

An interactive pole for Crooswijkers: Designing low- threshold participation and rebuilding trust



Strategic Product Design
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An interactive pole for Crooswijkers: Designing low-threshold participation and rebuilding trust

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Paragraph 0.1

Preface

Hi reader,

In front of you is my graduation thesis about a very special neighbourhood, one that I hold dear and one that has been very kind to me. I've been interested in social design for a while now, and formulating this project, in a place that I have personal connections to was a very exciting. Although it has been a difficult and complex project at times, I hope you will enjoy reading it and start to see the Crooswijkers the same way as I have gotten to know them better during this project, as people that have gone through a lot of hardships, as people that are warm and welcoming, as people that deserve better.

The project was done in collaboration with the municipality of Rotterdam, that was represented by Tamara, who I'd like to thank for all your input, positive attitude and patience, I really enjoyed working together and I wish you the best at your new job! Tim, Crooswijk's neighbourhood networker also played an important role, helping me set up a failed co-creation session that eventually inspired me to take a different route for the project, one that turned out to be much more interesting and fun, thank you for your help and your enthusiasm!

Last but not least I want to thank my coaches, Ingrid and Froukje for your endless support, critical eye, optimism and patience. Although they were difficult at times, I enjoyed our coach meetings and got a lot of lessons out of it, not only about designing but also about myself.

For now, I hope you enjoy reading this thesis and I hope it inspires you to become more involved in your local area, participation really matters!

Pim van Os

3-5-2022

Executive summary

Crooswijk is a neighbourhood in Rotterdam that has been dealing with some issues regarding trust in the municipality, and residents have not been participating as much anymore.

Participation in the context of this report stands for 'all of the involvement of one or multiple citizens in policymaking inflicted by a municipality'. This involvement can take many forms, from a simple poll to an idea from a citizen that gets picked up by the municipality.

For this project, the approach that was taken is agile project management, and the structuring of the project is done by the double diamond method, that has four main stages: Discover, Define, Develop and Deliver.

DISCOVER

The discover phase started with a chapter that explains the term participation, which was the most recurring term in the whole project. The term was explained, as well as why it is important, how it works and some examples of it. Then the initial assignment was decomposed to identify the underlying research questions that needed to be answered. These questions structured the discovering of the context part, in which the neighbourhood, municipality, team Crooswijk, the neighbourhood council and the neighbourhood hubs were researched. This led to some important insights regarding the participatory values that are important in the context, namely inclusivity, personality and transparency. Then a deeper

look into the participation possibilities was taken, discovering methods that are currently being used and will be used in the near future. The current participation system was visualized and a short analysis of participation tools elsewhere was conducted, leading to the following insights: Crooswijk misses a personal, low-threshold participation method. Lastly, the target group was researched through interviews and other qualitative methods. All the insights were analyzed and led to four personas, showcasing the different groups of people in Crooswijk when it comes to participation. The main outcome of this was that, again, Crooswijkers need transparency, low-threshold participation, some responsibilities and that there are a lot of potential and non-participants that need to be reached through this personalized way of participation.

DEFINE

From all the insights and outcomes gathered by analyzing the context, stakeholders and target group, a design brief could be formulated. The main challenge that the design should solve: Improve the low level of trust currently present in Crooswijk, and set the residents up for more participation activities and overall engagement. A design statement was formulated: Design a physical intervention for the residents and councilmembers that stimulates continuous input and feedback exchange and facilitates a low-threshold way of participation, in order to create a trustful bond and boost engagement. This design had to meet five main requirements: catering to non- or potential

participants, connecting on- and offline communities, the design should be a stepping stone for further participation processes, it should make the councilmembers visible and the design should facilitate low-threshold participation and continuous feedback.

DEVELOP

During the develop phase, the designing started, with all the research, insights and the design statement and requirements at hand, a concept was designed. The concept entailed seven interactive poles, each matched to one of the newly elected neighbourhood councilmembers. The poles would make these members visible in the neighbourhood, and let residents interact with it and give some low-threshold input, while also getting feedback on this input quickly. The concept aimed to build upon the strengths of the neighbourhood council, namely the personality of the people on it, and the recognizability that they possess, being neighbours of the other Crooswijkers. The concept was validated with residents and candidate councilmembers, leading to some important input for iterations. Besides this concept, an overarching strategy was developed that focused on using the poles as a stepping stone to slowly get Crooswijkers more involved and used to participation, and gradually nudging them over to the other participation contexts, namely Mijn Rotterdam and the neighbourhood hub. This strategy was also validated with members of team Crooswijk, leading to some input that was important for the deliver phase.

DELIVER

In the deliver phase, some iterations took place within the concept, strengthening it through even more personality, elaborate feedback possibilities and more. With the concept, come some implications for the strategy, of which the main thing is that the strategy should be consistent in the values that are provided by the concept, low-threshold, accessible, continuous communication and the highlighting of citizen accomplishments. After finalizing the concept, the proposed participation system and its implementation were visualized, with the main points of attention being the more centralized setup of the system, that heavily relies on the poles to inspire Crooswijkers to become more engaged, and fits their wants and needs much more. The implementation of this concept, the strategy and the system was visualized in a roadmap that shows three main horizons, one of them includes introducing the poles, the next horizon is about slowly introducing the residents to the other participation contexts, and the third and final horizon is when the poles become less important because its users have moved on to more elaborate and in-depth participation contexts.

CONCLