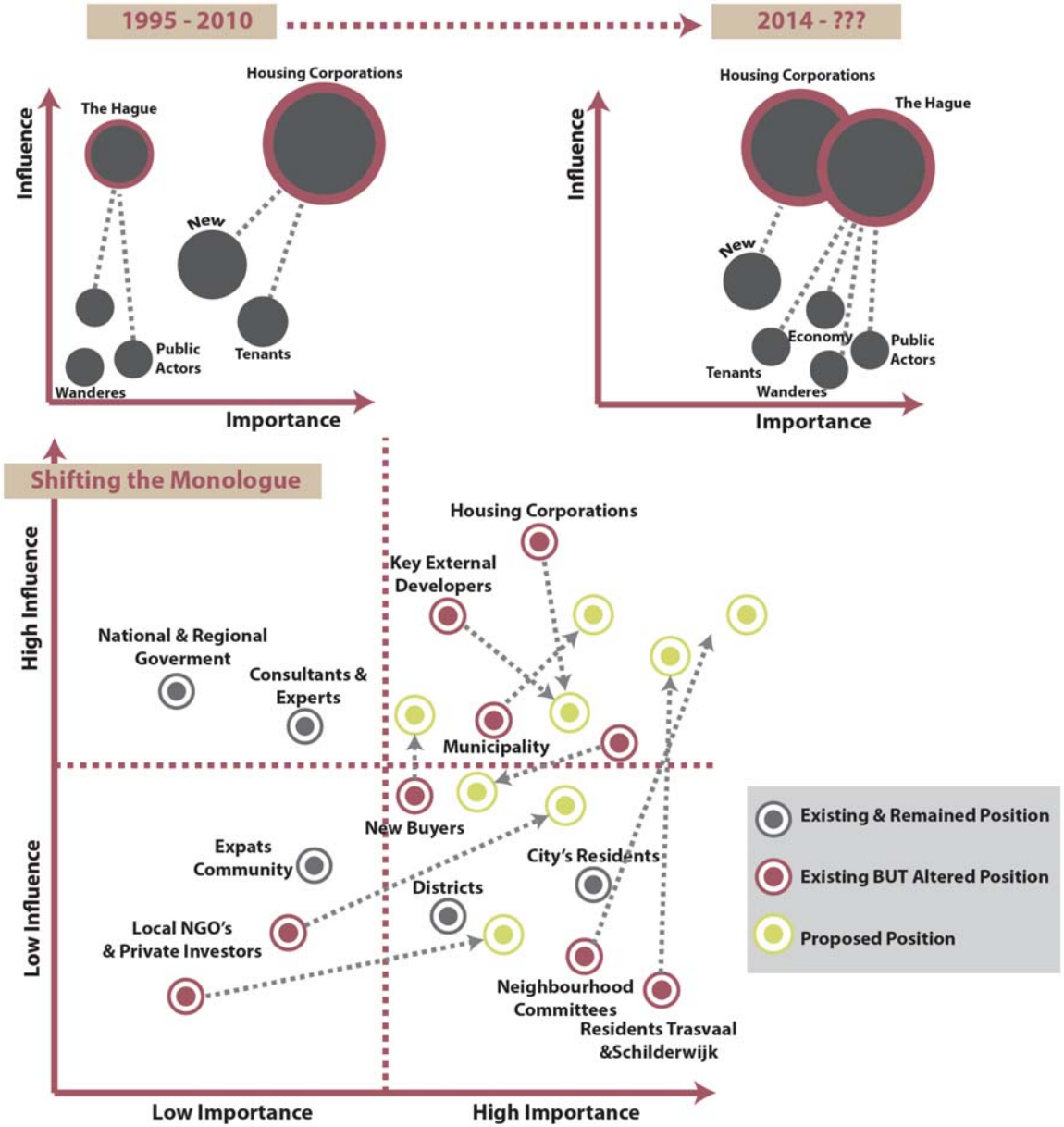


Diagram Title: New Relations I (City & Local Level)

Source: Made by Author

the greater city level and the local level.

The below and above diagrams illustrate those reflections, reflecting on the initial project's problem statement (exclusion of local voices) and its alteration.

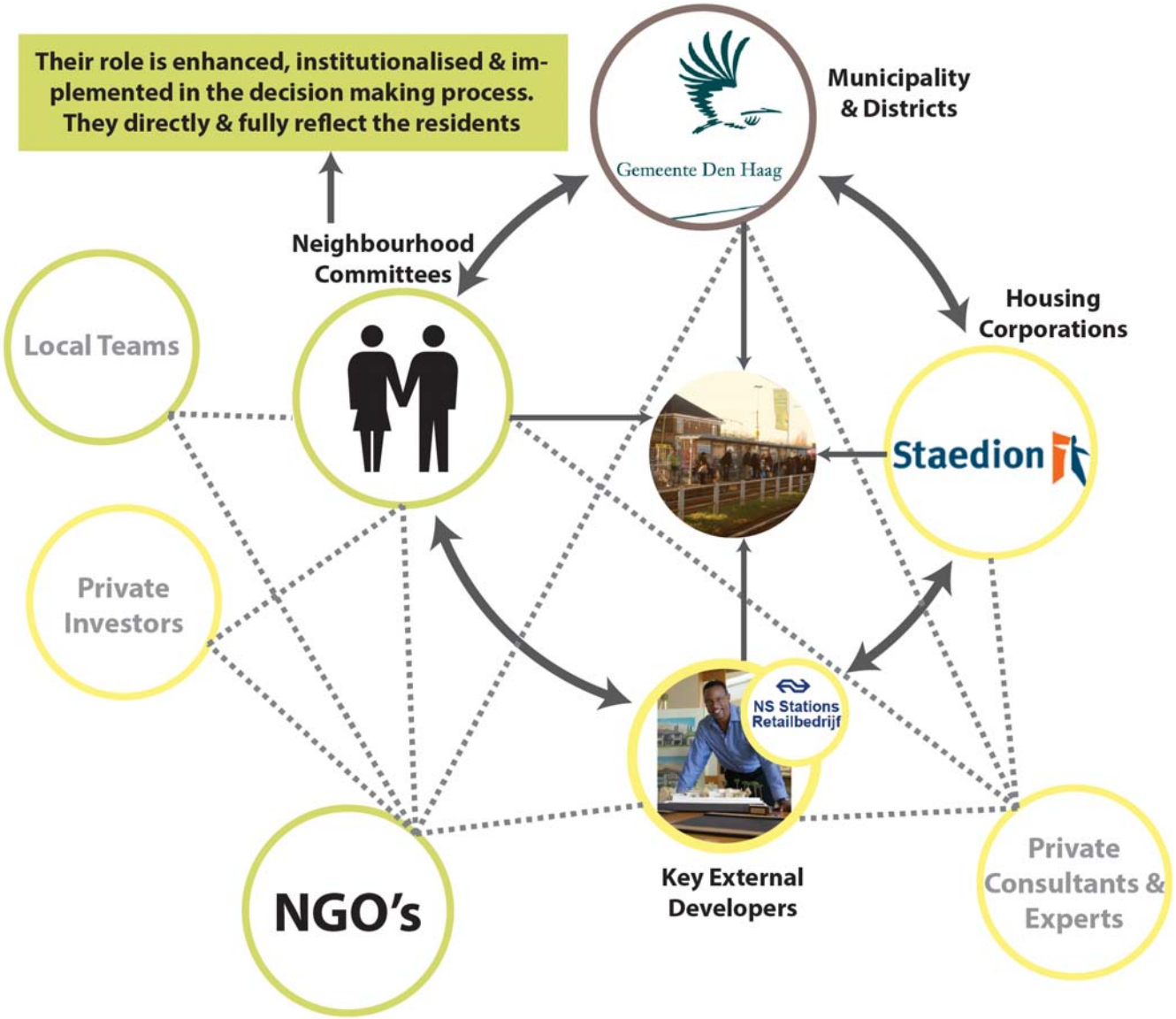


Diagram Title: New Relations II (Local Level)

Source: Made by Author

4.2.6. Phasing & Flexibility

In this part is described the phasing, duration and flexibility of the proposed planning and participatory process. Although initially the proposed steps seem and are described as a linear process, it must be realised that many actions will be undertaken at the same time, while linearity should be, in reality, avoided. The following diagram conceptually illustrates the starting points of each step, clearly showing the overlapping and the simultaneous fulfilment between them.

For example, three major steps which are consolidated in the final phase but which should be started throughout the project are institutionalisation (to increase the efficiency of the project); upscaling and replication, (which should start as soon as commitments have been formalised) and monitoring and evaluation (which should start from the formulation of the strategy but preferably earlier).

Another element to take into consideration is that throughout the process, inherent to working in rapidly changing environments, flexibility is a major issue. It is necessary to be able to incorporate changing circumstances, such as a change in government (and thus perhaps governmental support) which would affect the step at which projects are integrated into governmental resolutions and budgets, or ownership issues which may only become clear at a later stage in the project. Such incorporation can happen through effective monitoring and re-adjustment procedures, as included the proposal's steps. Furthermore, as already explained flexibility is incorporated in the proposed process itself, by the integration of the parameters and rules for the spatial strategy's implementation. As mentioned, flexibility should be implemented to deal with accidental or unexpected situations, should be also able to deal with unknown or at the present moment unidentified situations, as time framed budget's restrictions. Moreover, flexibility should be provided in order to facilitate bottom-up initiatives that cannot be known form the beginning of the project, while ensuring the coherent and integrated development direction or vision, established in a much earlier step. More information on phasing and flexibility can be found in the Evaluation and Recommendations part.

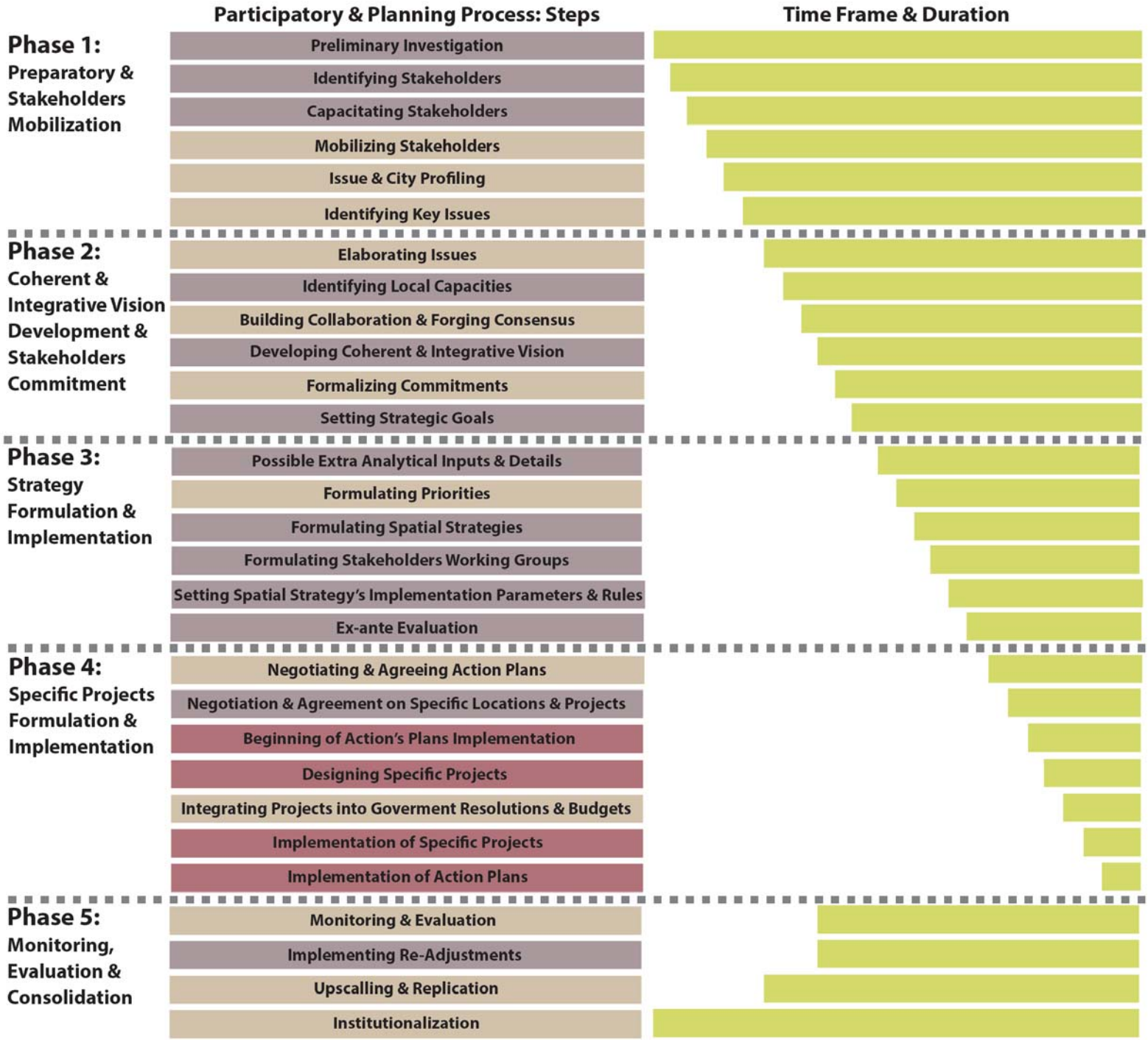


Diagram Title: Phasing & Duration

Source: Made by Author

Structural Vision of The Hague for 2020: International City of Peace & Justice

4.3.

Rethinking City's Vision

4.3. Rethinking City's Vision

As already clearly expressed up to now, the existing structural vision of the city is segregative, not being able to recognize all the demands and potentialities of the whole city. As a result, the revision of the existing plan is urgent.

Here it is proposed another way through which the existing vision for the international city can be adapted. The existing internationality and the offer of high- end services in the city cannot be denied. However, it would be even stronger if it is going with a multi-cultural identity, that already exists in the city, but is not used or developed. By exploring the potentialities of a cultural identity, the city itself will be able to advertise better herself. Now instead of having an introvert multi- cultural core into an international city, it is proposed to open up that identity and make it stronger, making the people to invest on their existing culture and knowledge. The Hague could become a city that really integrates different identities and cultures, learning to its people and to the coming tourists about them. In that way culture, is not going to be a personal characteristic for immigrants that come to the city, but a marketing and touristic product.

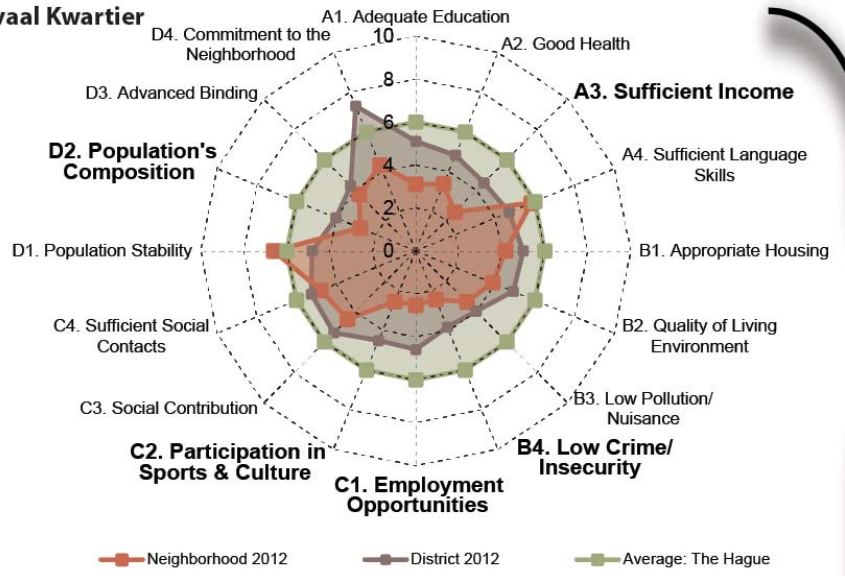
Furthermore, one of the biggest problems of the city is the low- end abilities and skills of the weakest social groups, resulting in unemployment and other effects. But how can you provide job opportunities to people with low skills in a competitive world, where high skilled provision is necessary?

Trying to answer that, it was understood that there are ways if you want to find them. 3D printing can be a possible answer, or at least a good start. 3D printing is a new technological way of creating 3d objects and it is considered as the new, upcoming industrial revolution. It's production can be gained in different scales, from industrial production to home production, having the incredible assets of making objects and being able to shell them avoiding all the intermediate steps of the for dish chain. Furthermore, it does not need specific amenities and building requirements, since someone can do ed printing even at his/ her home. Moreover, if you introduce 3d printing into an area, people of low-skills can be part of such a procedure with the only requirement to learn to use the machines, which cost the last two years has been immensely decreased. Inserting a manufacturing, 3d printing production into the studied area the benefits are multiple: new job-positions, increase of the educational level, immediate distribution of the products to the Haagse Markt, new innovative products that will attract all kind of consumers, exposition facilities for the public, increase and production of innovation and a new advertising and marketing force.

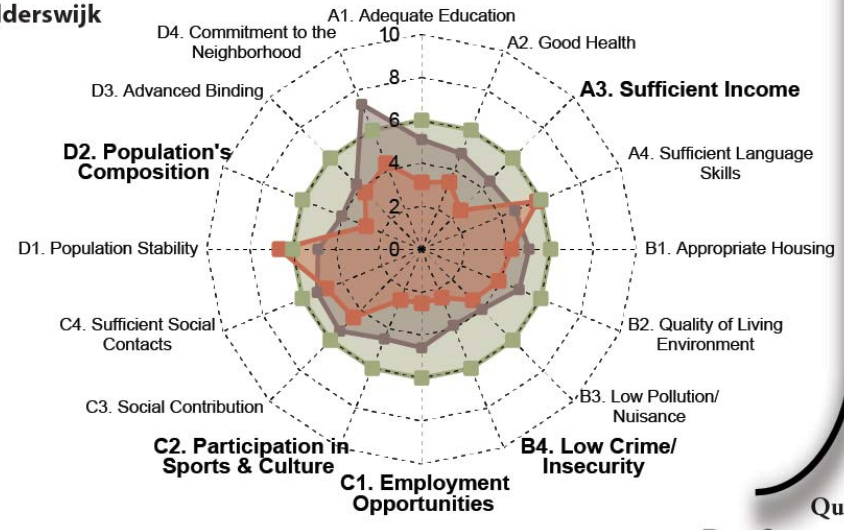
As a result, the international city and its high-end development is strengthened if it is combined with culture and vocational development, by creating new shelling products, upgrading (in terms of knowledge and income) a weak social capital, reinserting it into the chain of production.

City's Structural Vision Evaluation & Revision

Transvaal Kwartier



Schilderswijk



MAIN DEMANDS

EMPLOYMENT (JOB PROSPECTS)

MORE INCOME

SAFETY

SPORTS & CULTURE

SOCIAL MIX FOR ITERACTION & EXCHANGE

Questionnaire to 1.000 people, 2012
Data Source: Municipality of The Hague, 2012
Author's Processing

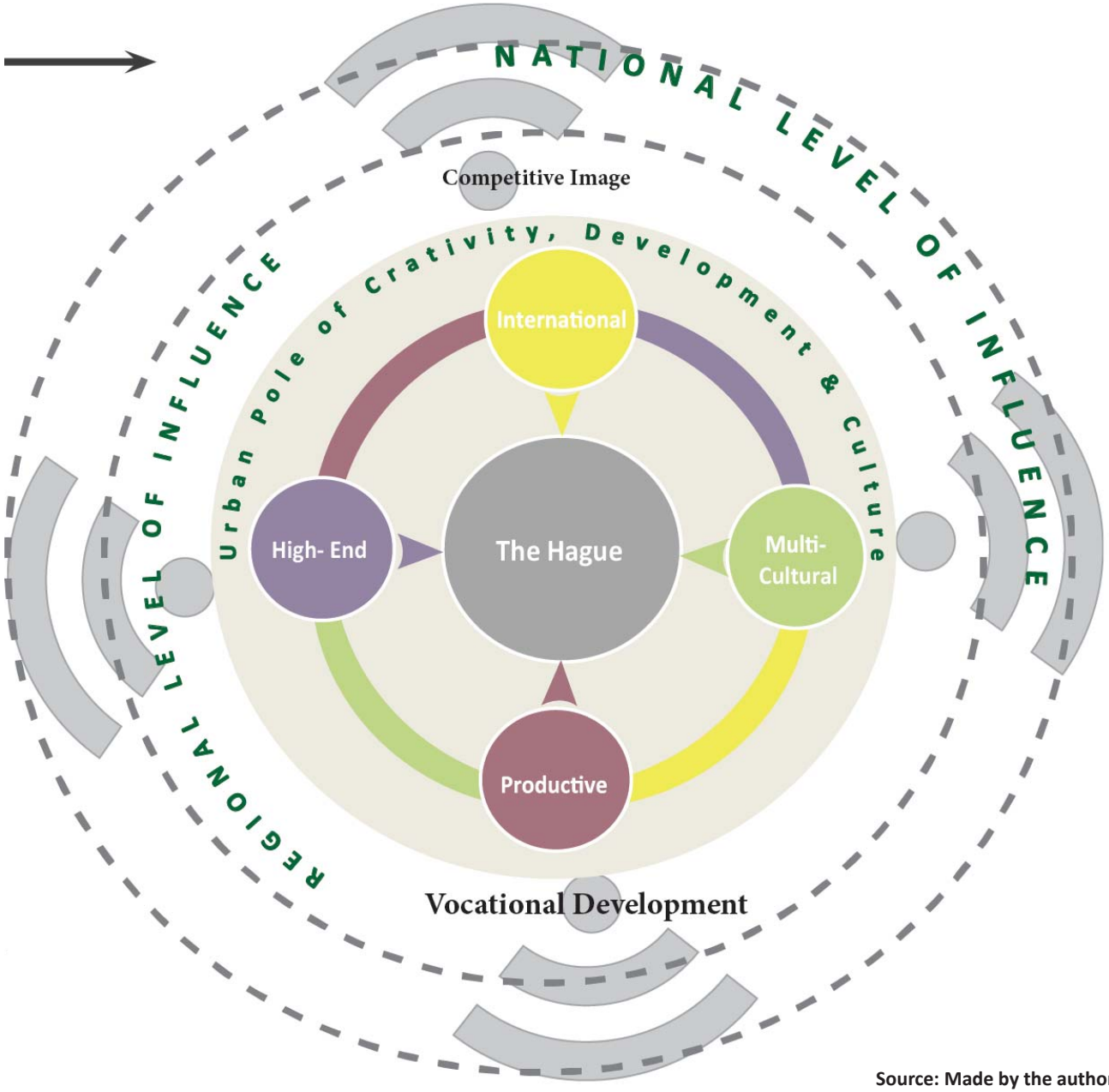
CURRENT VISION

THE INTERNATIONAL CITY (OF PEACE & JUSTICE) BY THE NORTH SEE

Source: Made by the author

"The Hague: The International, Multi- Cultural City"

"Love your City, Get Involved: Try, Interact, Enjoy, Learn"



Source: Made by the author

MAIN DEMANDS

EMPLOYMENT (JOB PROSPECTS)

MORE INCOME

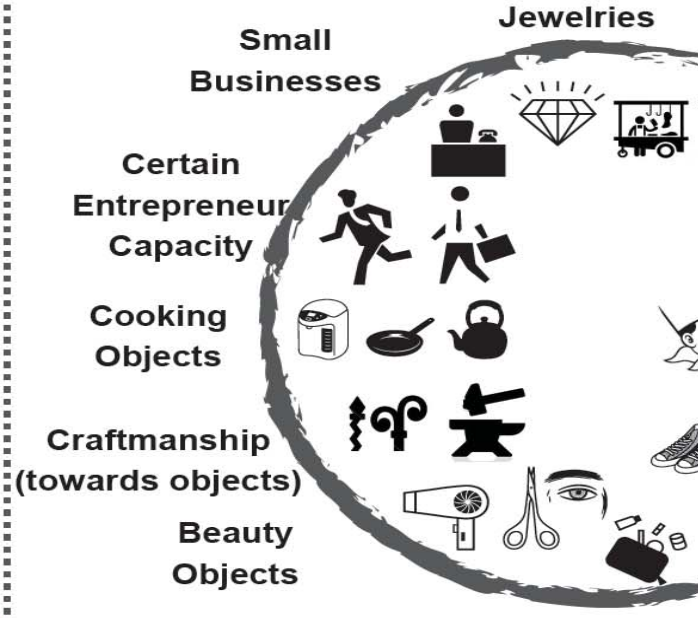
SAFETY

SPORTS & CULTURE

SOCIAL MIX FOR ITERACTION & EXCHANGE

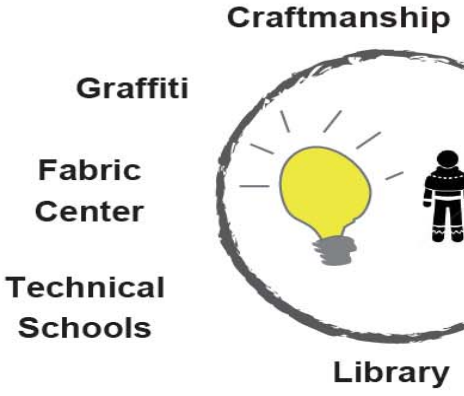
Low Skilled People

EXISTING CAPACITIES



Retail & Producti

Creative & Cultu



& ASSETS

Haagse Markt

Coordination Capacity (logistics)

Low-Technology Usages

Introvert Food Culture - Food Stores

Clothing & Shoes: From Traditional to Contemporary

ve System

ral Circle

Resident's Art Team

2 Cultural Centers

Exhibitions & Music Events

Vocational & Innovative Perspective that can Add Value to the Existing Qualities

Add Value - How?

from a service relation to a more productive perspective (conditions for V.D.)

more participant, innovative, productive pole, combining the existing demands and assets

Food Culture
Shell & Explore Your Culture
+
3 D Printing
Expositions
Fab- Lab
Haagse Markt
Stregthern Retail
Upgrade Education through New Job Prospects

Source: Made by the author

Holland Spoor, Den Haag, 2014

4.4.

First Steps For Spatial Strategy

4.4. First Steps For Spatial Strategy

Here are illustrated the steps and ideas that will be the elements for the construction of the proposed spatial strategy. Those steps and ideas come from previous conducted and upper level proposals and that is why this sub-chapter is not included in the chapter of spatial strategy itself. Those steps act as a link between what was already said, understood and evaluated and the actual formation of the spatial strategy. It is about the translation of the above findings into spatial strategic goals and direction that will gradually generate the spatial strategy.

Those first steps are the following:

1. It is recognized the existing diversity in identities, which shape the international and multi- cultural area. The idea hear is to try to mix those identities, keeping them both "alive", while strengthen them at the same time, through their "collaboration" and co-existence.

2. The road in front of the Haagse Markt, is declared to be developed from the municipality of The Hague for the tram line project "Line 11". Investing on the existing municipality's effort it proposed the use of that road as a corridor for the integration of diverse activities, the mix of identities and social capital, together with the effort to connect the multi-cultural with the international zone.

3. It is proposed the expansion of The Haagse Markt. Having in mind the intended vocational development with the introduction of 3D printing production, together with the previous proposal of the use of the road as a corridor and the introvert, enclosed, present form of the market, this steps seems like its natural continuity.

4. Add new functions

5. Construction of the spatial strategy on the creation and establishment of networks (functional, green, cultural, for leisure etc.) as way to reach connectivity, spread diverse qualities and gain cohesion.

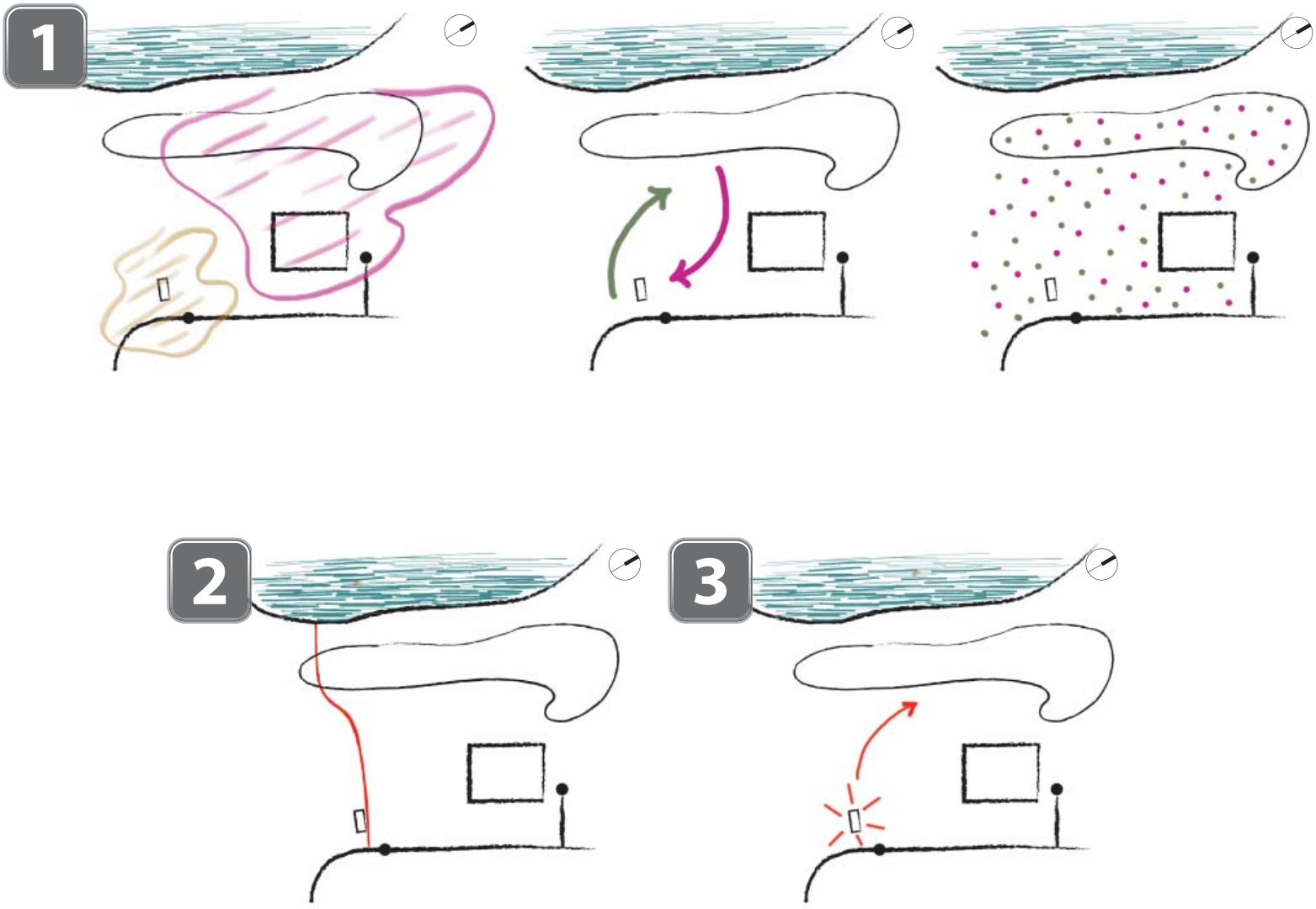
6. The sixth step has to do with the surrounding blocks of the Haagse Markt. That area has to be revised and restructured in order, firstly to facilitate the upcoming change of the vocational development, and secondly to be able to be adapted and integrated in the greater framework and idea of cohesion, social mix, connectivity and livability. For that reason a proposed three sub steps:

a. Creation of new hierarchy and opening of the urban structure.

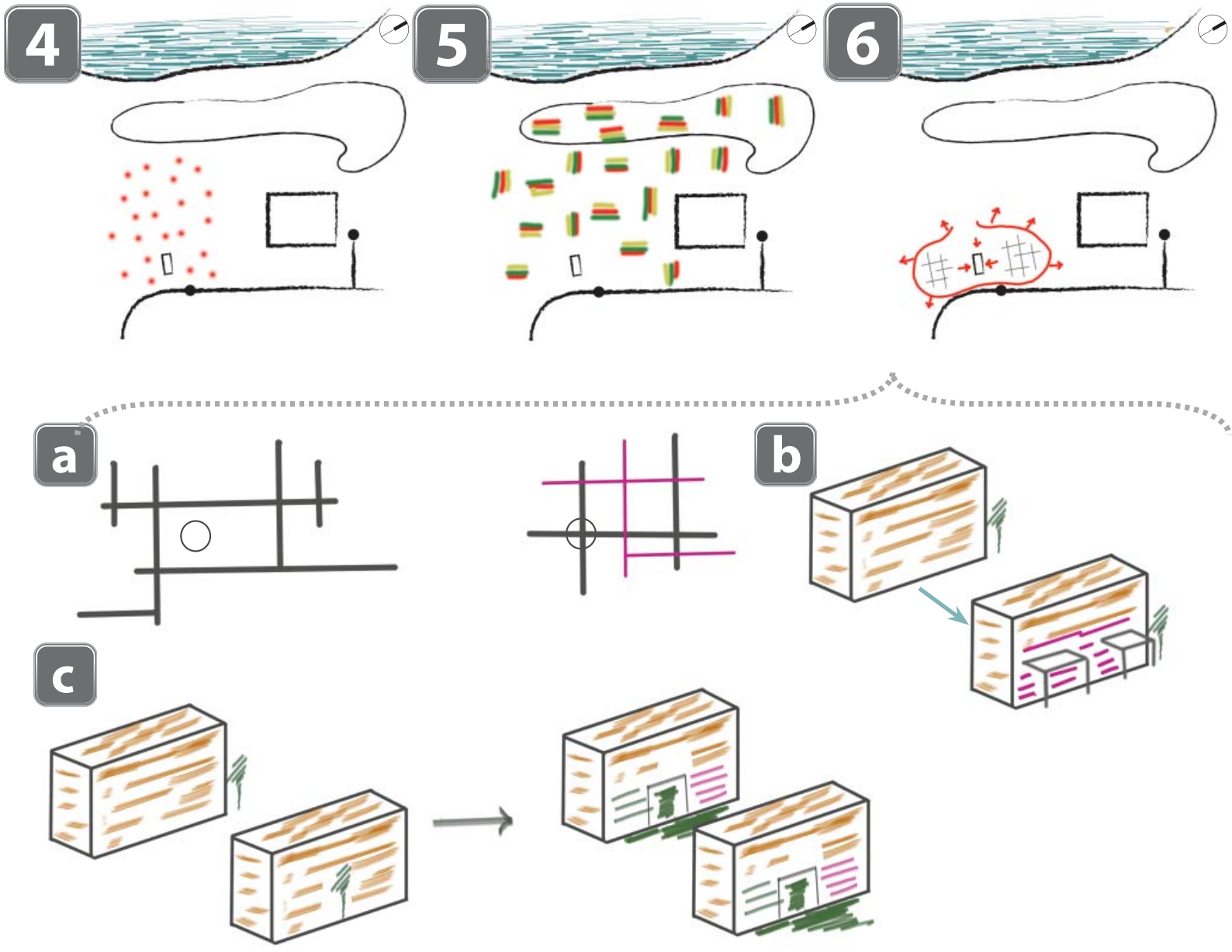
b. Introduction of manufacturing

c. Introduction of mixed used and creation of open blocks.

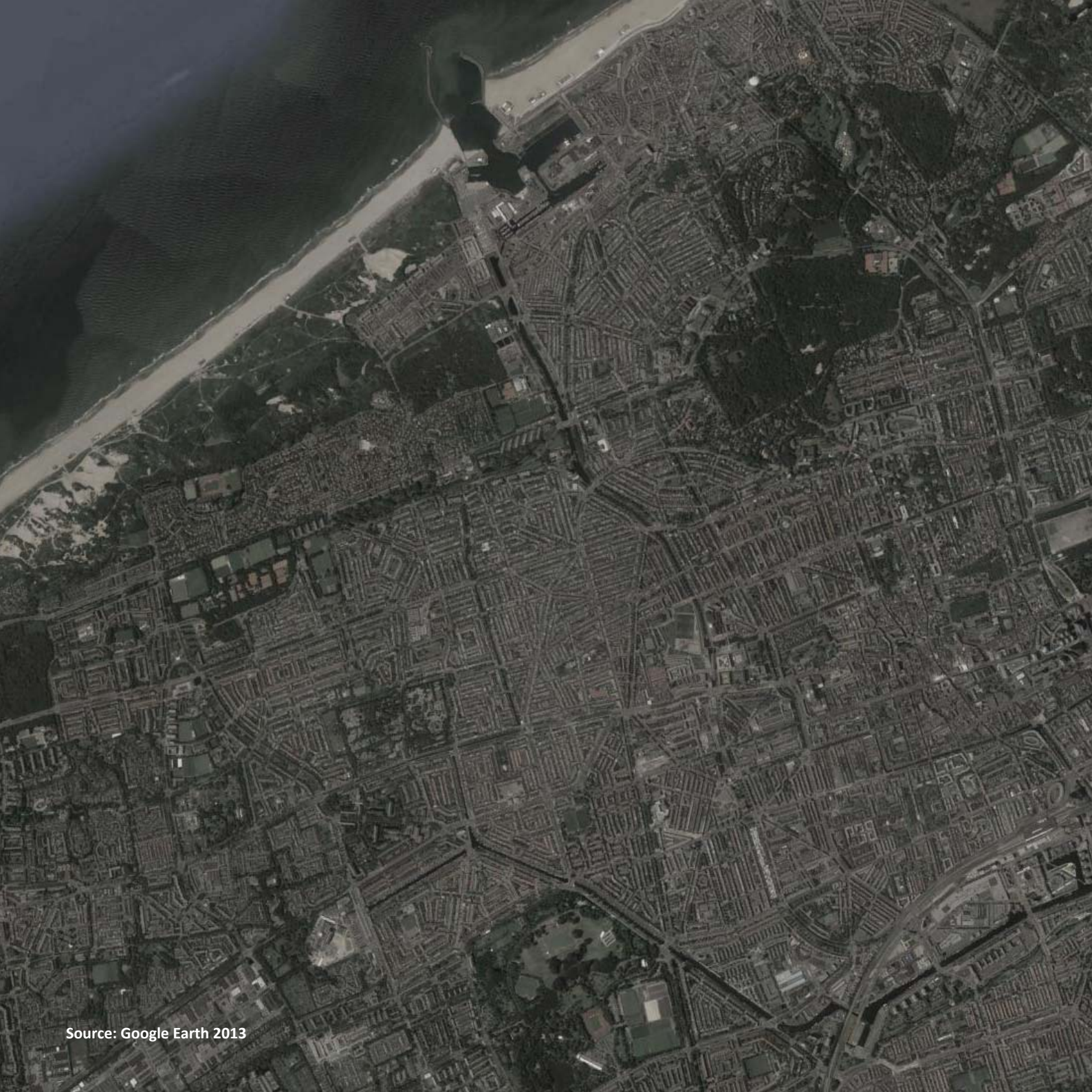
Steps & Ideas for the Spatial Strategy



Source: Made by the author



Source: Made by the author



Source: Google Earth 2013

5

Proposal (Stage II)

5. Proposal (Stage II) - Creating The Spatial Strategy 186

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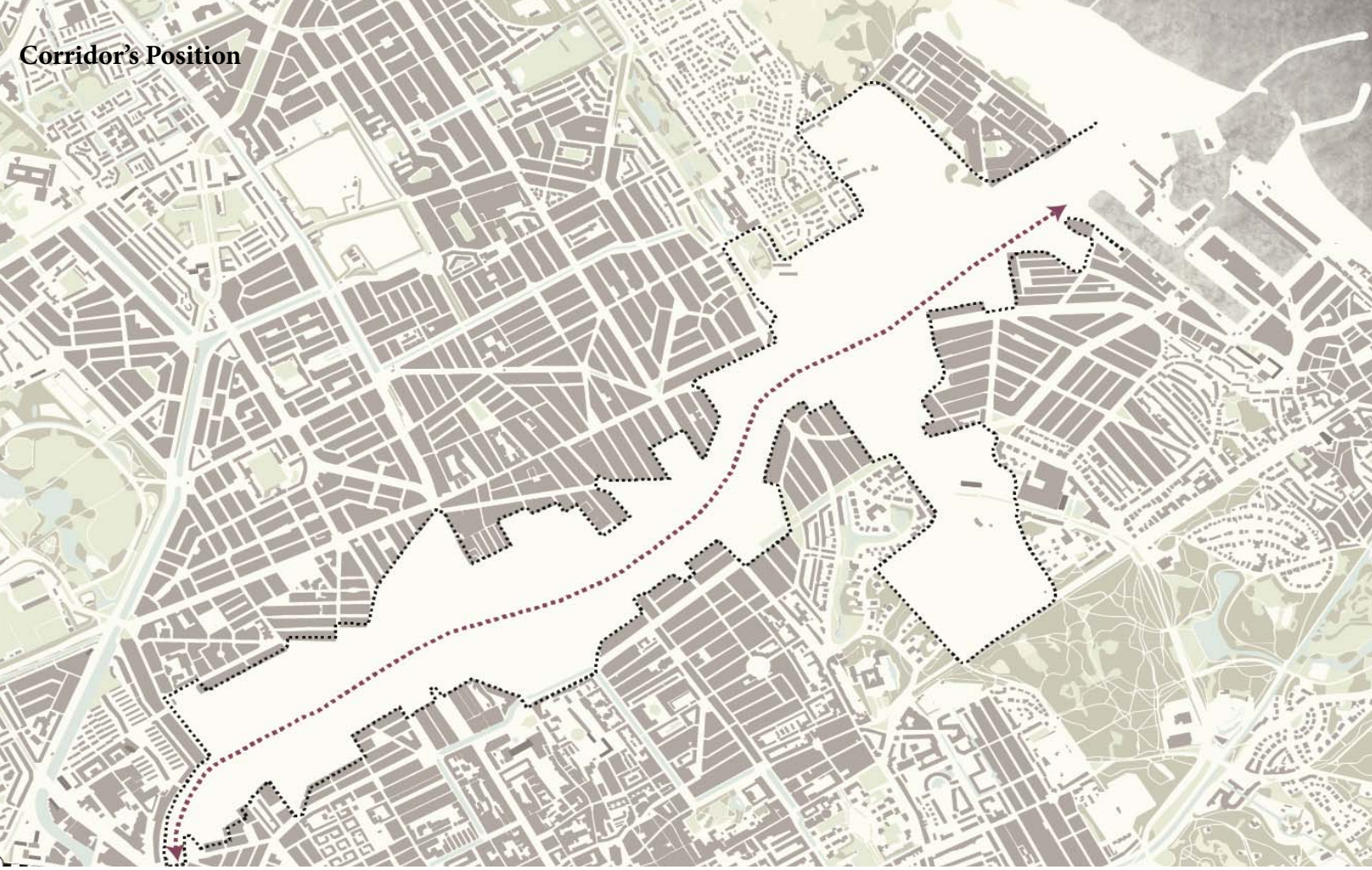


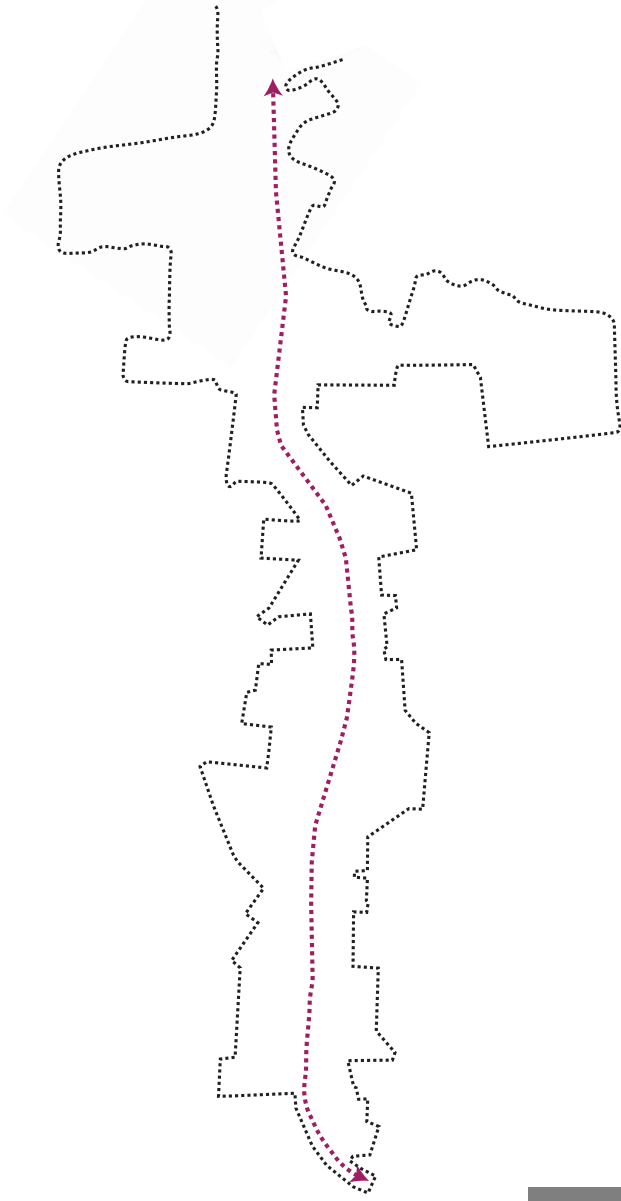
5.1.

Focus Explanation

5.1. Focus Explanation

In this chapter will be described the proposed spatial strategy, which is specified after the formation of the planning and participatory framework, the evaluation and proposal of the city's vision, the already presented analytical process and the strategic goals setting up process. Thus, it can be understood that the findings and results of the aforementioned stages are crucial for the formation of the spatial strategy. In those findings, it was concluded and further proposed the importance of the corridor, where the tram line 11 is located. This location is important for the following reasons. First of all, it constitutes a physical corridor between the multi-cultural and international zone, giving a possible spatial connectivity way between those areas. Furthermore, through the development of the tram line 11 project, there is an already paid effort by the municipality of The Hague, showing firstly its importance and secondly the possibility for greater, created added value if it is linked with rest of city's development.

This corridor will constitute the area where the upcoming spatial strategy will take place. Local strategic planning is the main theoretical framework of the present graduation project, underlining the importance of coherent, strategic directions and vision discussed and agreed under a participatory, integrated ground. Trying to activate a development pole in the southern part of The Hague, using the local forces and dynamics, while evaluating and rethinking the current planning processes, the focus is on Transvaal and Schilderswijk neighbourhoods and their function, or even betters their malfunction, in relation to the international zone. By using the aforementioned corridor as the area where the spatial strategy will take place, effort is invested on the possible ways that could link and interrelate those zones, creating transactions and relations between them and subsequently leading to the development of the multi-cultural zone. Thus, it is understood that by focusing on the corridor the potential outcomes will be much more connected with the initial project's request for integration, rather than the isolated development of the multi-cultural zone.



5.2.

Understanding The Corridor

5.2. Understanding The Corridor

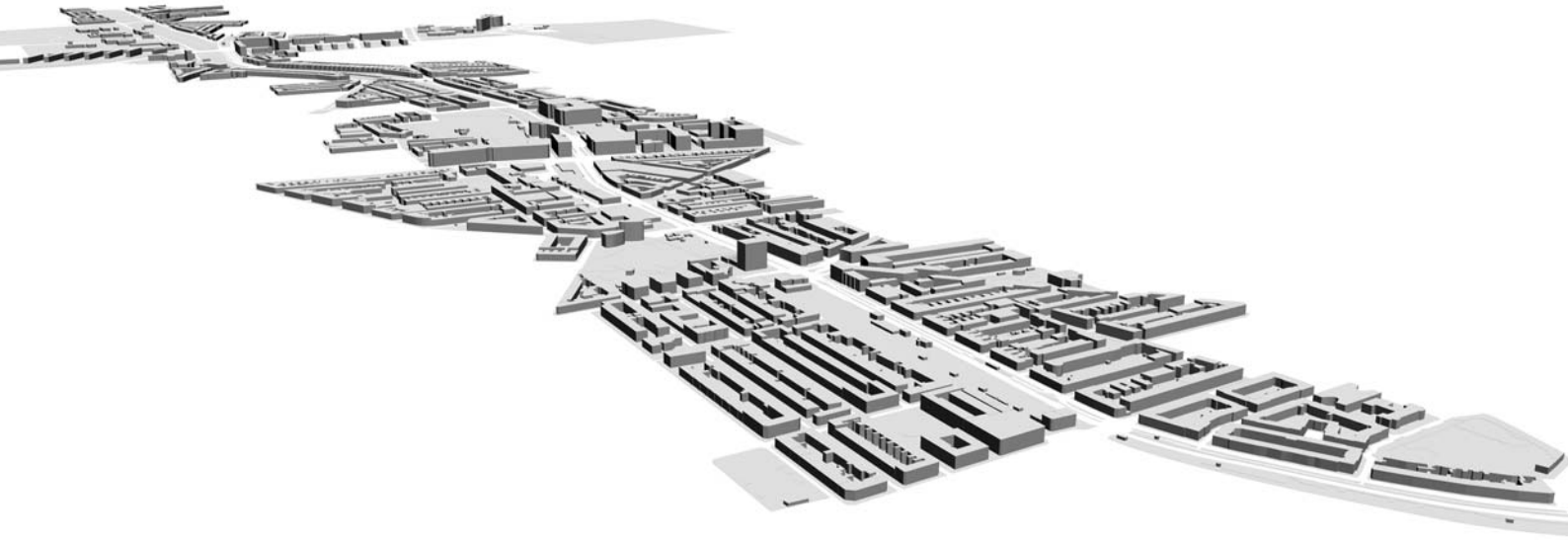
Before the formation of the spatial strategy, but after concluding to the physical area on which the upcoming strategy will be implemented (corridor of tram line 11), further analytical research was conducted. On the following pages that research is presented, helping to understand the physical particularities and characteristics of the aforementioned corridor. While going through the analytical information of the corridor, it should not be forgotten the fact that half of the corridor belongs to the multicultural zone while its second half is divided between the international zone and an intermediate, in-between area. As a result, it can be expected and it is further verified by the corridor's analysis that already mentioned characteristics of the international and multi-cultural zone can be spotted on the corridor itself together with new elements and observations.

In the following maps is presented the variety of characteristics that were studied as the following: water system, green system, natural and human flows, built and unbuilt environment, public and private areas, open space networks, public space, functions and land uses, floor numbers and skylines.

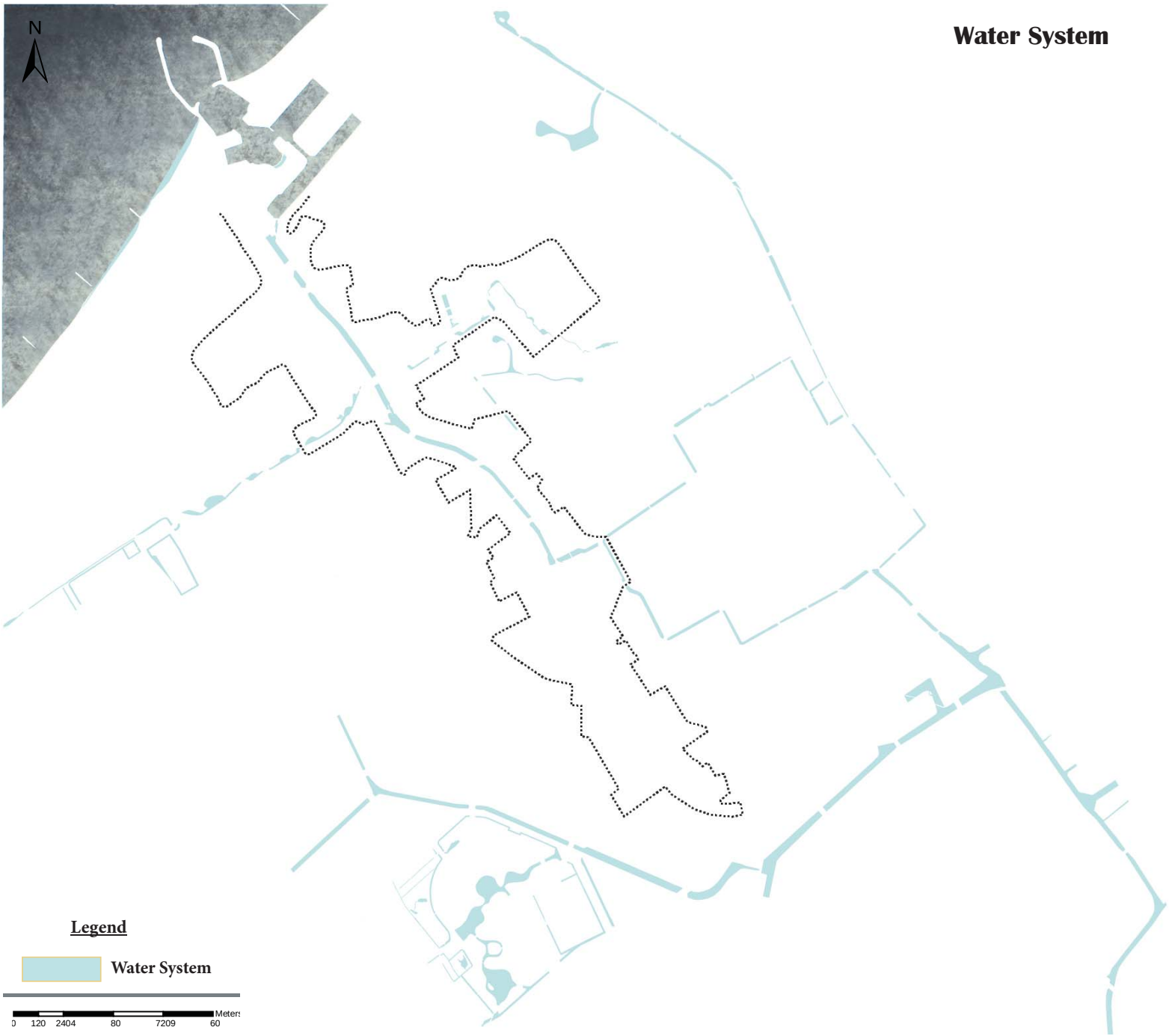
Studying the aforementioned elements it was discovered that is about an area that although has big ground floor coverage, it exhibits low building height. Furthermore, it is a mainly residential area. Although the upper part of the corridor belongs to the international zone and contains some of its spatial qualities, is not as developed, attractive and functional as the rest of the international zone, illustrating the influence coming from the multi-cultural zone. However, that statement does not mean that the difference in the spatial qualities and environment is not evident between the upper and lower part of the corridor. Focusing on the lower part of the corridor (being in the multi-cultural zone), again are exhibited problems already specified in the neighbourhoods of Schilderswijk and Transvaal as repeated qualities of public space, without differentiations, unattractiveness, lack of green, lack of multi-functionality and introvert and fragmented block structures.

Position

3D View of the Corridor

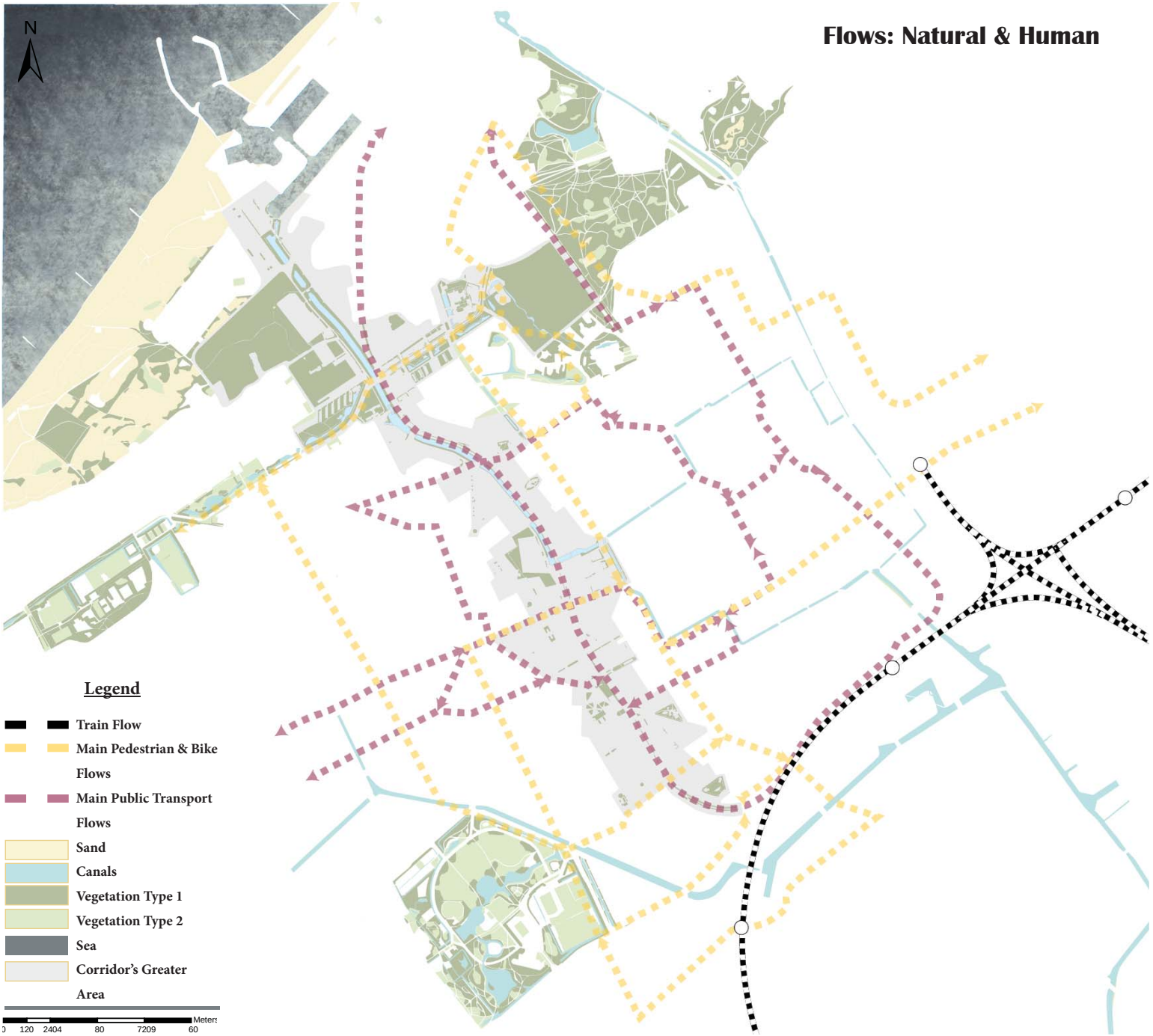


Water System

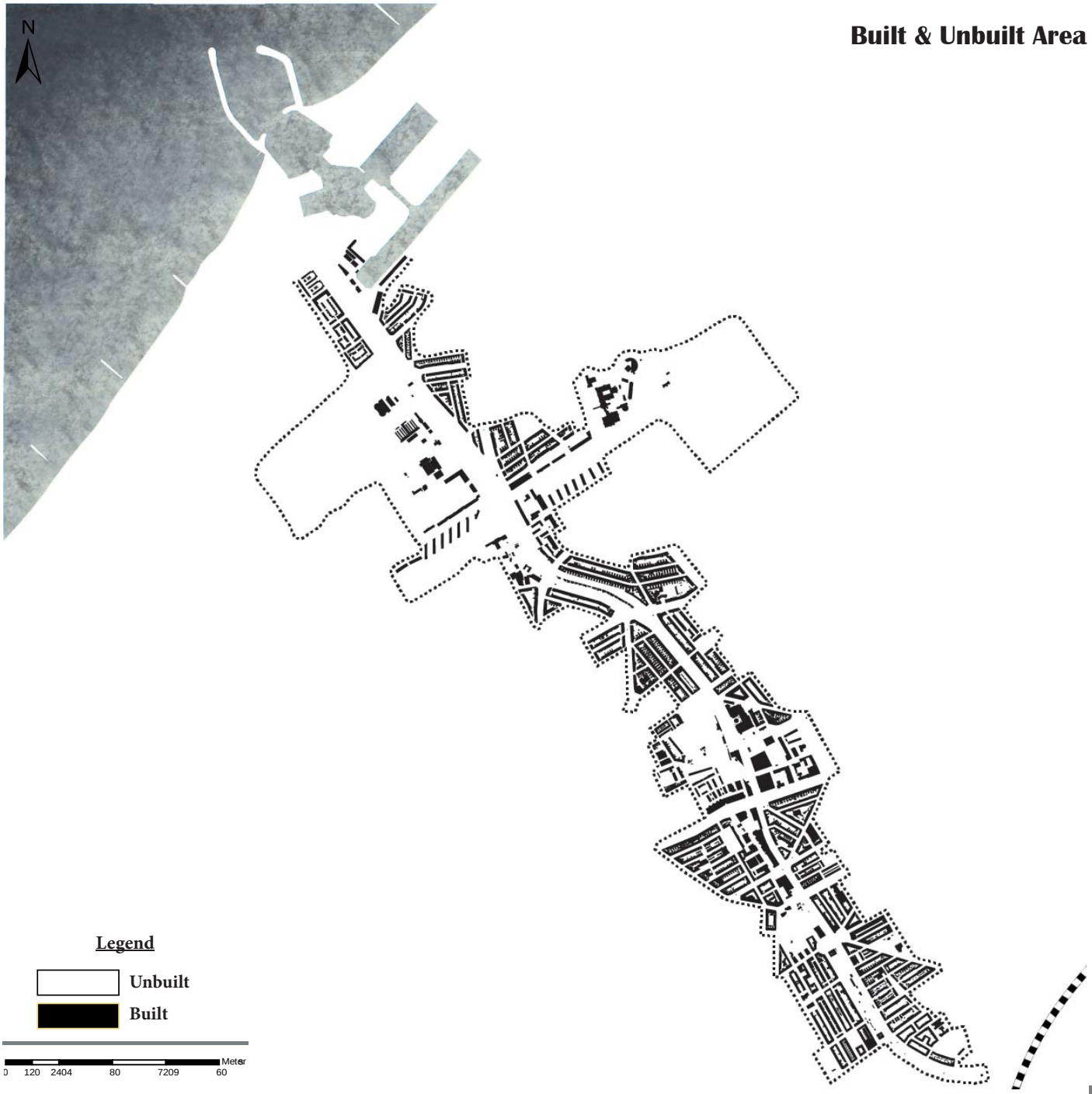


Green System

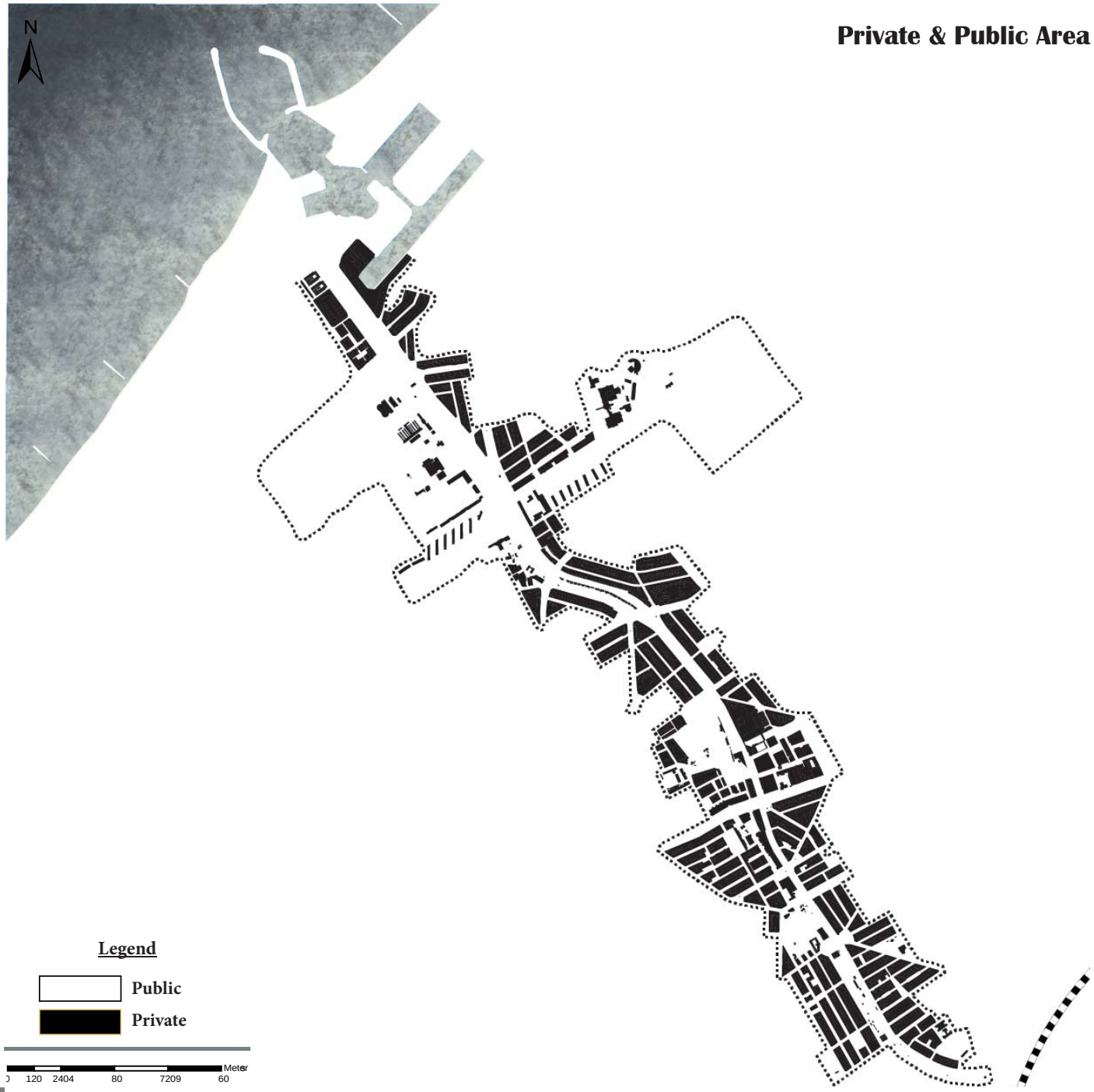
Flows: Natural & Human



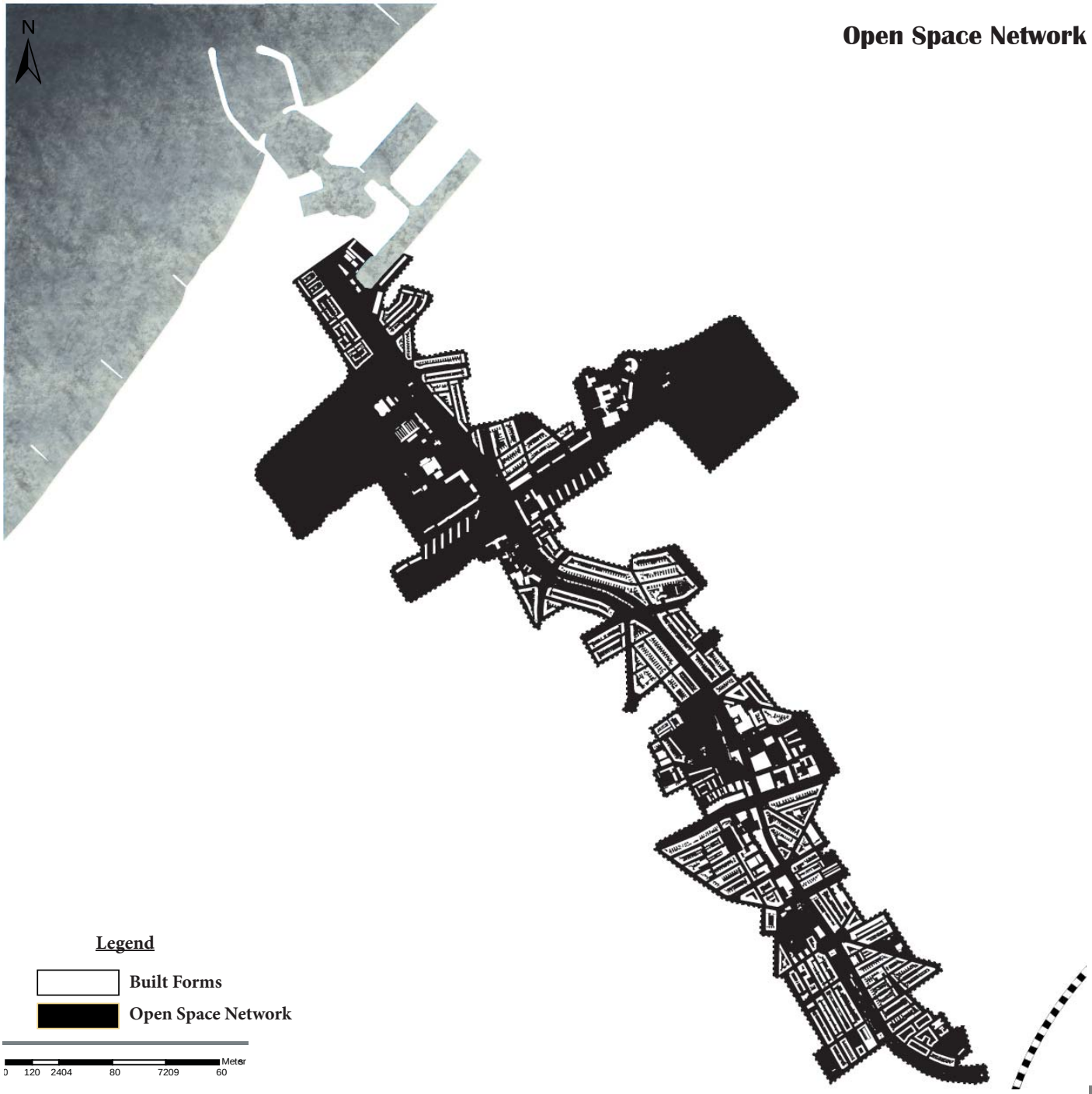
Built & Unbuilt Area



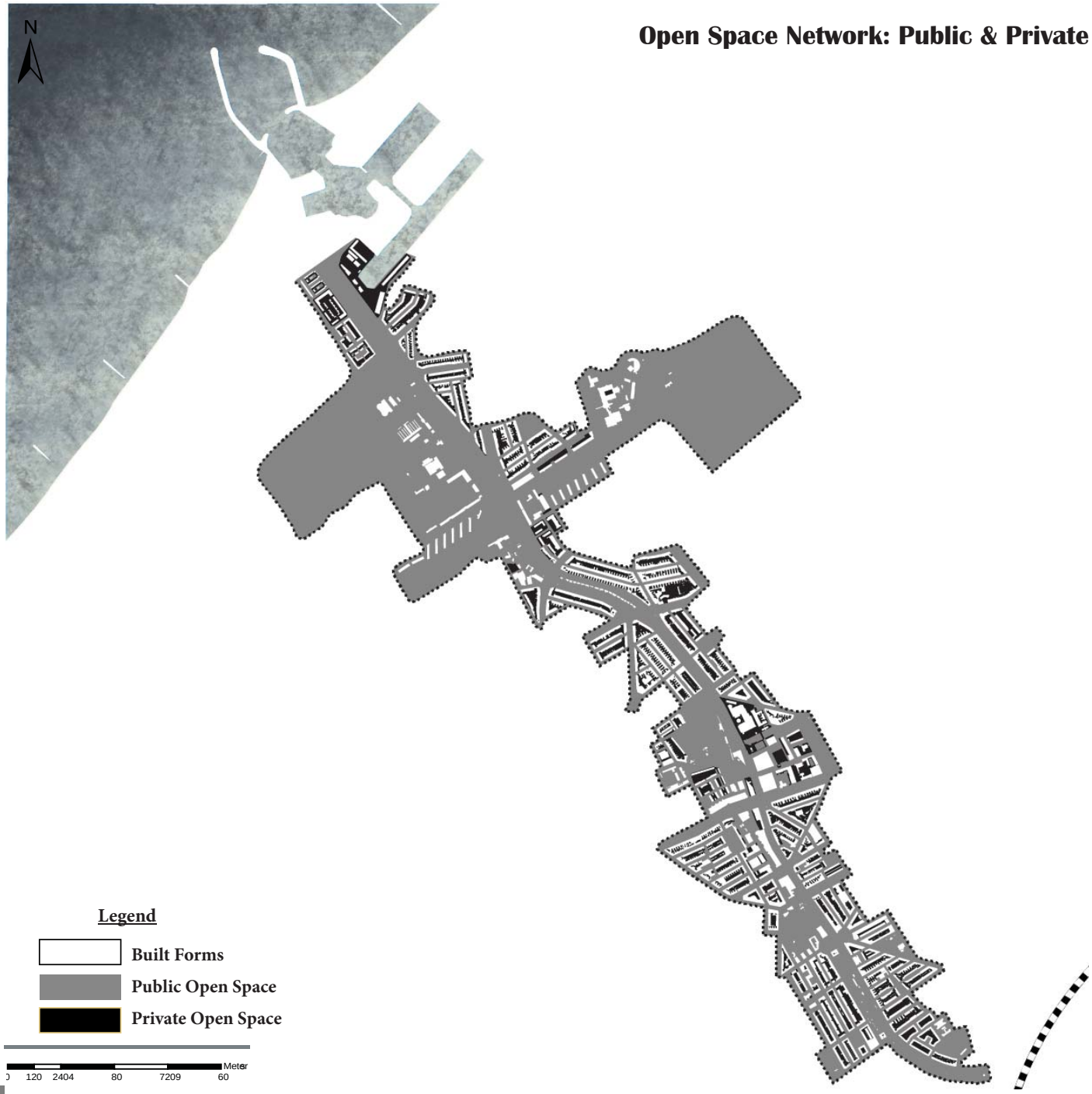
Private & Public Area



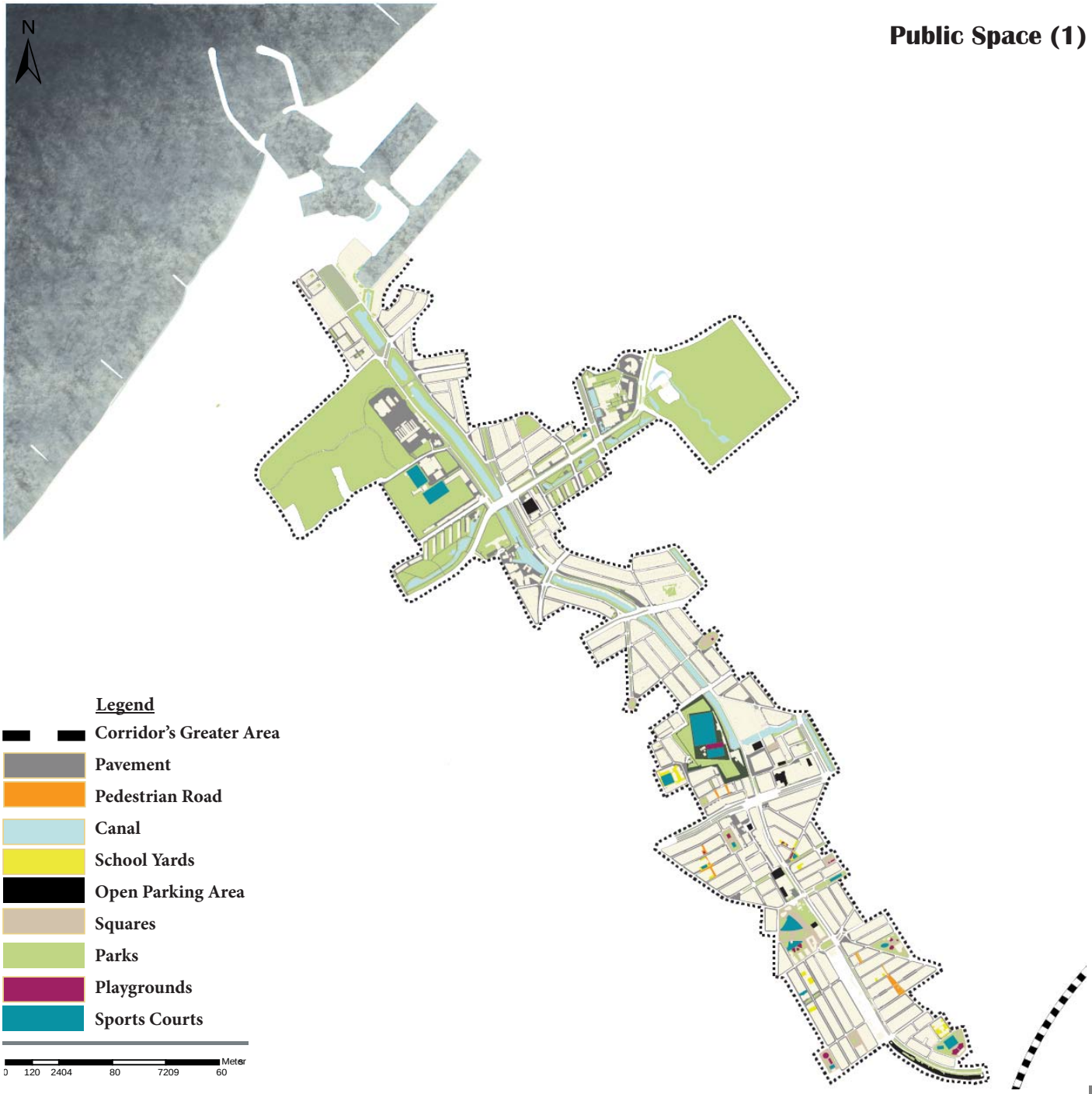
Open Space Network



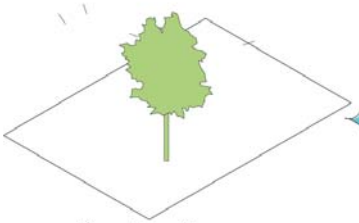
Open Space Network: Public & Private



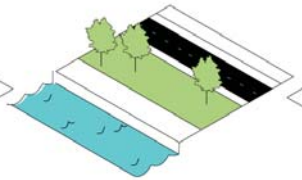
Public Space (1)



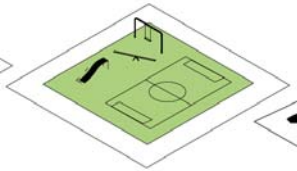
Public Space - Types & Location (2)



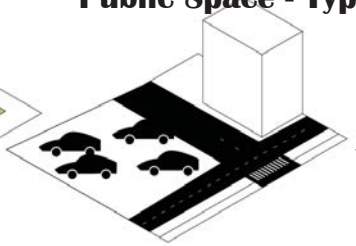
Open Green Space Accompanied or Not with Amenities



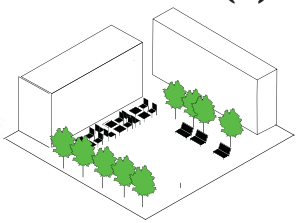
Waterfront



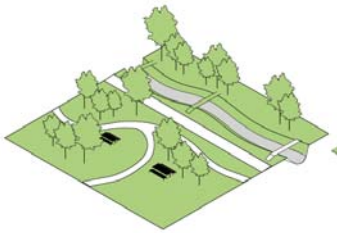
Playgrounds & Sport Fields



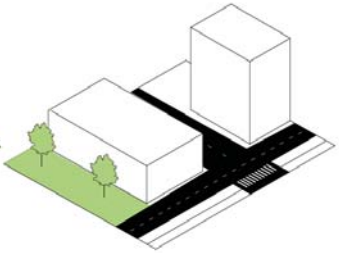
Open Parking Space



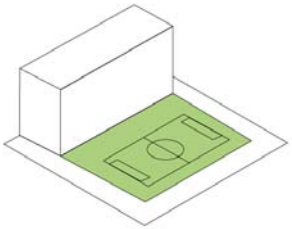
Squares with Different Amenities or Not



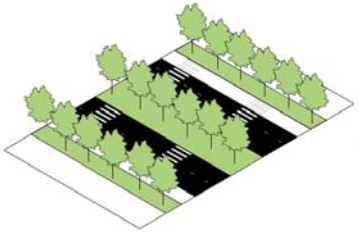
Parks



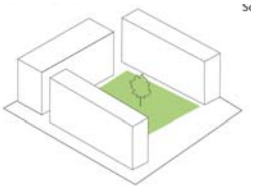
Pedestrian Roads



School Yard

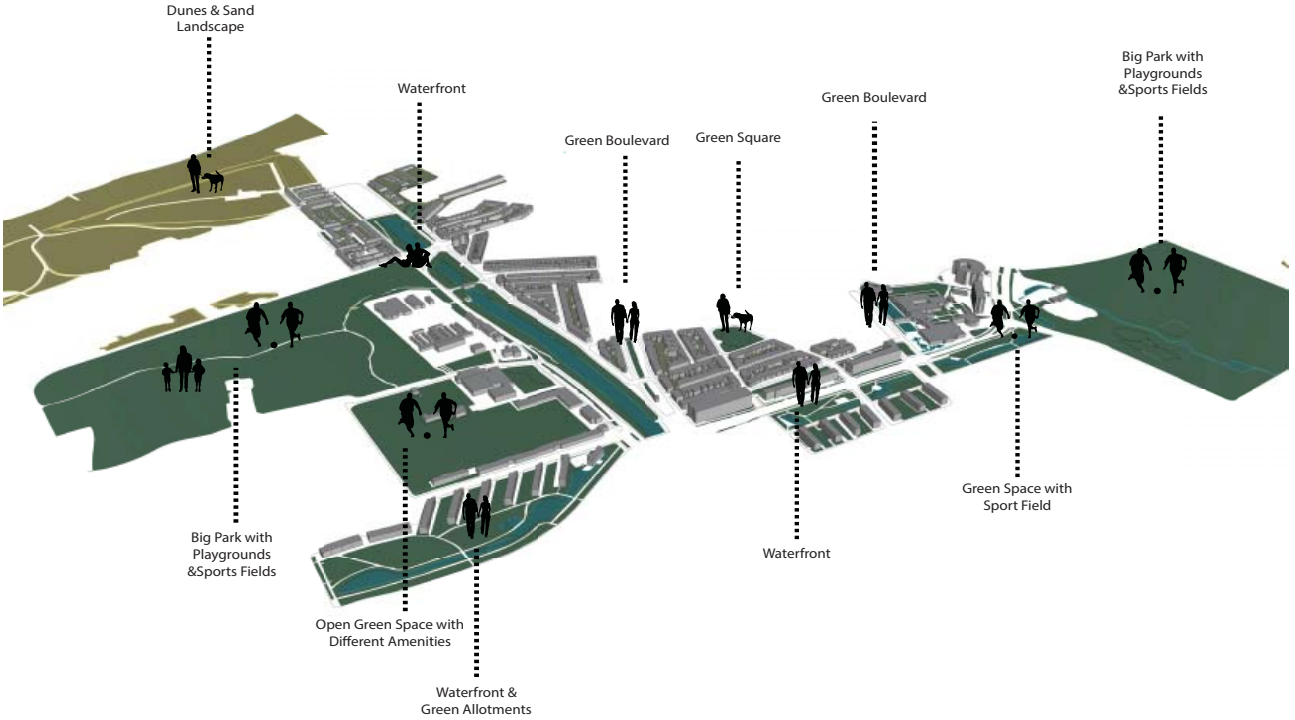


Green Boulevards

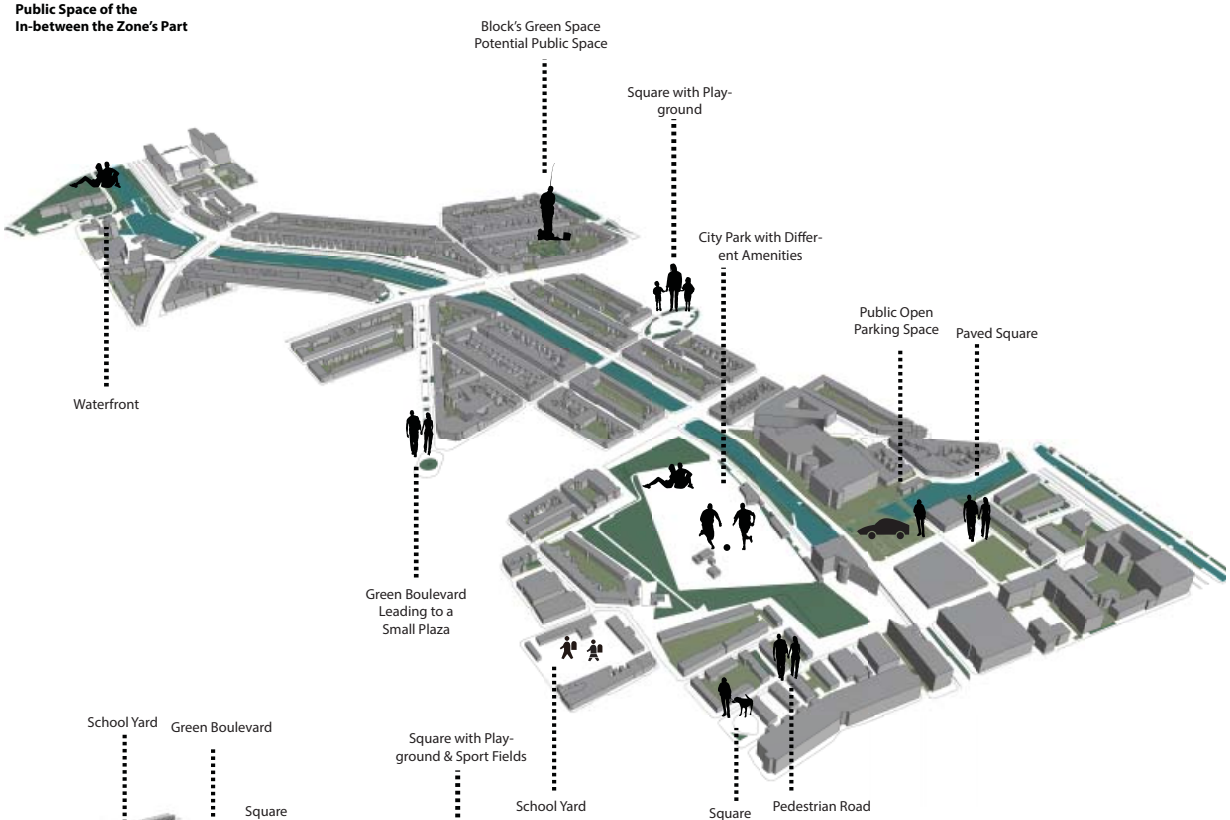


Introvert Backyards- Potential Public Space

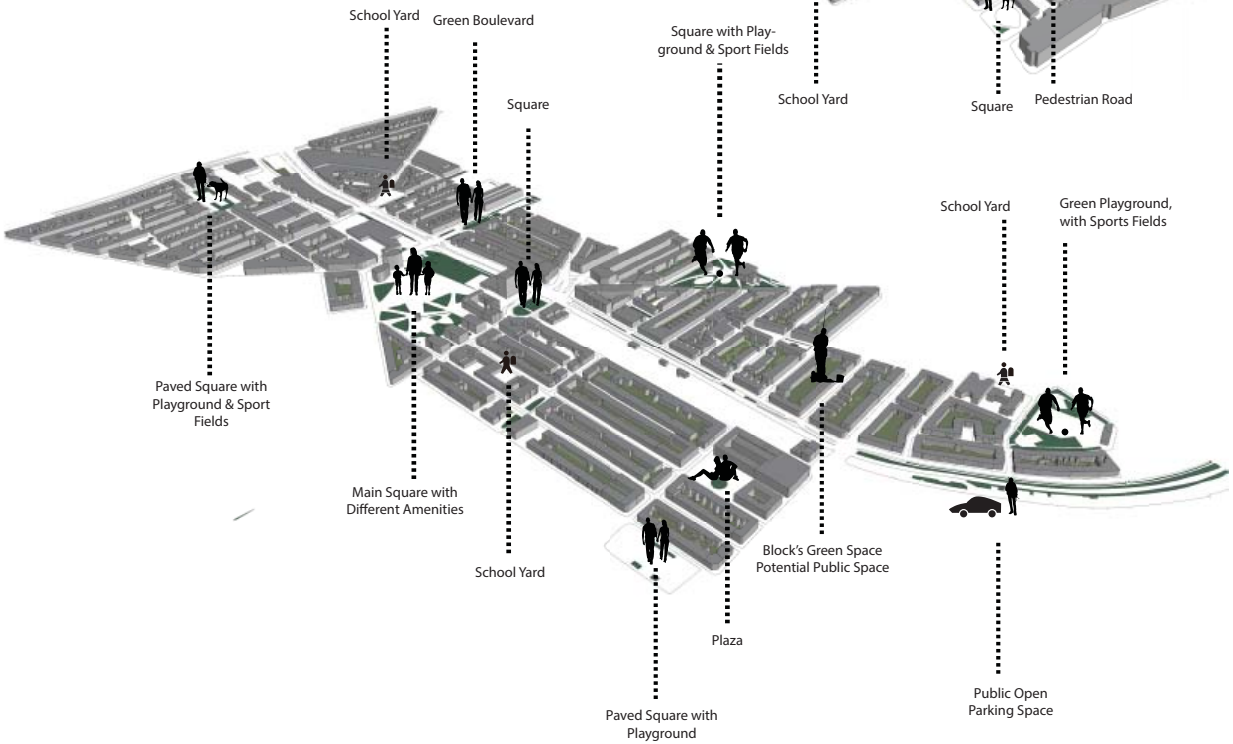
Public Space of International Zone's and Port's Part



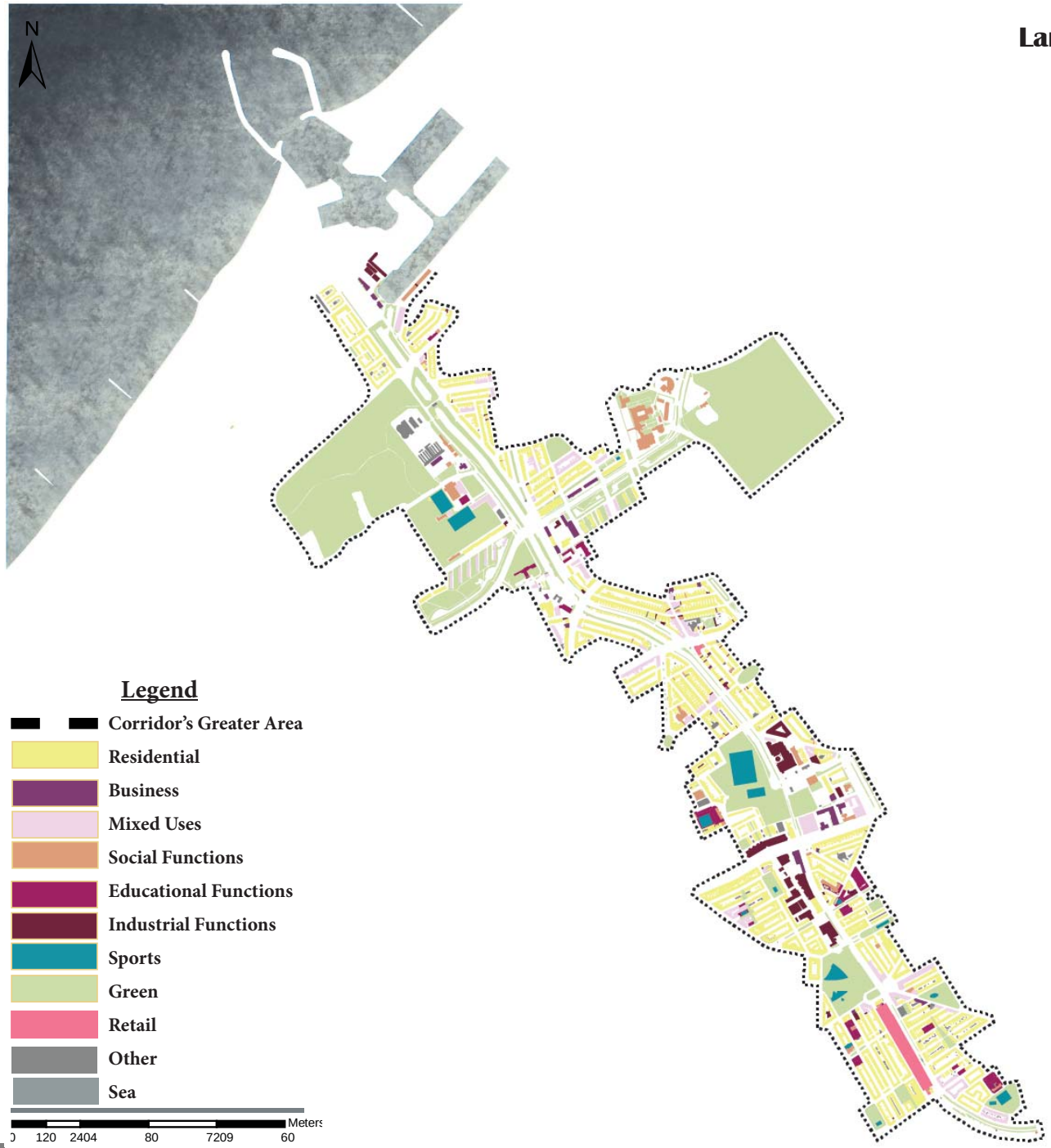
Public Space of the In-between the Zone's Part



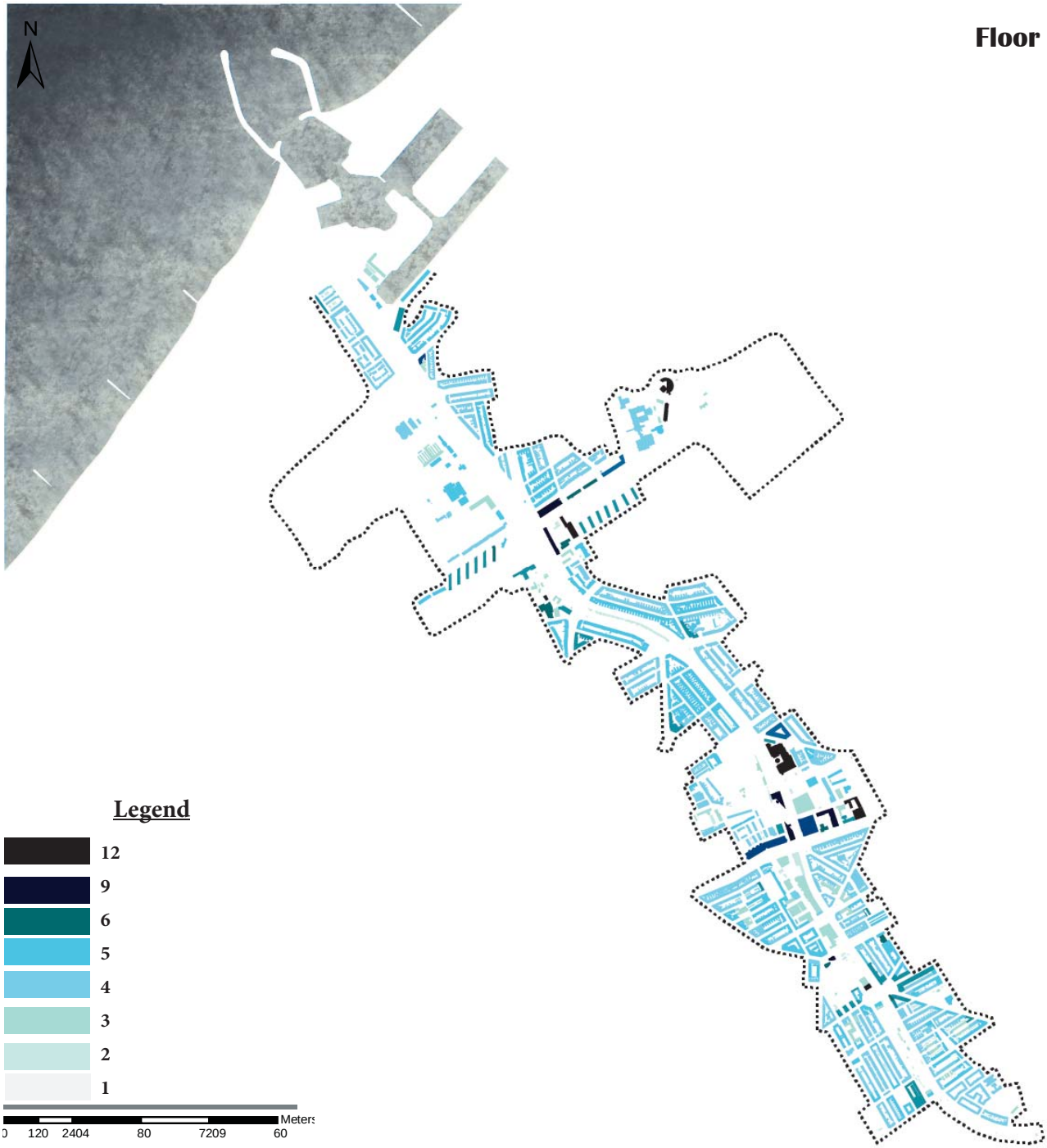
Public Space of the Multicultural Zone's Part



Land Uses


N
Legend
Corridor's Greater Area
Residential
Business
Mixed Uses
Social Functions
Educational Functions
Industrial Functions
Sports
Green
Retail
Other
Sea
Meters
0 120 2404 80 7209 60

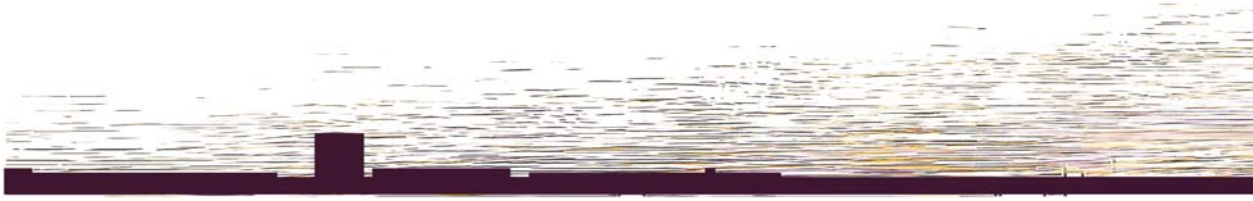
Floor Number



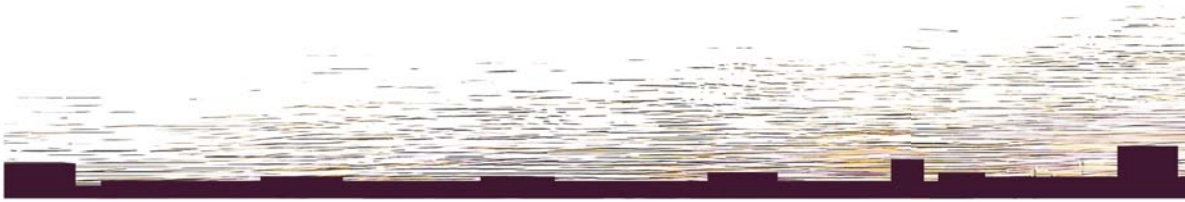
Skyline of The City Center

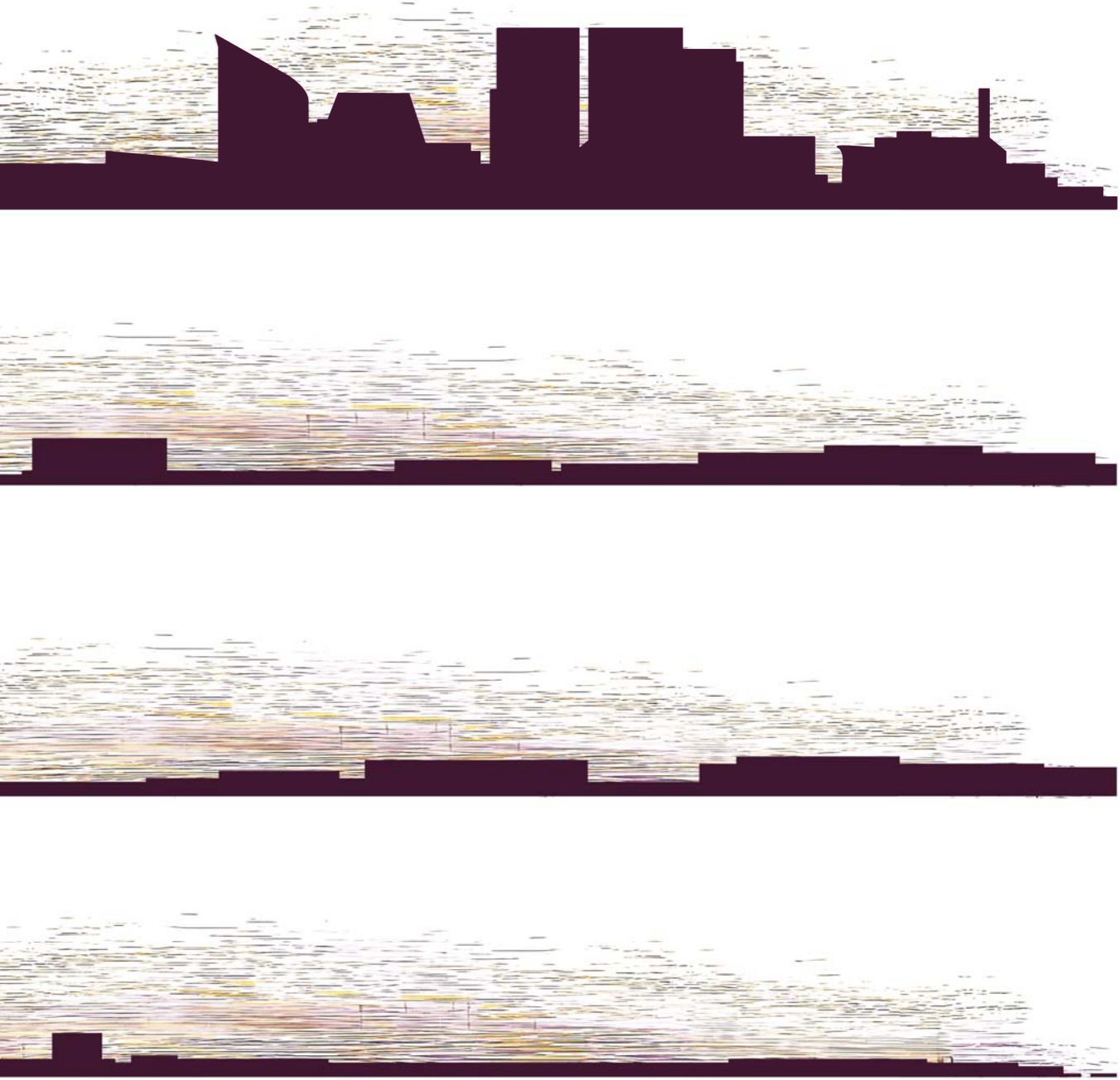
Skyline of International Zone's and Port's Part

Skyline of In-between the Zones Part



Skyline of Multicultural Zone's Part





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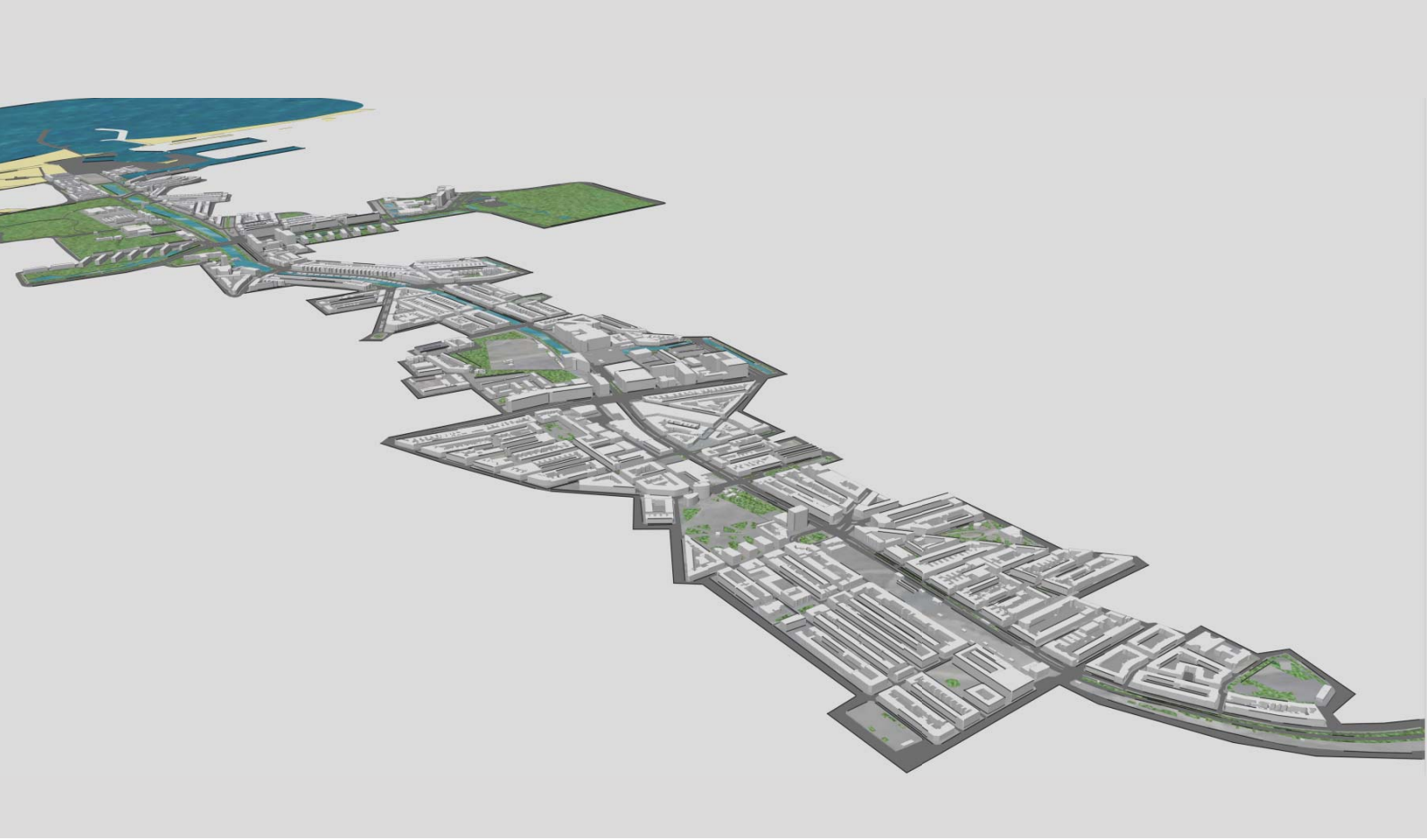


5.3.

Spatial Strategy

5.3. Spatial Strategy

Before the presentation of the spatial strategy an importance clarification should be made for the better understanding of the following proposal. The spatial strategy is divided into two parts coming from the examined corridor's geographical position; the upper part and the lower part. The upper part starts from the port and ends at the Regentessekwartier, whereas the lower part starts from the Regentessekwartier and goes up to the end of Transvaal and Schilderswijk neighbourhoods. The spatial strategy formed for the upper part is more in the line of strategic directions and goals and not of a more detailed plan. This is why, this part is mainly located in the international zone and the main interest towards it, is put in a connected, coherent development direction with the lower part, in order to create the spatial conditions for the International's and the Multi-Cultural Zone's integration. On the contrary, the lower part is planned with more detail, leading to the next steps. Furthermore, the focus and detail of planning, designing and towards the made decisions, follows a gradual process during the whole graduation project. Being on the line of strategic spatial planning and in a way trying to test and advocate the applicability of such a theory, different problems are tried to be answered at different scales with a different level of detail.

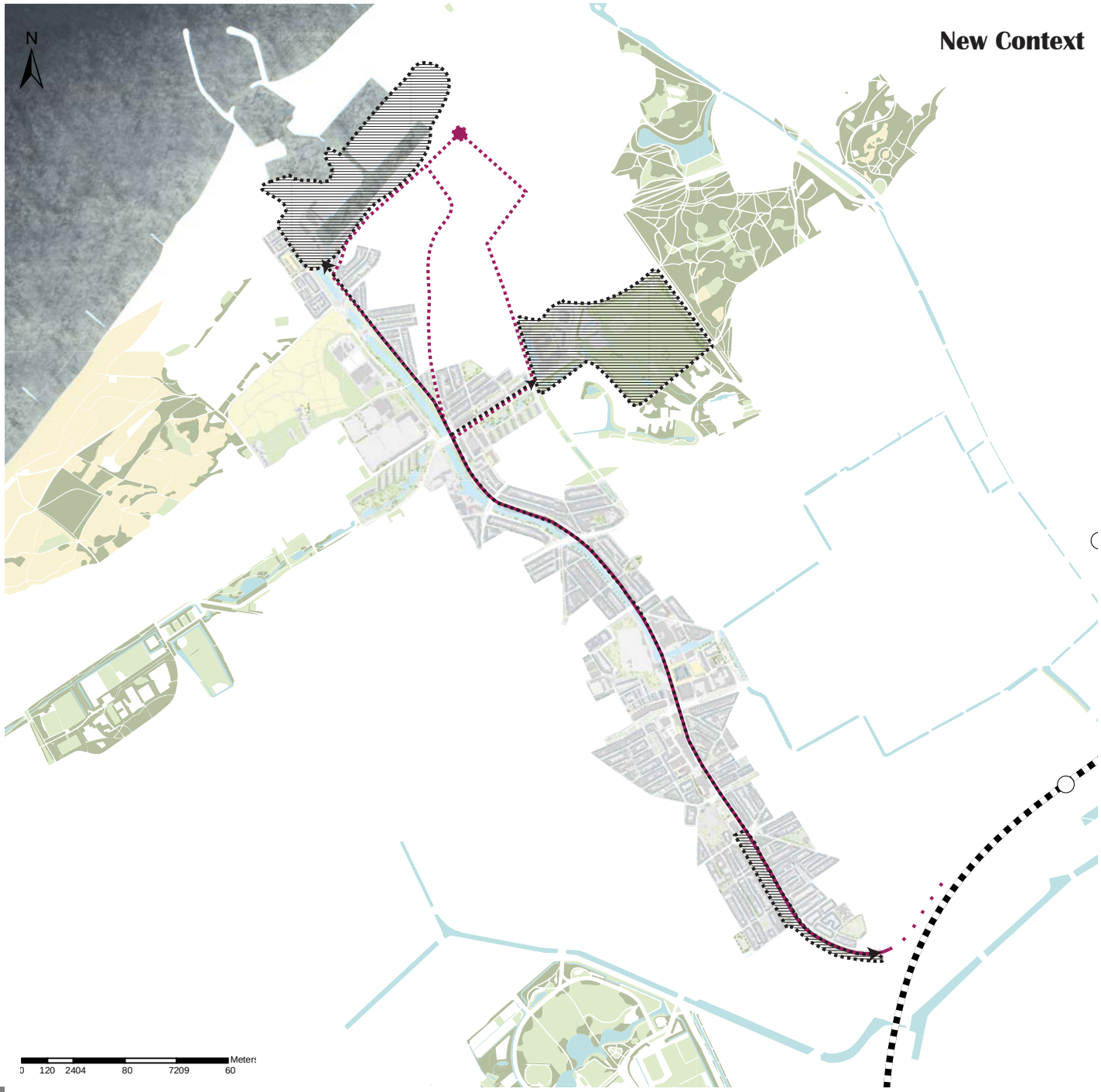
5.3.1. New Context & General Concept

Coming back to the spatial strategy itself, in the next pages is illustrated the new context and general concept of the studied corridor.

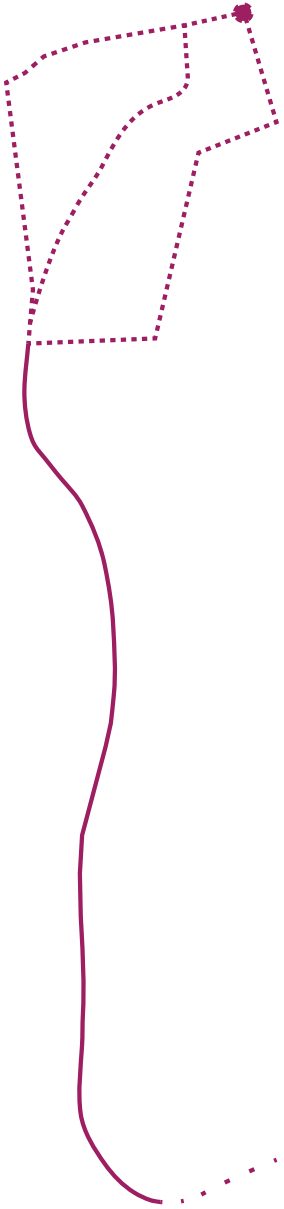
Local strategic planning is focalised on improving the conditions for the local development in order to reinforce the urban structure. Thus it is proposed a local strategic planning framework, in order to be able to transform the area within the stakeholders and the people. The key thing on this is based on the current project of tram line 11, as an internal corridor of the city. With that existing project, it is proposed the combination of the neighbourhood's transformation within it, together with its particularities. Thus tram line 11 is the backbone that will bring into action the spatial transformation and further development in Schilderswijk and Transvaal, which will be activated by the aforementioned, proposed, participatory model.

Now, the same area will not be understood only as the physical space of the tram line 11, but as a diverse, continuous and multi-functional corridor that through which will be created the spatial conditions for the connection and further integration of the international and multi-cultural zones, their inhabitants and their characteristics.

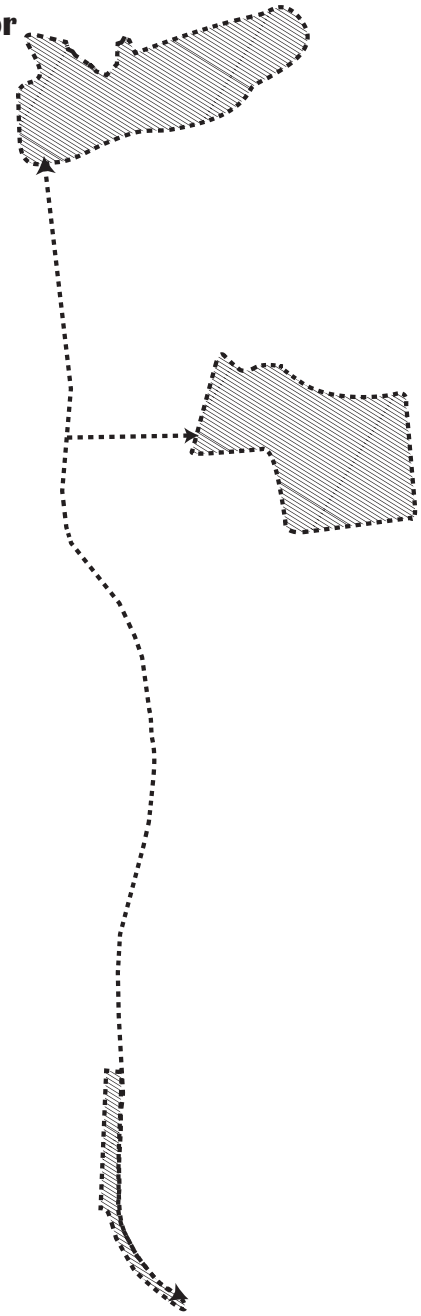
By the previous considerations are re-evaluated the current elements integrating the perception of tram line 11. As a result it is generated the new context and the general concept on which the whole spatial strategy is based on, as illustrated in the following pages.

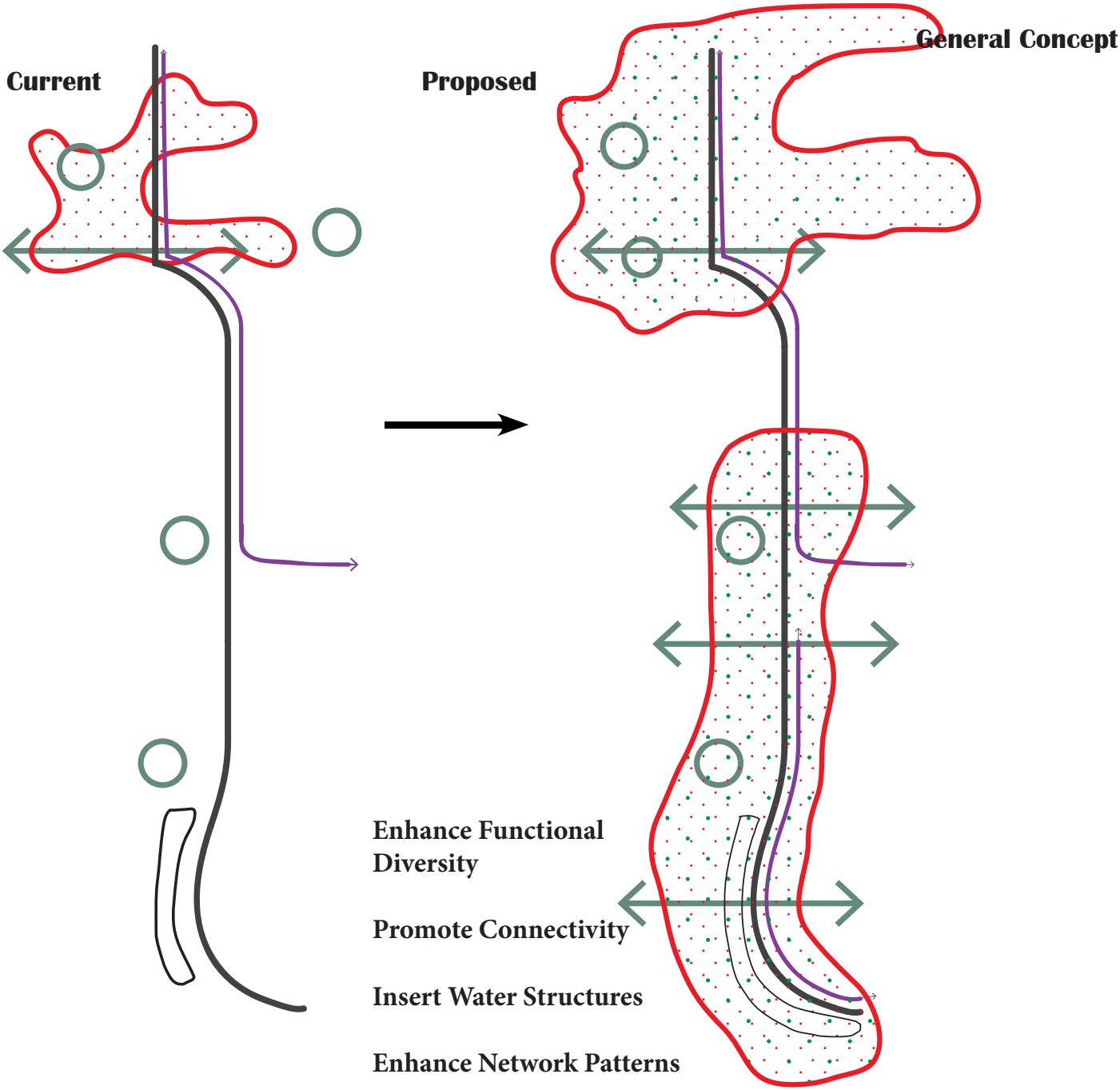

N
New Context
0 120 2404 80 7209 60 Meters

Possible Routes of Tram Line 11



Start & End Points of Connectivity Corridor




Current
Proposed
General Concept
Enhance Functional Diversity
Promote Connectivity
Insert Water Structures
Enhance Network Patterns

Through this concept is proposed the enhancement of functional diversity, the promotion of connectivity, the insertion of water structures on the whole corridor and the enhancement of network patterns. Such propositions derive from the already presented strategic goals (first steps for spatial strategy), linking back to the aspirations and aims of the revised city's vision, while they reflect elements form the new analytical inputs made after the creation of the planning and participatory framework and the revision and re-shape of the city's vision. However, at this point all the previous aspirations and goals have to be expressed through spatial terms in order to understand their spatial effects and meaning.

5.3.2. Corridor's Upper Part

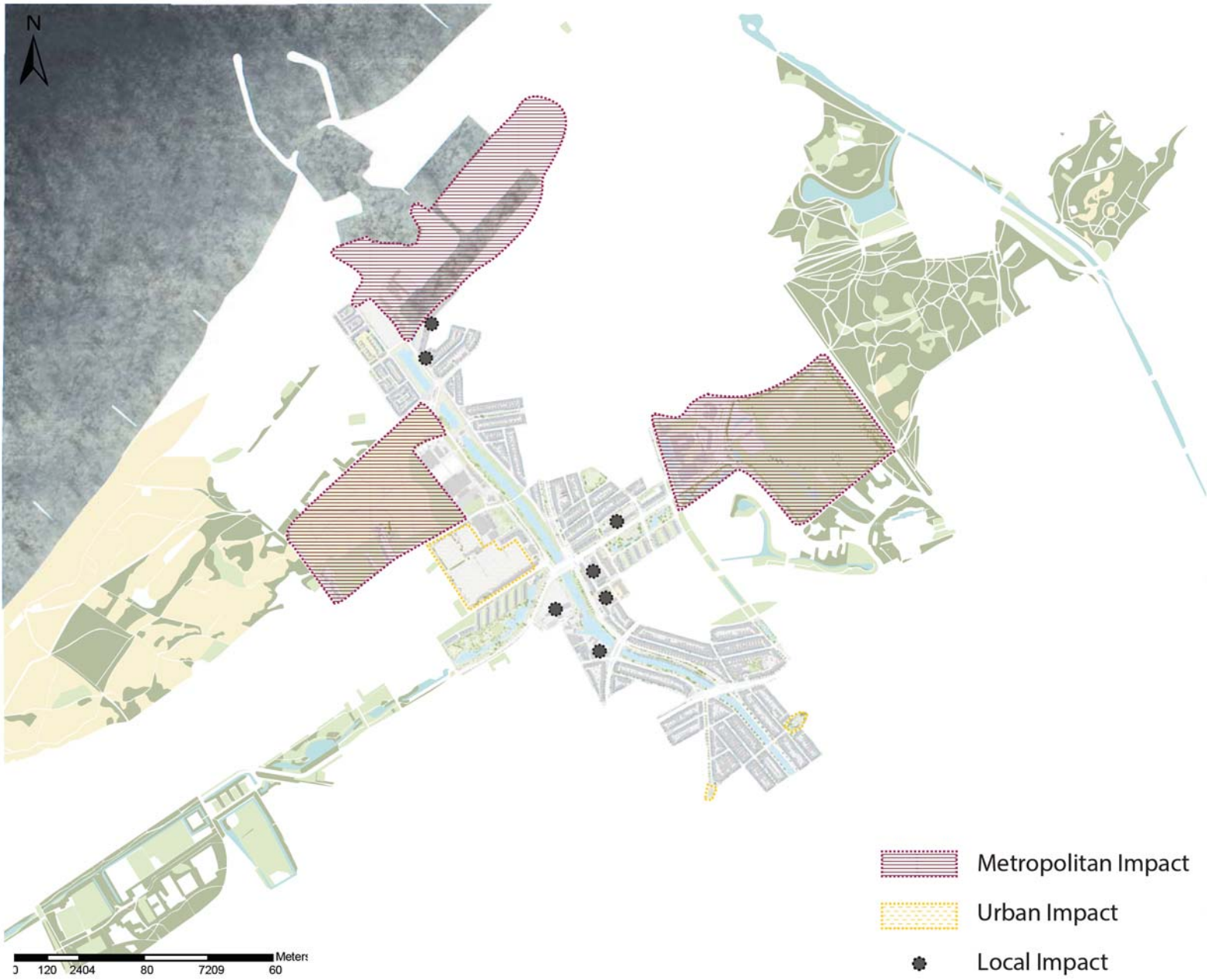
As already mentioned, the corridor's upper part was considered mainly as the end of the proposed, integrative and connective corridor and the beginning of the international zone. As a result, in that upper part the planning and design detail is not the same as in the lower part (where the main focus is put on). For this part the strategy takes the form of development directions and not more specified decision.

In order to do so, in the first place were decided the areas of importance/ impact towards different scales (metropolitan, urban and local), while the second step was the specification of possible future areas of development. Those specifications together with all the previous aspirations led to spatial strategy/ development directions for the corridor's upper part.

All the above are presented in the following pages.

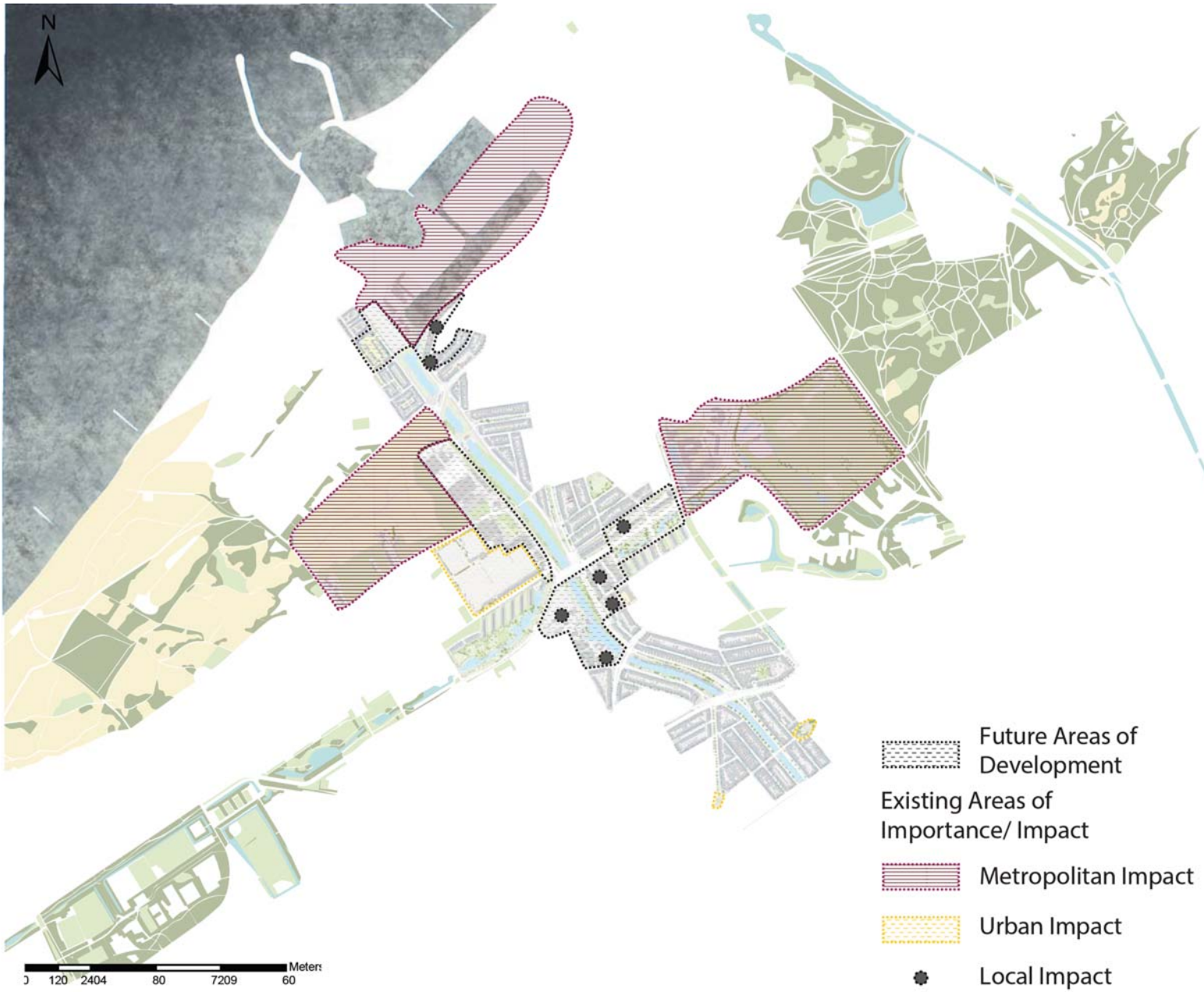
Corridor's Upper Part: Forming The Spatial Strategy

Areas of Importance/ Impact

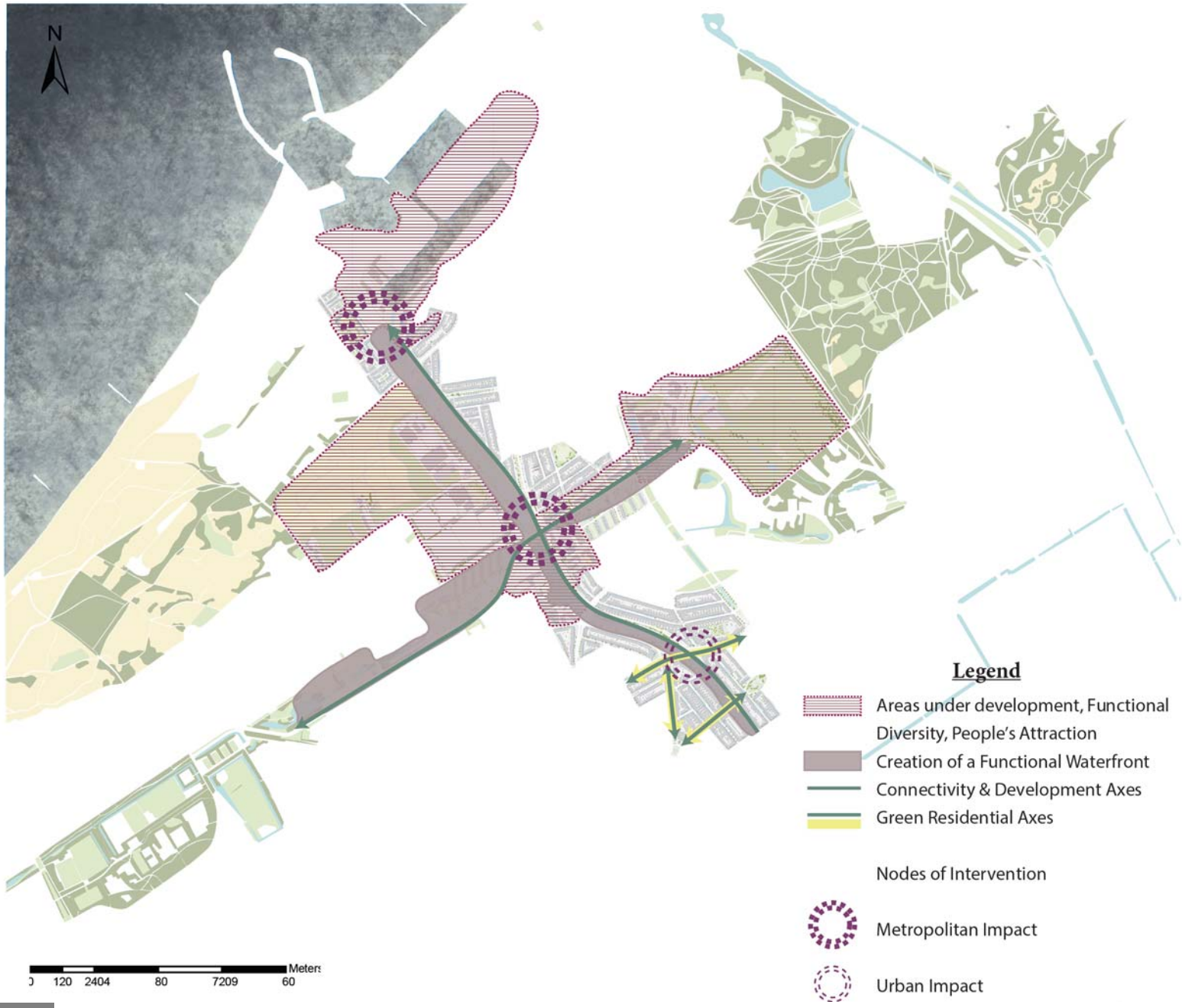


Corridor's Upper Part: Forming The Spatial Strategy

Possible Future Areas of Development



Corridor's Upper Part: Spatial Strategy



In the previous map is illustrated the spatial strategy/ development directions for the upper part of the corridor. Through that map is illustrated the creation of nodes of diverse impact that they are placed on development and connectivity axes. Those axes will link the corridor with the surroundings and as a result with the international zone. Furthermore, are proposed and specified areas that can be developed linking their existing capacities (port activities, goods exchange, good quality green space, educational facilities, cultural facilities etc.) with the greater aspiration for functional diversity, attracting people. As a result is promoted the creation of diverse spatial attractors that will prompt inhabitants, visitors and developers to follow, use and further invest on the whole corridor itself.

Last but not least is proposed the enhancement of a functional waterfront, which results to the more "peaceful/ quite" residential areas. Inside those residential areas, is proposed the creation of green axes, which will upgrade the residential environment, making people to want to live and invest in it, while transforming the corridor's crossing into a pleasant activity and introducing its lower part.

5.3.3. Corridor's Lower Part: Main Focus

The corridor's lower part is the place where the main and more detailed spatial strategy takes place. The spatial strategy is the way through which the already set strategic goals and vision can be achieved (in spatial terms) in a specified spatial unity. It is the spatial translation of the already set vision and strategic goals. That means that the decisions, on this level of planning and design, reflect the previous goals and aspirations.

The formation of the proposed spatial strategy starts with specification and set up of identity zones/ areas along the lower part of the corridor. Those identity zones/ areas are the following:

- Recreation & Innovation/ Work
- Education & Food
- Culture
- Interaction
- Market & Vocational Development
- Sports

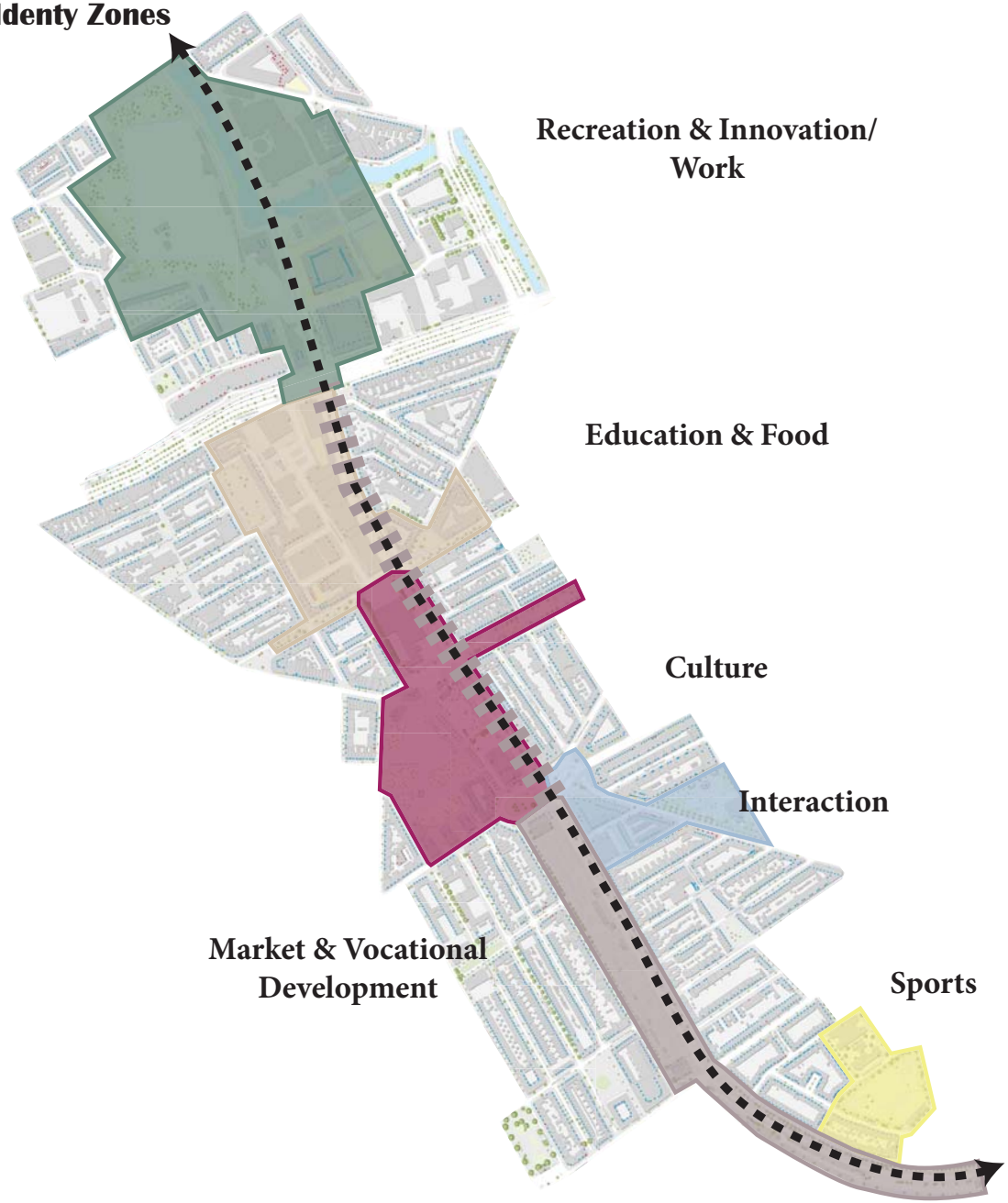
Those identities are set according to the existing capacities of each sub-area, together with greater, aforementioned demands and strategic goals. As a result, going back to the analytical and evaluation process, can be seen the capacity of the area for small businesses, food culture, certain craftsmanship and certain etc. If we add to those the already specified needs for safety, income, culture, sports and space for social interaction, together will the reviewed city's vision for vocational development, can be better understood the proposal and establishment of the already mentioned identity zones areas.

After the identity zones, was created the design concept of the proposed spatial strategy, also being in line with the aforementioned capacities and needs, but now translating them in spatial ideas and decisions. Through the design concept is attempted the transformation of a mainly mono-functional, socio-spatially segregated area. Thus is proposed the creation of multi-functional public space, the insertion of mixed uses (horizontally and vertically and the enhancement of visual and functional connections. Together with the above is proposed to "push back" the building line of the buildings especially in front of tram line 11 and to promote and create open building block structures.

The last step before the final specification of the spatial strategy is the specification of areas of importance/ impact according to different city scales and of possible fu-

Corridor's Lower Part: Forming The Spatial Strategy

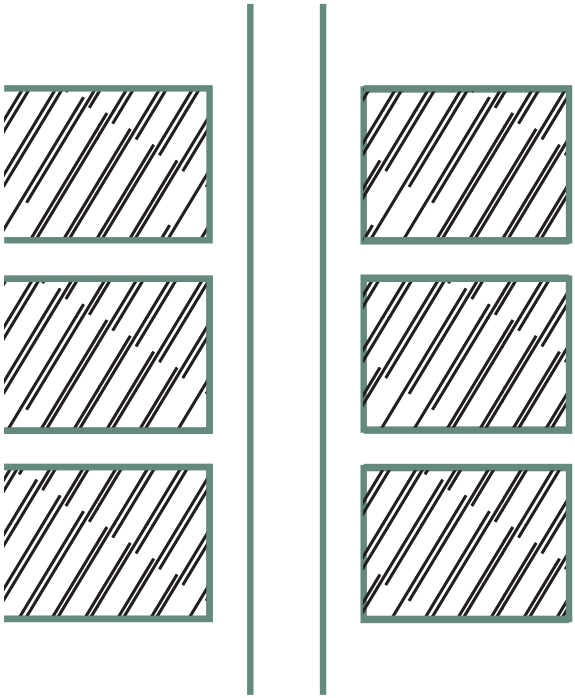
Setting Identy Zones



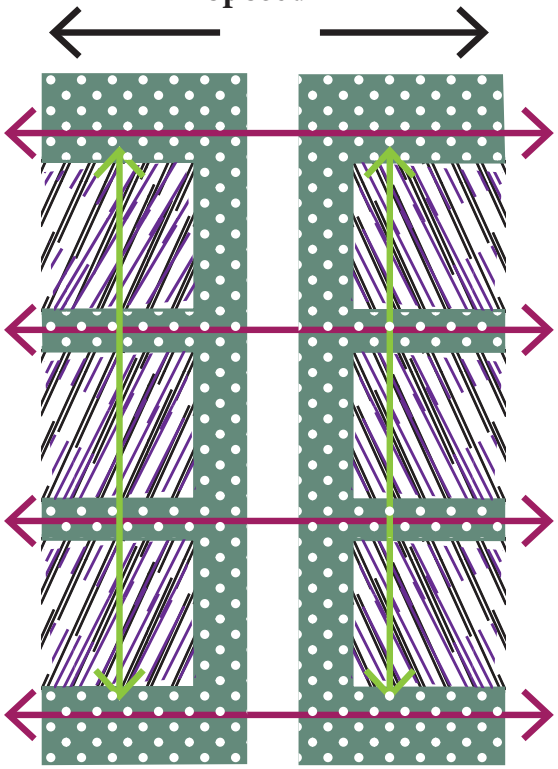
Corridor's Lower Part: Forming The Spatial Strategy

Design Concept

Current



Proposed



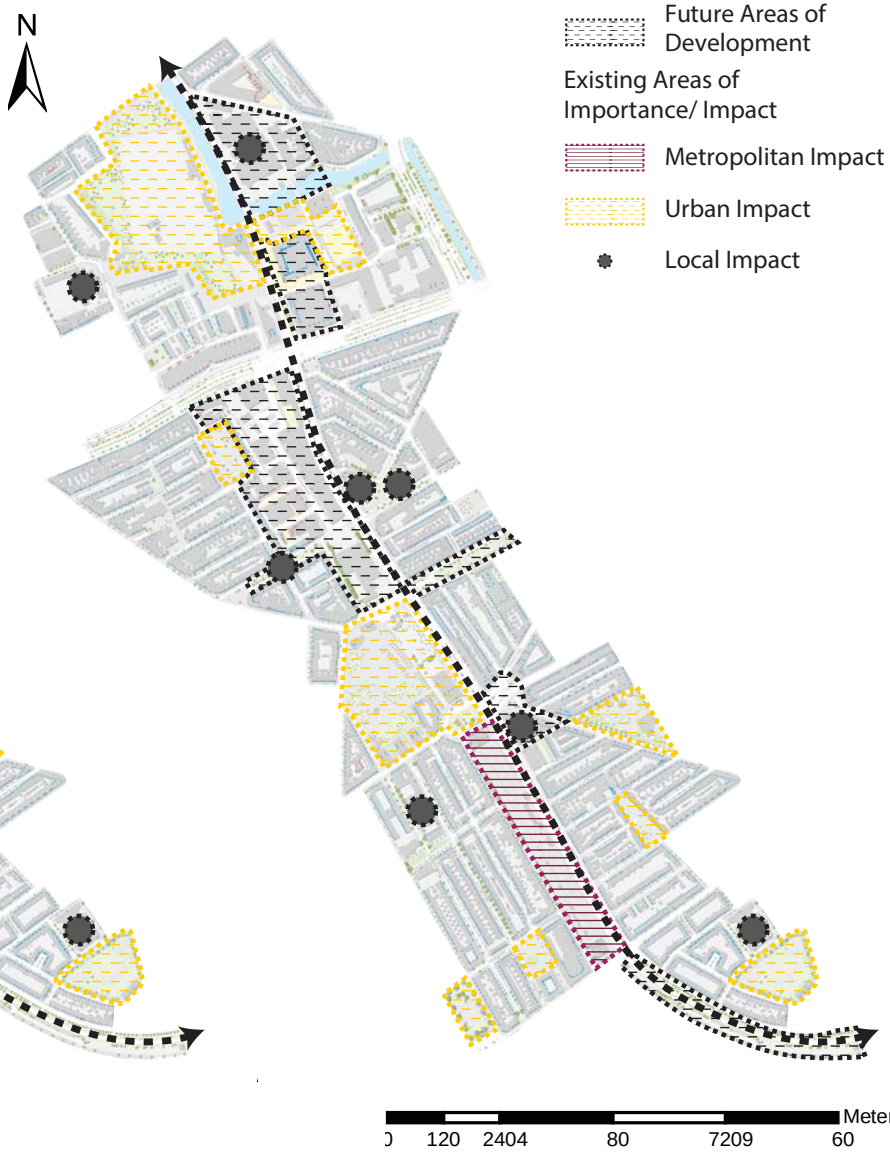
Proposed Actions

1. Create Multi- Functional Public Space
2. "Push Back" the Building Line
3. Insert Mixed Uses Horizontally & Vertically
4. Open Building Blocks Structures
5. Enhance Visual & Functional Connections

Corridor's Lower Part: Forming The Spatial Strategy

Areas of Importance/ Impact

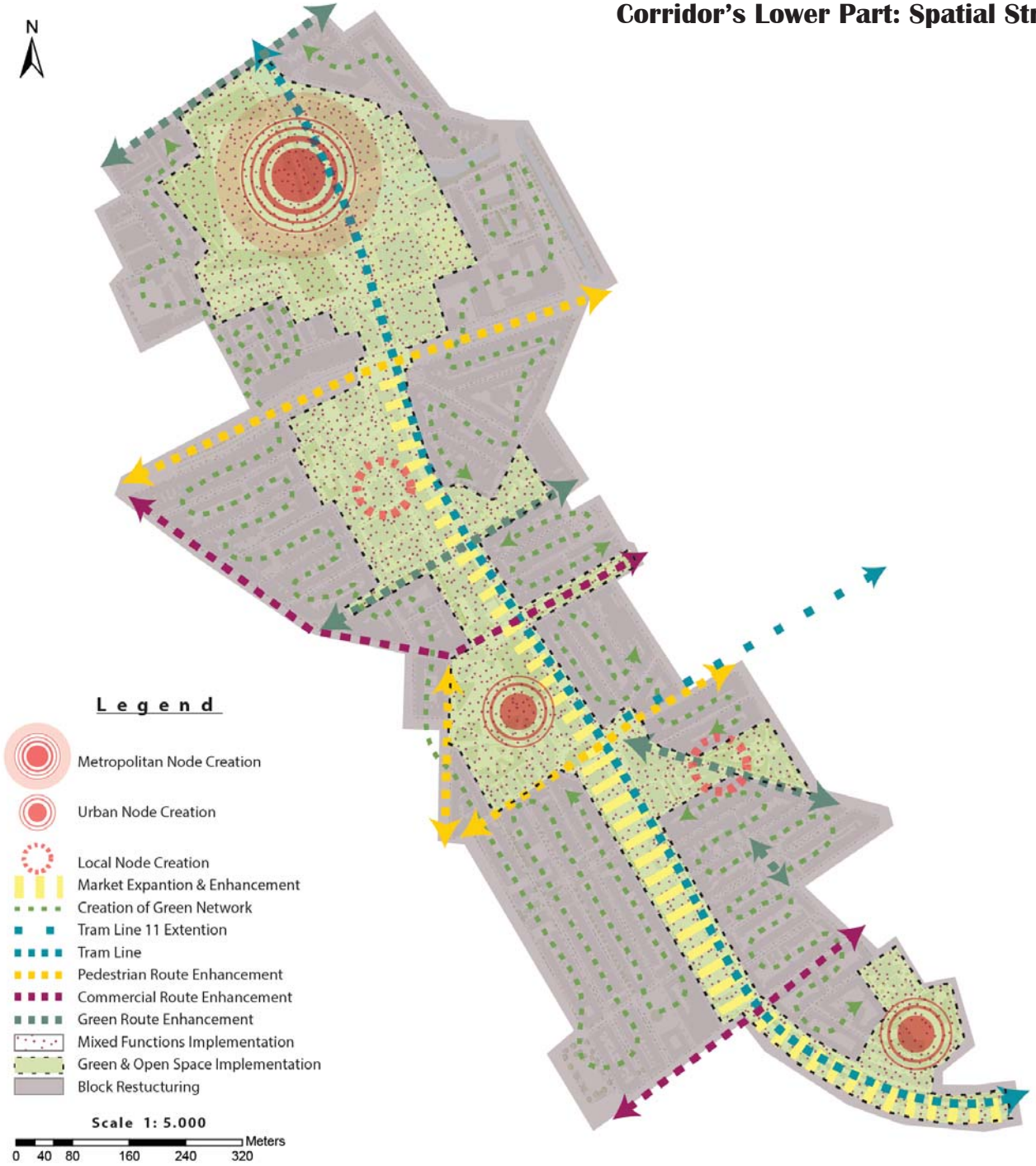
Possible Future Areas of Development



Corridor's Lower Part: Forming The Spatial Strategy

Main Proposed Axes & Routes

Corridor's Lower Part: Spatial Strategy



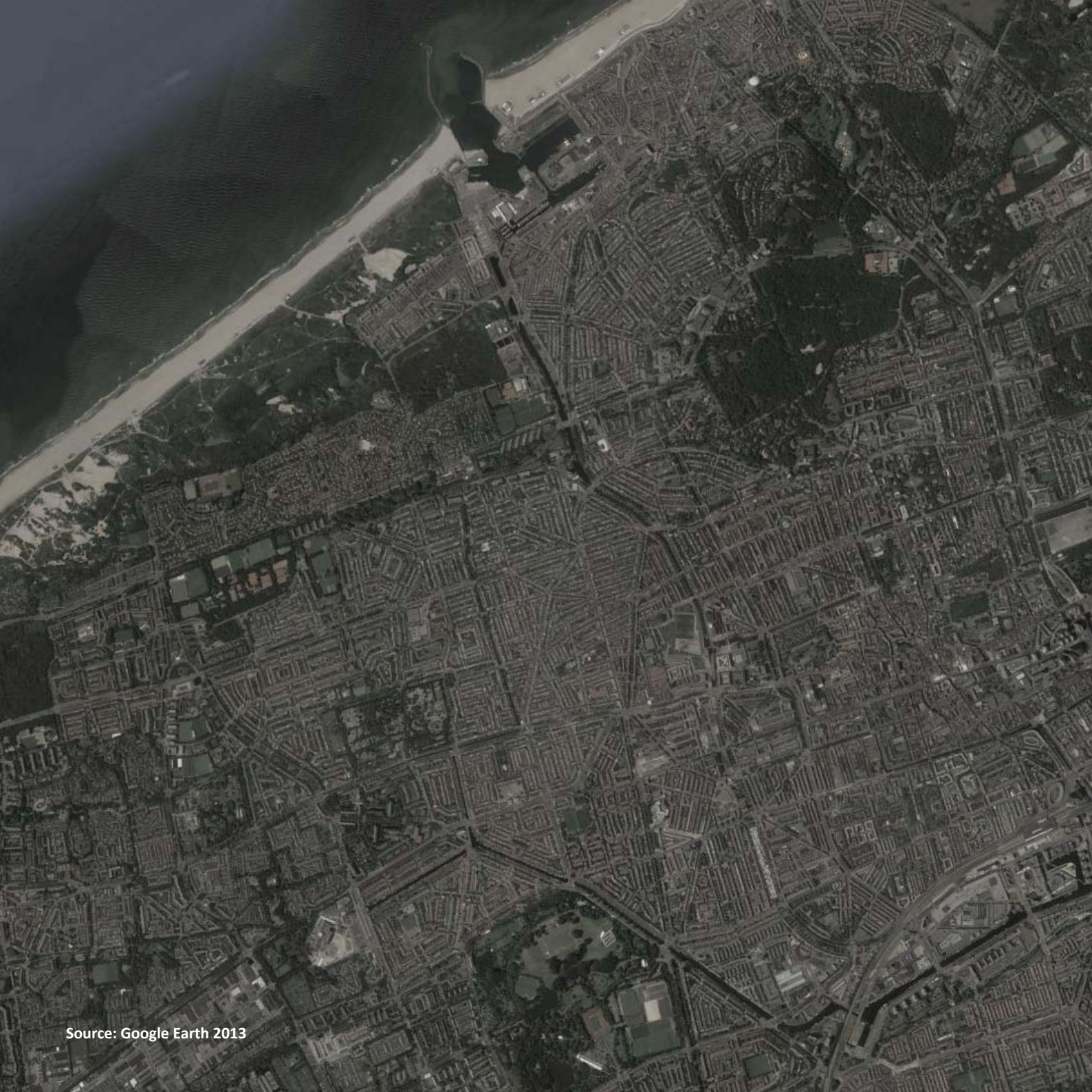
ture areas of development, together with the proposal of different axes and routes towards different functional levels.

As illustrated in the previous map (the one of the spatial strategy for the corridor's lower part), through the spatial strategy a smaller stripe is established in the corridor's lower part. The main focus of the strategy and more importantly of the following steps will be based in that newly specified stripe. As it can be understood, in every taken step of the graduation project procedure, the focus and the specified details are altered. This corresponds, as already explained, to the main followed theoretical line of local, strategic planning, where coherent, agreed and integrated frameworks, visions and strategies should be established for greater areas, whereas specific, well described actions should be given for specific locations and problematics. Through such a procedure are avoided acupunctural, not integrated and not-reasoned, development directions and efforts into space, whereas is provided the flexibility, that the contemporary economic era and social needs require, formulating space according to existing needs, forces and parameters.

Through the previously illustrated spatial strategy is proposed a smaller stripe where nodes of different impact and diverse function will attract people and further developments, integrating at the same time the existing qualities and people. Those attractors are connected through the smaller specified stripe, which aims to act as a green, open and mixed-used network. In general this stripe is proposed to be in the forefront of future interaction among diverse function and people.

The surroundings of the new stripe are proposed to be restructured and linked through a network of open blocks and public and semi-public space. This network, although being created in order to complement the main development in the new stripe, is proposed as such in order to ensure an internal more protected and neighbourhood level quality of life.

The whole lower part of the corridor is proposed to be linked and penetrated by routes/ axes of different purposed, reassuring the diversity of the provided experiences, while adding different spatial qualities to the greater environment.



Source: Google Earth 2013

6

Proposal (Stage III)

6. Proposal (Stage III) - Spatial Strategy's Realization 224

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6.2. Establishing The Program 242

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Hobbemaplein, Den Haag, 2014

6.1.

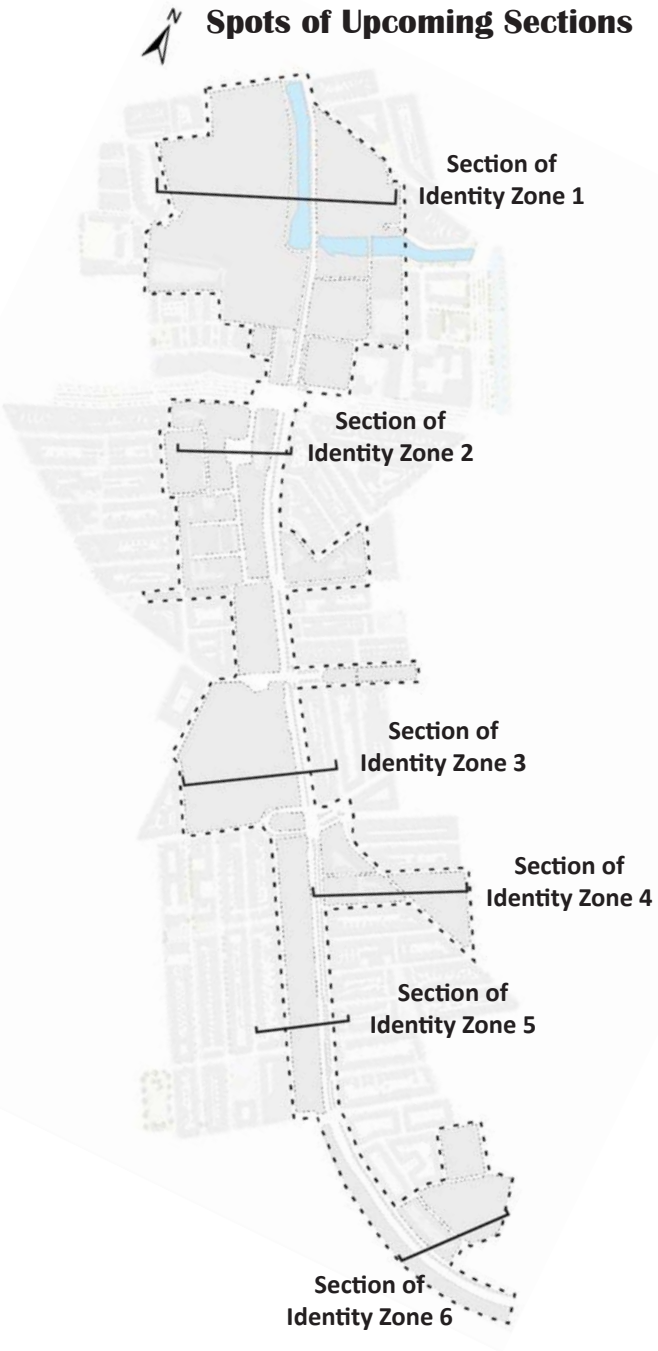
Looking Into The Identity Zones

6.1. Looking Into The Identity Zones

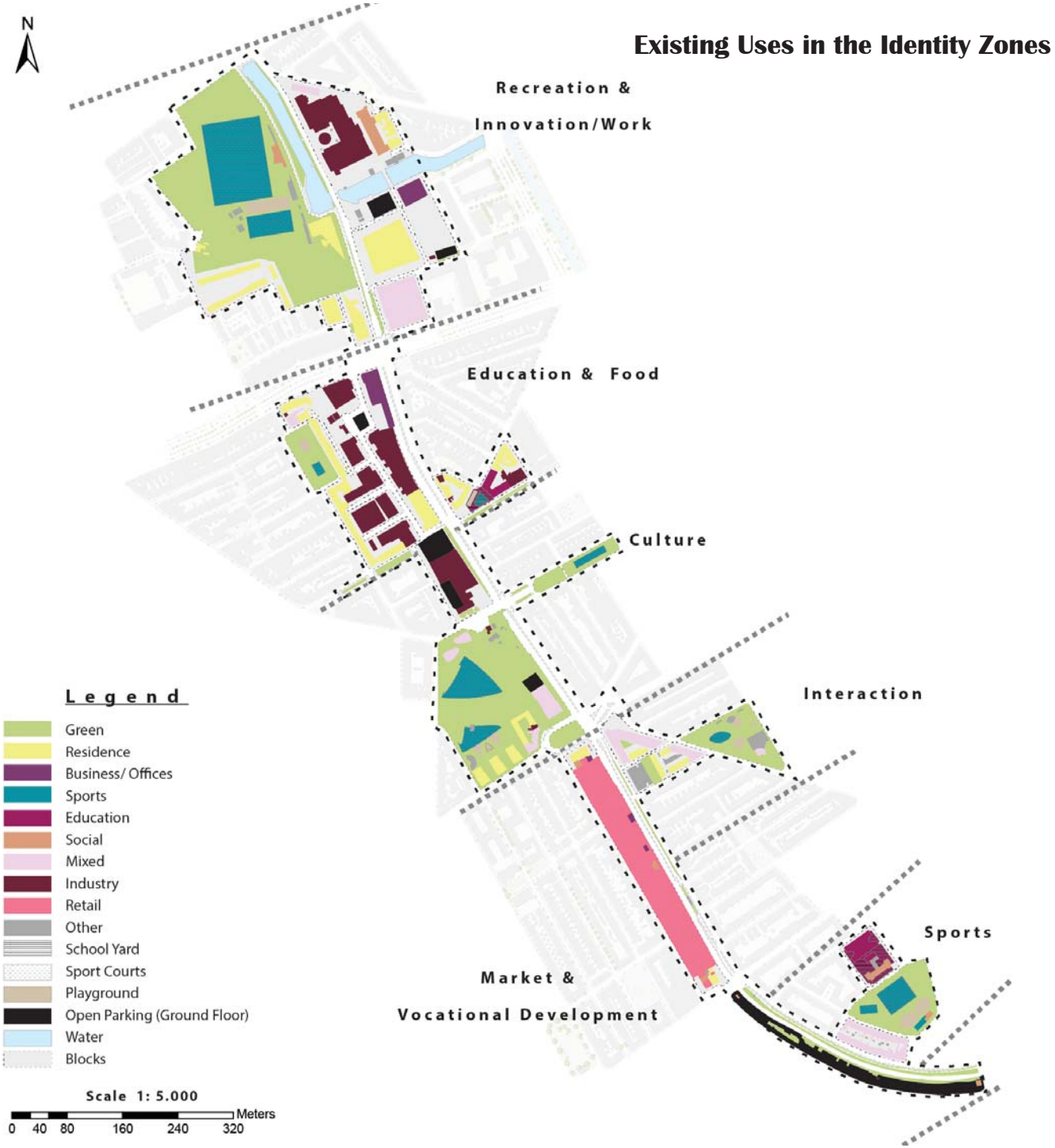
In this chapter will be showed the ways through which the previously proposed spatial strategy will be implemented into the urban environment. However before doing that, it was found necessary to give a better understanding of the urban environment of the newly specified stripe, where the spatial strategy will be implemented.

In order to do so, were used the initially proposed identity zones. The following maps and sections in each identity zone will be the means to illustrate both the urban environment but also the upcoming proposal for the spatial strategy's implementation.

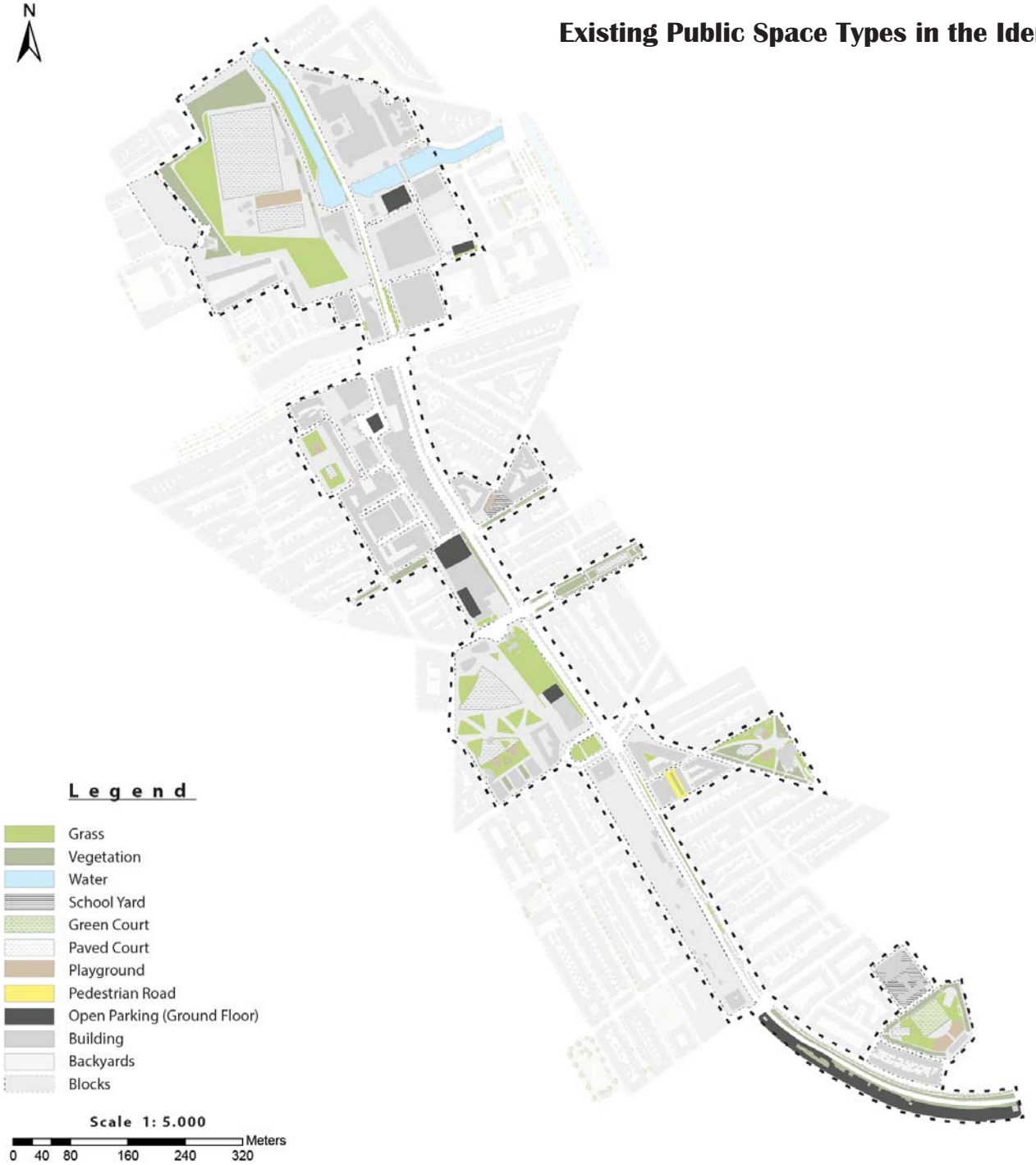
In the following maps are illustrated the spots were the upcoming sections were made, the existing uses and functions and the different public space types in each identity zone.



Existing Uses in the Identity Zones



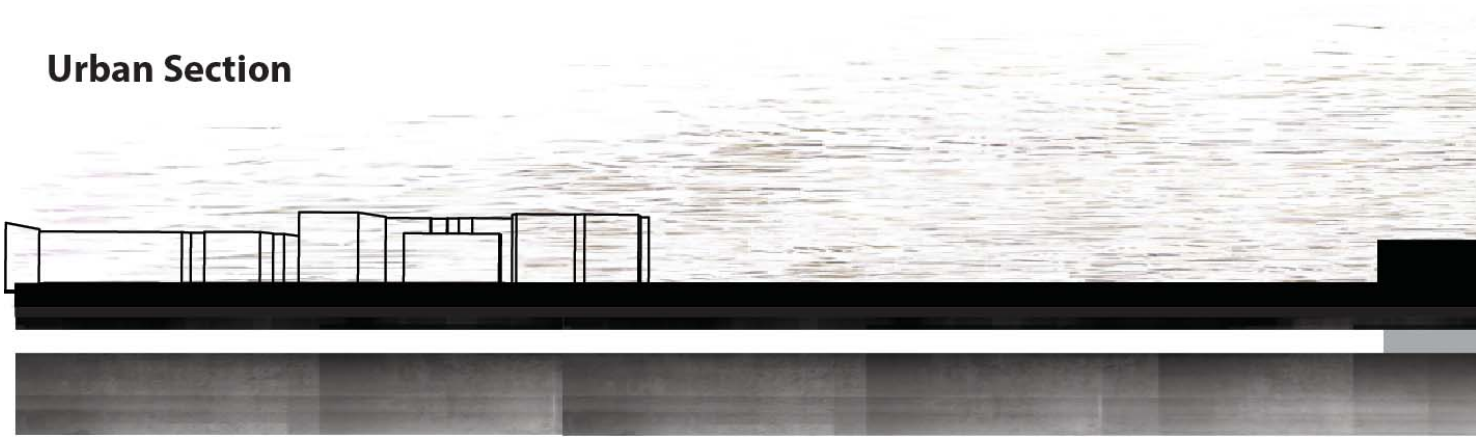
Existing Public Space Types in the Identity Zones



Identity Zone 1: Rcreation & Innovation/ Workplace

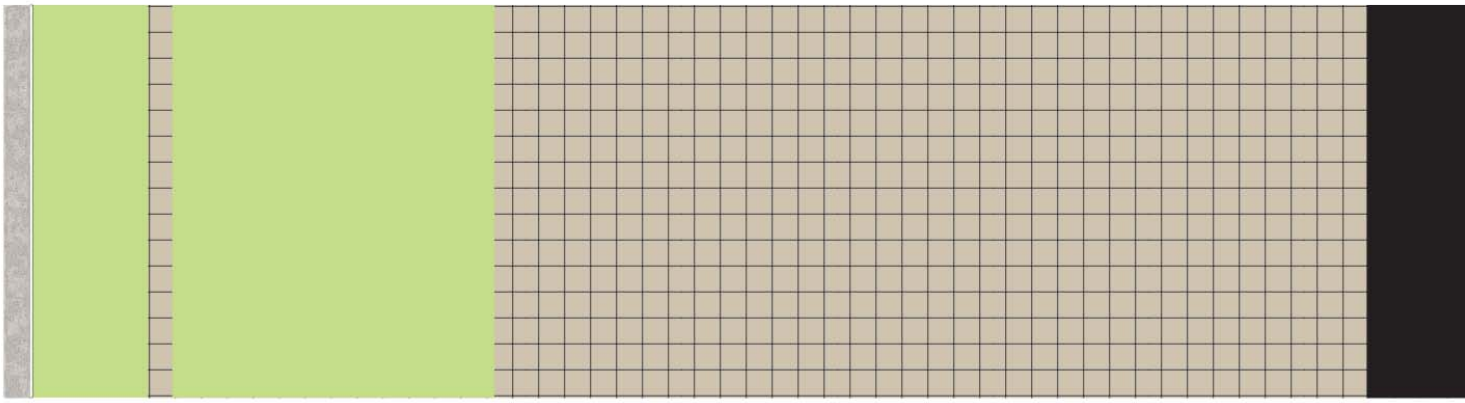
Urban Section & Dimentions

Urban Section

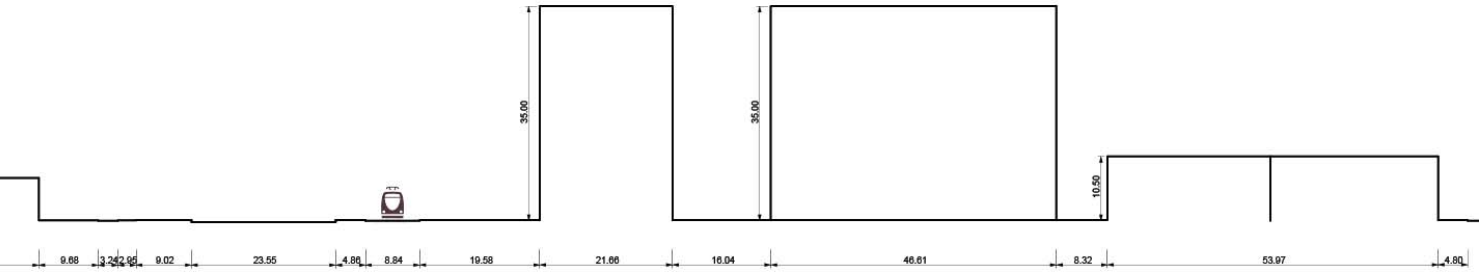


Private Space Semi- Private Space Public Space

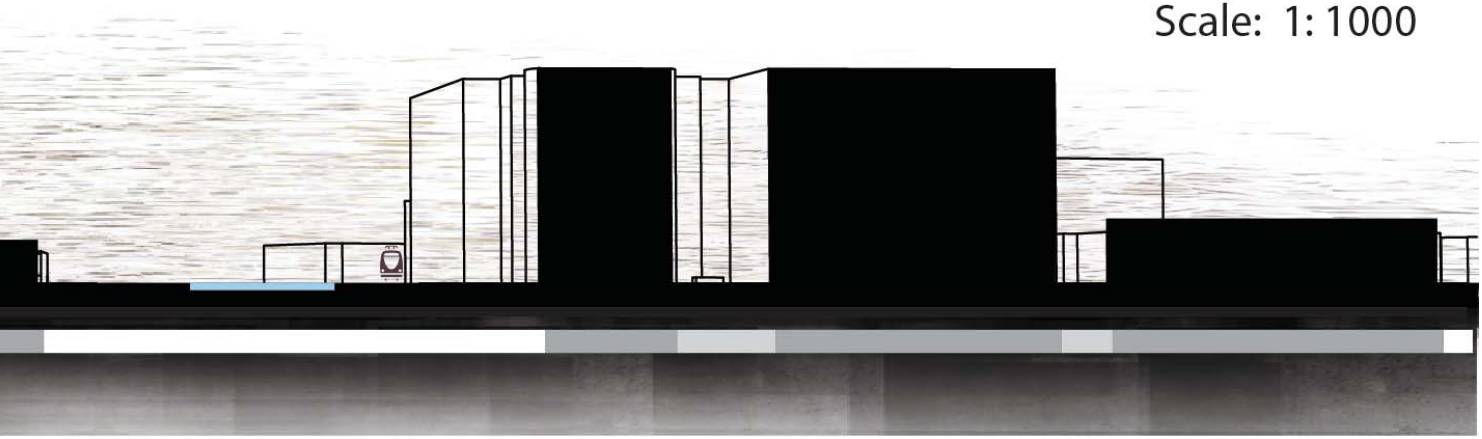
Plain & Materials



Asphalt Pavement Green-Grass Buildings Backyards



Scale: 1: 1000



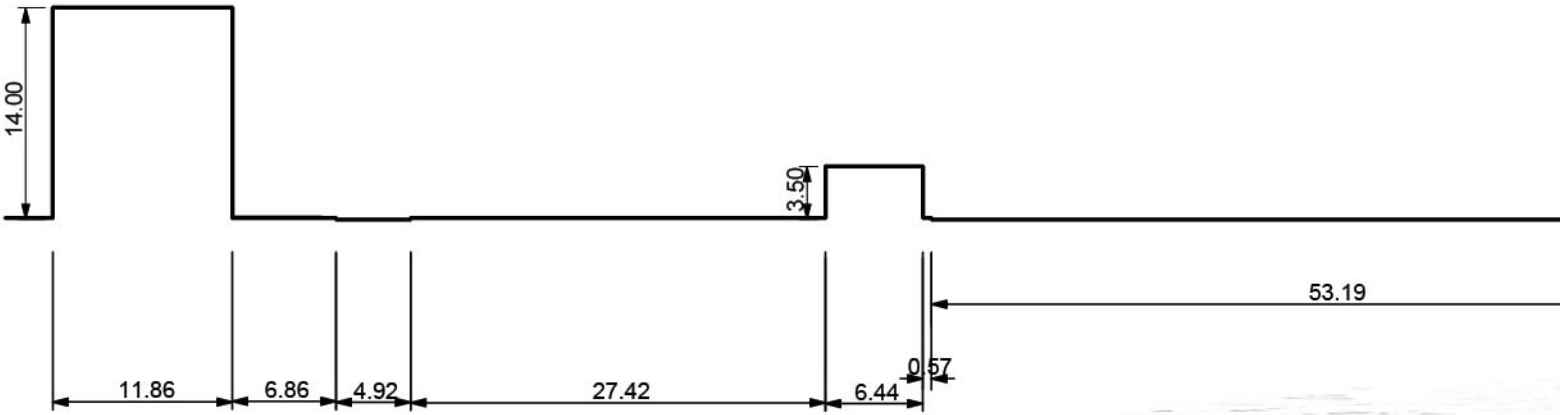
Scale: 1: 1000

Tram Lines Water

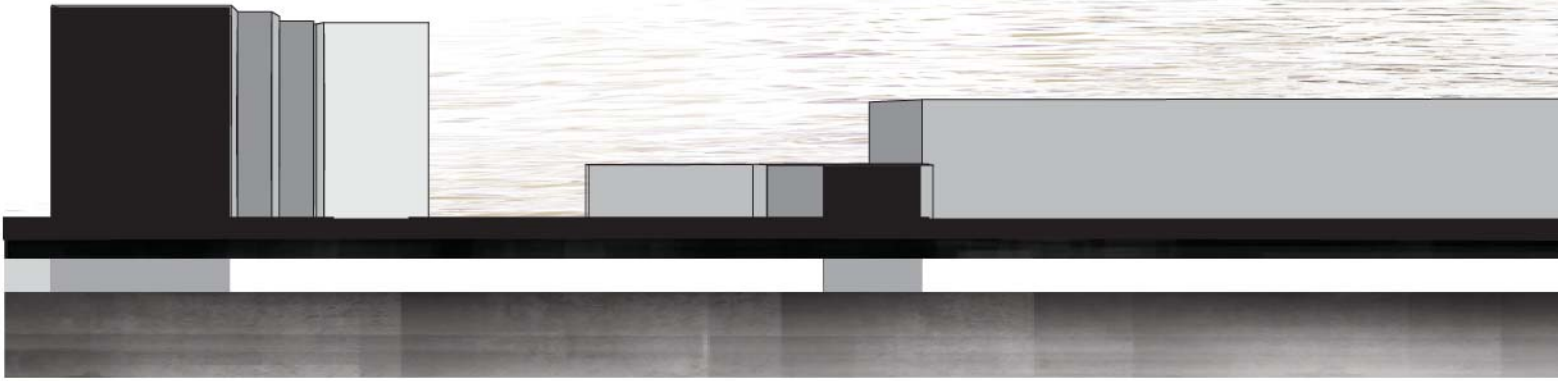
Scale: 1: 1000

Identity Zone 2: Education & Food

Urban Section & Dimentions

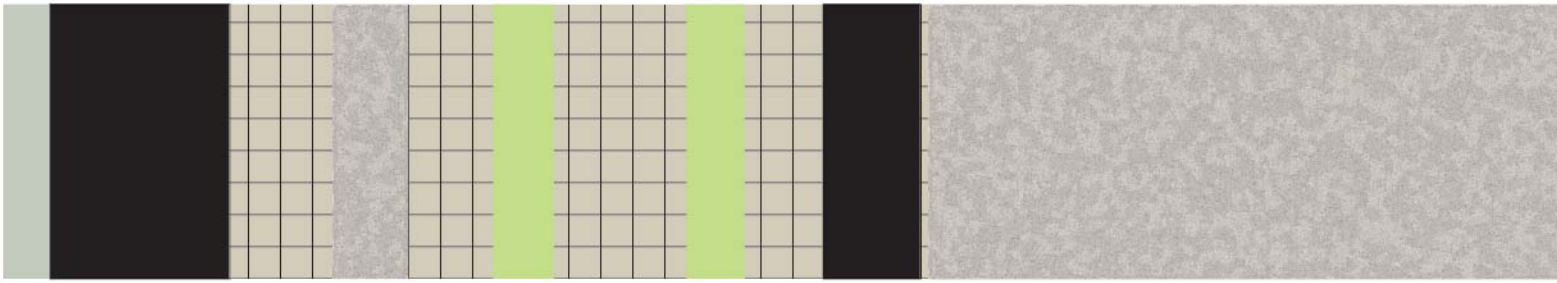


Urban Section

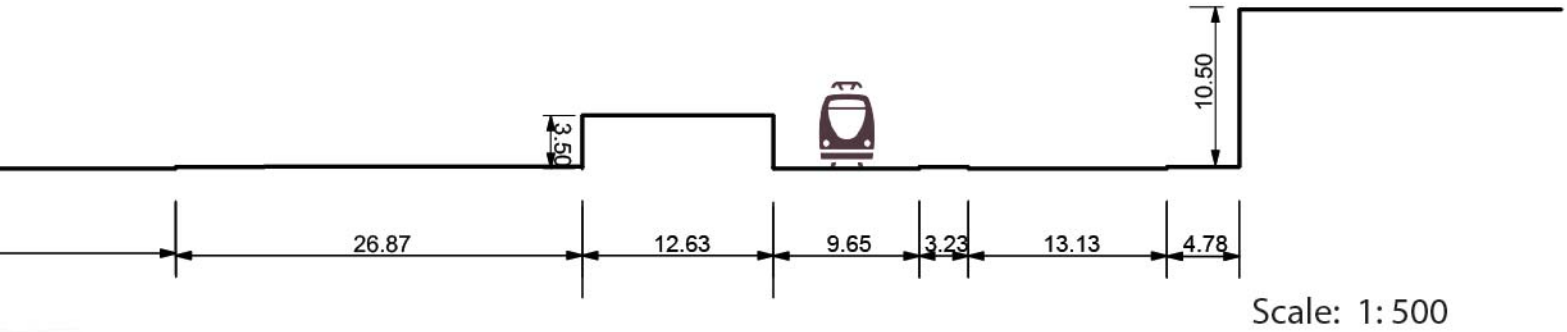


Private Space Semi- Private Space Public Space

Plain & Materials

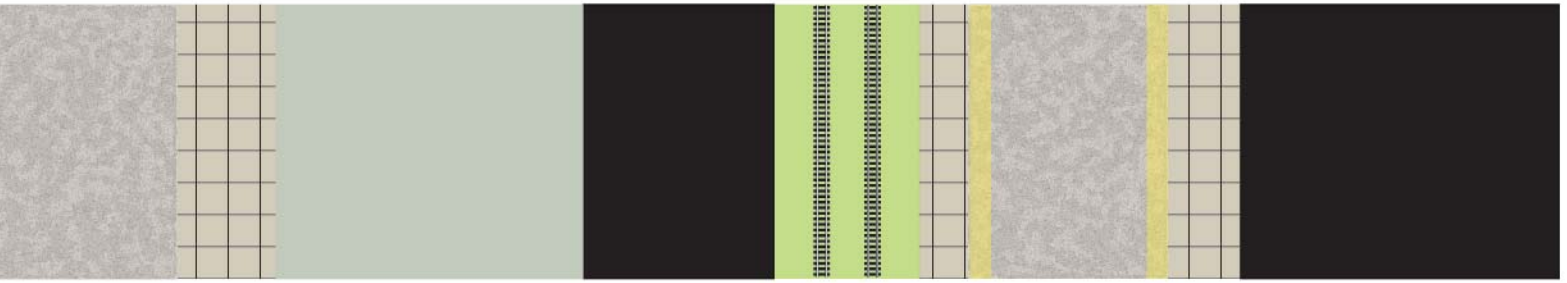


Asphalt Pavement Green-Grass Bike-road Buildings Backyards Tram Lines



Scale: 1: 500

Scale: 1: 500

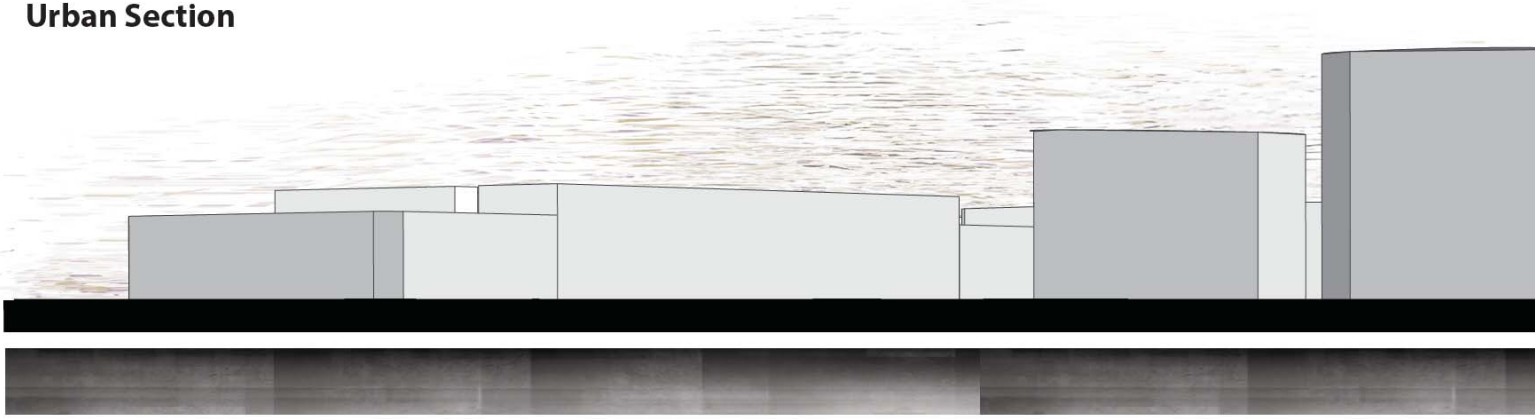


Scale: 1: 500

Identity Zone 3: Culture

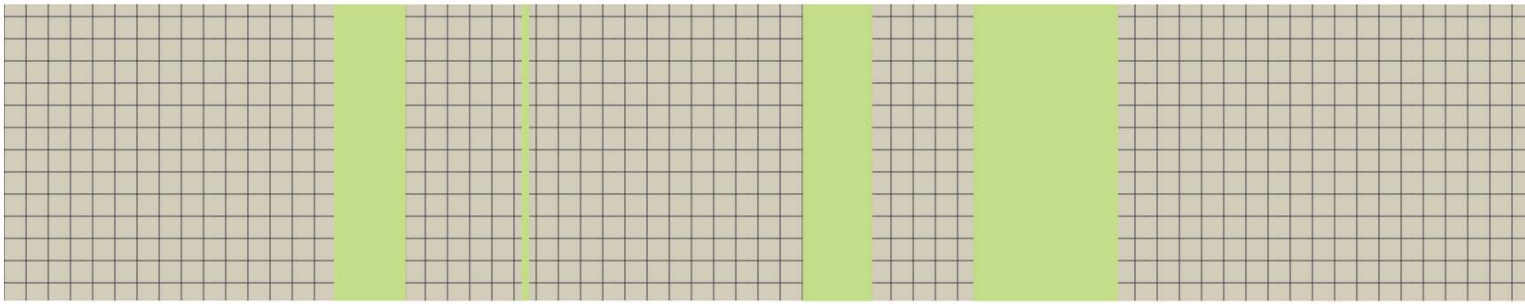
Urban Section & Dimentions

Urban Section

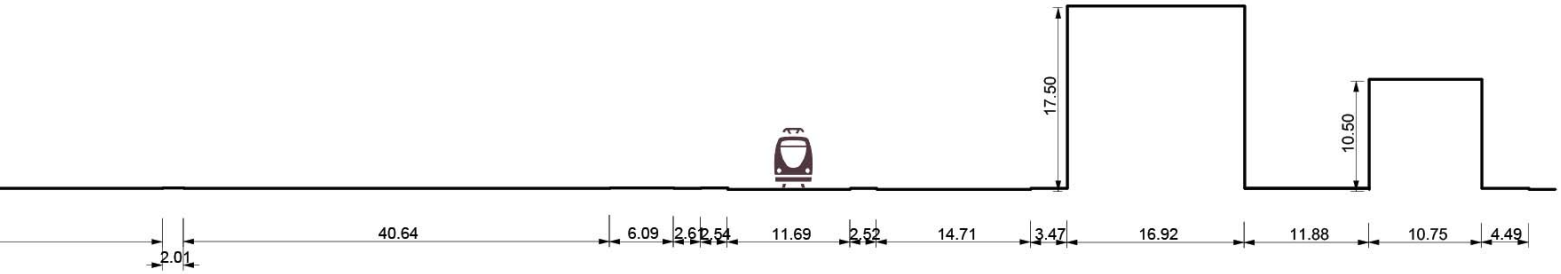


Private Space Semi- Private Space Public Space

Plain & Materials



Asphalt Pavement Green-Grass Bike-road Buildings Backyards Tran



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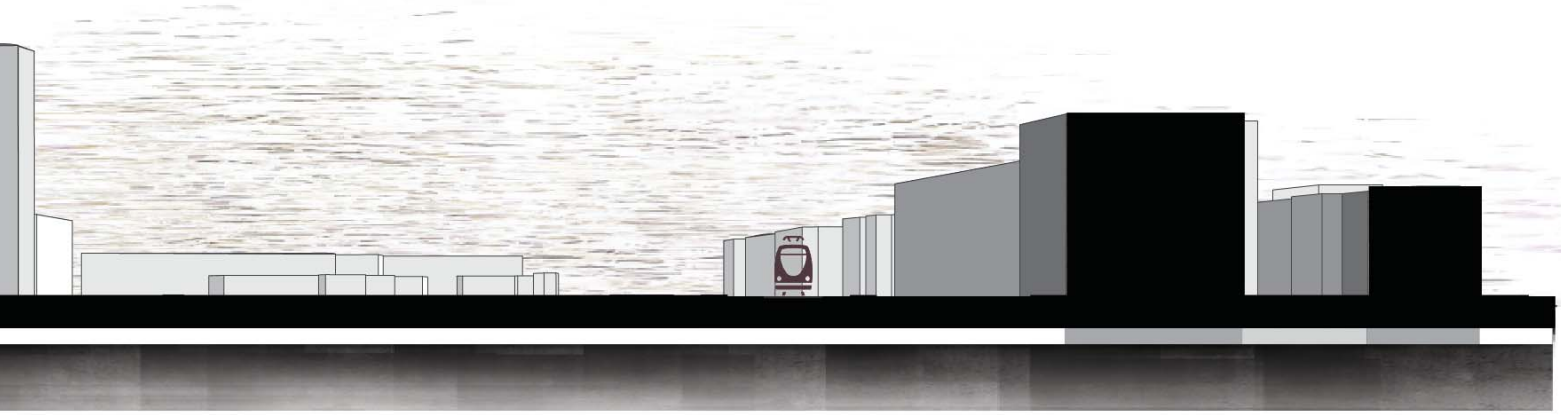

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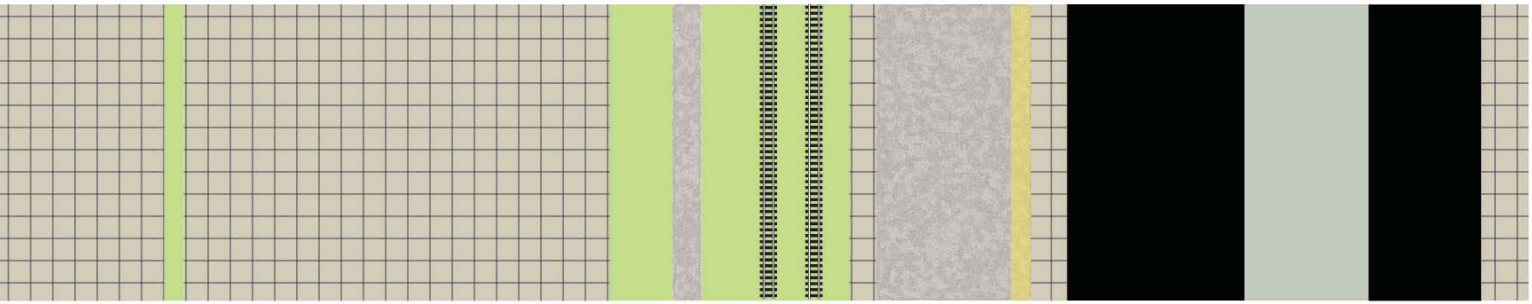
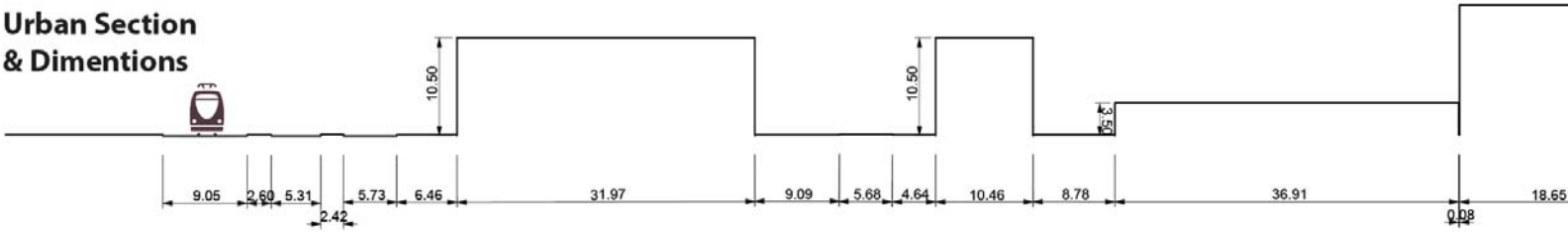


n Lines

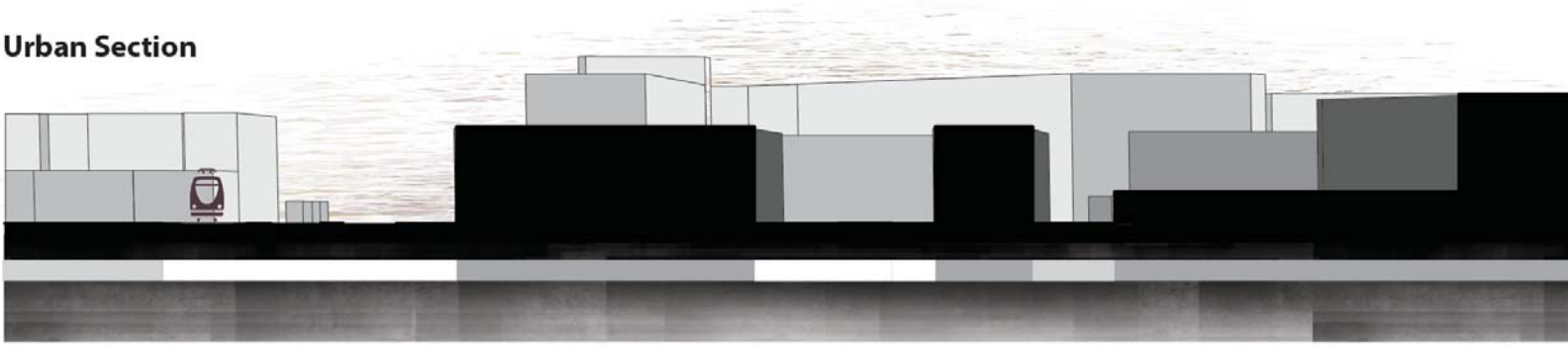
Scale: 1: 500

Identity Zone 4: Interaction

Urban Section & Dimentions

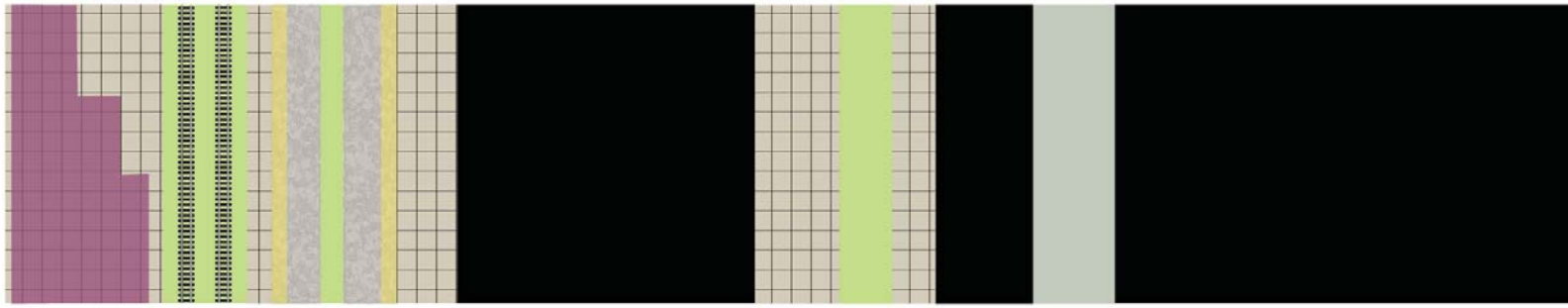


Urban Section

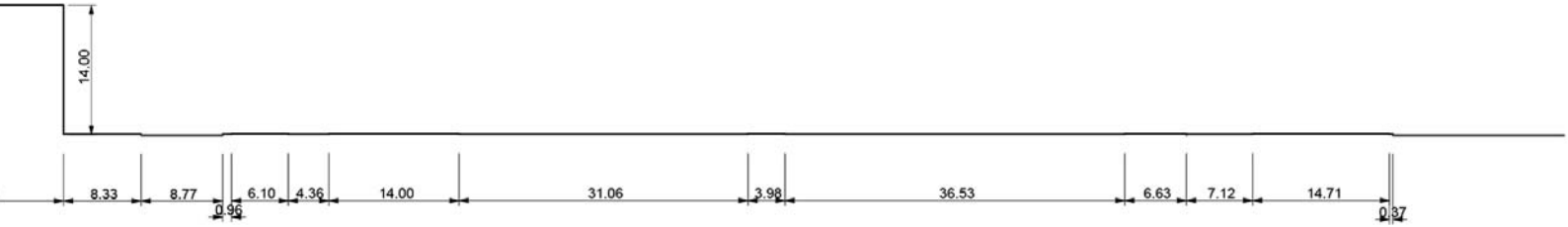


Private Space Semi- Private Space Public Space

Plain & Materials



Asphalt Pavement Green-Grass Bike-road Buildings Backyards Tram Lines Ma



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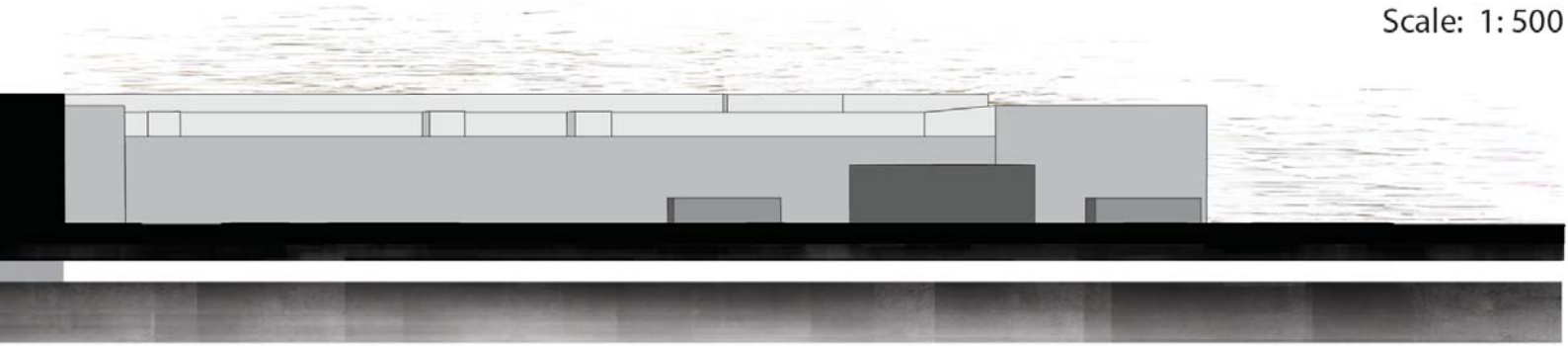

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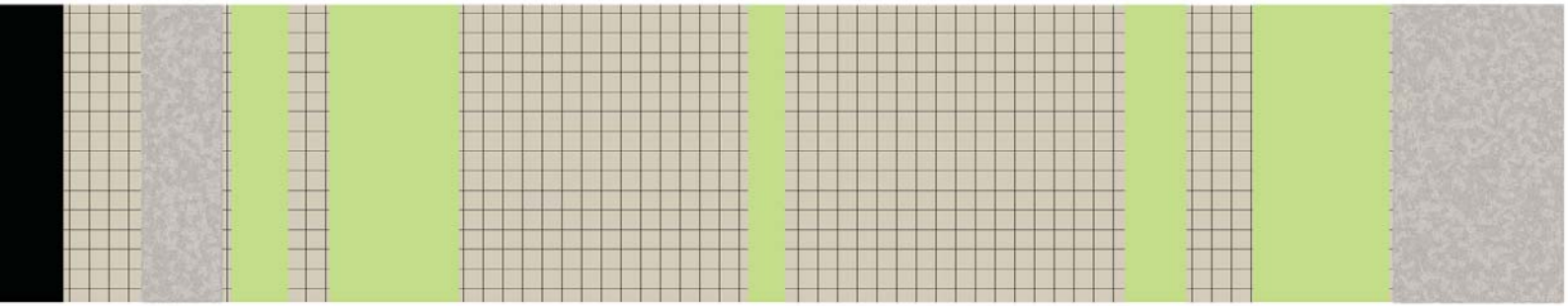
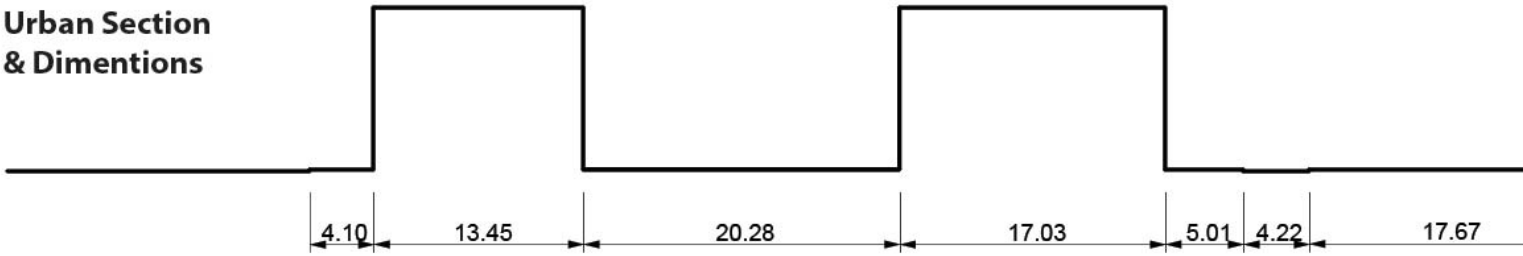


rket Kiosks

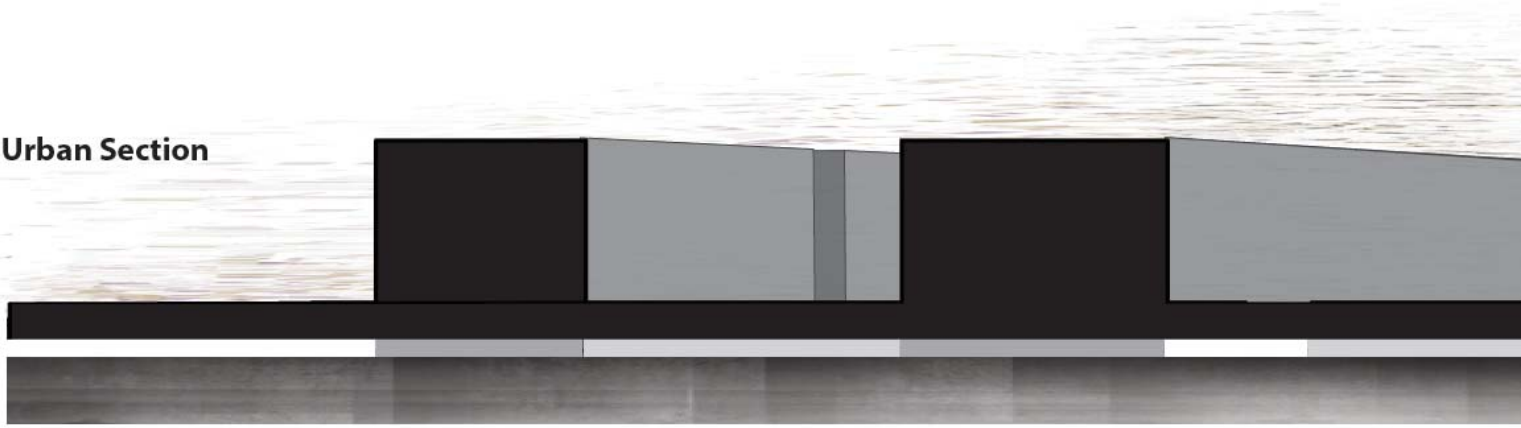
Scale: 1: 500

Identity Zone 5: Market &Vocational Development

Urban Section & Dimentions



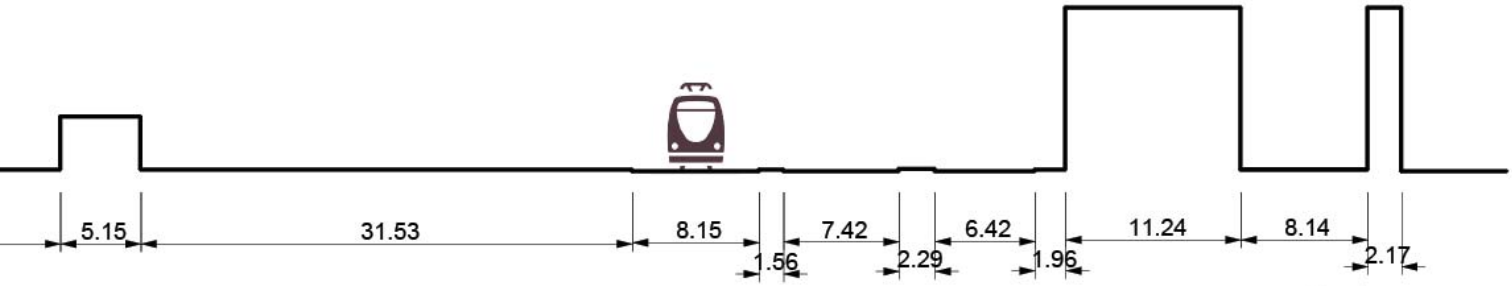
Urban Section



Private Space Semi- Private Space Public Space

Plain & Materials

Asphalt Pavement Green-Grass Bike-road Buildings Backyards Tran



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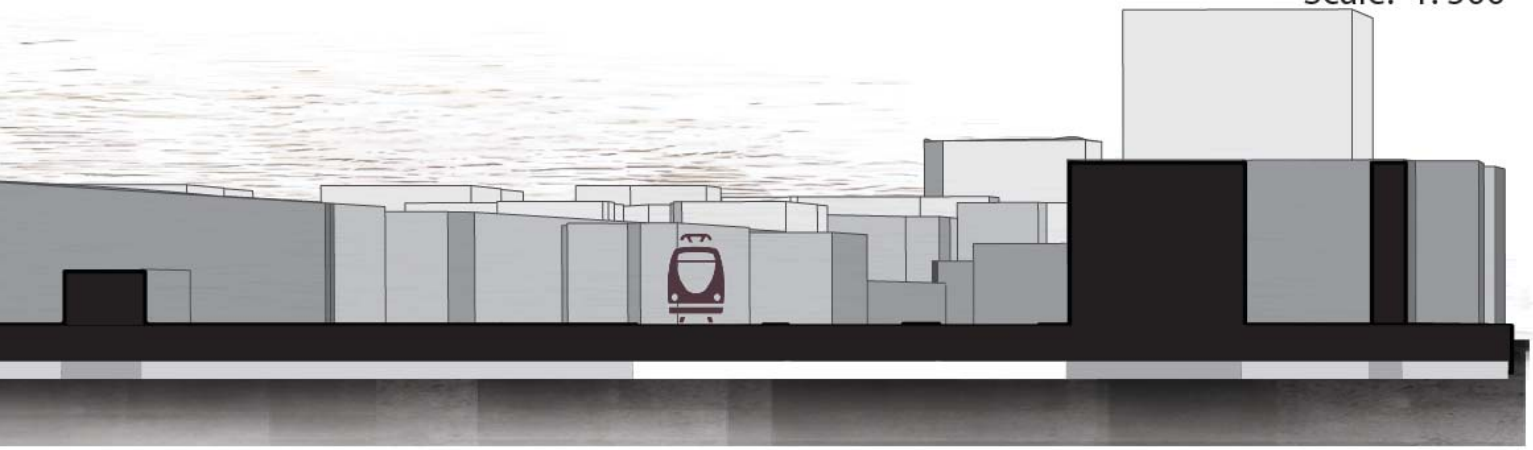

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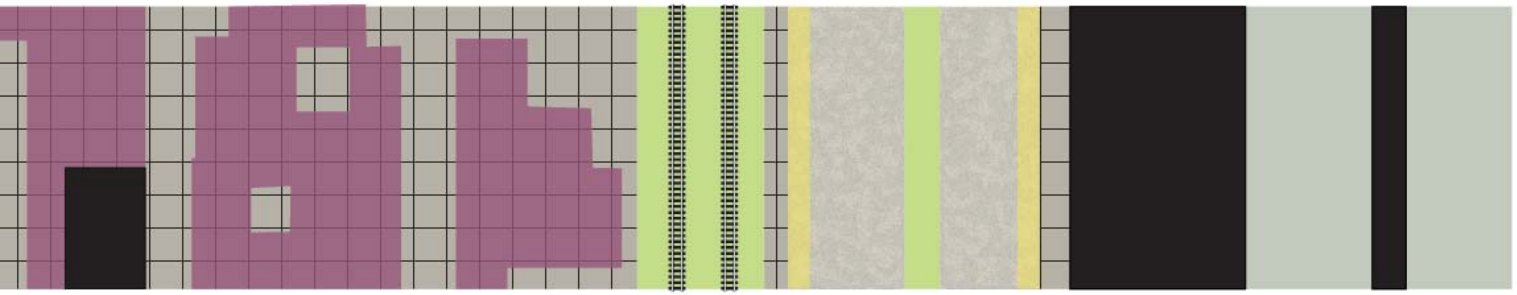

n Lines Market Kiosks

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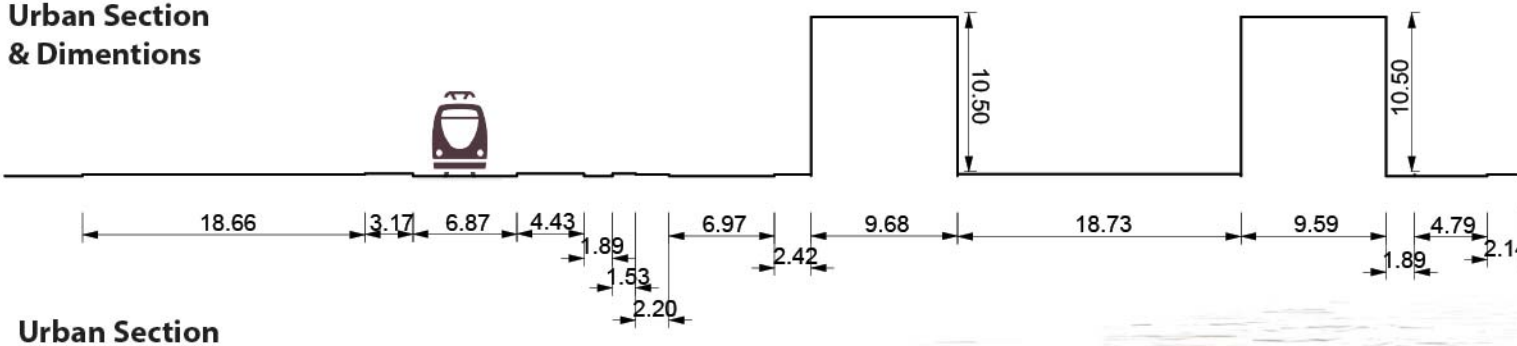
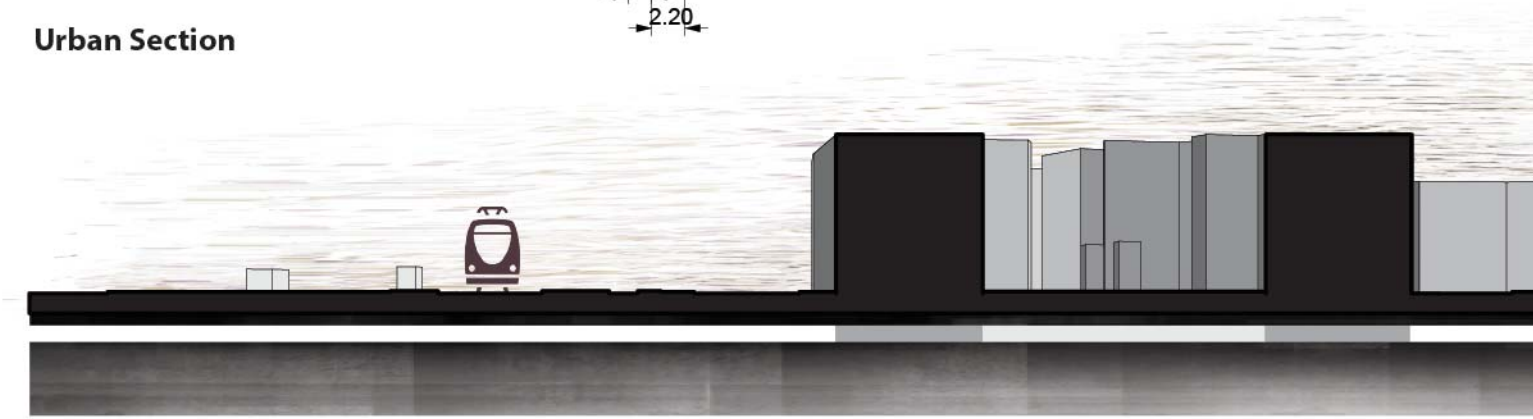
Identity Zone 6: Sports

Urban Section & Dimentions

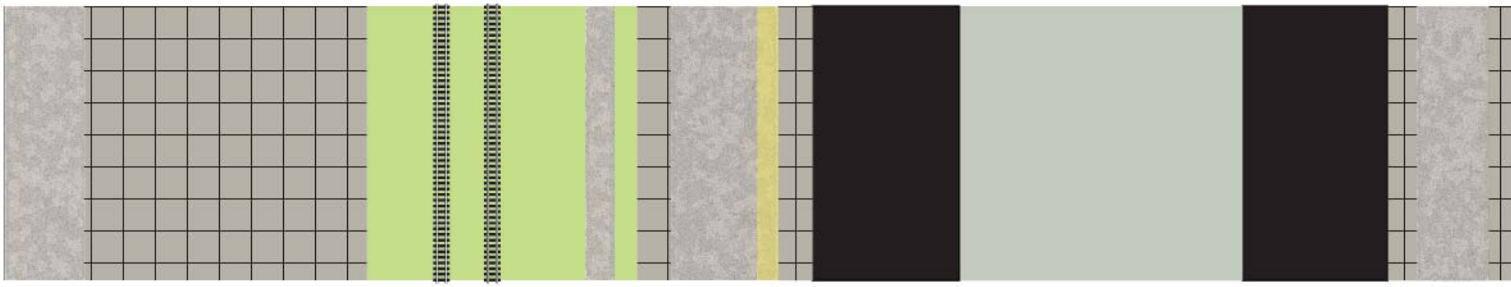


Urban Section

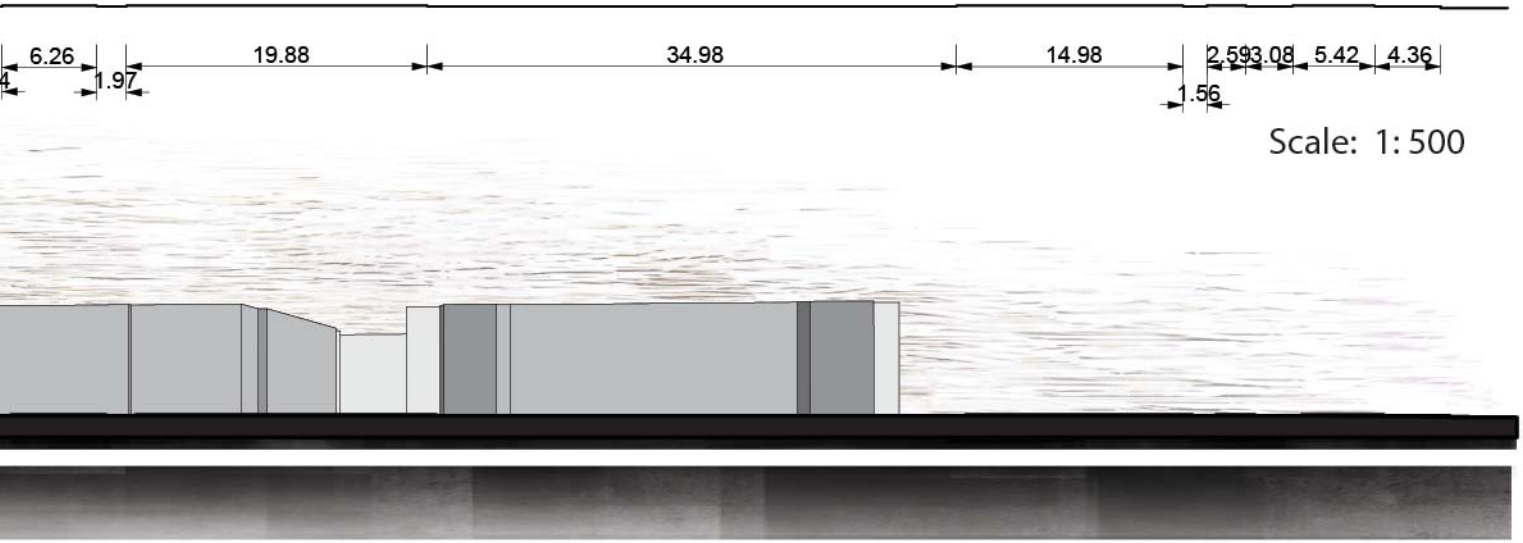


Private Space Semi- Private Space Public Space

Plain & Materials



Asphalt Pavement Green-Grass Bike-road Buildings Backyards Tram L



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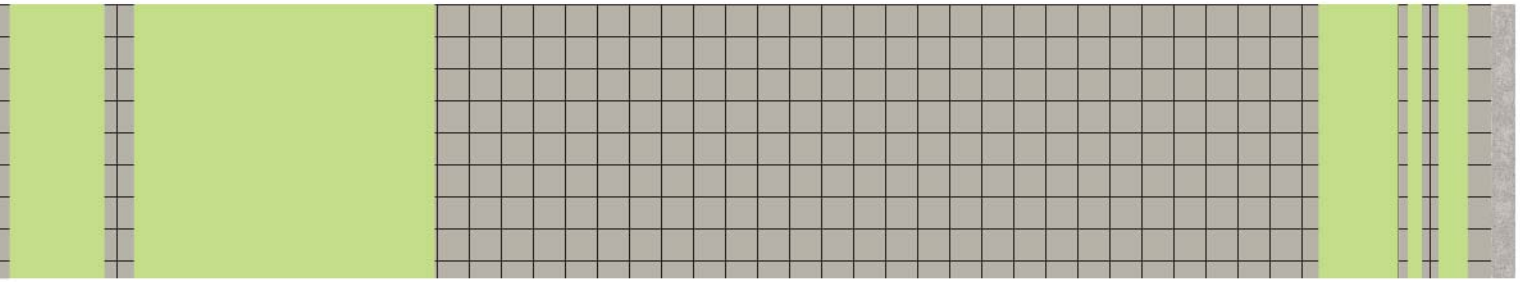

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6.2.

Establishing The Program

6.2. Establishing The Program

According to Albrechts (2010) (strategic planning revisited), the way to have an urban regeneration program under the current complexity that the city has, is by integrating the different stakeholders within the regulations of a specific area. Thus, following what was already presented this is a strategic plan, it also includes concrete regulations that look for resilience, giving flexibility to the development but at the same time having concrete rules for that development. Within that aspect is prepared a new proposed program for each identity zone together with a set of rules, showing how this program and subsequently the aforementioned strategy can be implemented, under the design concept mentioned before.

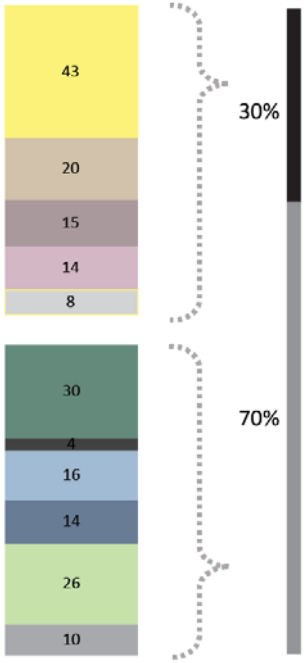
Again, at this point it has to be mentioned the fact that the following proposed program is in accord with and towards to the upper layers and outputs of the present graduation project in order to spatialise the aforementioned aspirations and goals.

Existing Program

Recreation & Innovation/ Work

Old Program

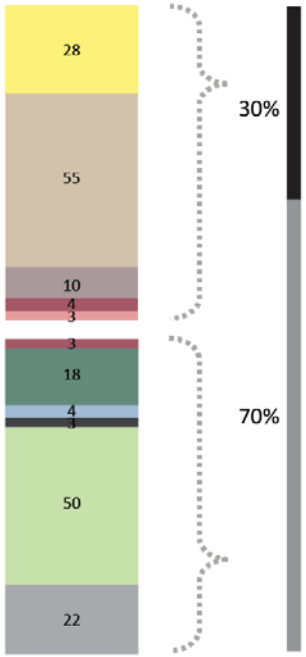
Type	Function	Perc.(%)
Built Program	Residence	43
	Industry/ Warehouses	20
	Business/ Offices	15
	Social	14
	Other	8
Open Space & Light Structure Program	Green (Vegetation, Water, Playground, Square)	30
	Parking	4
	Sports (Open Courts)	16
	Water	14
	Open Walking Area (No-Function) & Backyards	26
	Road Infrasructure	10

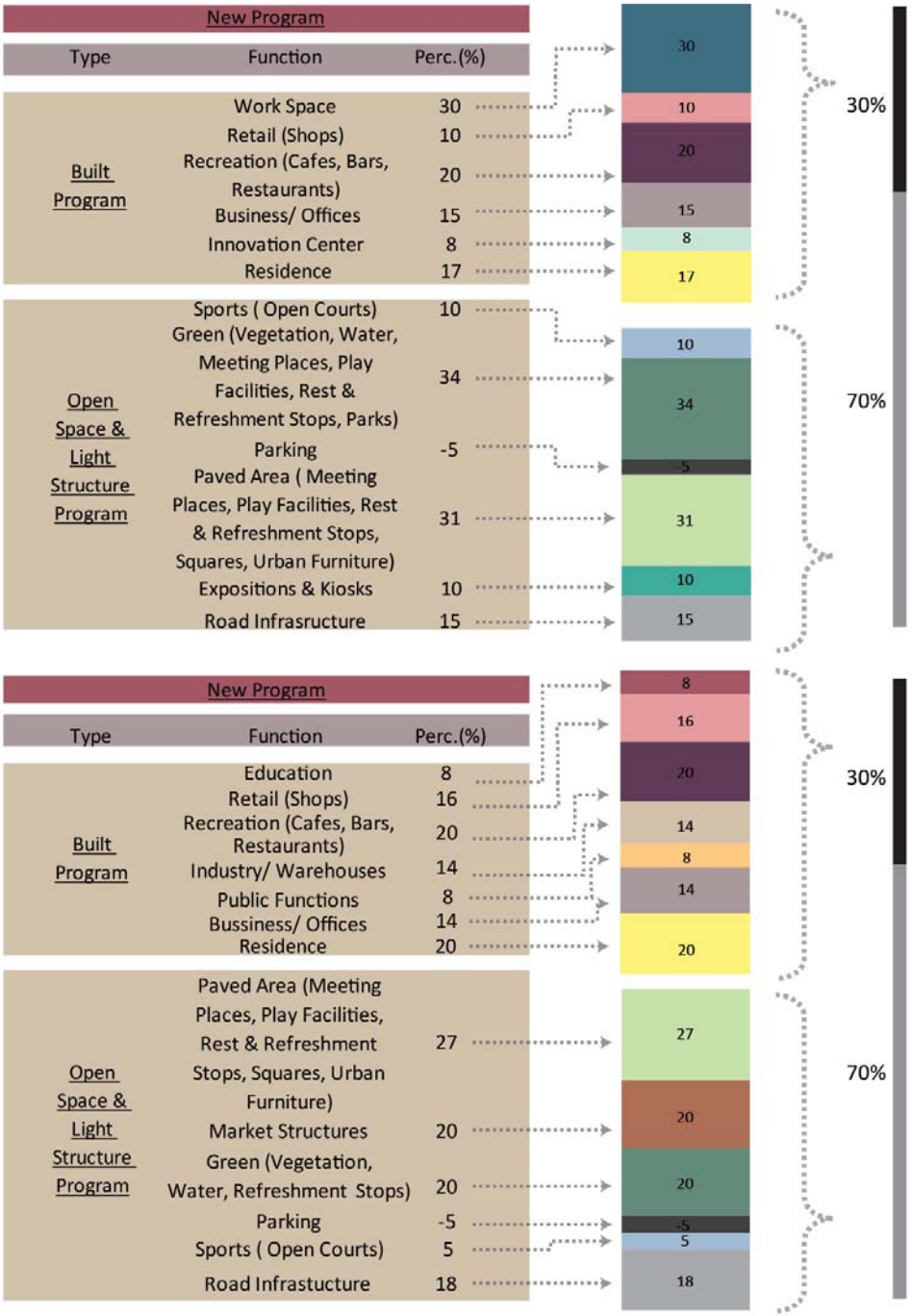


Education & Food

Old Program

Type	Function	Perc.(%)
Built Program	Residence	28
	Industry/ Warehouses	55
	Bussiness/ Offices	10
	Education	4
	Retail (Shops)	3
Open Space & Light Structure Program	Education(School Yards)	3
	Green (Square, Vegetation, Playground)	18
	Sports (Open Courts)	4
	Parking	3
	Open Walking Area (No- Function) & Backyards	50
	Road Infrastucture	22

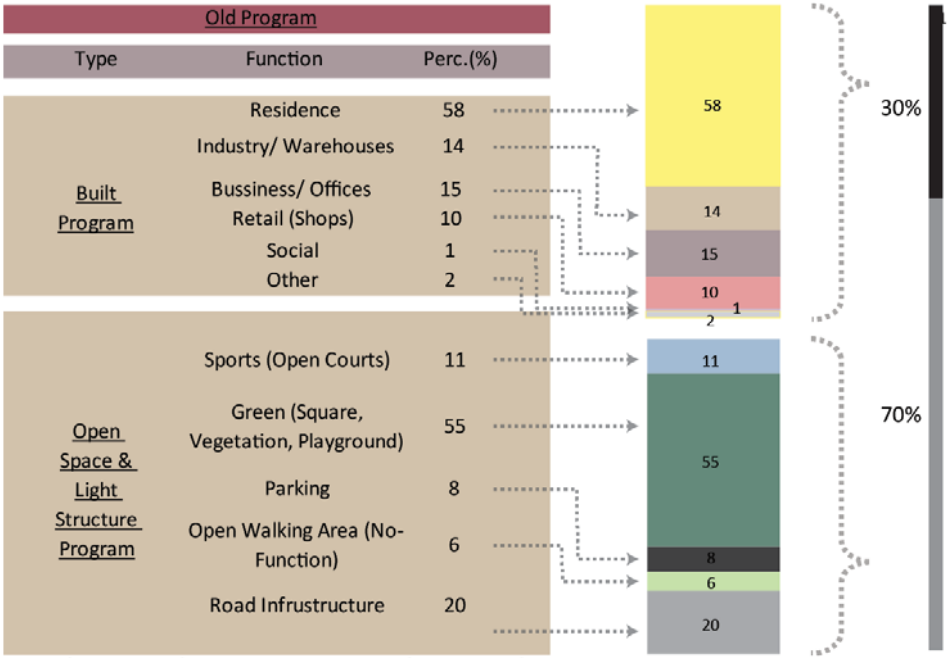



New Program
Type
Function
Perc.(%)
Built Program
Work Space 30
Retail (Shops) 10
Recreation (Cafes, Bars, Restaurants) 20
Business/ Offices 15
Innovation Center 8
Residence 17
Open Space & Light Structure Program
Sports (Open Courts) 10
Green (Vegetation, Water, Meeting Places, Play Facilities, Rest & Refreshment Stops, Parks) 34
Parking -5
Paved Area (Meeting Places, Play Facilities, Rest & Refreshment Stops, Squares, Urban Furniture) 31
Expositions & Kiosks 10
Road Infrasructure 15
30%
70%
New Program
Type
Function
Perc.(%)
Built Program
Education 8
Retail (Shops) 16
Recreation (Cafes, Bars, Restaurants) 20
Industry/ Warehouses 14
Public Functions 8
Bussiness/ Offices 14
Residence 20
Open Space & Light Structure Program
Paved Area (Meeting Places, Play Facilities, Rest & Refreshment Stops, Squares, Urban Furniture) 27
Market Structures 20
Green (Vegetation, Water, Refreshment Stops) 20
Parking -5
Sports (Open Courts) 5
Road Infrastucture 18
30%
70%
Proposed Program

Existing Program

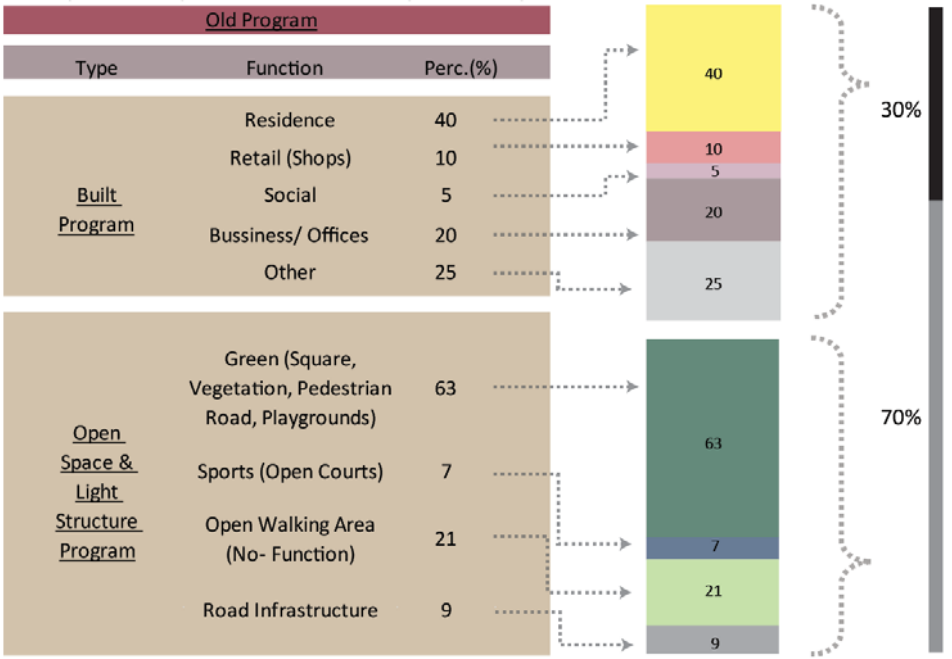
Culture

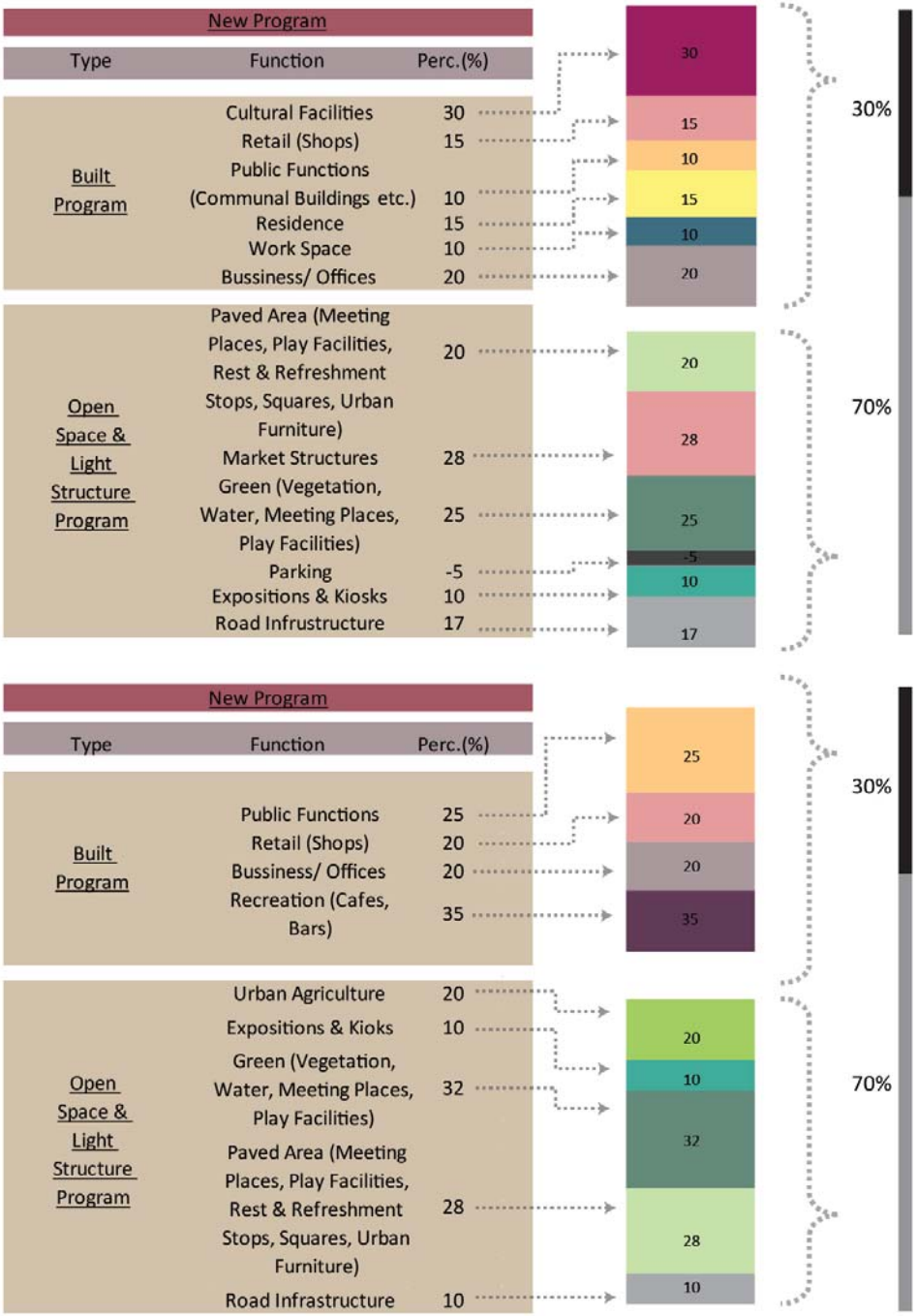
Old Program		
Type	Function	Perc.(%)
Built Program	Residence	58
	Industry/ Warehouses	14
	Bussiness/ Offices	15
	Retail (Shops)	10
	Social	1
	Other	2
Open Space & Light Structure Program	Sports (Open Courts)	11
	Green (Square, Vegetation, Playground)	55
	Parking	8
	Open Walking Area (No-Function)	6
	Road Infrastructure	20



Interaction

Old Program		
Type	Function	Perc.(%)
Built Program	Residence	40
	Retail (Shops)	10
	Social	5
	Bussiness/ Offices	20
	Other	25
Open Space & Light Structure Program	Green (Square, Vegetation, Pedestrian Road, Playgrounds)	63
	Sports (Open Courts)	7
	Open Walking Area (No- Function)	21
	Road Infrastructure	9



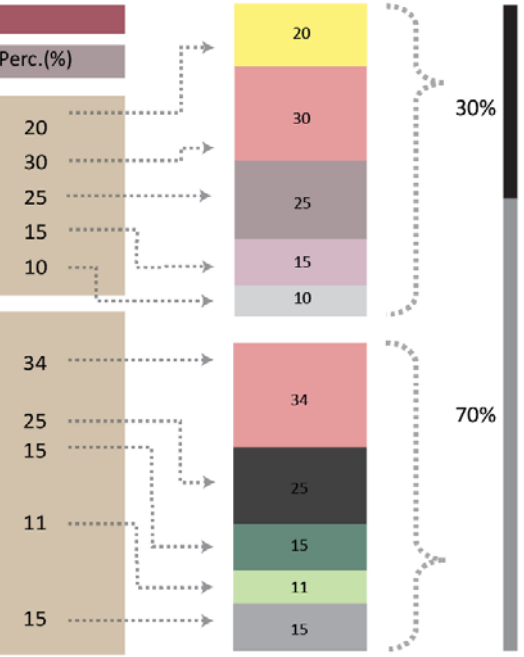


Proposed Program

Existing Program

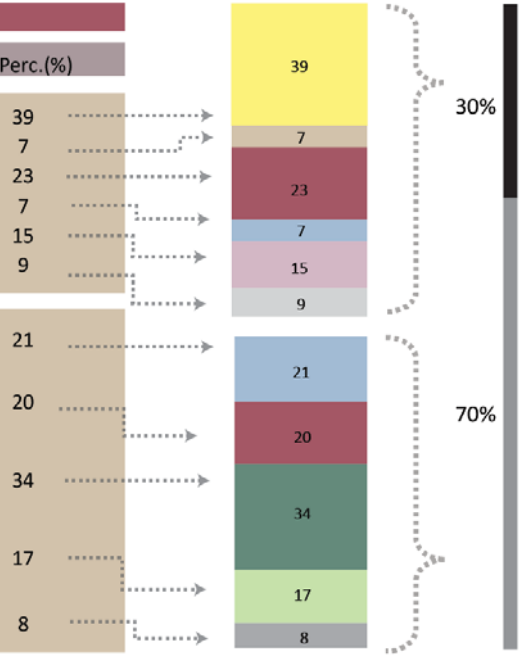
Market & Vocational Development

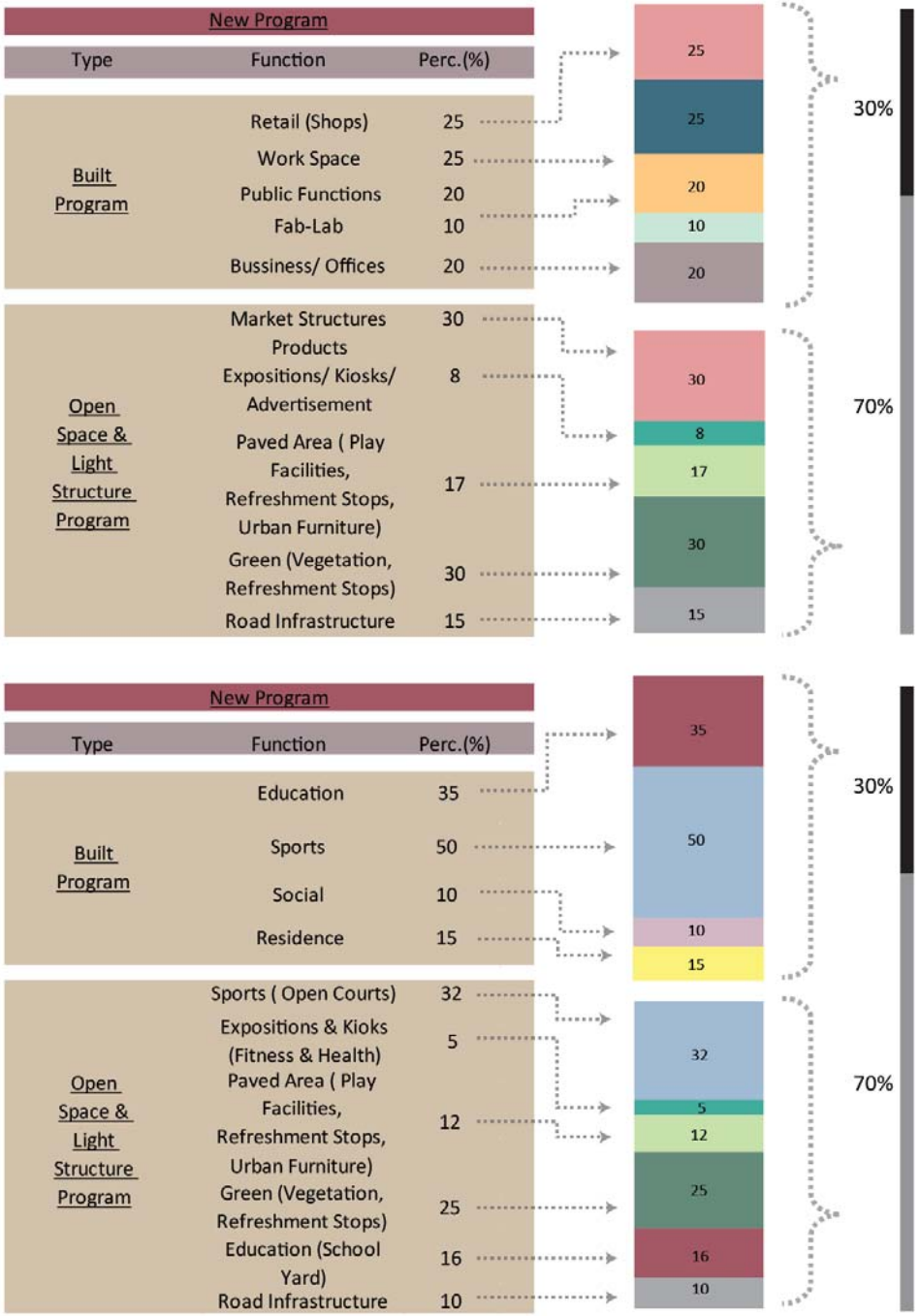
Old Program		
Type	Function	Perc.(%)
Built Program	Residence	20
	Retail (Shops)	30
	Bussiness/ Offices	25
	Social	15
	Other	10
Open Space & Light Structure Program	Retail (Market Structures)	34
	Parking	25
	Green (Vegetation)	15
	Open Walking Area (No- Function)	11
	Road Infrastructure	15



Sports

Old Program		
Type	Function	Perc.(%)
Built Program	Residence	39
	Industry/ Warehouses	7
	Education	23
	Sports	7
	Social	15
	Other	9
Open Space & Light Structure Program	Sports (open Courts)	21
	Education (School Yard)	20
	Green (Vegetation, Square, Playground)	34
	Open Walking Area (No- Function)	17
	Road Infrastructure	8





Proposed Program

Plein, Den Haag, 2014

6.3.

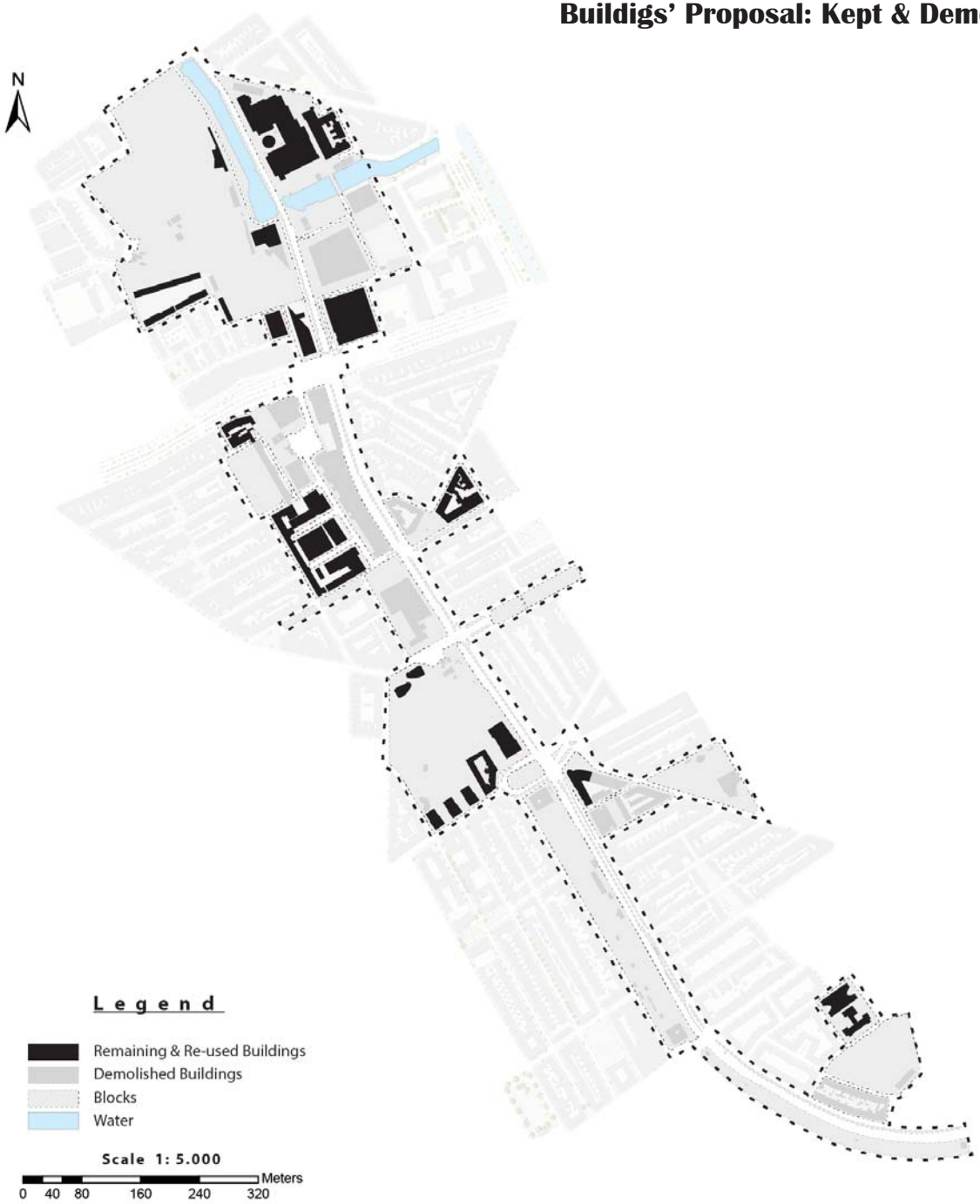
Setting Implementation Rules

6.3. Setting Implementation Rules

After setting the proposed program it was decided which buildings should remain or not in the focused stripe, in order to have a clear image of the place where the proposed program should be installed. The proposed demolitions are due to the restructuring that will happen in the stripe in order to spatially implement the aforementioned design concept, spatial strategy and strategic goals. In the following map are illustrated the kept buildings showing clearly the intervention site.

The next step that has to be done is the establishment of specific rules and norms for the proposed program and for the whole strategy's implementation into the local level. The established rules was decided to be divided into two parts: the ones regarding the surrounding area and the ones responding to the focus stripe. The illustration of the rules together with the proposed program is done in example sections showing at the same time how the proposed program and building rules will affect the urban environment. As mentioned through this package of rules and proposed program the future development is guided, promoting flexibility for the final local interventions, while ensuring that the main goals and coherence of the city's proposed vision and the area's spatial strategy will be kept.

Buildigs' Proposal: Kept & Demolished



Proposed Rules for the Surrounding Area

1. Height:

Densification in Height: The existing average floors per building are 3-4 and it should become from 5-6 floors. That means that the proposed maximum height per building is between 18 - 22 m.

2. Ground Floor:

A. Re- use
B. No residential Use
C. Mixed Uses
D. Open Stracture

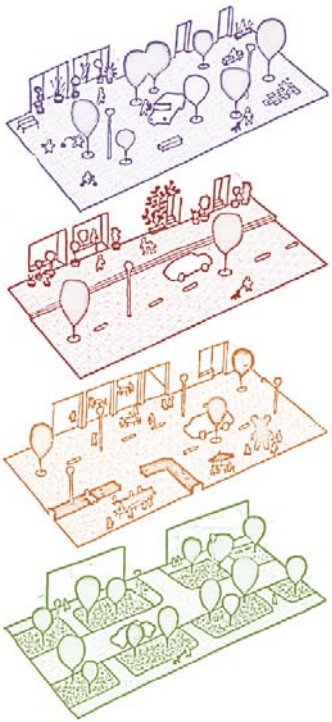
3. Road Hierarchy:

A. Inside neighbourhoods is allowed only woonerf's creation for goods transfer, emergencies, arrival to specified parking areas and crossing (Slow or No Traffic Type).

B. Around neighbourhood will be conducted the main car circulation.

C. On pedestrian roads cars are allowed only for goods' loading and for emergencies.

D. Street Parking: Only allowed at one of the road and next to green stripes.



4. Public Space:

Creation of semi-public open space network

5. Pavement

Enhance pavement to minimum 10m.

6. Green

Enhance greenery.

7. Block Restructuring:

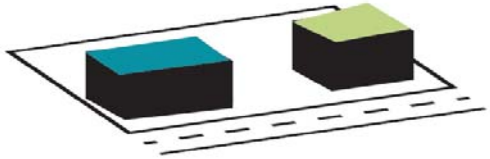
A. Create open blocks

B. Transform backyards into semi-public space

C. Integrate into backyargs pocket gardens, urban agricultures and play facilities

8. Terrace Space:

Use terrace space for energy production, greenery or rest places.



Proposed Rules for the Focus Stripe (Identity Zones)

FSI

1. Coverage of Ground Floor:

70% Unbuilt (OSR)

30% Built (GSI)

2. Height:

The existing average floors per building are 3-4 and it should become from 8-9 floors. That means that the proposed maximum height per building is between 27 - 30 m.

3. Infrastracture (Road) Network:

The infrastructure (road) network should be between 10% - 20% of the the unbuilt ground floor space. Exception to that rules is the main boulevard of the tram line 11 which will be further specified.

4. Road Hierarchy:

A. Inside neighbourhoods is allowed only woonerf's creation for goods transfer, emergencies, arrival to specified parking areas and crossing (Slow or No Traffic Type).

B. Around neighbourhood will be conducted the main car circulation.

C. On pedestrian roads cars are allowed only for goods' loading and for emergencies.

D. Street Parking: Only allowed at one of the road and next to green stripes.

5. Parking Facilities:

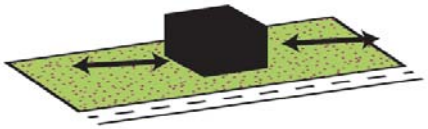
New facilities for parking are allowed only underground

6. Ground Floor:

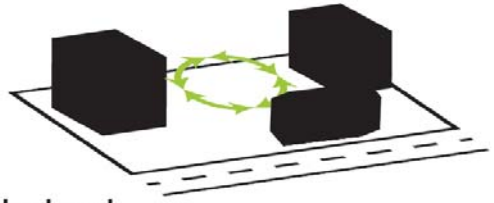
A. Re- use
B. No residential Use
C. Mixed Uses
D. Open Stracture

7. Bult Forms:

A. The built forms should be integrated into functional, light structure open space



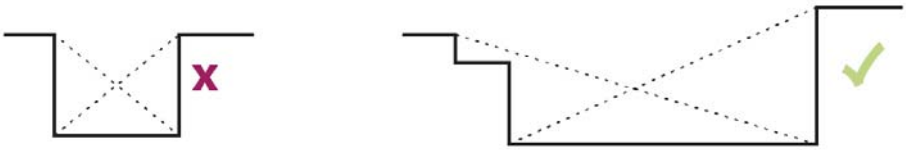
B. Place building location preferably at the borders of the identity zones, keeping open space for circulation in the middle of the zone/ block.



C. Do not place building structures along the boulevard with a continious widthmore than 20 - 25m.

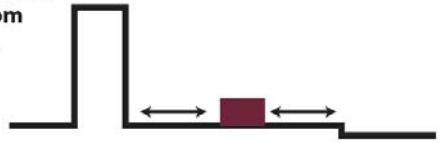
D. All building structures should have a direct entrance to the public space network

E. The distance between buildings and buildings heights should be not less than 45o, so the skyline of the whole built environment keep the proposed transparency.

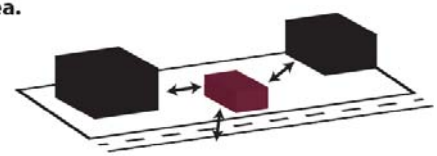


8. Market Structure:

A.The market structures along the tram line 11 should be placed within a minimum distance of 4m. from the street or from the surrounding activities.



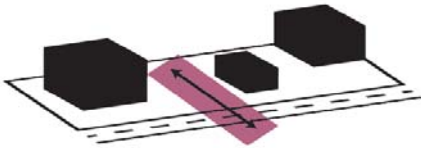
B. When integrating the markey always create visual view with the main boulevard and the surrounding area.



C. SThe alignment of market's phasade or structures should be stopped at least every 30-40m.

9. Identity Zones:

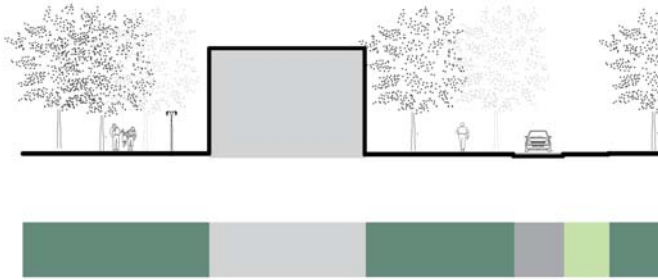
In each identity zone keep or create at least one vertical open space to the tram line 11 of a minimum of10 -15m. width.



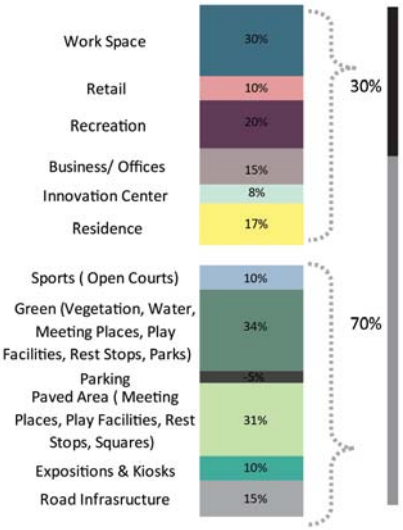
In the following pages were selected three of the six identity zones in order to exemplary illustrate the meaning and translation of the proposed program and rules into space, showing possible, spatial transformations.

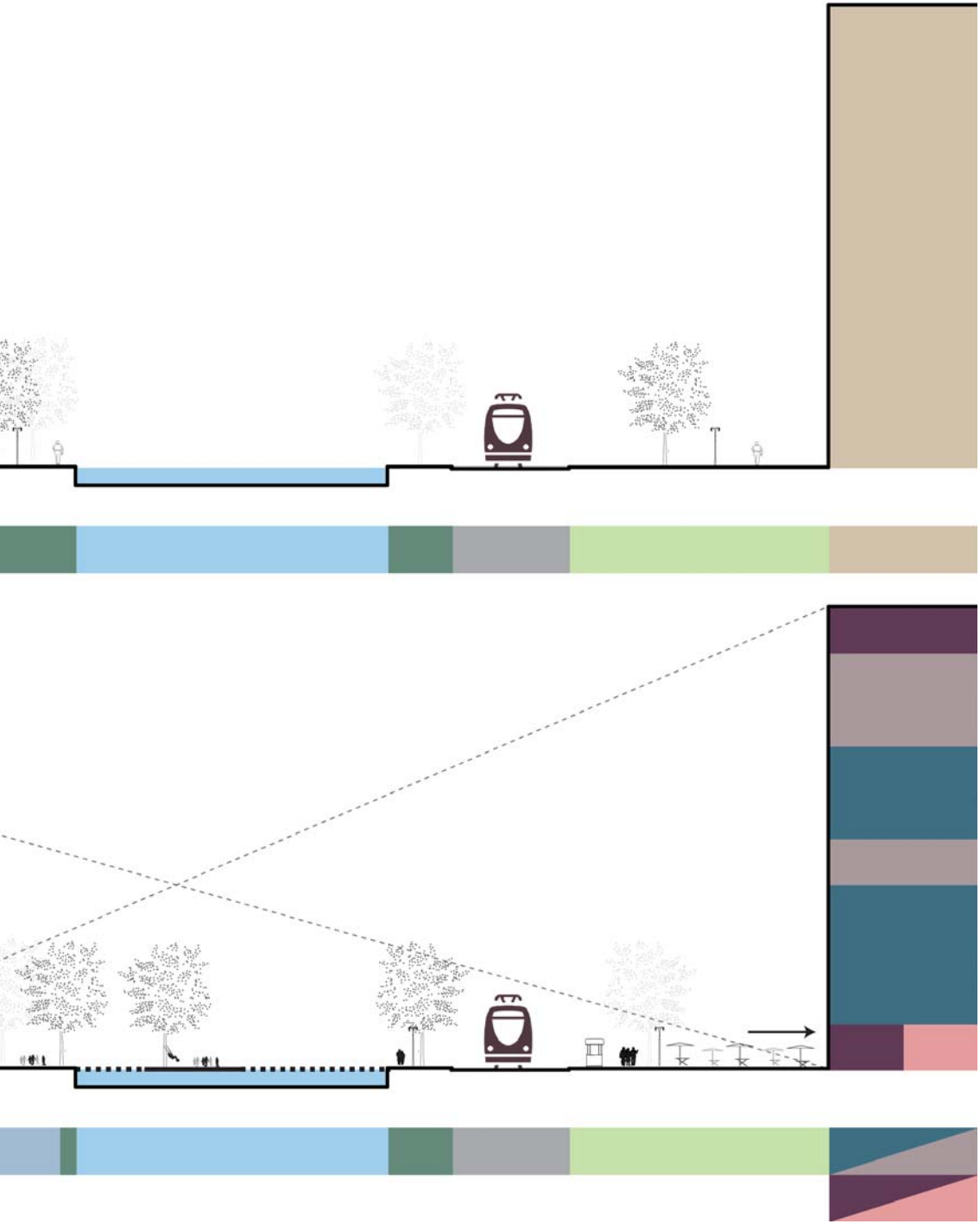
Identity Zone 1: Rcreation & Innovation/ Workplace

Existing Program



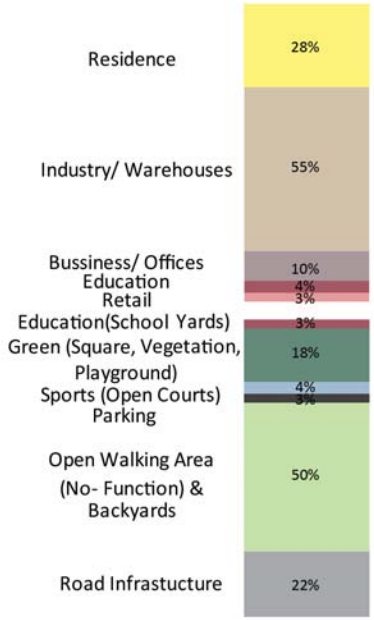
Suitable Program & Rules Implementation

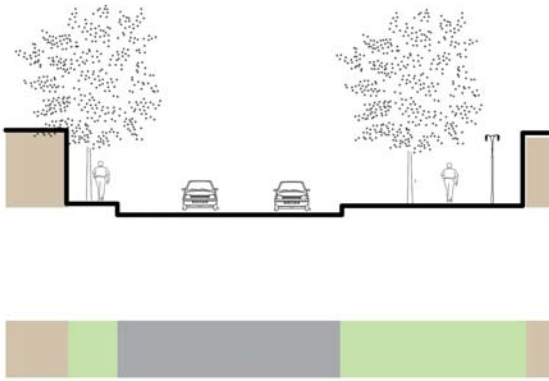




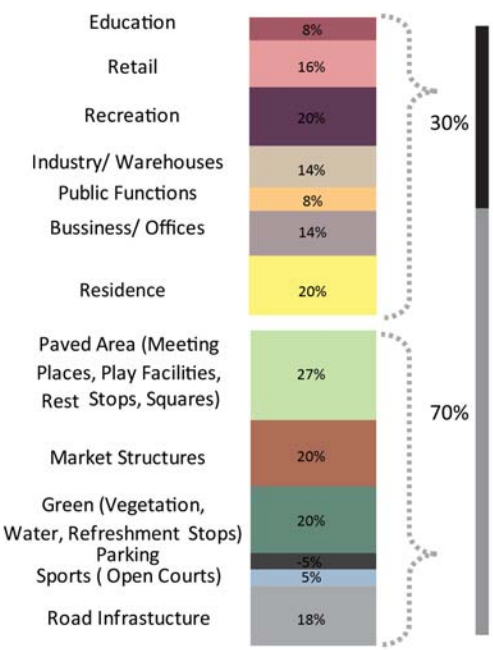
Identity Zone 2: Education & Food

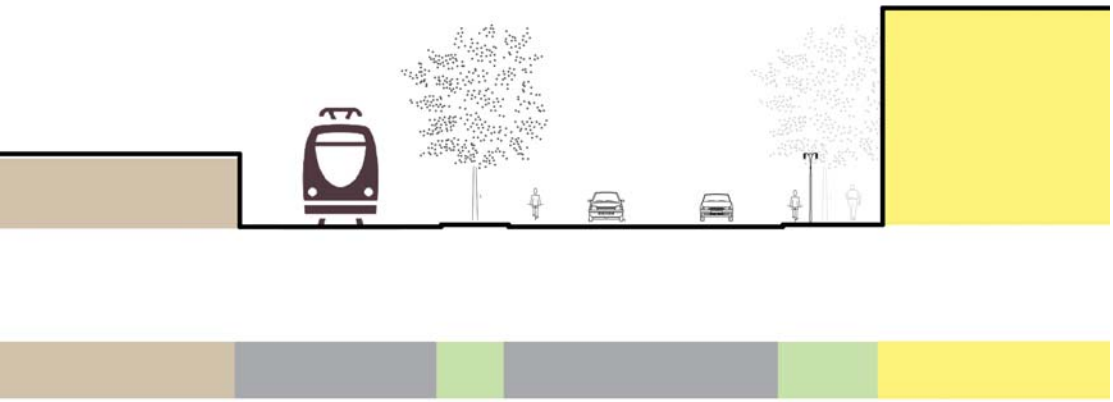
Existing Program





Suitable Program & Rules Implemen





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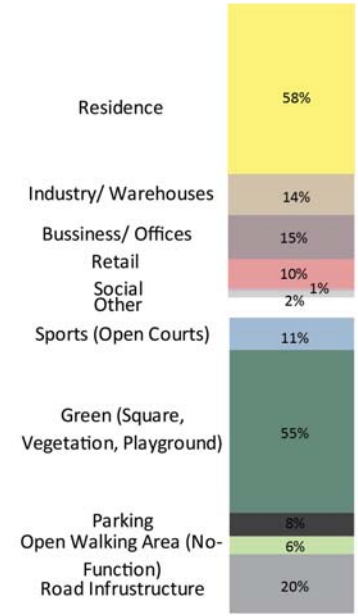
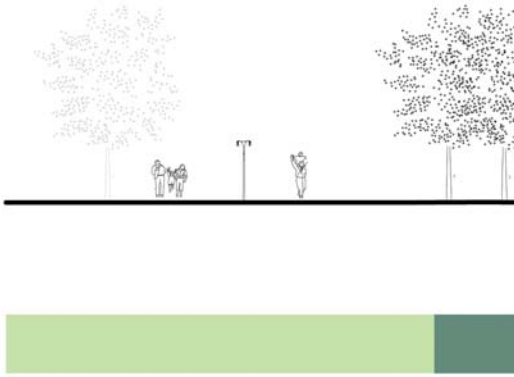
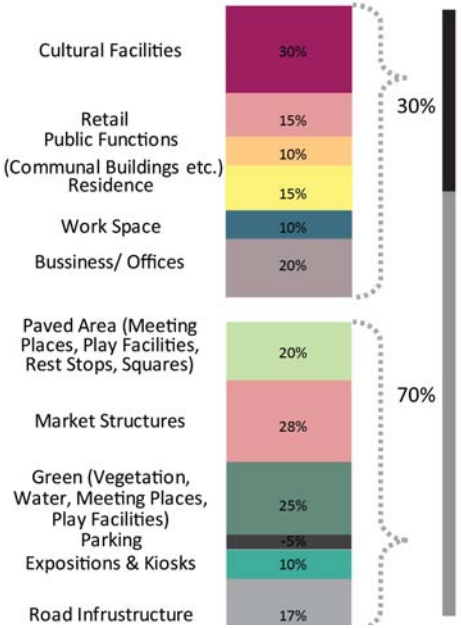
Identity Zone 3: Culture

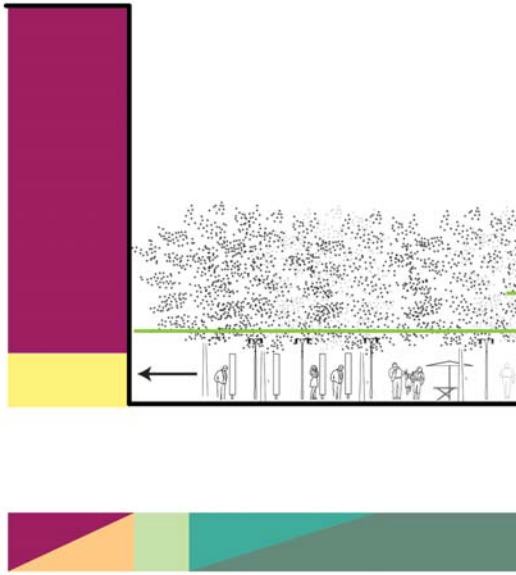
Existing Program

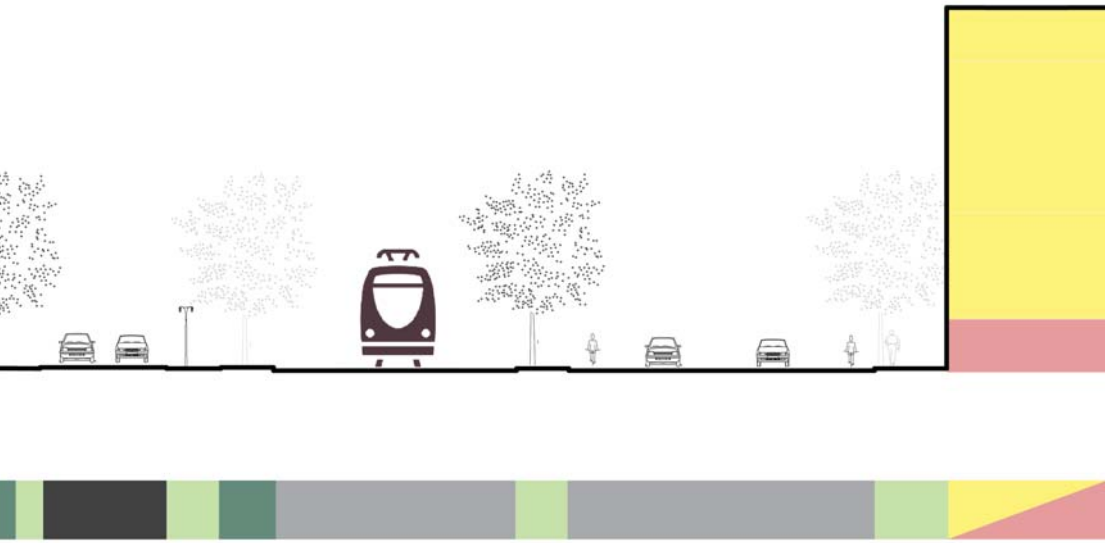




Suitable Program & Rules Implemen







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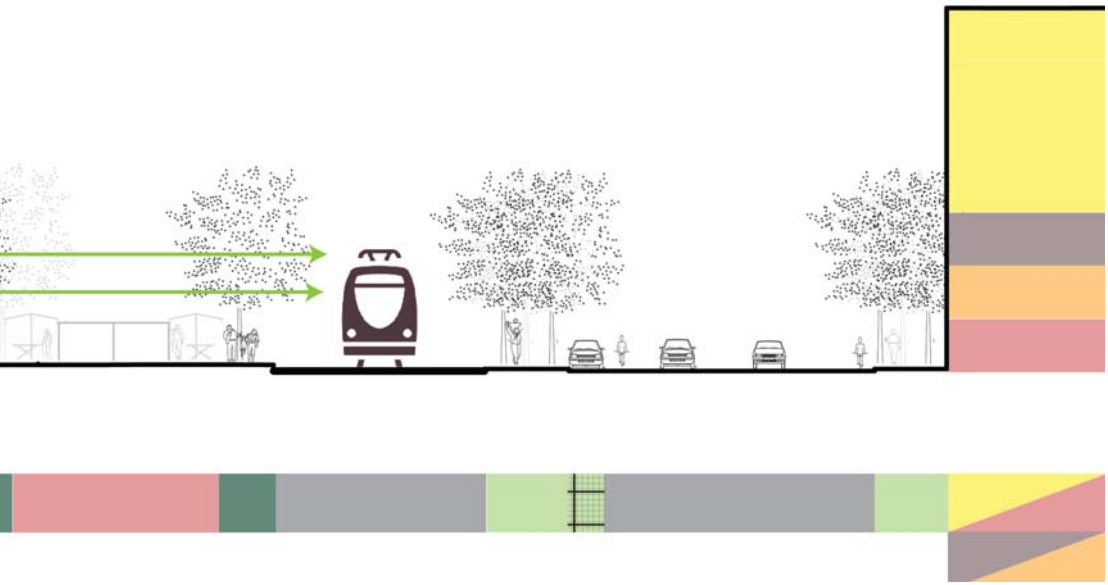


Hofvijver, Den Haag, 2014

6.4.

Phassing

6.4. Phassing

The present chapter (Proposal (Stage III)) illustrates and explains how the aforementioned spatial strategy can be implemented. The strategy's implementation is proposed to be done through a new proposed program for each identity zones and through a set of rules, divided into the ones responding to the identity zones themselves and the ones responding to their surrounding area. The last part, in order to conclude the present chapter is the specification of the phasing.

In the next diagram is presented the proposed procedure according to which the final local interventions will happen in the identity zones, following the already proposed program and rules. Although the final interventions at the local level are not yet (at present level of planning and designing) known, since they are supposed to be the output of the bottom-up collaboration between the different stakeholders (following the procedure that was proposed in the participatory and planning framework), it is important to set a basic phasing procedure, especially for the concerns and coherence of the present project.

Why such a phasing procedure is important?

Coming back to the already specified planning and participatory framework, in the additional proposed process, after the setting of the parameters and rules for the implementation of the spatial strategy, starts the fourth phase of planning, where the specific projects are formulated. This fourth phase begins with the negotiations and agreements on action plans leading to the additional negotiations and agreements on specific project locations and specific project's designing. In the action plans are firstly formalised specific collaborations between specific actors, whereas then are decided and set all the actions that need to be made (and by whom) in order to spatially realise the already proposed strategy and vision through concrete actions. Before the fully implementation of all the action plans the specific projects/ local spatial interventions, have already been decided, designed and implemented. Such a thing means that part of the action plans reflect and regards on the local spatial interventions, including the actions that have to be made for their implementation.

In the present graduation project, since it is not possible to form and try to realise an actual action plan (due to the graduation process's limitations and due to lack of time, contacts and commitment of the real and existing actors of the studied location), it is proposed a basic, generic, phasing procedure towards the future, possible, spatial interventions.

The proposed phasing process has a double scope. On the one hand is used as a tool and outcome of the present graduation project, in order to test part of the aforementioned planning and participatory process. On the other hand, it puts a prioritisation and timeframe on the basic needed actions that have to be made for the implementation of any possible future design intervention, in absence of a real action plan. In that sense, it gives a general idea, of what kind of actions or works have to start at the first point or later, showing the general interrelation between the different actions for the implementation and further construction of a local, spatial intervention or design project.

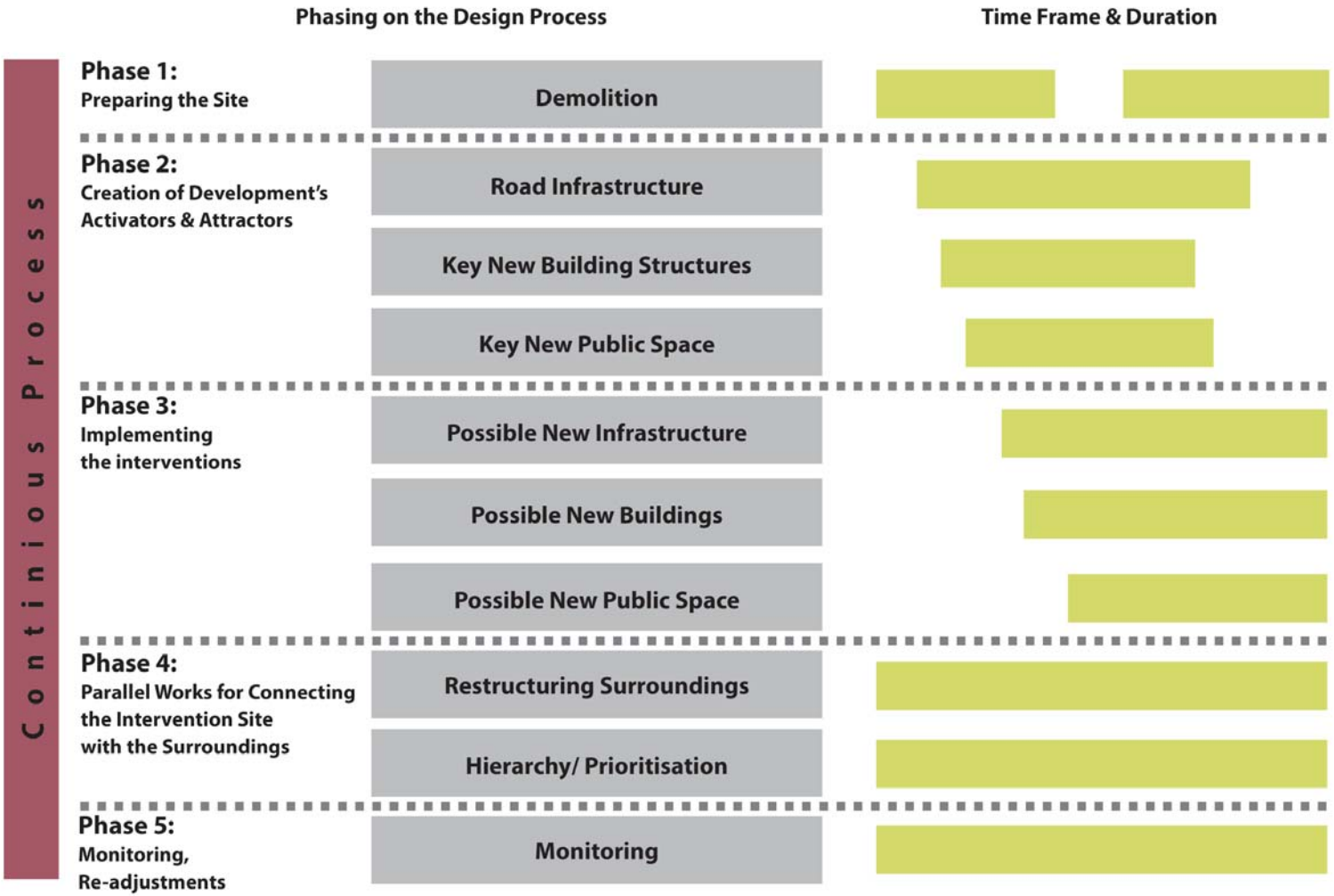
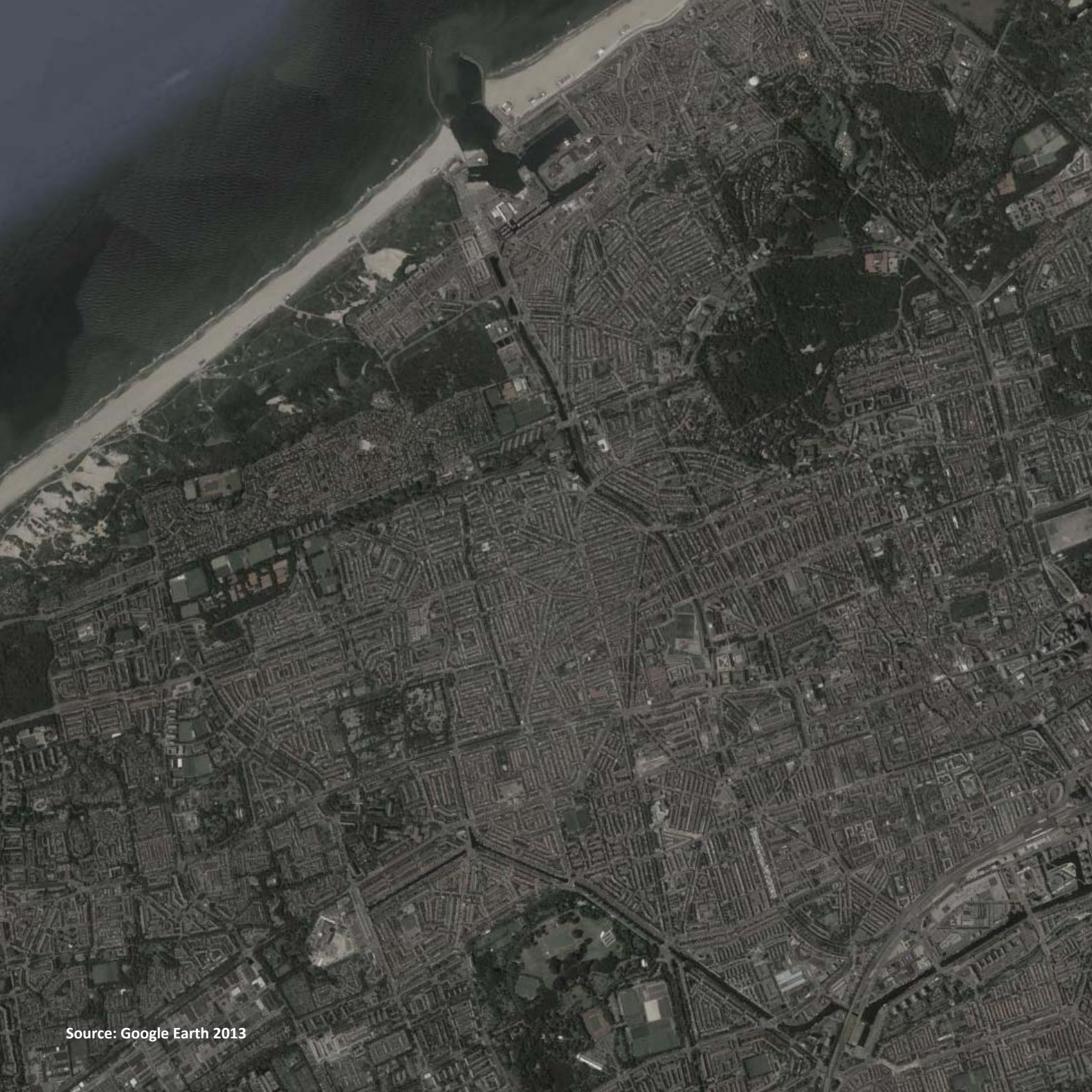


Diagram Title: Phasing Process on the Design Procedure

Source: Made by Author

Having the above in mind, while looking more carefully to the proposed design phasing process, it can be understood (in general terms) that although exist specific milestones in the aforementioned process, most of the needed action happen gradually and in relation to the others. Thus, is understood that it is about a continuous process that has a lot of common elements with phasing process of the greater planning and participatory process. Such an estimation verifies the compatibility between planning and design, together with fact the both of them can benefit one the other, if they are perceived under a coherent process.



Source: Google Earth 2013

7

Proposal (Stage IV)

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7.3. Stakeholders' Cooperation 316

Souterrain, Den Haag, 2014

7.1.

Change Of Road Infrastructure

7.1. Change Of Road Infrastructure

The present greater chapter (Proposal (Stage IV)) is the last stage of the present, presented proposal procedure. Through the previous outputs, it was elaborated a plan that shifting between different scales and implementation levels, shows how local strategic planning approaches can be integrated into practice, providing the conditions that can facilitate a more endogenous development in nowadays complex and competitive world. In the present, last proposal's stage it will be shown how the same approach, being always in line with the already proposed and explained elements, can be translated and tested into the local level. That translation and test will occur through design scenarios that are divided between the ones responding to the neighbourhoods' transformation and the ones responding to the tram line's 11 transformation.

Local strategic planning is focalised on improving the conditions for the local development in order to reinforce the urban structure. Thus, it is proposed a local strategic planning framework, so to be able to transform the area within the stakeholders and the people. The main structure of that framework has been already explained in the previous chapters, starting from the deep understanding of the existing characteristics, capacities and demands and ending (at the previous chapter) with the establishment of the proposed program and the implementation rules. Key thing on the followed process has been a current project, the transformation of the tram line 11, as an internal corridor of the city. With that existing project is proposed the combination of the neighbourhood transformation within the project itself, together with its particularities. Thus, the definition of the tram line 11 needs to be reviewed in the way that affects the local system. Within that it has to be considered the fact that the current articulation of the tram line 11 does not help the development of its surrounding area.

In the following pages are illustrated the specified problems and fragmentations occurring at the current arrangement of the tram line 11 in relation to the surrounding urban tissue, while providing possibilities towards their solution. Furthermore, having in mind the city's tradition towards big and impressive infrastructural projects and lines, it is proposed the creation of an underground tram tunnel and stop.

Tram Line Problems

Problems

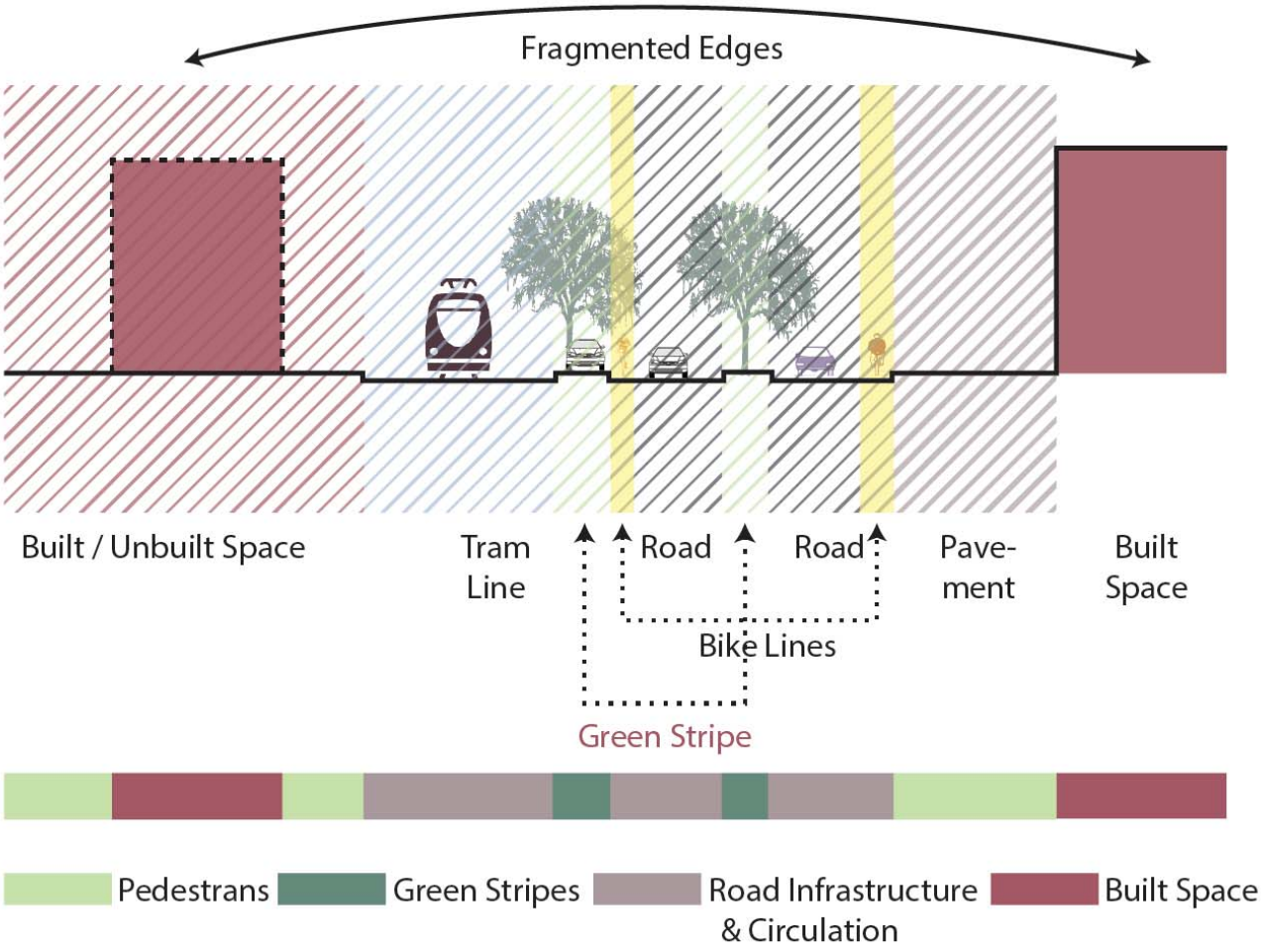
-Fragmented Urban Lines

-Lack of Vertical Connections

-Pedestrian Area -> Not Fully Used

-Divided Car Flows -> More Space Consumption

-Tram Line -> Not Connected to the Urban Tissue

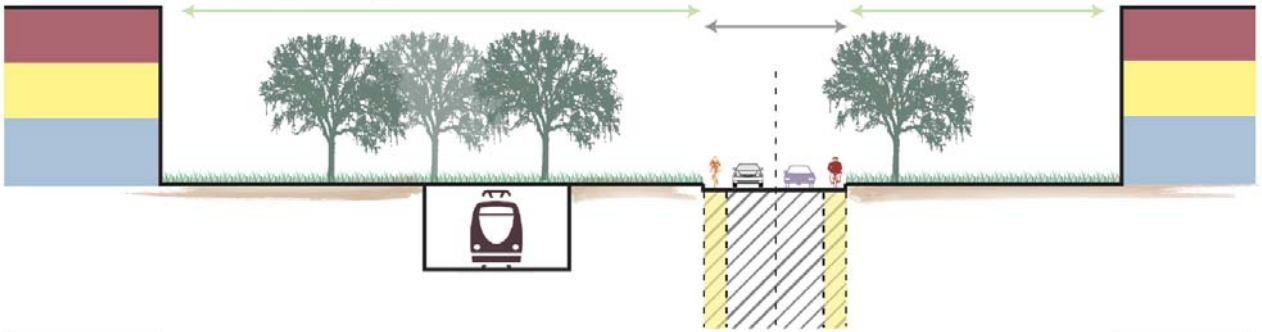


Options

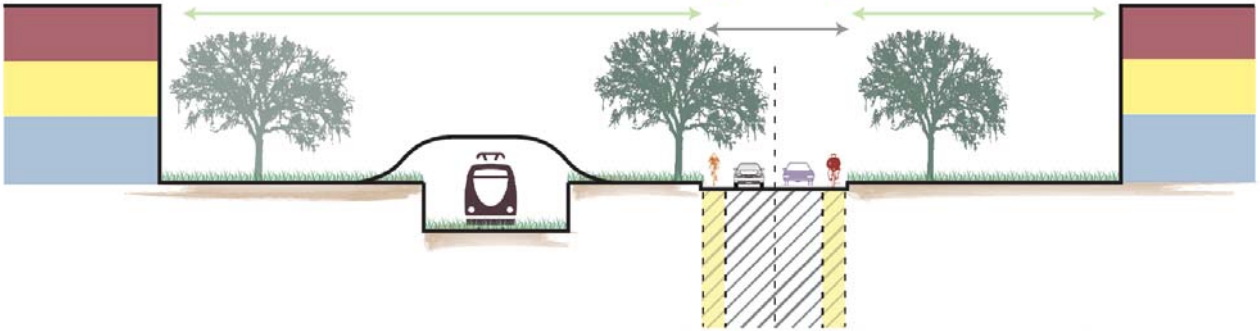
Enhance Continuity, Diversity, Functional Public Space, The Hague Infrastructural Tradition

Design Tram Line Possibilities

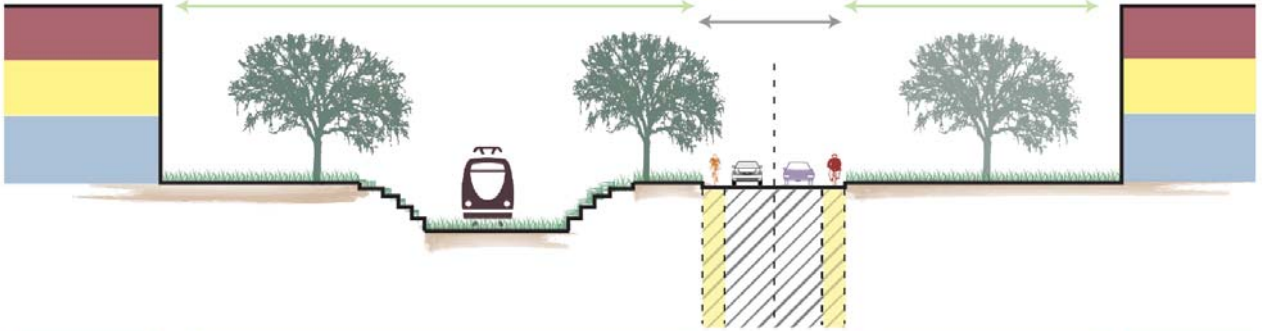
1. Underground



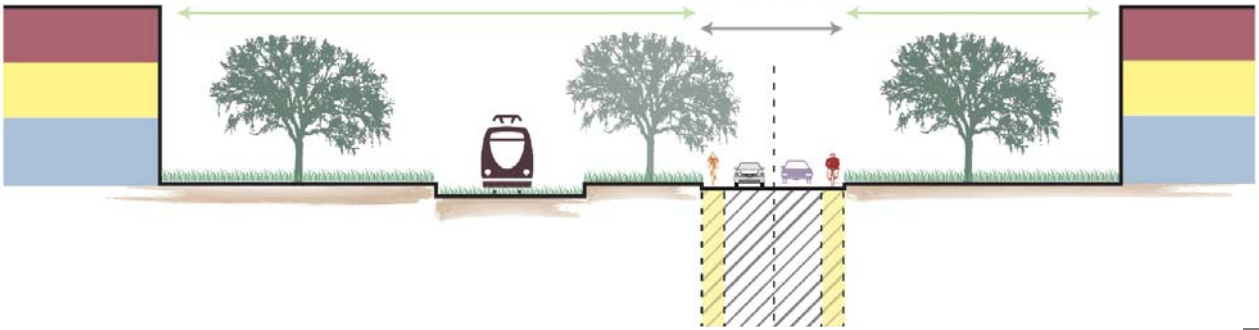
2. Semi-Underground



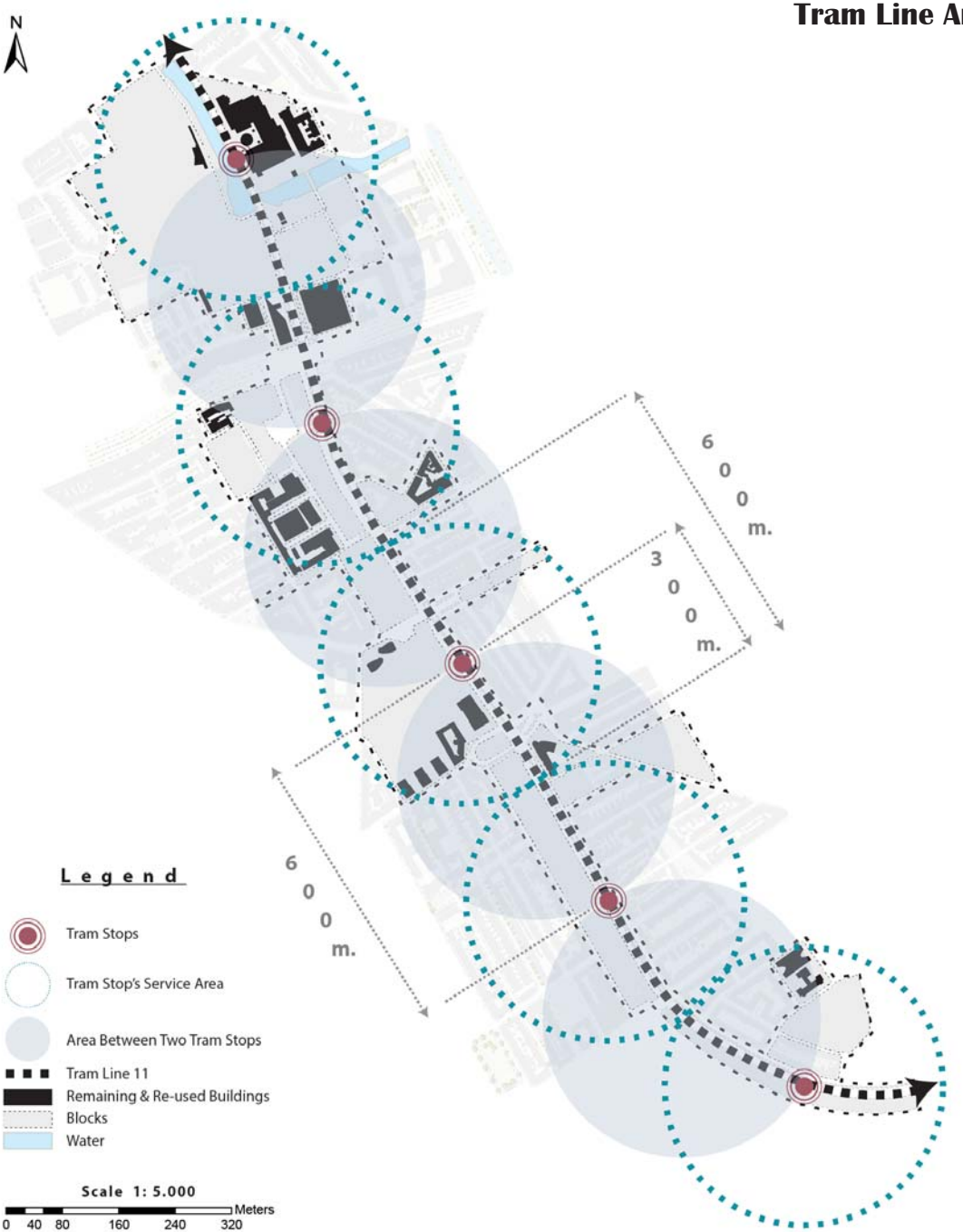
3. Semi-Underground (2)



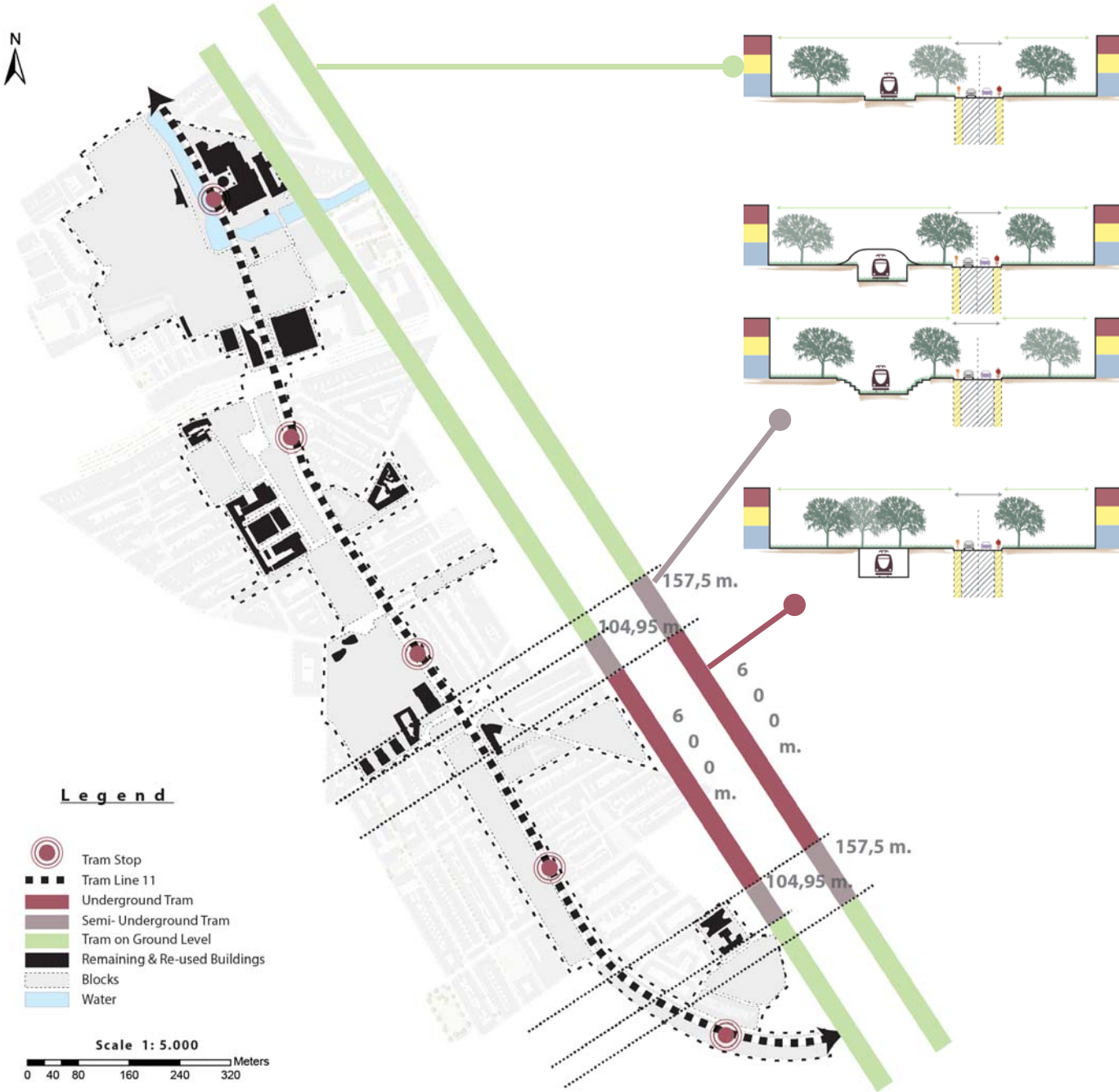
4. On The Ground Level



Tram Line Arrangements



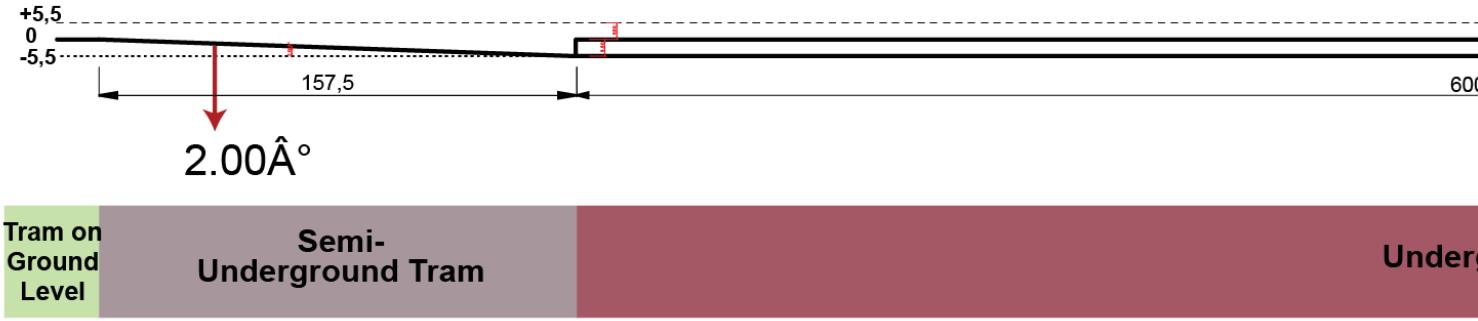
Specifying the Tram Line

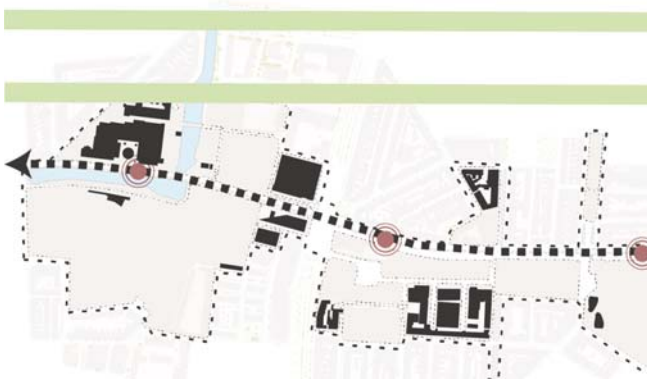


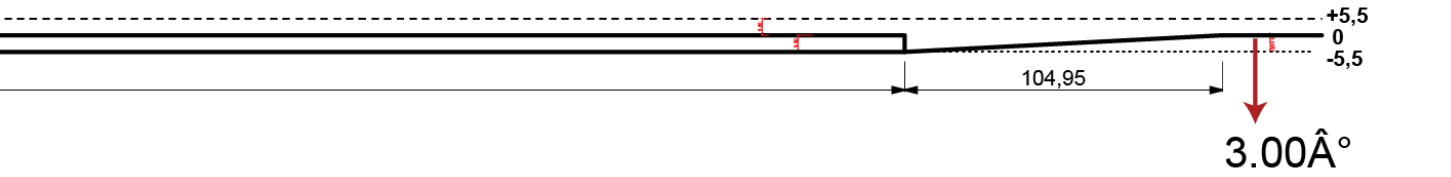
Longitudinal Section of the Underground Tram Tunel

Option 1

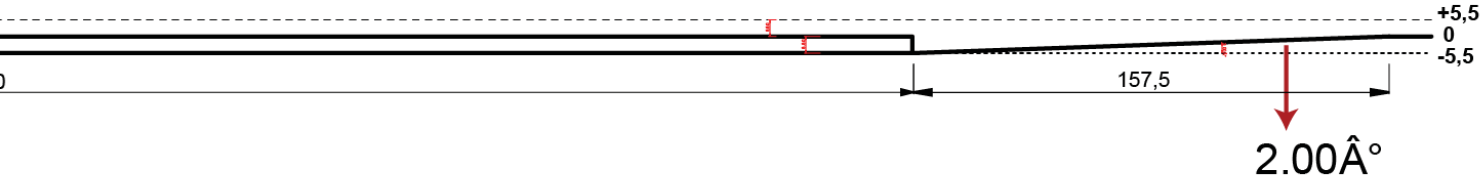
Option 2



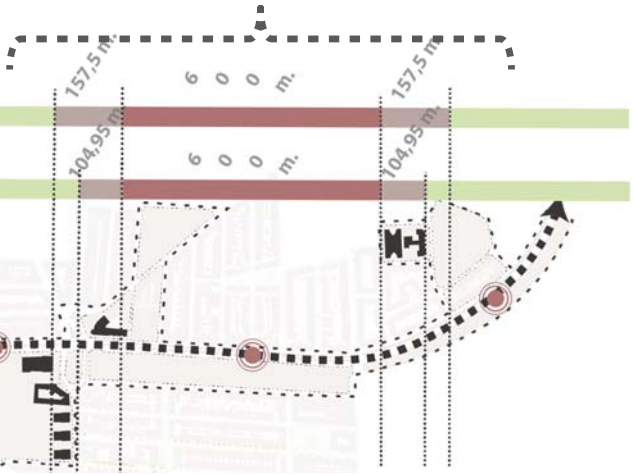




Scale: 1: 2000



Scale: 1: 2000



After understanding the problems that the tram line 11 has in relation to its surrounding, investigating possibilities for their solution, it was presented, the proposed new arrangement of the tram line 11 as whole. In the process and through the previous pages were studied were the new stops should possibly be, together with possible street profiles that the corridor will have. Thus this sub-chapter ends with the proposal of a tram tunnel, showing a possible way to design it.

However, thinking on the areas characteristics and the limited investment budget that current era has, questions may be arisen for the feasibility of such a proposal. The tram tanalisation and a possible the tram station above it (it will be later explained), is a scenario that can happen within the all aforementioned proposals, where the high-level competitiveness is expanded by different levels of competitiveness. So, it is a design scenario at the local level, acting as a complete gesture of the city and its scope is in relation to city's marketing preparation for competitiveness but from a different perspective. Now this preparation is integrated into the local dynamics, having a double scope is; competitiveness and improvement.

7.2.

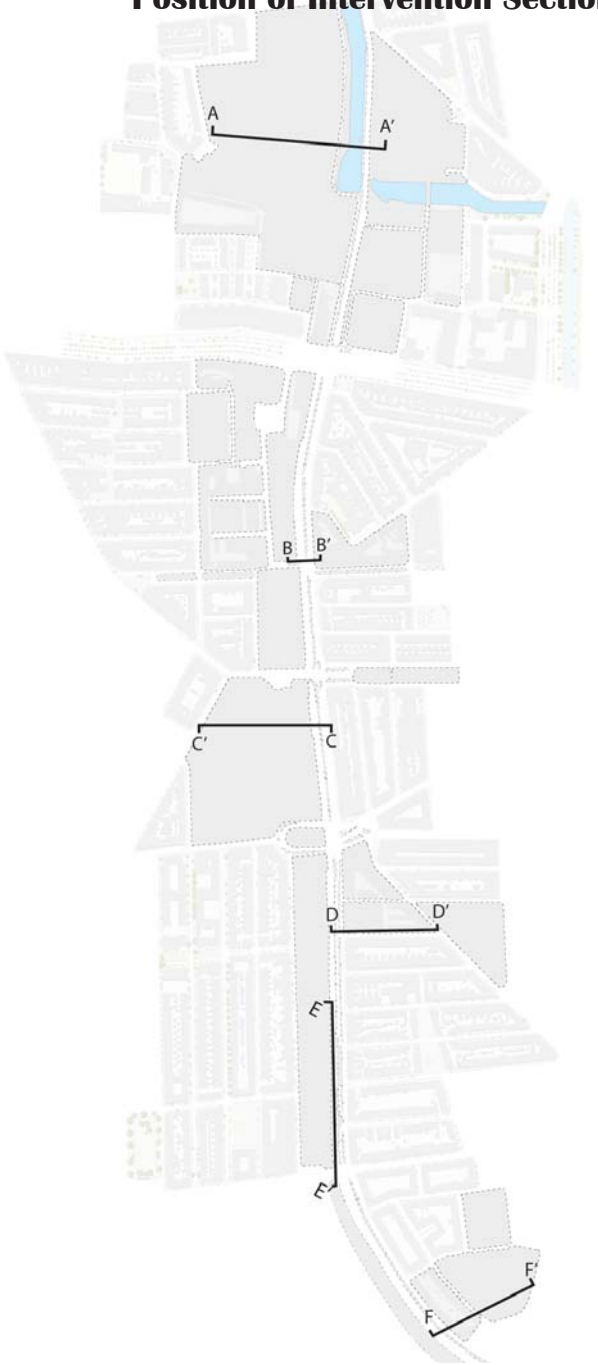
Design Possibilities/Scenarios

7.2. Design Possibilities/Scenarios

In this sections will be given design possibilities- scenarios towards the translation of the earlier proposals stages at the local level. At this point a crucial clarification has to be made. In the present sub-chapter the design- scenarios possibilities will be described in terms of and in respects of design and not in relation with their function as communication tools between the various stakeholders. After their present description, it will be provided one example justifying one intervention's design choices as a communication tool.

In respects of design, two main things were attempted while creating the upcoming interventions; diversity of experiences and qualities and continuity, in order to keep coherent the whole corridor. Thus it is envisioned the transformation of the corridor from an infrastructural line to a multi-functional green boulevard, providing diverse experiences and qualities but not losing its essence, that it is about one continuous corridor/ boulevard that aims to link and connect the international with the multi-cultural zone.

Position of Intervention Sections

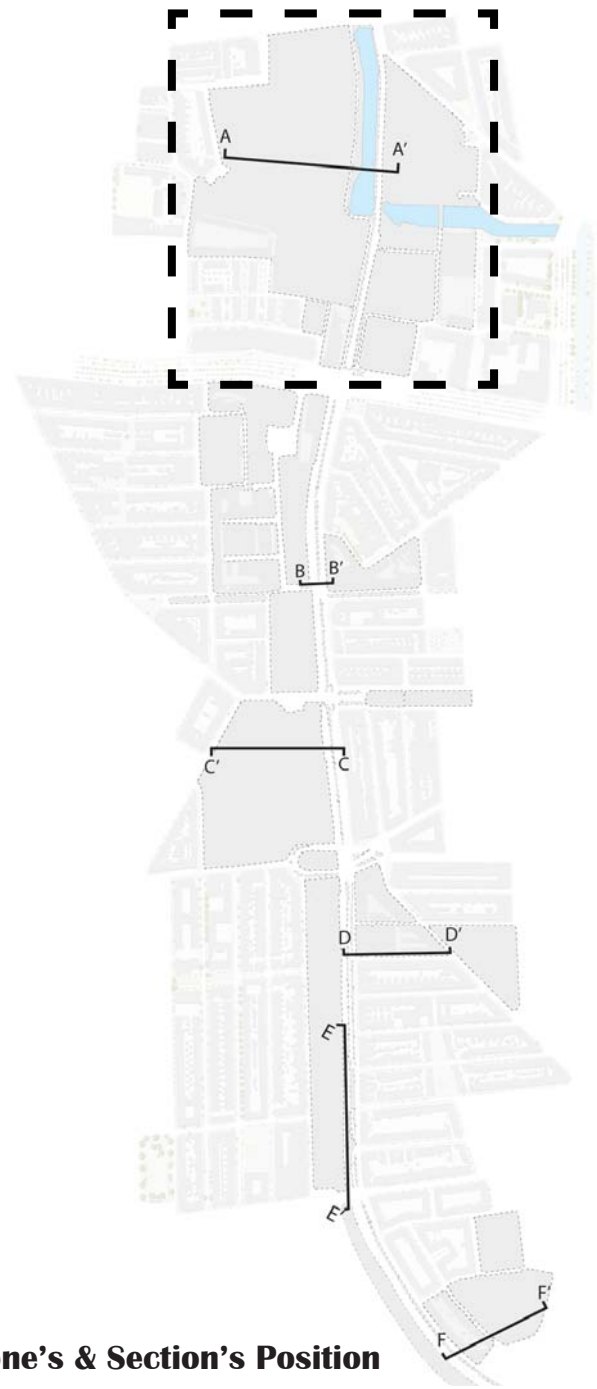


7.2.1. Zone 1:Recreation & Innovation/ Work

The first identity zone is dedicated, by the spatial strategy, to recreation and innovation/ work. The existing zone was already constituted of an open space, however the in the middle barrier of the tram line was totally dividing the site into two fragmented pieces, with no communication.

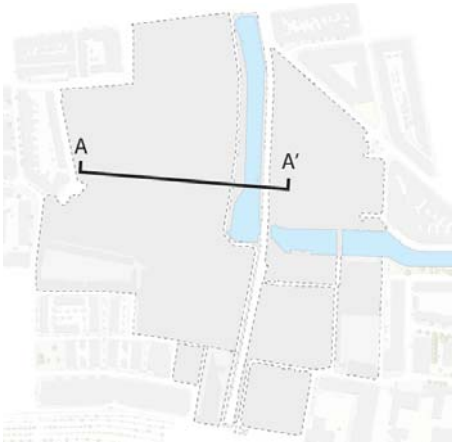
The elements of the present intervention are the following:

- Maintenance of the existing openness of the site but with a new design
- The strict tram line border in the middle of the site led to the redesigning of the area, as a core of open space activities and facilities between the surrounding buildings. Those facilities and activities are constituted of playgrounds, sports fields, play tables, rest stops, exposition panels, led screen, water park, promenades, open space coffee spots and green areas.
- The main route line in the middle of the intervention site, acts as a connectivity axe between the two parts of the site, while being a walking promenade that will transfer the people from one side to the other.
- The organic lines integrated into the site follow the movement, shape and circulation, creation by the main connectivity axe, creating a sense of continuity.



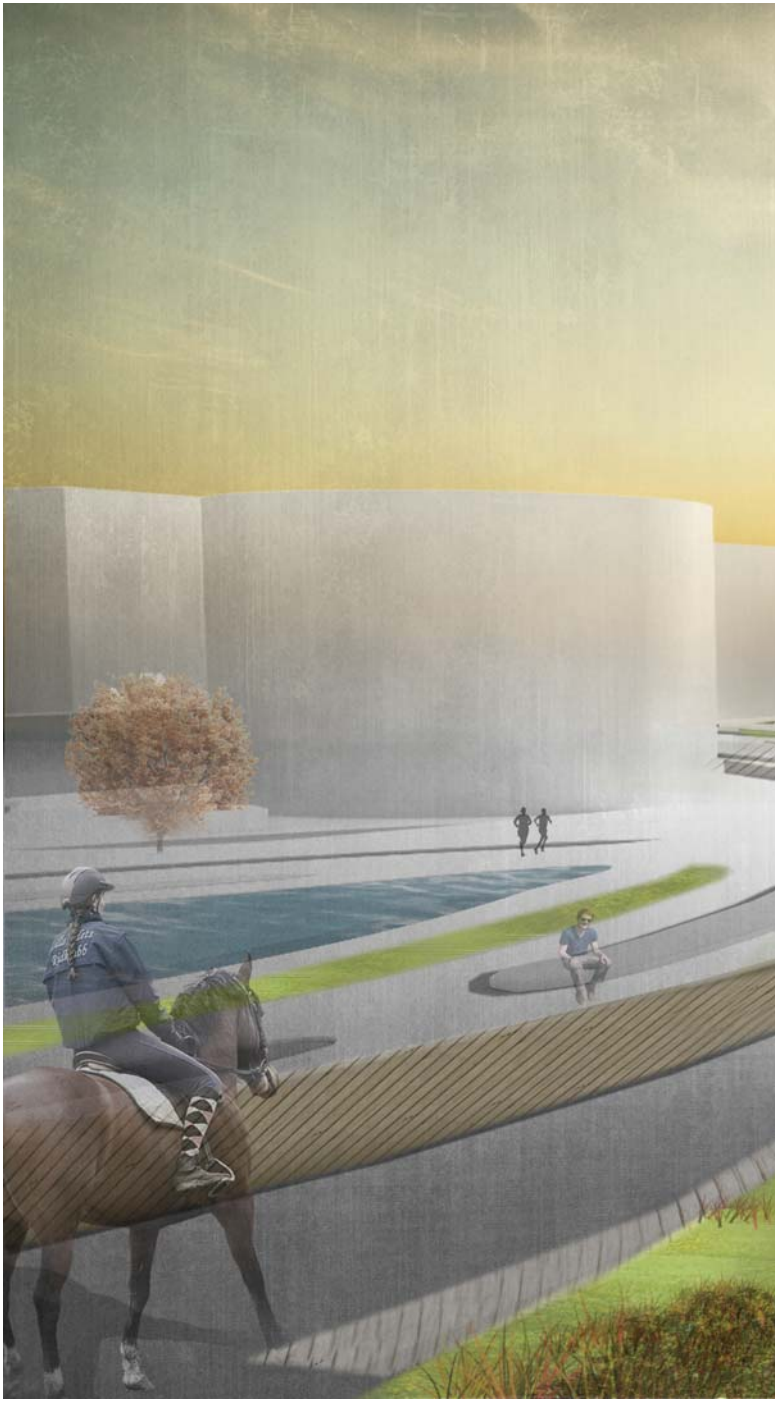
Zone's & Section's Position

Possible Proposed Design for Zone 1: Plan


A
A'

Zone 1: Section A- A'

Zone 1: Impression of a Possible Created Environment

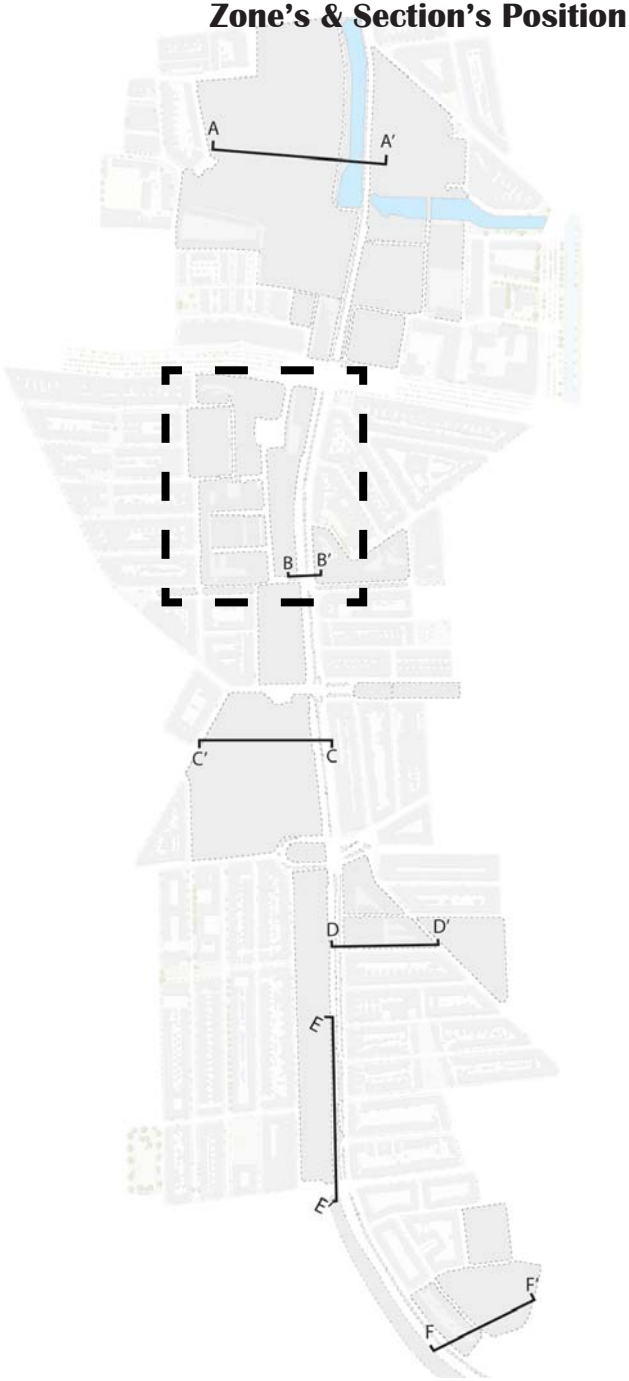


7.2.2. Zone 2:Education & Food

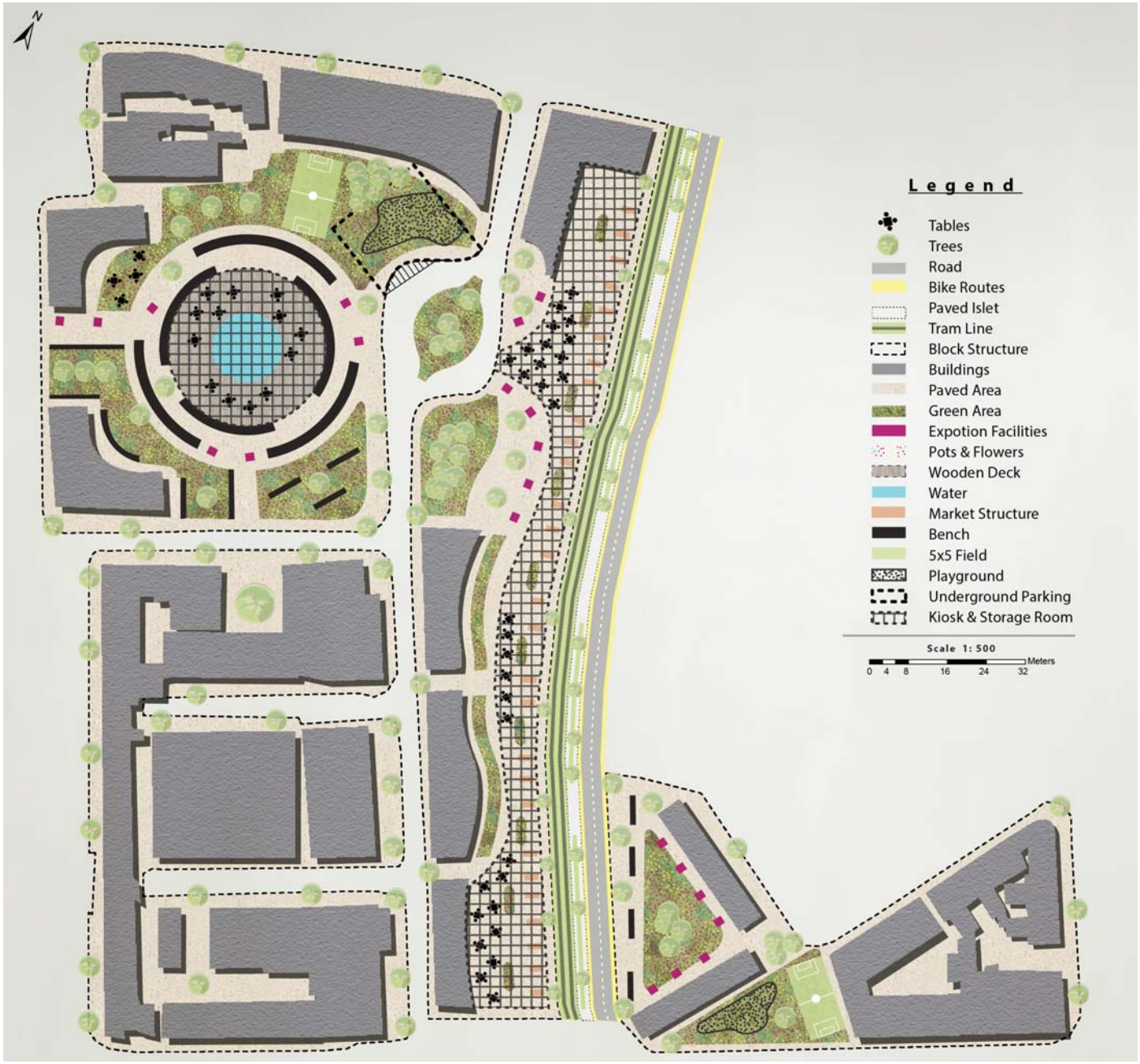
In the present intervention site is created a food core, supplemented by different activities and facilities. As a result the main elements of the intervention are the following:

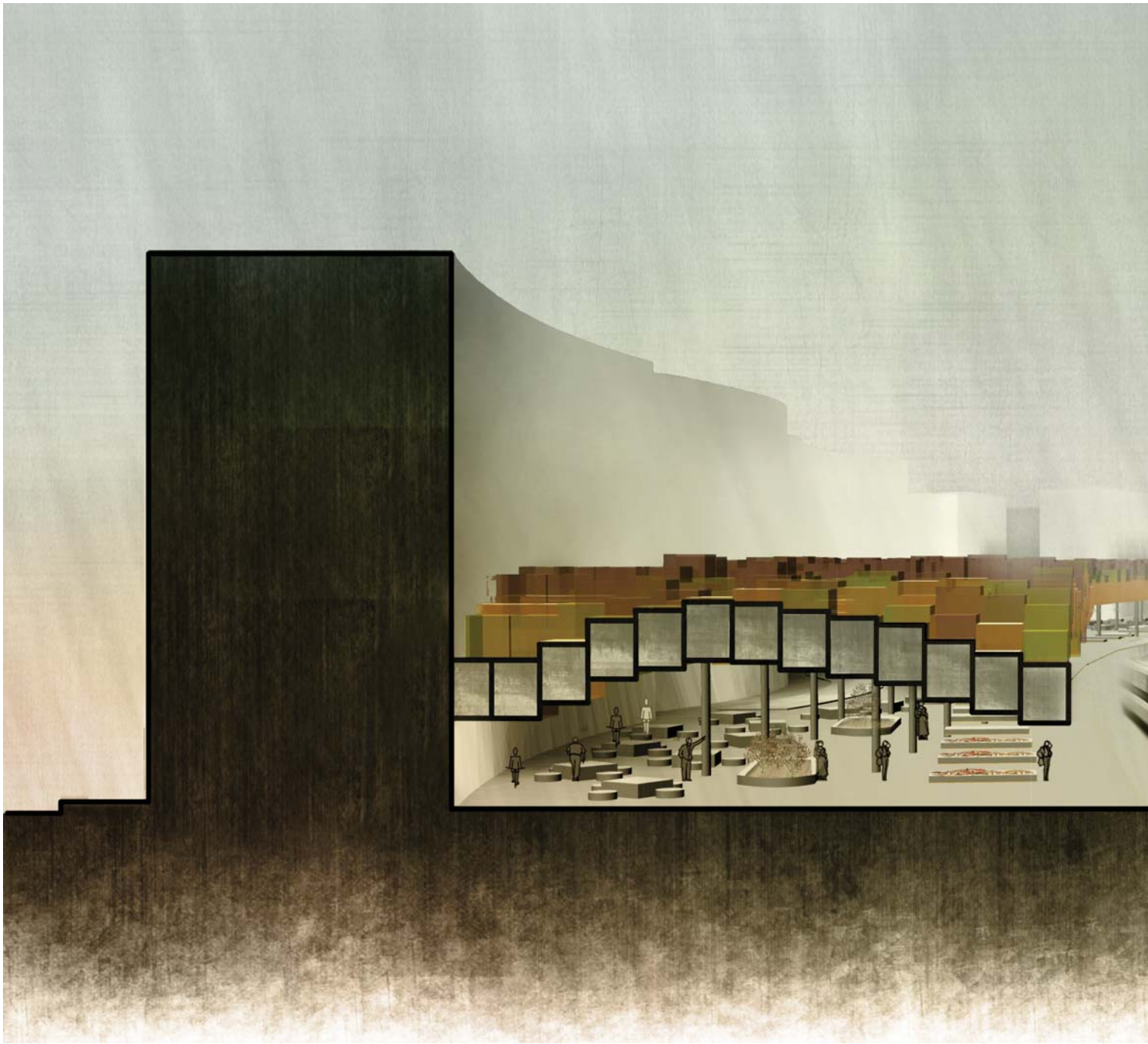
- Redesign of an existing urban square, integrating in it water elements, while creating an opening towards the main boulevard
- Creation of two urban voids in the right side of the main boulevard. The first one will be used for the defusing of the educational activities, existing next to it, while second one provide a gradual movement from the educational facilities to the noisy and lively food core.
- Selection and creation of a light structure with a double purpose. In the first place, it will act as a semi-public space facilitating and "protecting" the market's expansion and the newly created food and recreation activities in the left side of the main boulevard. In the second place, the light structure itself is composed by multiple boxes that can be used for storage, both for the market's purposes and for the ones of the food core, without needing new built facilities. At the same time the structure is a colourful, multi-culti kiosk that creates a pleasant atmosphere while crossing it.

Zone's & Section's Position



Possible Proposed Design for Zone 2: Plan





Zone 2: Section B- B'

Zone 2: Impression of the Proposed Construction in Relation to the Boulevard

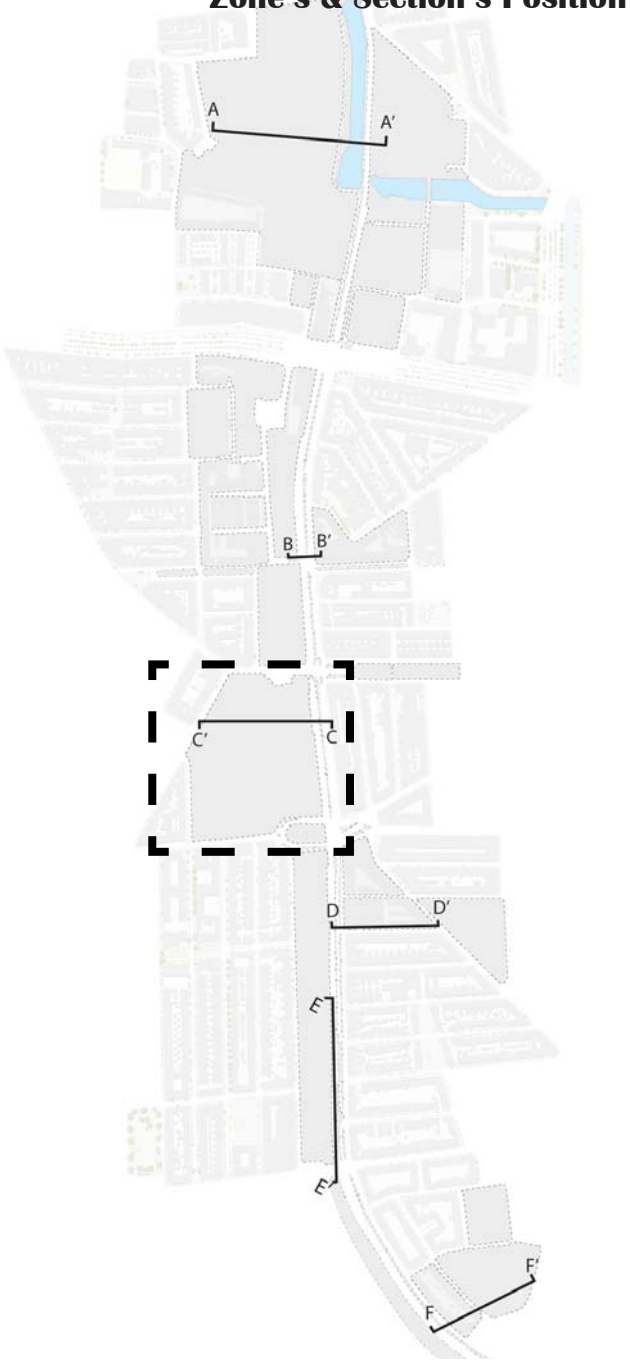
7.2.3. Zone 3: Culture

The third identity zone regards the creation of cultural cluster, combining cultural activities with the multiculti market's expansion along tram line 11, connected through open public space.

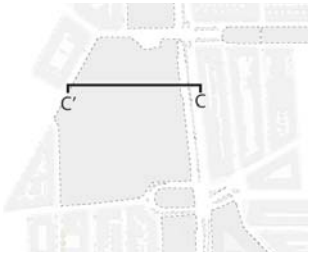
The cluster includes a cultural center, recreation, residential and business activities, an open theatre, open expositions, an underground parking and an observation post. Those are connected through green or paved space that also includes a community garden, water elements, playgrounds and rest stops.

Through the middle of the intervention site passes the main internal route, linking the existing Hobbemaplein and Haagse Markt with Paul Krugerlaan. Furthermore, secondary urban paths ensure the connectivity of the aforementioned facilities.

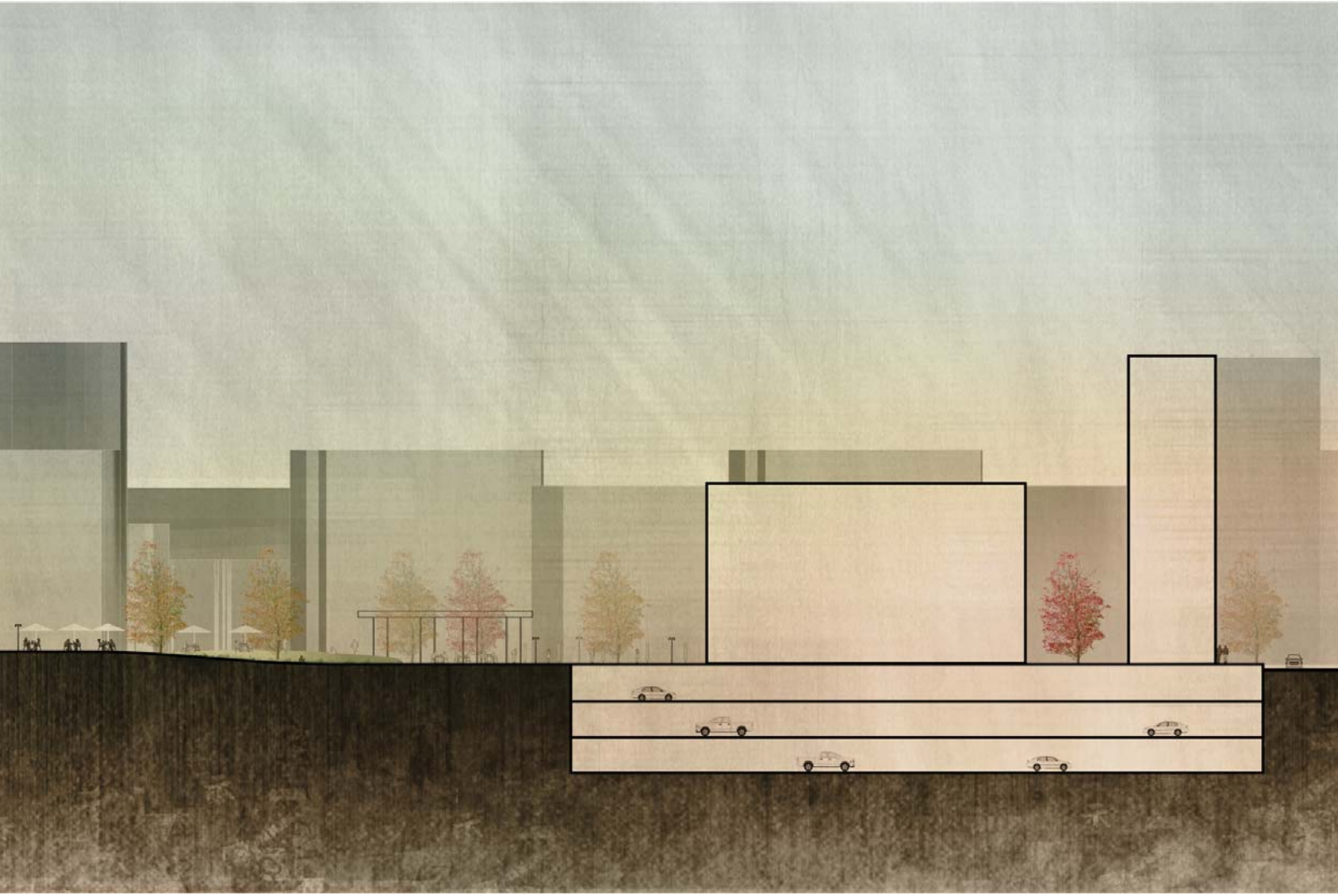
Zone's & Section's Position



Possible Proposed Design for Zone 3: Plan


C'
C

Zone 3: Section C- C'

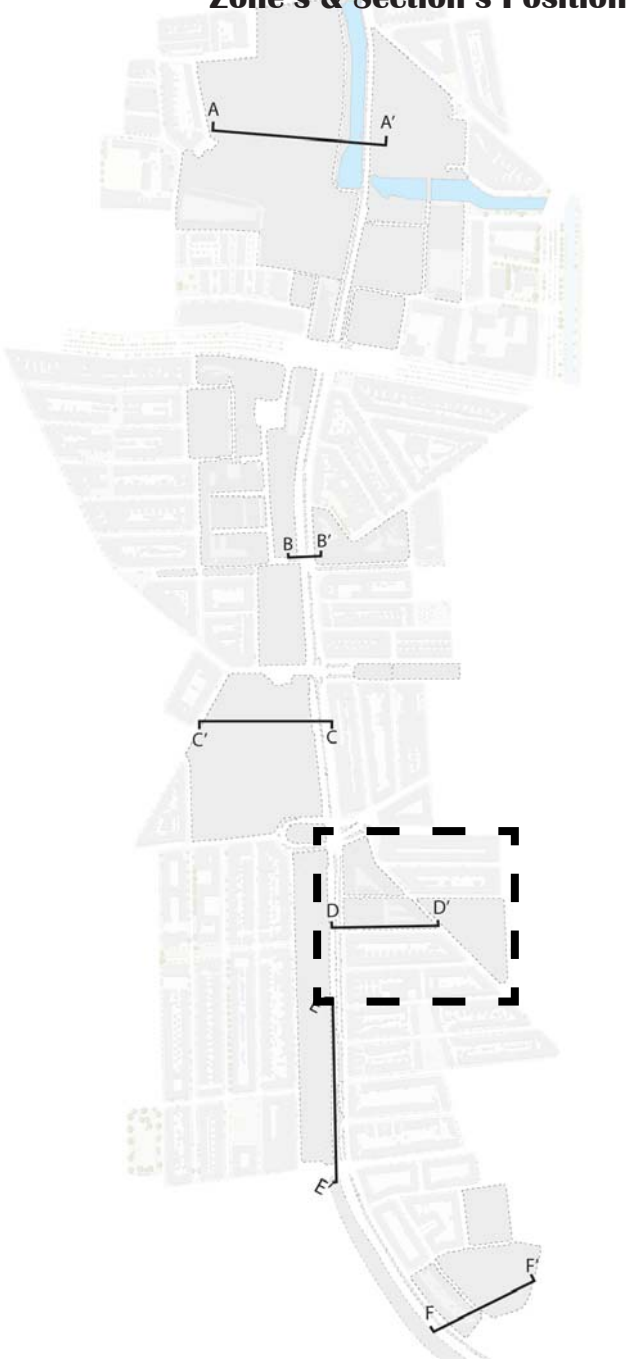


7.2.4. Zone 4: Interaction

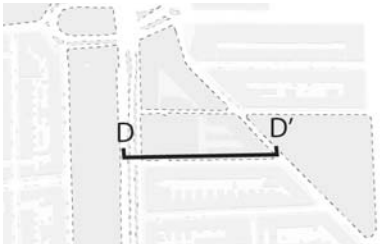
The fourth identity zone regards the creation of an interaction core. At the first point this core acts as an open axe towards the tram line 11. The intervention site accumulates open space facilities, arranged on the different terrace heights of the surrounding buildings. The specific design enables the interaction, in open space, between various facilities, forming a visual dialogue between them. Those facilities vary from gaming place, to playgrounds and sports filed, to rest stops, to recreational areas, to community gardens and places for urban agriculture.

Furthermore, through such a design are offered different vista points to the visitors or inhabitants either towards the mosque or the tramline 11 or the whole intervention itself.

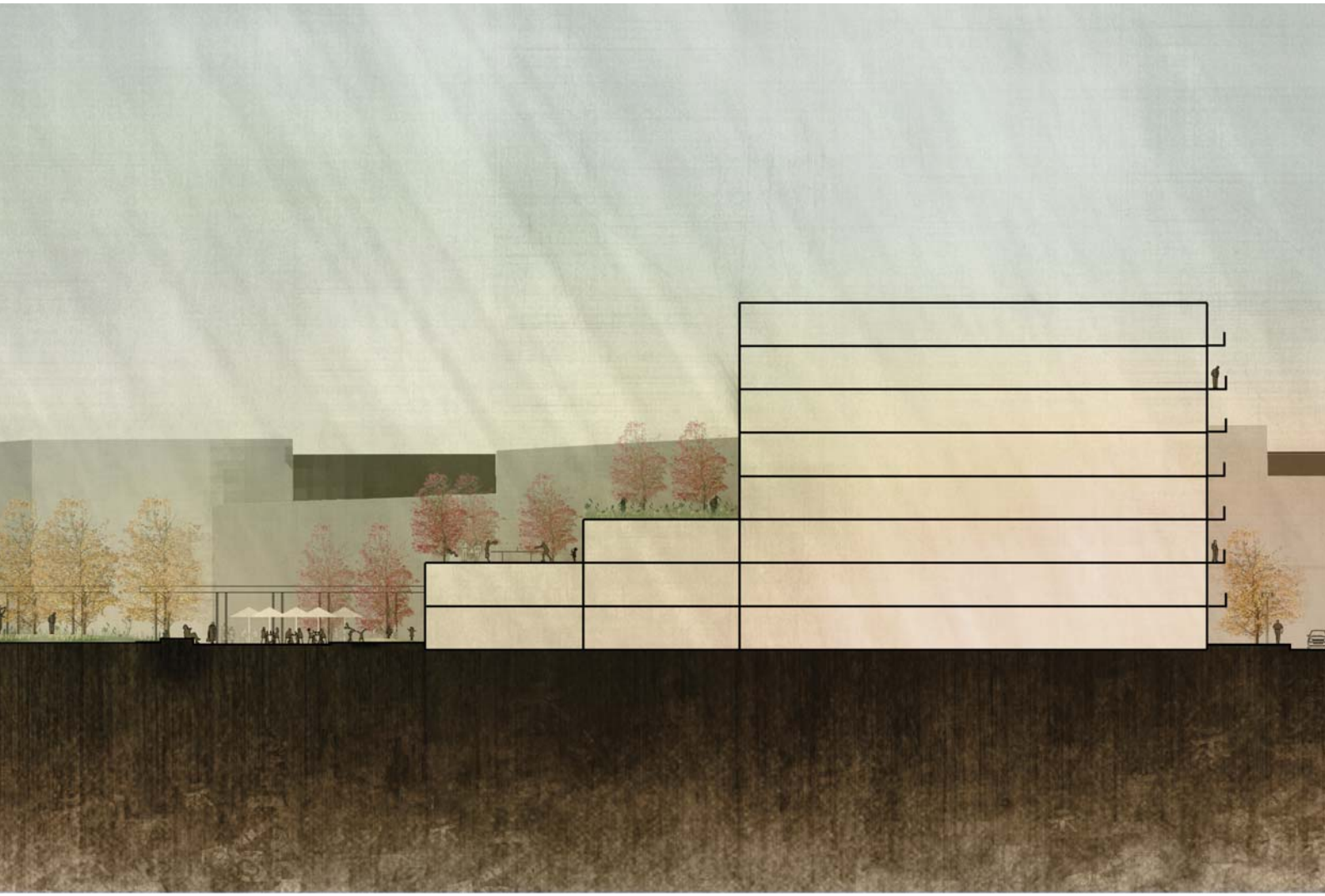
Zone's & Section's Position



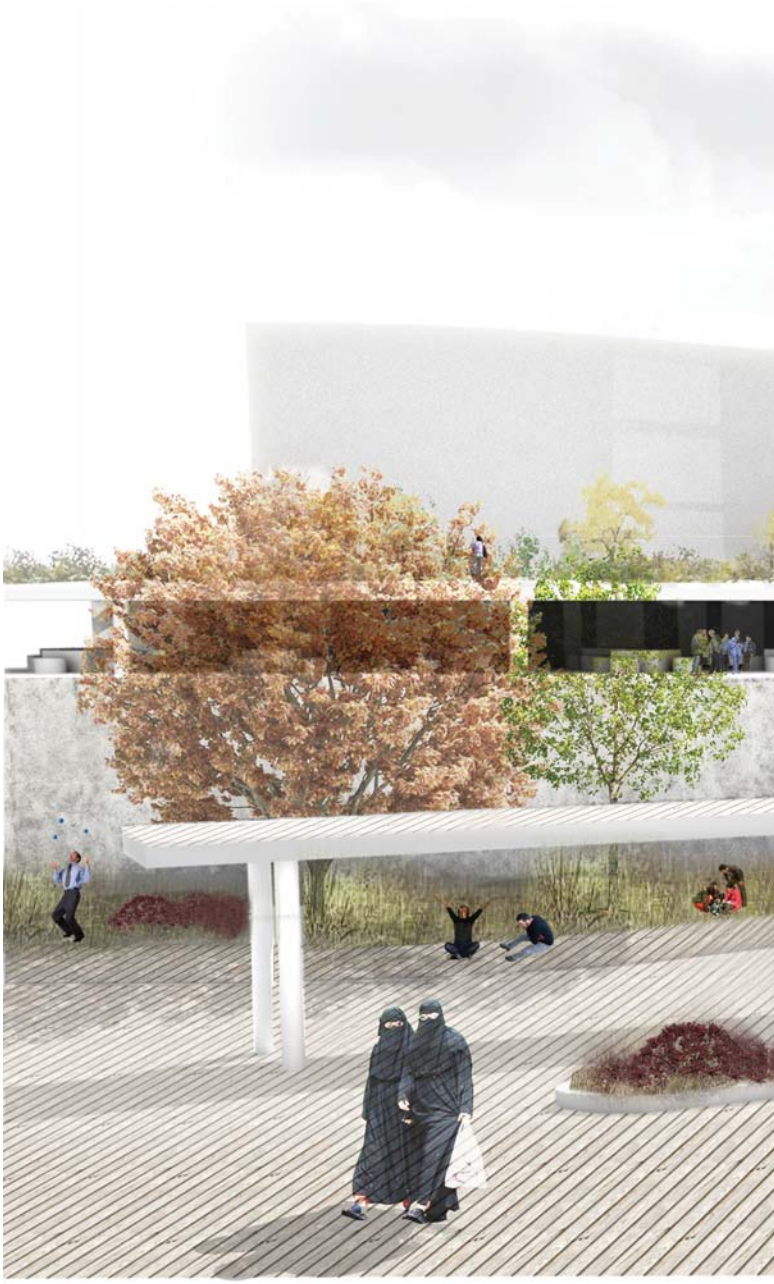
Possible Proposed Design for Zone 4: Plan


D
D'

Zone 4: Section D- D'



Zone 4: Impression



7.2.5. Zone 5: Market & Vocational Development

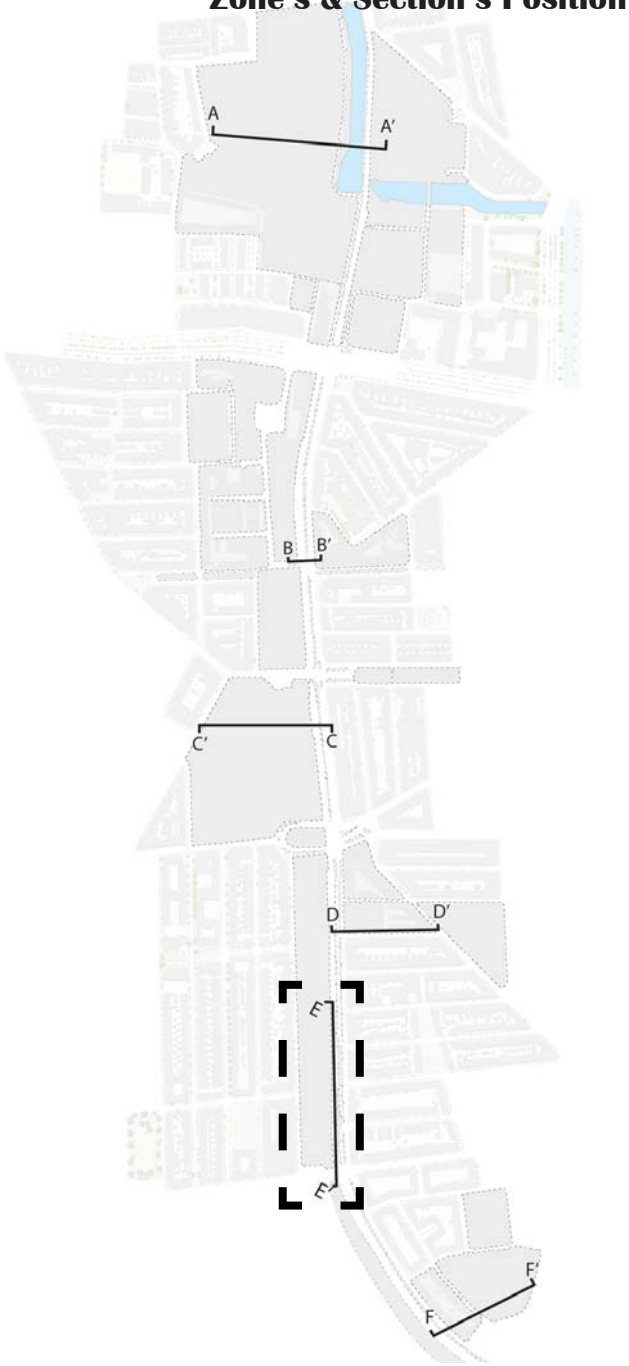
The fifth identity zone regards the Haagse Markt itself together with its integration with vocational development activities.

The strict and linear redesign of the market is as such in order to ensure the better function of the market area. However, the market's linearity is stopped at several points, offering different environments, while creating openings towards the main existing tram line 11.

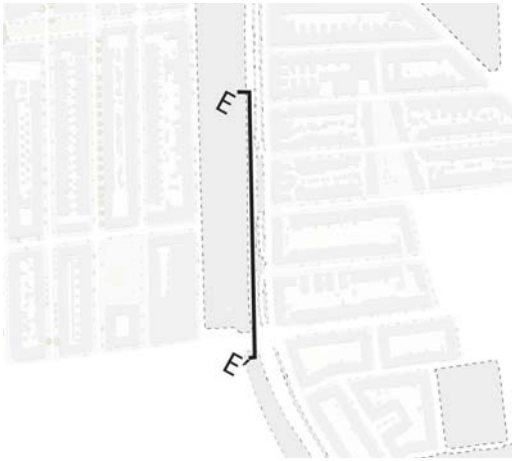
The built facilities embedded in that zone regard market's facilities, a fab-lab, units for vocational development and contemporary work places and a tram stop/station.

The tram stop/ station is provided and designed, since at that area the tram line is underground. Having in mind what was already said for tram tunalisation, again it can be understood that it is about a gesture in order to keep the whole system (international and multi-cultural zone, high-end and low-end characteristics and development) interconnected, adding to the greater system more public space, livability, safety and a view point, without altering the space continuity, since from above the station is a passage.

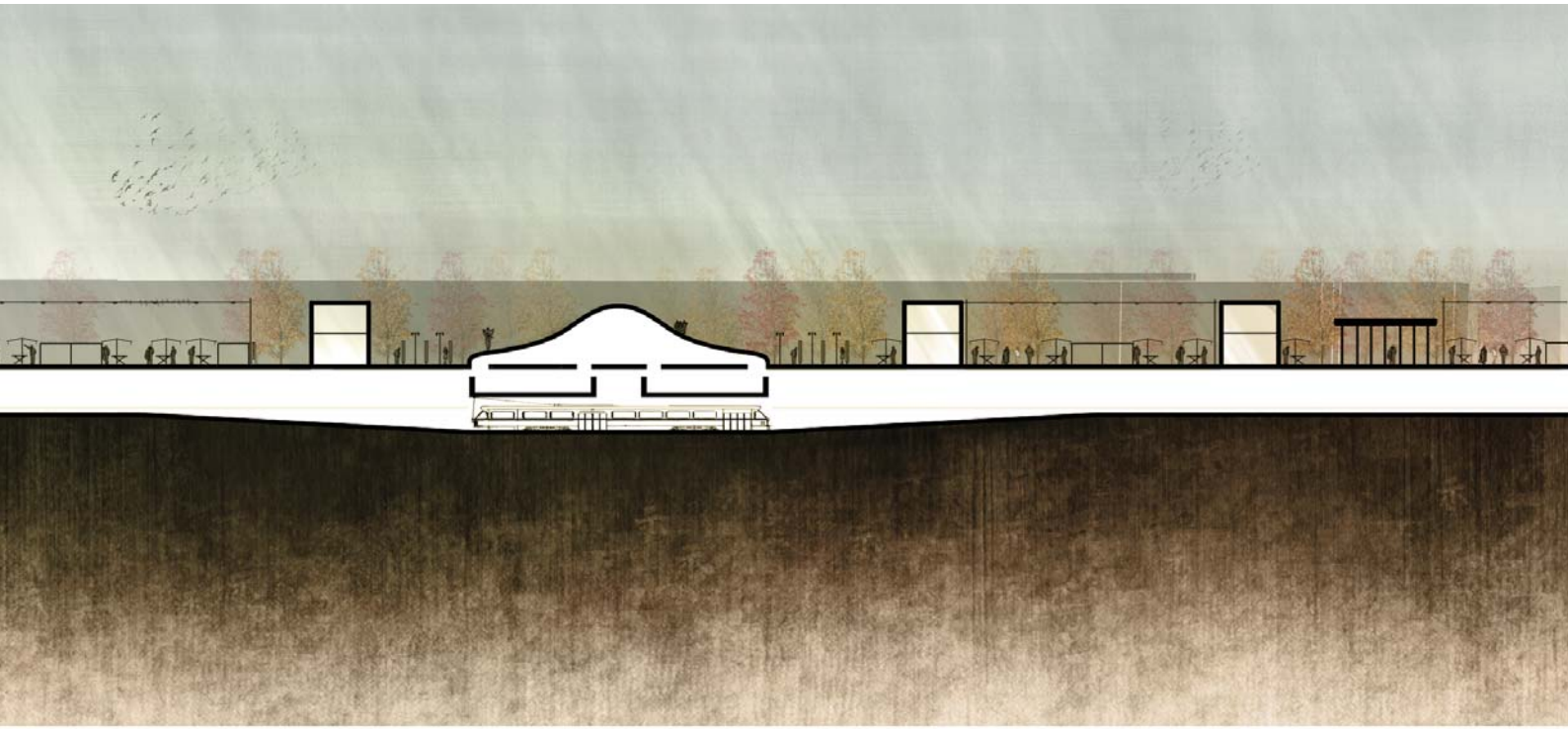
Zone's & Section's Position

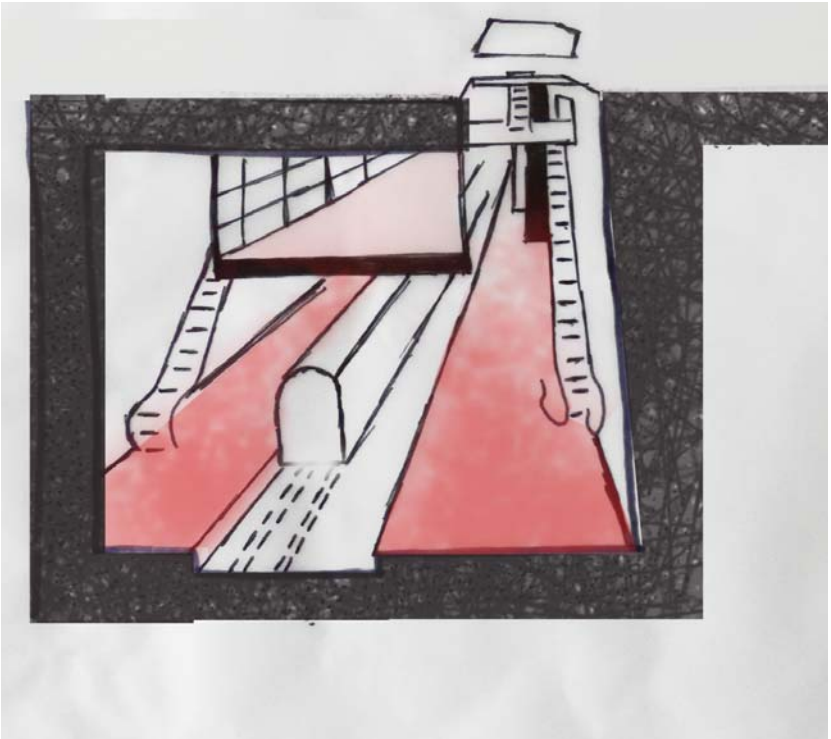


Possible Proposed Design for Zone 5: Plan


E
E

Zone 5: Longitudinal Section E- E'





Reference: OMA, Souterrain, Den Haag

Tram Station Impression

Station: Inside the Platform

Possible Station's Impression

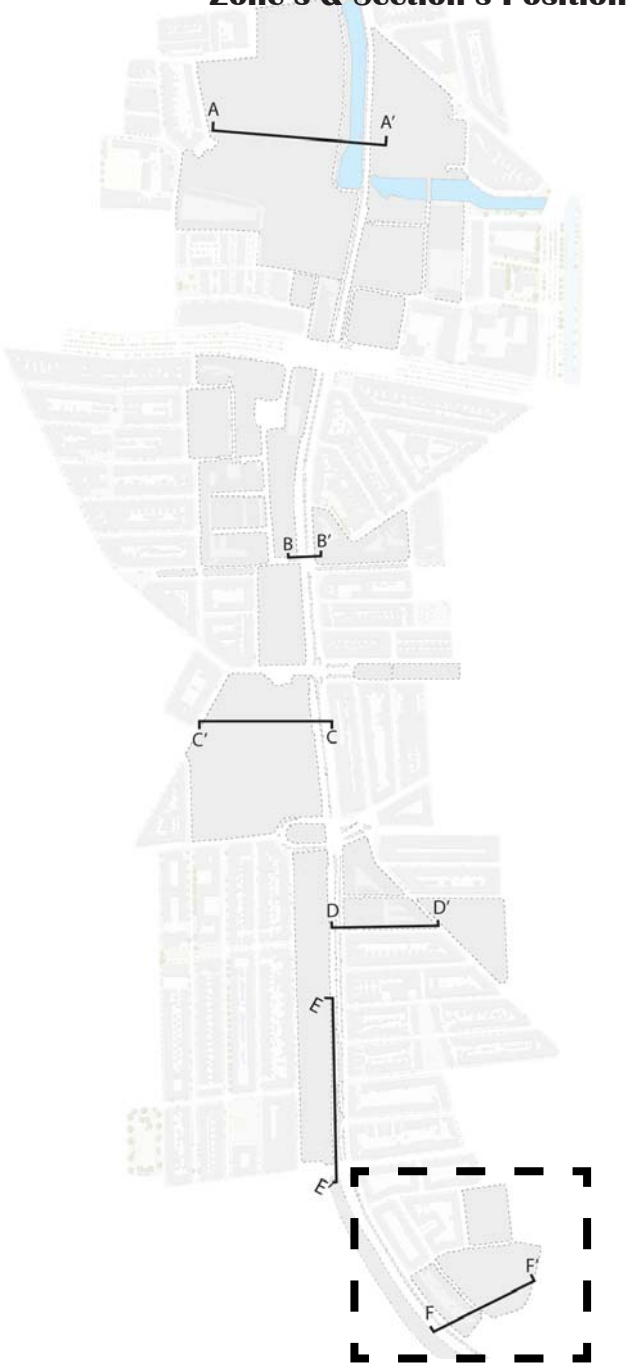
Possible Market's Impression

7.2.6. Zone 6: Sports

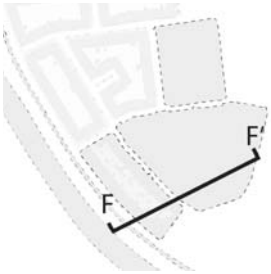
The last zone constitutes a sports “cluster”. The existing area is formed by residential buildings and a hidden park, which arises safety and efficiency questions. At the same time the need for adequate sports places was one of the people’s main demands. Adding to the above the surrounding educational units, it led to the creation of a functional urban void, redesigned for sports facilitation. Different kind of fields together with a sports center and elevations in the ground space are the main elements of the present intervention, creating a playful and “athletic” environment.

Furthermore the whole block acts as a vertical corridor towards the tram line 11.

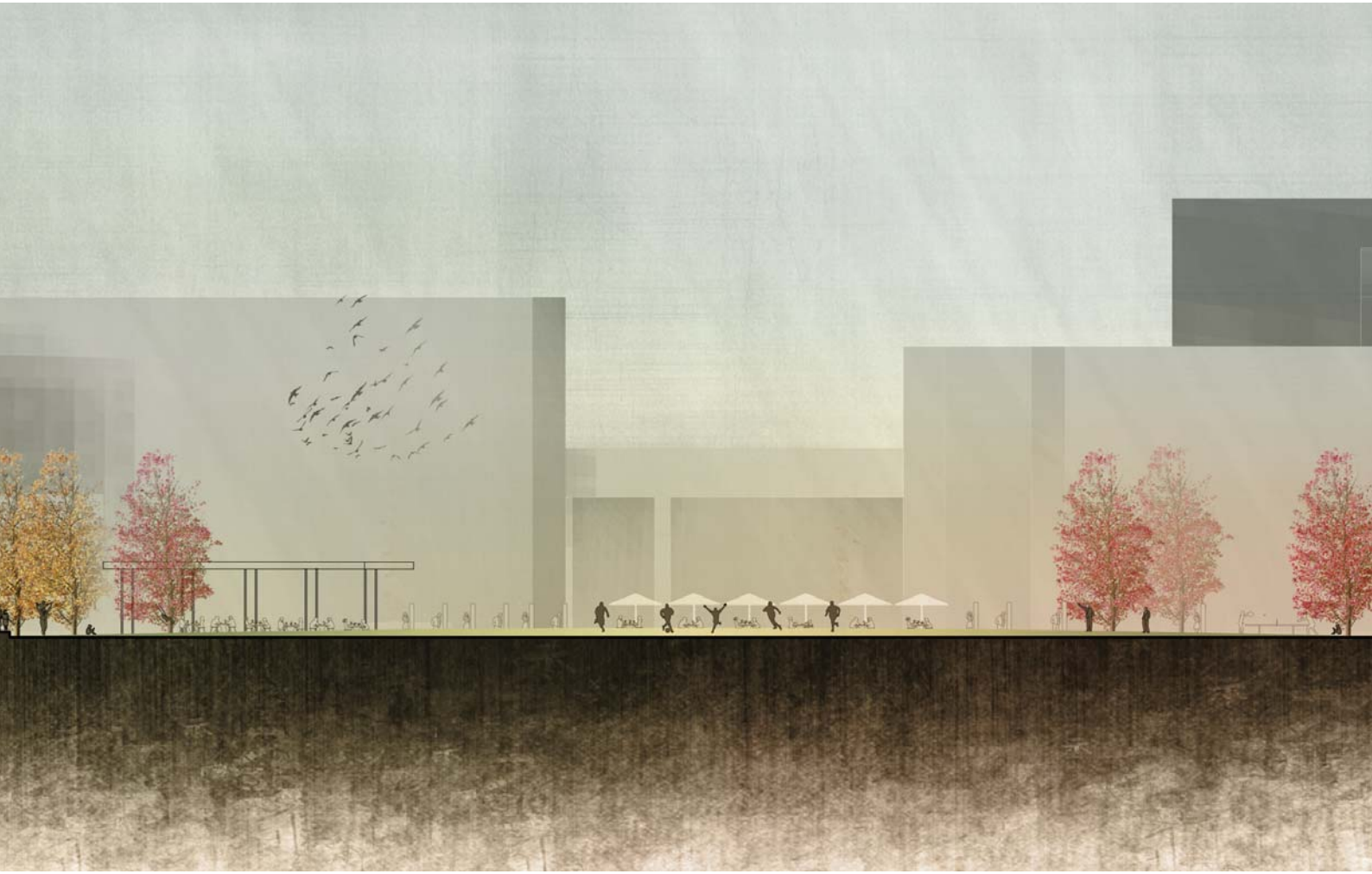
Zone’s & Section’s Position



Possible Proposed Design for Zone 6: Plan


F
F'

Zone 6: Section F- F'



7.3.

Stakeholders' Cooperation

7.3. Stakeholders' Cooperation

At the present part will be used one of the aforementioned design scenarios, firstly to verify and connect its design decisions towards the upper levels of the conducted process and secondly to advocate how a design can be used as tool towards communication among various stakeholders.

Through the chosen design it is succeeded an integration of open space facilities with the built forms, as the first ones instead of being in a separate area of the general site's ground floor they are embedded on the buildings themselves. Such a decision creates lifted layers of different open space activities, creating at the same time ground for their users to interact, either between the layers or between the open space activities and buildings. Furthermore, many and different activities are concentrated in the same areas enhancing the interaction conditions. Interaction between different people that have diverse activities was one of the goals of the aforementioned spatial strategy, while being one of the people's demands: "create space for interaction and exchange". Furthermore, the choice of activities that respond to different target and age groups (urban agriculture, community garden, playground, and place for recreation) enhance the already mentioned interaction among people.

Needless to say that the particularity of the architectonic form, together with the upgraded, diverse and high quality urban environment that is proposed, makes interesting possibilities for investors and housing corporations to get involved with. At the same time, the open space, especially specified through the functions of the open passage, the community garden and the urban agriculture, do not exclude less high-income people to use it and interact in it. Furthermore, functions such as the community garden or the urban agriculture could be given to the inhabitants

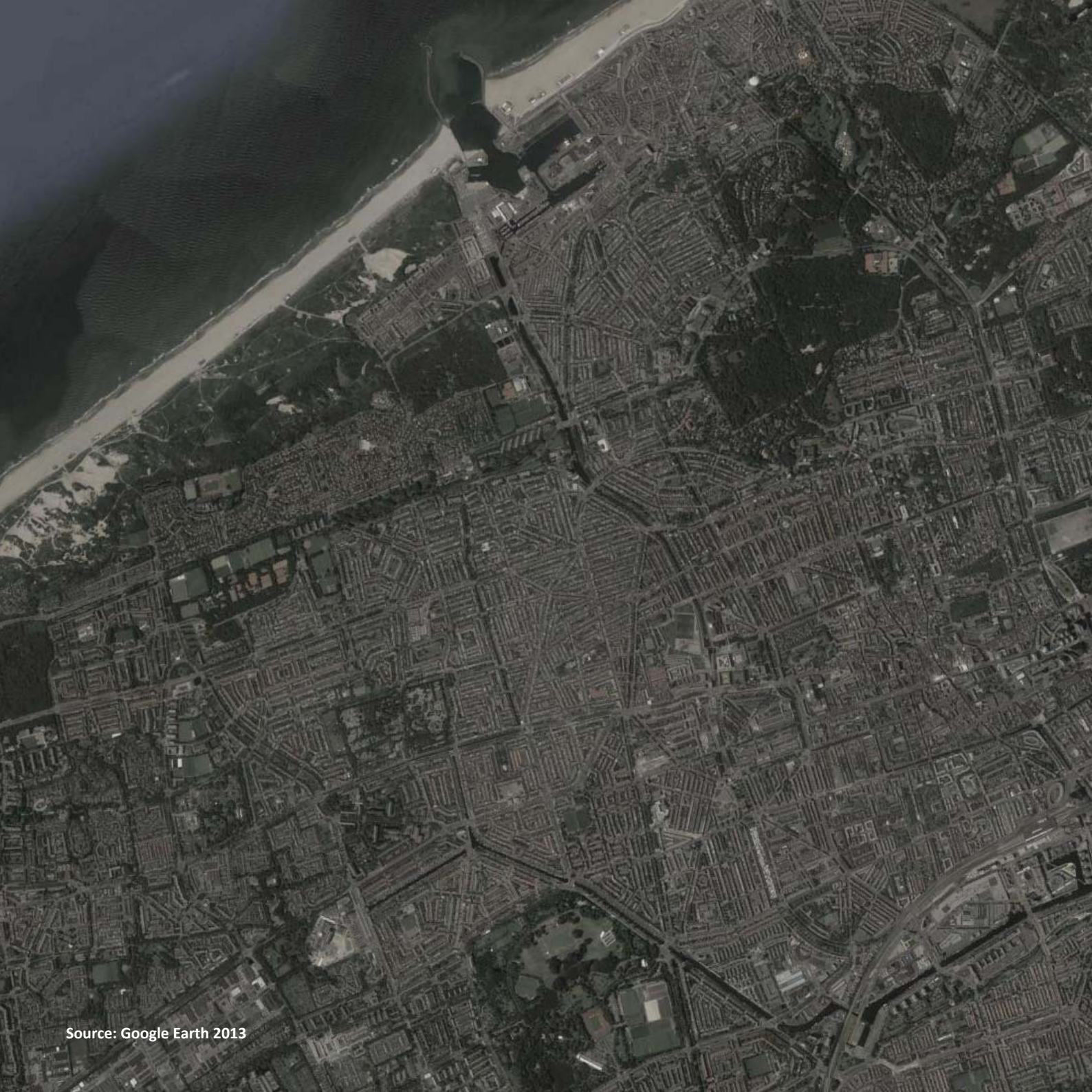
Legend
Tables
Trees
Road
Bike Routes
Paved Islet
Tram Line
Block Structure
Buildings
Paved Area
Green Area
Urban Agriculture
Community Garden
Expotion Facilities
Pots & Flowers
Wooden Deck
Water
Gaming Area
Bench
Sand
Playground
Basketbal Court
Kiosk
Scale 1: 500
0 4 8 16 24 32 Meters

of the area, creating an extra income, as the land cultivation could be development through bottom-up, community involvement.

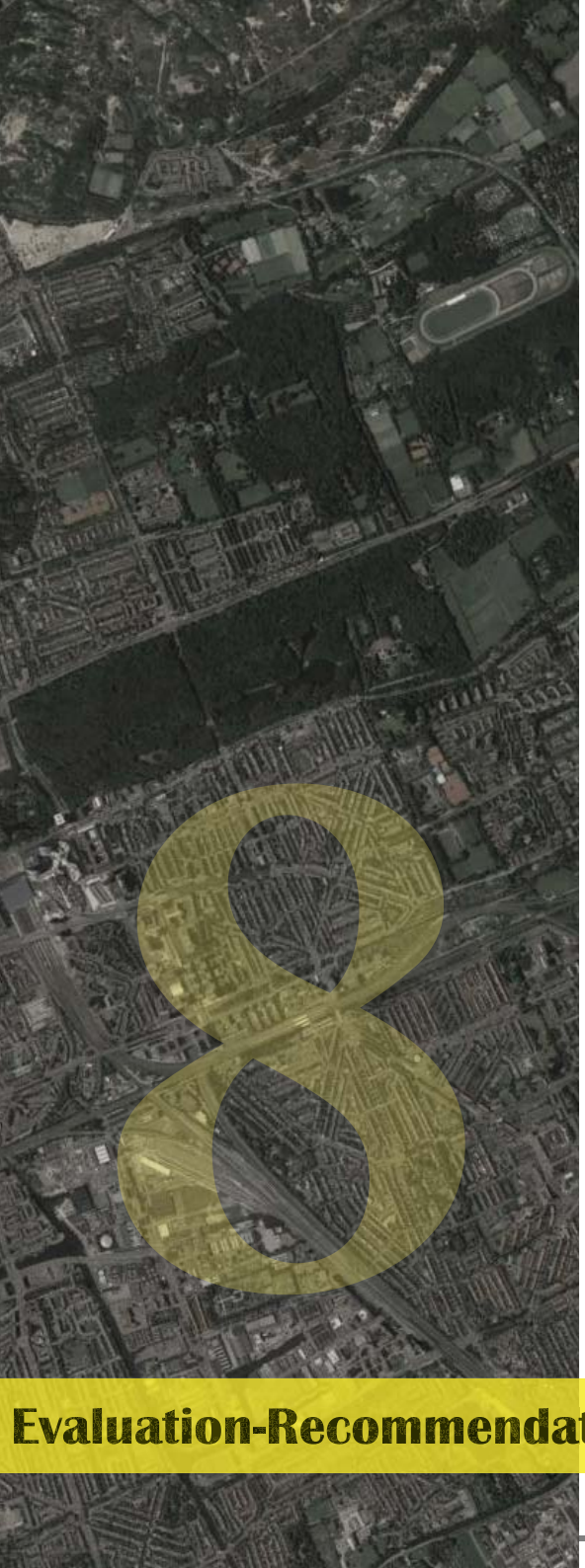
Moreover, thinking on the proposed program for that specific zone, the opportunity to have public functions (in terms of building forms) in that area, creates more reasons to visit the area and interact in it. Not to mention, that through such a design, are provided some answers towards crucial demands of the locals as the safety concerns, the not enough and not diverse public space, the fragmented and introvert block structures etc.

Summing up, an intervention like that can create possible cooperation between the municipality, the locals, the local retail agencies, external developers or investors, the housing corporations etc. Why is that? Because it is about an intervention that covers different things requested by different actors, while none of them if being alone can get a totally successful result. The locals the their communities needs the investors or housing cooperation budget, while the investors needs local support since the site is at the heart of the multi-cultural zone. On the other hand the municipality cannot support such a project alone.

Thus, it can be understood, that when bringing concrete ideas on the discussion table that were formed after specific and extensive knowledge of the characteristics and capacities of an area, the result can be multi-dimensional. Parallel to that is easier to conduct a dialogue on something that you can see and envision rather than on abstract ideas of impossible to be covered needs. So, it can be proved that design can really trigger the communication between the actors, impressing and engaging them at the same time, while creating further space for re-adjustment.



Source: Google Earth 2013



8 Evaluation-Recommendations

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8.1.

Reflection

8.1. Reflection

Through this separate chapter of the graduation project, is provided a reflection towards the conducted research and followed design process, developed in the present graduation thesis. Furthermore it will be explained the relations between the chosen graduation studio and the graduation project, the studio's methodological line of approach and the chosen method and the relation of the graduation project itself and the wider social context. During this process it will be estimated and evaluated the success of the followed approach.

8.1.1. Relation between Research & Design

The incorporation of research into the design process was a non-stop and gradual process. Research through literature review, data collection, review of practice experience examples and case studies comparisons were the important tools that informed the design process at all the stages of this project. Thus, research was perceived as the "valuable assistant" that guided and helped the graduation process. However, in order to be more specific, the following have to be estimated.

The research involvement with the present thesis starts from the subject's definition, where a literature review was conducted, based on the author's personal interests within the context of strategic planning, local empowerment and integration into decision-making and planning/ design processes and ways to respond to nowadays contemporary challenges and demands. As the thesis main subject was taking shape, the theoretical research formulated and continuously informed the thesis main concept, guiding the further steps.

As earlier estimated, research was, if not is, a non-stop and progressive process. However, in respects to simplification, can be summed up in three stages: before design, during design and after design. The first stage regards the initial literature review, field research, case studies comparisons and the process of analysis. The "during design stage" has to do with the fact that multiple findings influenced the design concept generation process, its application to the site and even the spatial focus. As a result further research was conducted in order to confront the new born questions and arguments and finally built the design into solid ground. The last stage of the research deals with the evaluation and justification of the already conducted process and design outcomes. The above stages lead to reach and knowledge upon more aspects than the aforementioned initial fascination as the network theory, theories for successful urban places, examples and ways to create a market street, successful and not participatory models, new governance challenges etc.

8.1.2. Relation between Graduation Studio's Theme & Chosen Subject

The studio of Complex Cities (and Regions in Transformation) deals with metropolitan structures and their definition, the way metropolization processes affect the urban tissue, the relation and interaction between metropolitan and local systems and the issue of social aspect's inclusion. Furthermore, through this studio, participants learn how to be participate as professional in decision-making processes, guiding and making easier the conversation and cooperation between multiple actors in planning and design processes.

Studio's main theme is directly responding to the chosen subject and site. The project's location is The Hague, in Netherlands, focusing in the absence of interaction between two important, for different reasons spatial zones. The first one is called the International Zone, reflecting upon a part of the urban tissue which concentrates most, if not all, the city's high-end activities and services, high quality urban environment, more than one hundred and

twenty national and international organisation and the city's higher educated and income-level people. On the other hand the second zone is called Multicultural Zone and reflects upon a neglected area of the city, in terms of urban environment and quality, which is a mainly residential area, with activities that cover only the local, daily needs and it concentrates the weakest (low educated and low income) parts of city's human capital. By choice the project's area location, it can be understood that we are dealing with a growing urban system with metropolitan impact and a local system, which is affected by the contemporary metropolization processes. The result is the constant growing and enhancement in multiple levels, social, economic, environmental, administrative, of the first zone, with the parallel shrinkage in terms of potential growth assets of the second zone. This situation is getting worse through municipality's inability to reinforce and include in the growth process that area. Such a statement is verifying by the identified lack of planning operability and city's segregated vision. However, in the multicultural zone is living around the one third of city's population, which due to the aforementioned reasons is characterised by lack of equal opportunities, diverse development conditions, socio-functional fragmentation and exclusion from the planning and decision making process. As a result, the city is getting less socio-spatially integrated, having a development vision which does not respond to the whole of its inhabitants. Concluding, and again illustrating the direct relation of the project with studio's theme, the project's scope is the enhancement of an active, development pole in the southern part of The Hague (where multicultural zone lies on), using the local forces and dynamics and evaluating and rethinking on the current planning processes.

8.1.3. Relation between Graduation Studio's Methodological Line of Approach& Chosen Method

Complex Cities Studio introduces and works with two main approaches: the layer approach and the multi-scalar approach. Both of them, together with a third one (actor-related approach), were the instruments that were strictly followed and they shaped the graduation project's approach and process. The layer approach can be clearly identified in the project through the establishment of four variables; the functional, the morphological, the socio-economic and the planning/administrative one. Those established variables, acted as the layers through which the research and design process was conducted. As it is illustrated in the following diagram, they were used in order to build both the analysis and the proposal, dividing the proposal (design process) into different outputs that directly reflect on the specified variables. As far as the multi-scalar approach is concerned, its application to this graduation project was illustrated by the project's involvement with four different scales: the city scale, the corridor's scale (an intermediate level between the city and the neighbourhood level), the neighbourhood scale and the local scale. According to research in all layers an analysis was conducted, whereas the proposal (design process) is applied as following. In the city level responds the revision and evaluation of the city's existing vision. The proposed spatial strategy responds to the corridor's scale, which involves a stripe of the city following the route of the tram line 11. The proposed program and the proposed rules and norms for the program's implementation apply both to neighbourhood and local level. Furthermore, the given design possibilities-scenarios apply to local level. Last but not least, the administrative proposal, concerning the formation of a participatory framework, applies to all scales.

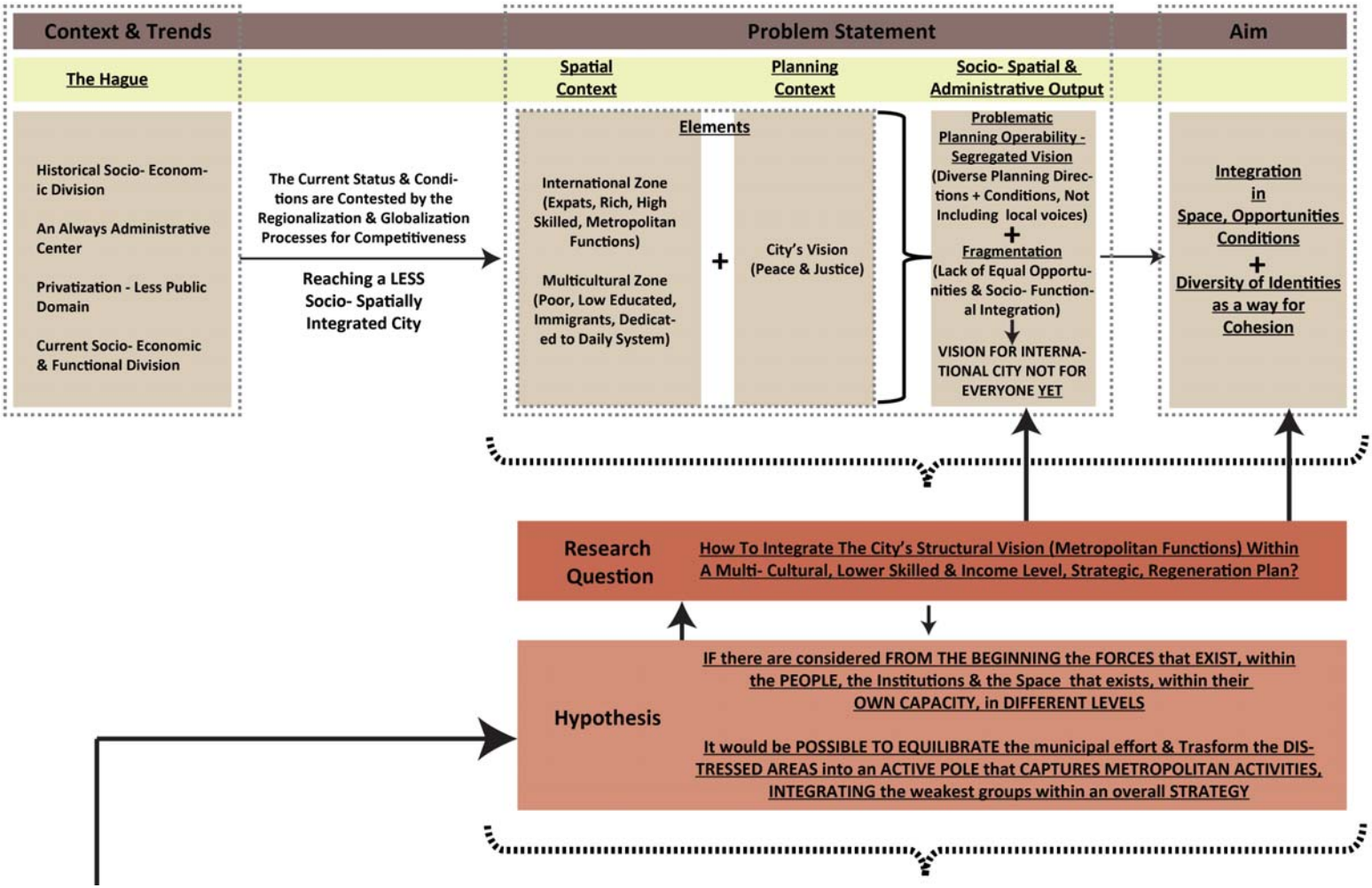

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Diagram Title: Approach **Source: Made by Author**

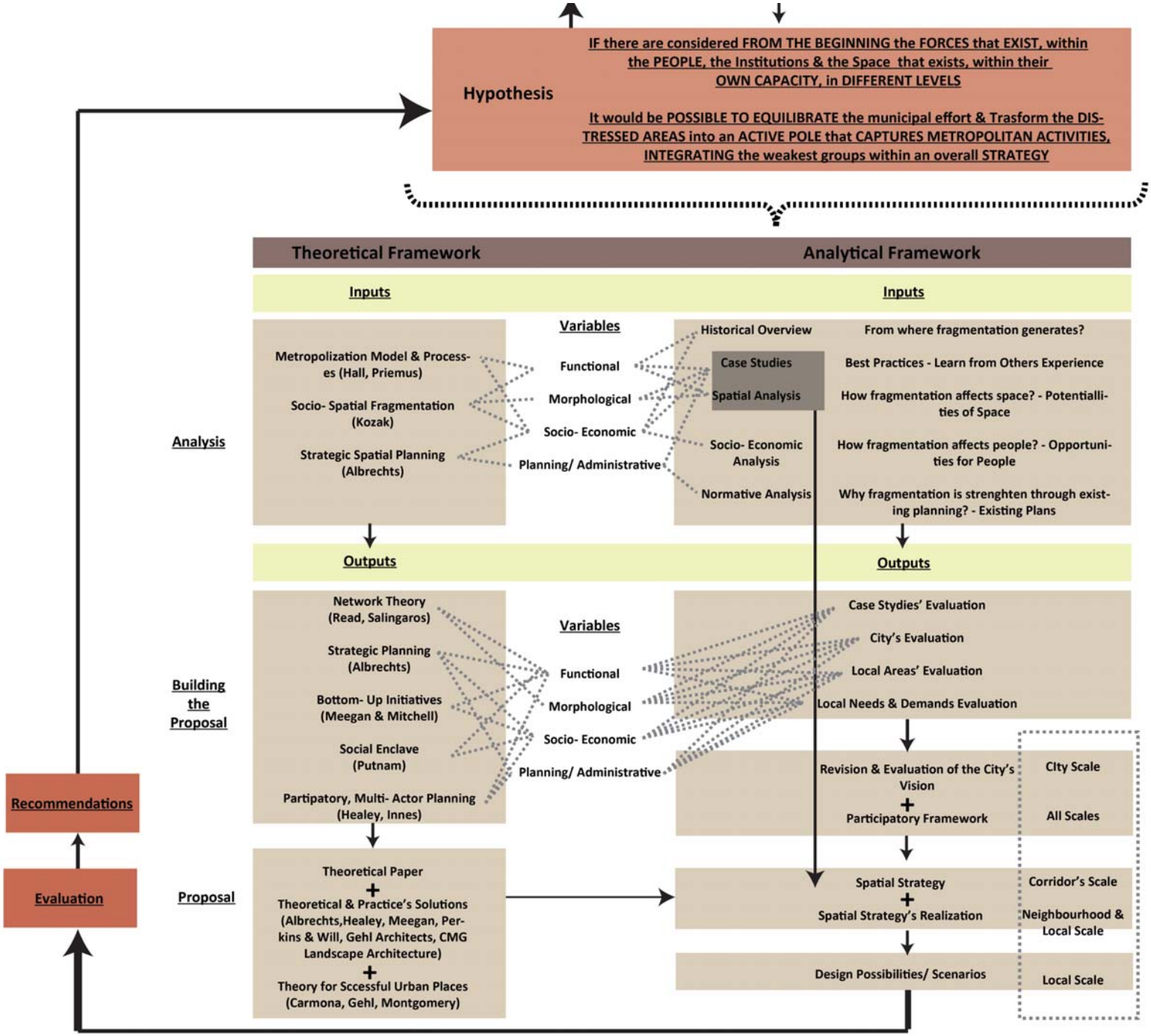


Diagram Title: Approach **Source: Made by Author**

8.1.4. Relation between the Project & the Wider Social Context

Societies tend to neglect the weakest, not privileged groups of people. Despite the various social policies that might be part of a country's policy, disadvantaged groups of people usually remain marginalized and most importantly not understood. Through history but especially in the current economic situation, they are the most vulnerable target groups that experience a different reality than the other inhabitants of a city. They usually live in not appropriate conditions, experiencing financial problems, not having access to all offered amenities, having bad or low quality of education and most importantly less chances for better education and job acquisition, experiencing marginalization and even social racism.

That is also the case of the people living in the multicultural zone of The Hague, which are segregated both in socio-spatial terms and through their exclusion planning and decision making processes. By not having a voice in the planning and decision making processes, are created the conditions for their socio-spatial segregation. The present project responds to the empowerment of the local forces and to the creation of the socio-spatial conditions for the integration of the local forces. Furthermore, people's empowerment benefits also the municipality of the city and consequently the state government, since local forces (both people and space) that used to act as drawback for the total and coherent city's development, now they can be turned into an important asset.

8.2.

Review of Content, Process & Actors

8.2. Process's & Outcomes' Evaluation

The second part of the evaluation process is consisted of a review on the context, the undertaken processes and the actors being part of or studied in the present graduation project.

The aforementioned review begins with the below diagram in which are summed up the key elements that were taken under consideration: the city's focus, the decision making process, the planning concerns and the role of The Hague in the metropolitan, municipal and local level. As illustrated those key elements are described according to the current/ existing conditions in the city and towards the ones proposed through the present project. In that way is provided a quick overview on the main elements and aspects that were studied, altered or evaluated through the present project.

Through the following diagrams is illustrated the total made effort, through the present project, to form a framework based on concrete actions that would be possible able to alter the contemporary planning and design concerns and procedures happening in The Hague. In that sense the current top-down processes based on regional interests or reflecting on the high-end people and ser-

Diagram Title: Key Reviews Aspects **Source: Made by Author**

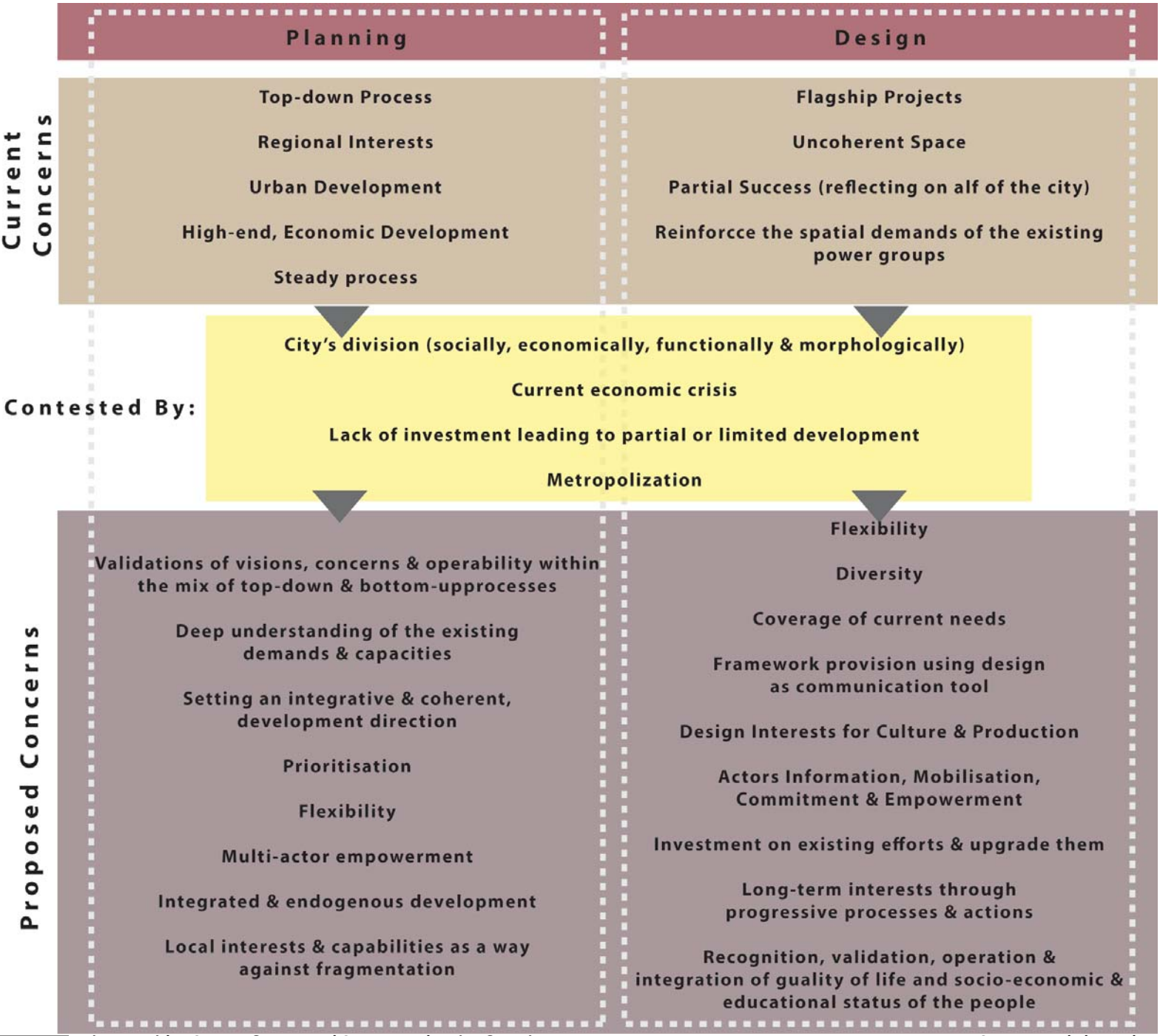


Diagram Title: Current & Proposed Concerns: Planning & Design Source: Made by Author

vices of the city, are spatially translated through acupunctural, flagship and incoherent projects and subsequently urban space, not being able to understand and respond to the whole city's reality. To make matters worse, adding to the city's division (social, economic, functional and morphological), the contemporary economic crisis, the limited development due to limited available investment and budget and the ongoing metropolization processes contest the conditions and circumstances forming The Hague.

On the other hand, the present project introduces the validation of the existing vision, concerns and operability within a mix of top-bottom and bottom-up processes, paying a significant effort on the understanding of the current demands and capacities, while offering integrative solutions and directions and introducing prioritisation processes, flexibility and multi-actor empowerment. All the above are attempted by trying to establish those conditions that could possibly facilitate a more endogenous model of development, instead of the existing one of international competitiveness. Design was used as an important allay in that attempt, by being the tool through which concrete proposals will be able to be illustrated and discussed among the various actors, offering

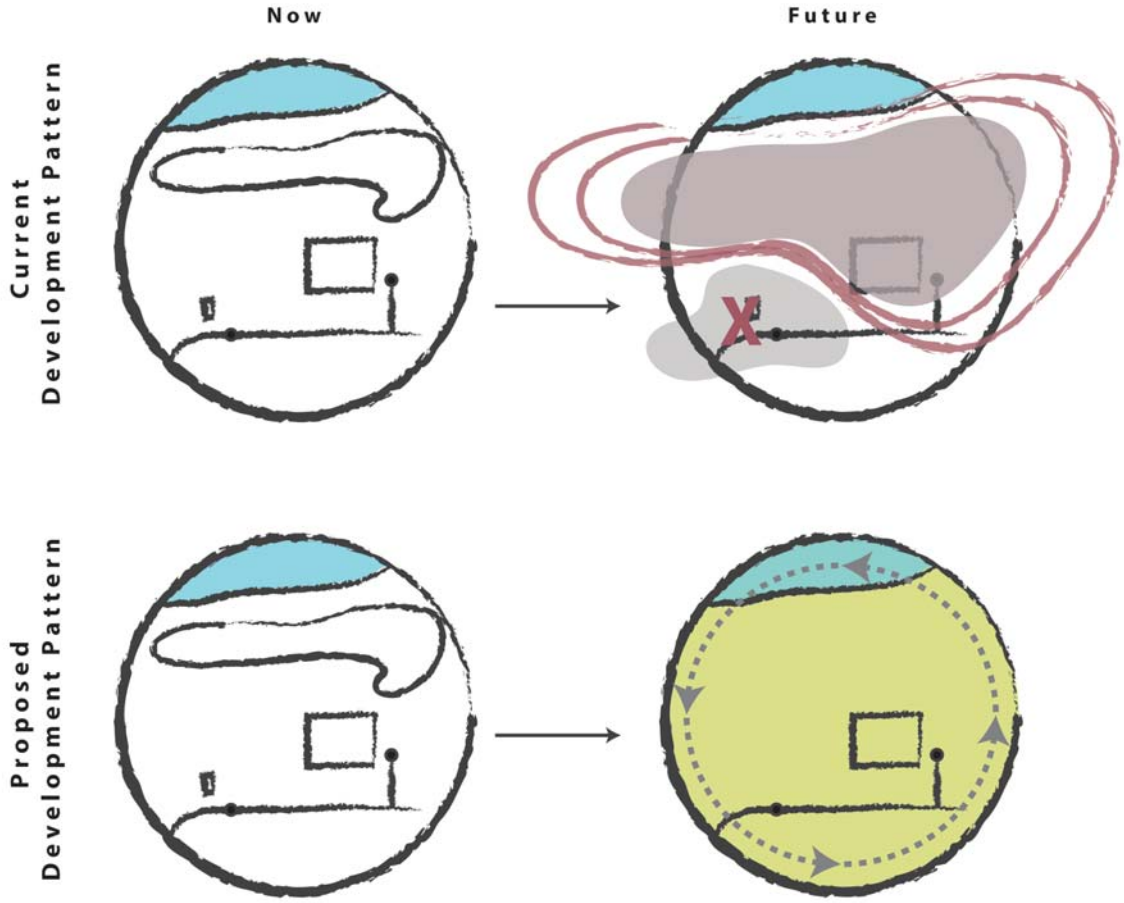
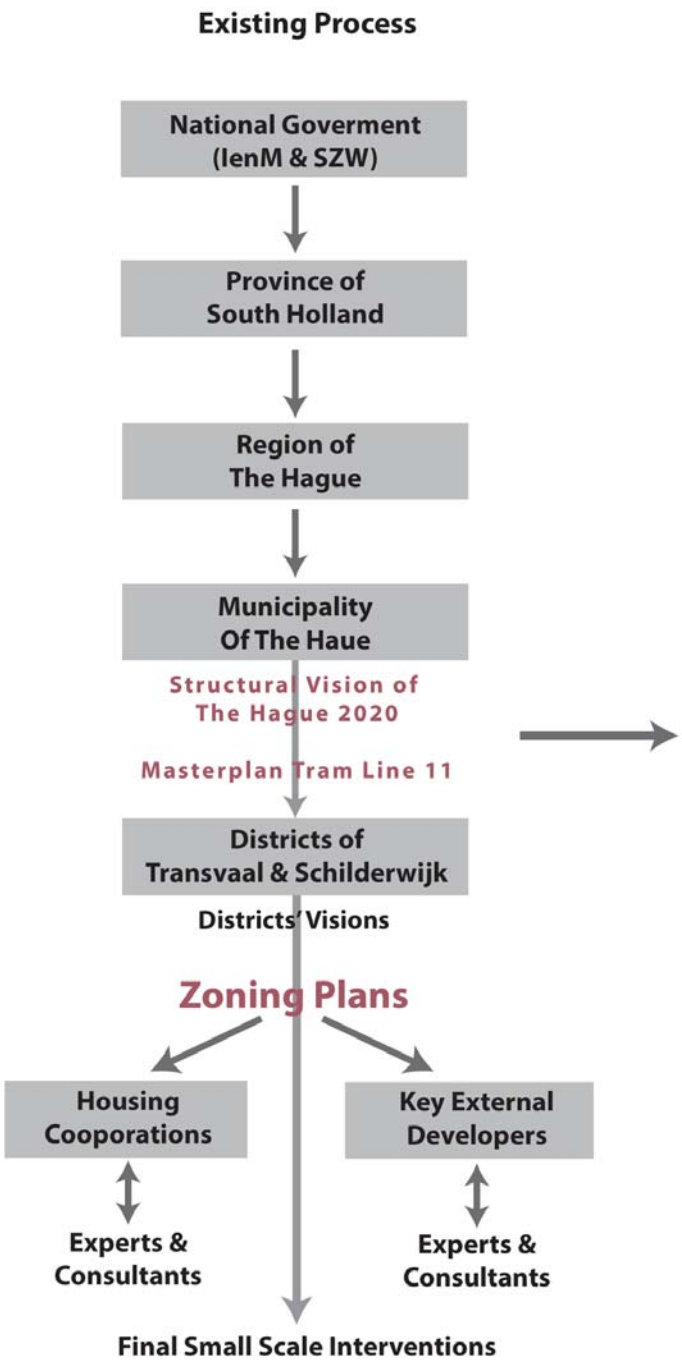


Diagram Title: Development Patterns **Source: Made by Author**

the requested (by the contemporary demands) flexibility and diversity. Subsequently, through such a process, the gained profit is multi-dimensional, reflecting on the offered quality of life and on the socio-economic and educational status of the people. Summing up what was already specified, the above diagram illustrates the current and proposed development patterns, underling their future development.

Another important issue that has to be evaluated is the proposed planning and participatory process, analysed in the additional chapter of the present project. Looking at the existing and the proposed planning and participatory process, in the following diagrams, it can easily be understood the added value that is offered. However, is this process, only for the examined case study and conditions?

Through the following diagram, it was attempted the simplification of the proposed process, underlining a series of nine steps that can be used and implemented, as generic recommendations in any other case study or model that wants to be more, inclusive, flexible and efficient.



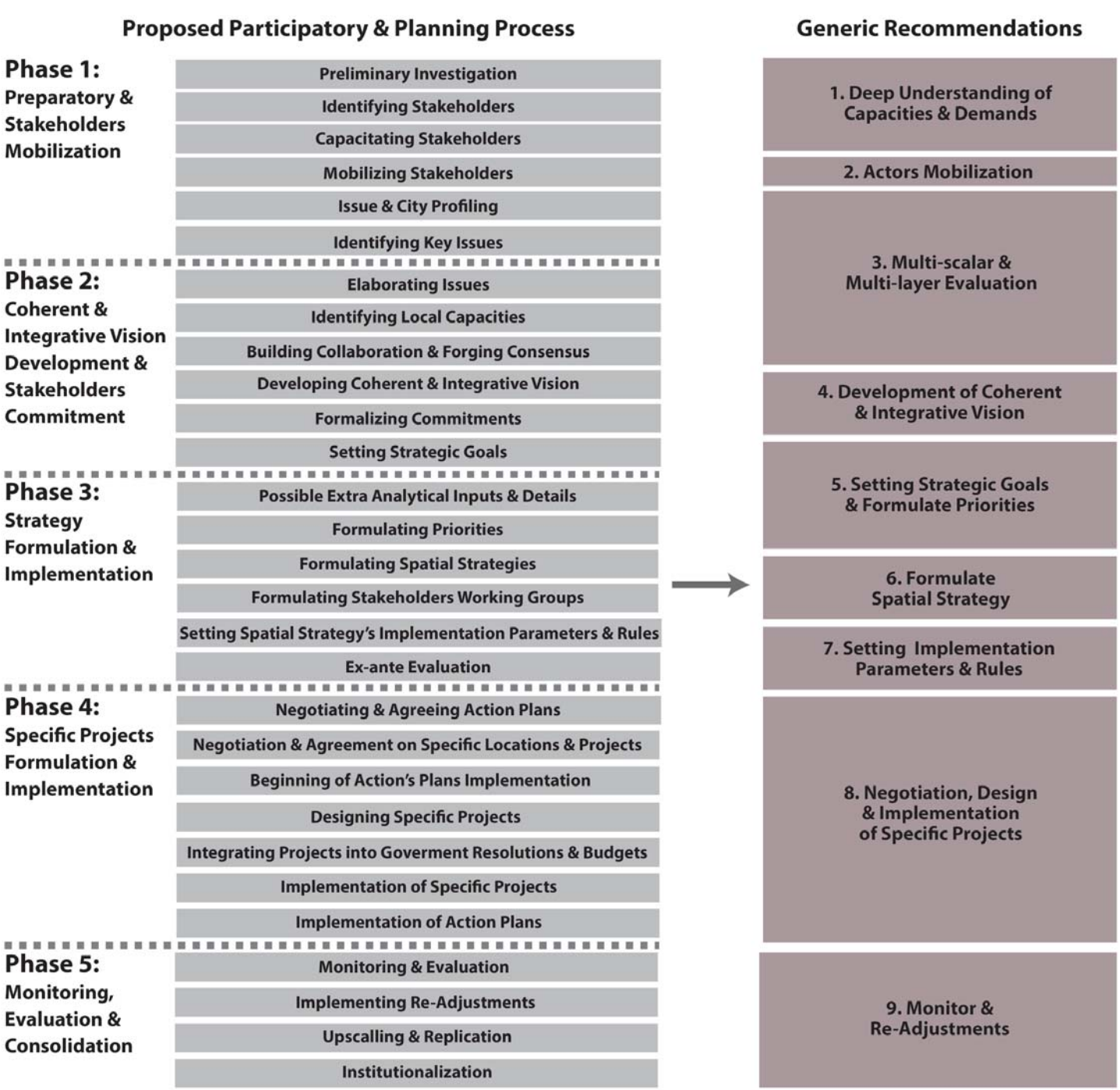


Diagram Title: Process & General Recommendations Towards It

Source: Made by Author

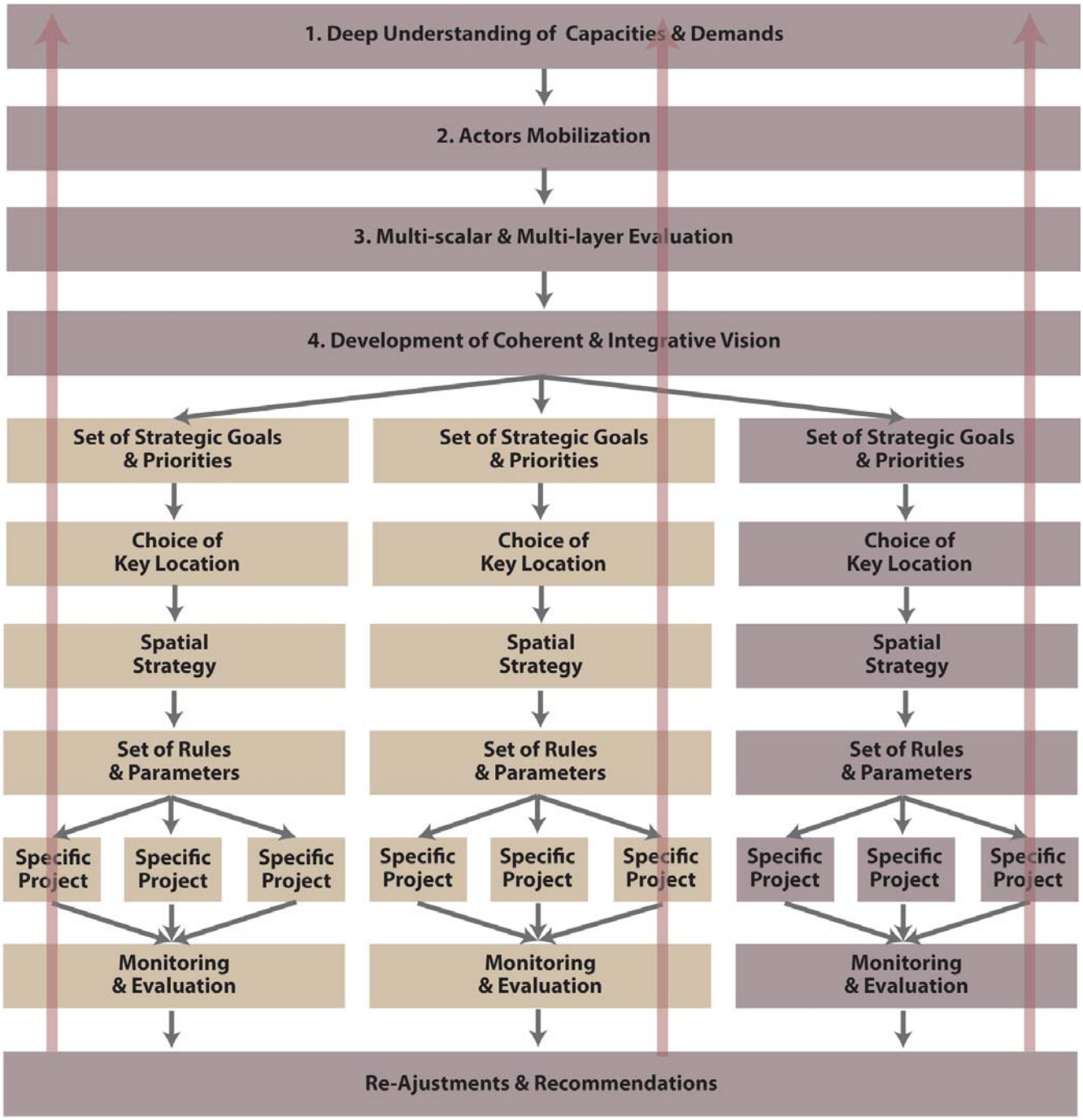
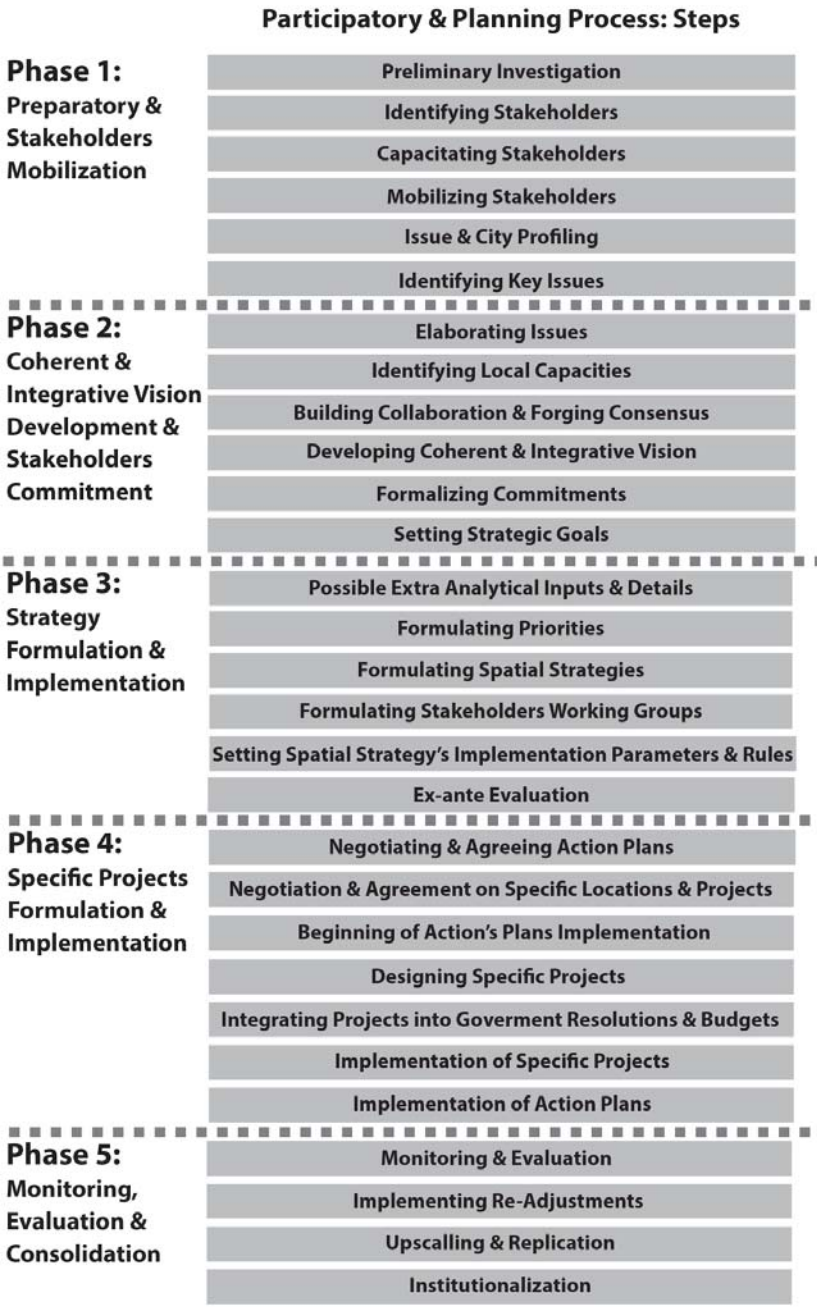


Diagram Title: Generic Form of the Planning & Participatory Process Source: Made by Author

Another aspect that should be clarified, before the end of the present graduation project, is the fact that the graduation project itself was used in order to test and verify the proposed participatory and planning process. However, due to multiple limitations and objectives, the present project focuses in every scale and in every level in different and specific both areas and themes. However, if the intention is to implement the proposed procedure in reality, its generic form should look like the following scheme. In following scheme the purple colour indicates the steps that happened in the present project, whereas both purple and brown colour indicate the steps that will happen in a real implementation situation. That means that after the development of the integrative vision, different sets of strategic goals have to be made according to the vision's aspirations, that will lead to different and multiple key locations (that they will facilitate the different spatial strategies). In the context of the graduation, it was chosen one key location (the corridor) that facilitated the spatial strategy focused on the multi-cultural part of the corridor, as one of the most vulnerable areas but with important potentialities.

The last but not least aspect that has to be mentioned is the importance of the phasing procedure and the readjustments that can happen through it. As explained in the proposed phasing, time frame and duration of the planning and participatory process, although it seems a linear procedure (due to the graphic representation), in reality it is gradual, continuous process, where each phase interacts with the other informing them and being informed by them. The key "tool" that does that is the processes of monitoring, evaluation and readjustment. Those, both in the detailed and generic version of the proposed process, exist almost during the whole time frame, indicating their importance. No matter how good the planner, the urbanist or the rest of the involved actors may be, unexpected things can happened, while the nature itself of the human and urban development is not a stable thing. In order, both the design and planning processes, be always updated, flexible and mostly efficient, they have to understand the happening changes, evaluate them and implement them in their context. Maybe, at the end, this is what constitutes the essence of flexibility itself. However, that proposed constant monitoring and adaptation is not an easy work. It has to be planned and carefully guided. Based on the process of transformation that was studied of the last twenty years in the context of the Hague, the following diagram, illustrates a possible timeframe on which re-adjustments should happen at the levels of the planning and participatory process.

Next to that the phasing procedure of the design, shows how the same issues and problematics taken into account in the planning process, have also to be implemented in the design process as well.



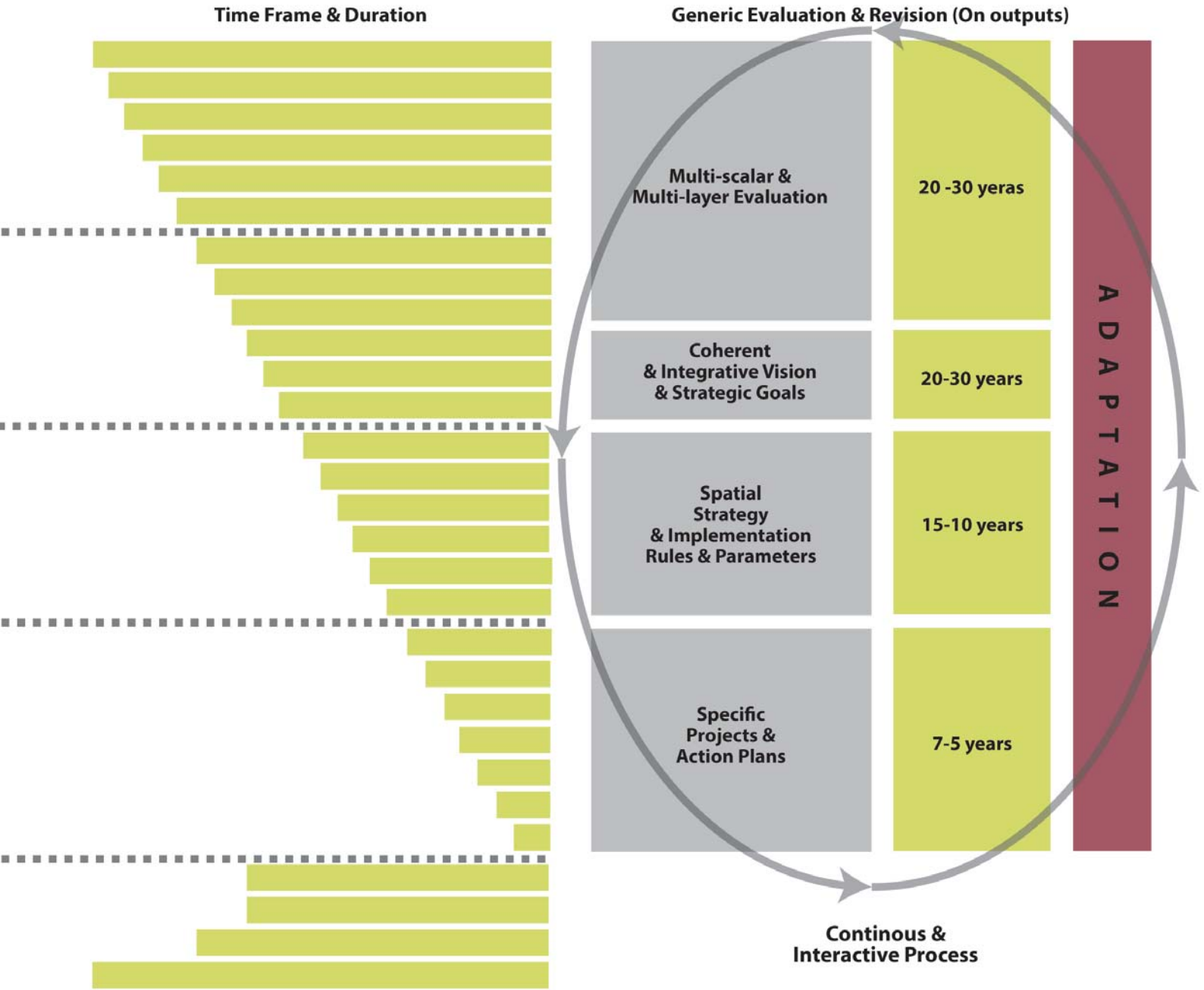


Diagram Title: Phasing Process on the Planning Procedure

Source: Made by Author

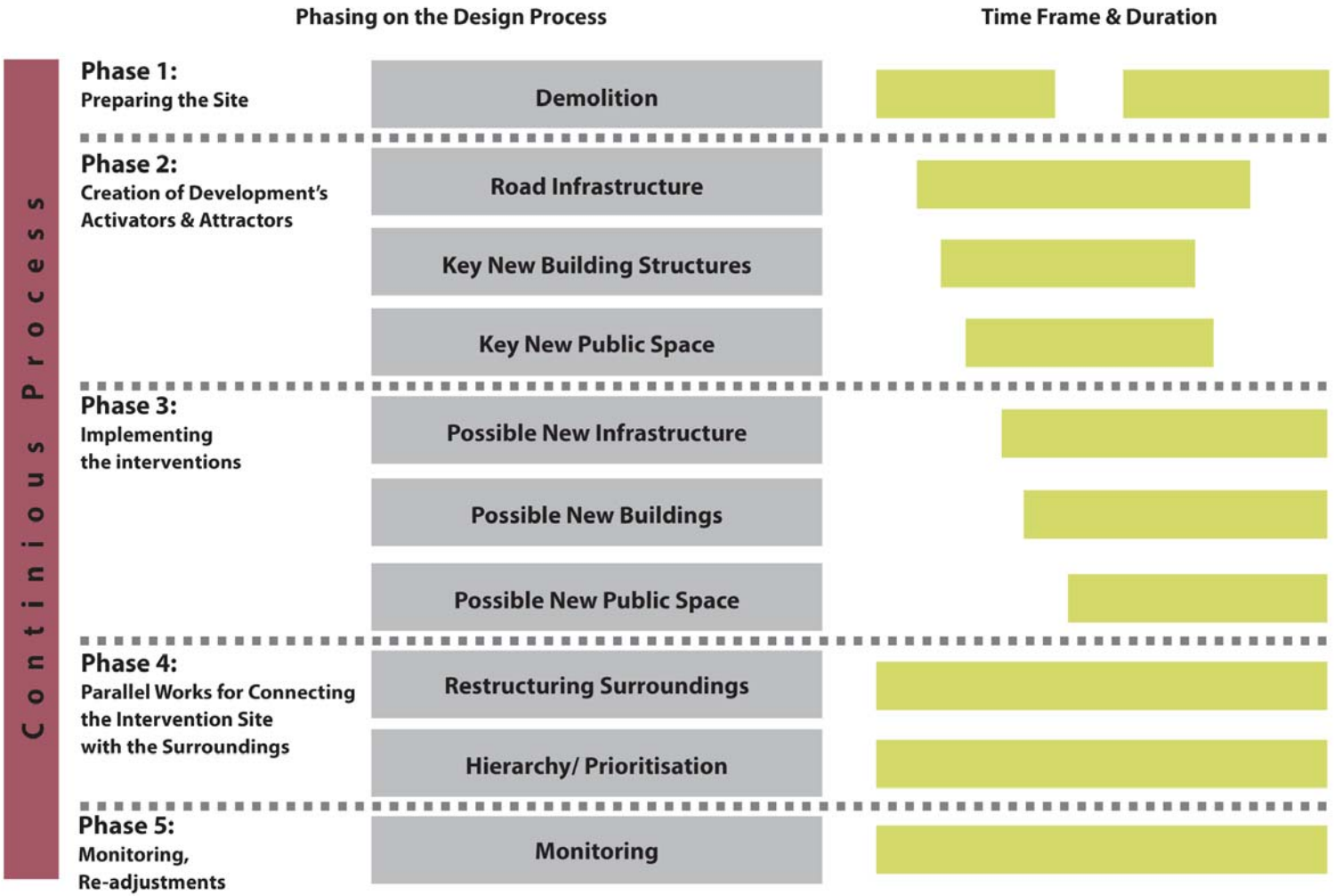
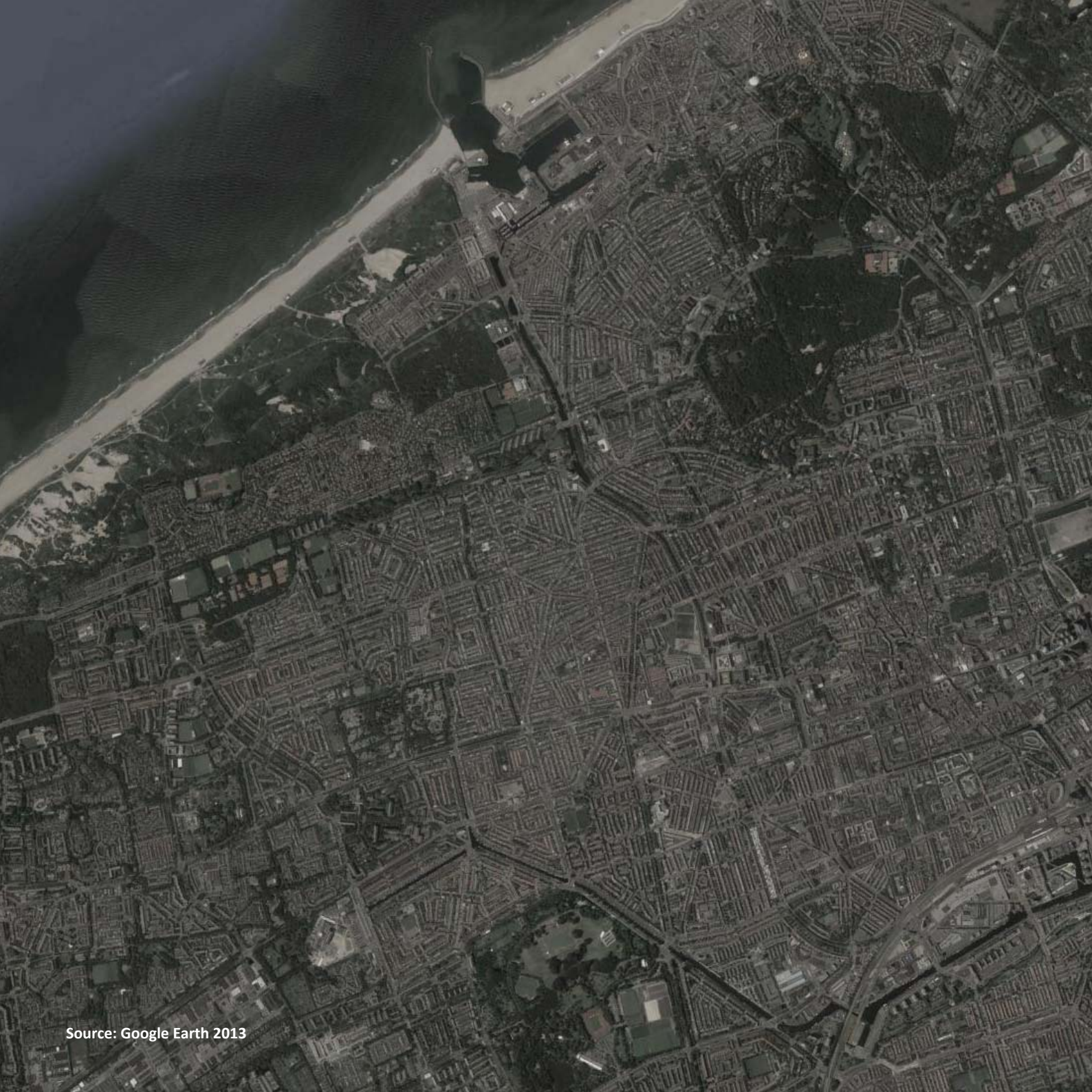


Diagram Title: Phasing Process on the Design Procedure

Source: Made by Author

Concluding, in a world that constantly changes, it is unreasonable to steak to old practices, either because they feel familiar or due to administrative and power related reasons. But most importantly it is unreasonable and everything else but sustainable and resilient, to give up on big proportions of the human capital and on their potentialities just because they do not feet the contemporary trend of internationality and high-end development, while instead there are ways to turn them into available cities' assets. Isn't that what is aimed worldwide after all?



Source: Google Earth 2013

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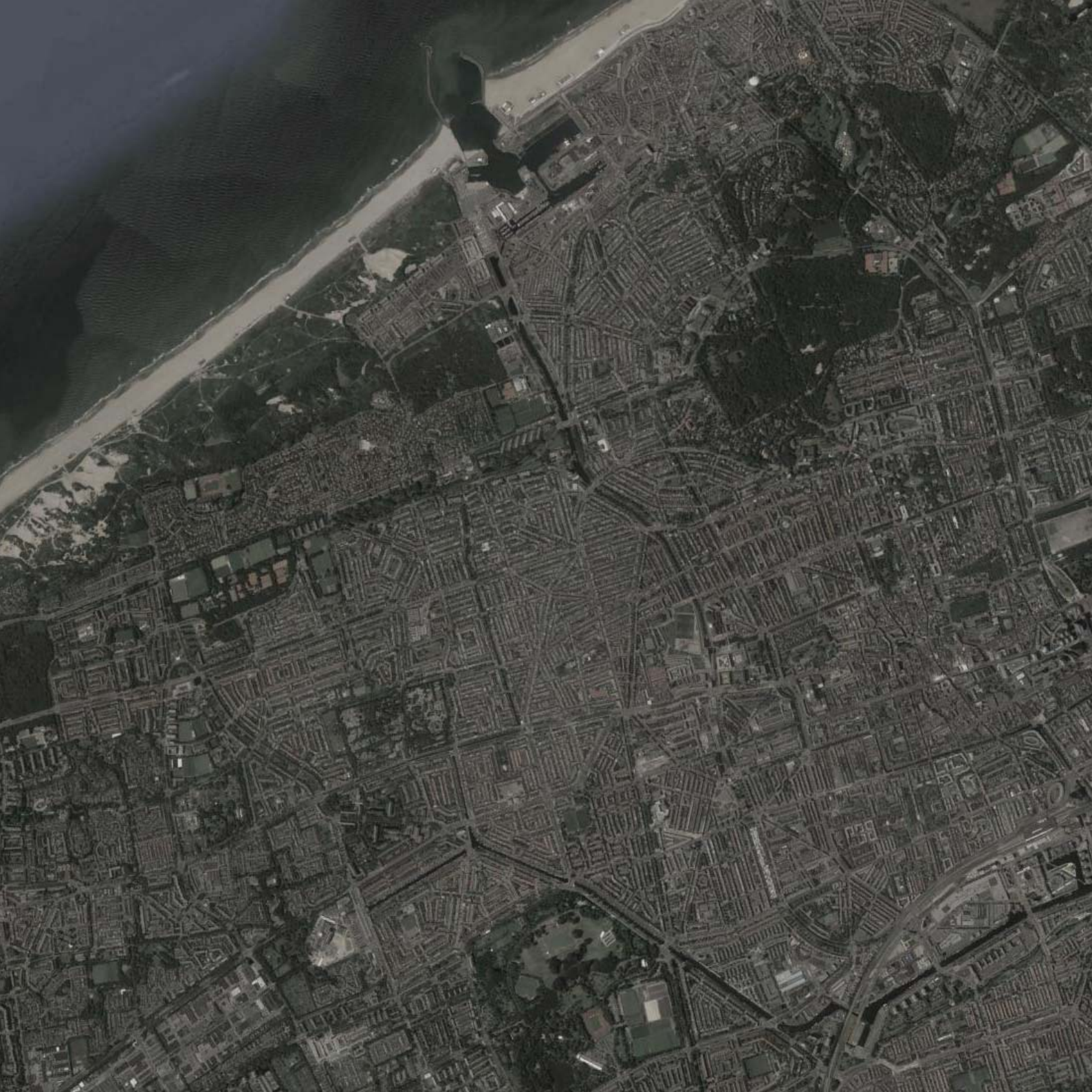

Colophon

P5 Graduation Report

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MSc Graduation Thesis
Title: Towards A Strategic Integration Of The Weakest Social Groups

Subtitle: AReview Of The Hague's Structural Vision Within A Strategic, Integrated, Regeneration Plan

Key Words: Strategic Planning, Participation, Socio- Spatial Integration, Market Street Life

Mentor Team:
First Mentor: Dr. D. A. Sepúlveda Carmona
Chair of Spatial Planning & Strategy
Second Mentor: Dr. Ir. Luisa M. Calabrese
Chair of Urban Design

Graduation Studio:
Complex Cities & Regions in Transformations

MSc Architecture, Urbanism & Building Sciences
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Date: 04 July 2014, Delft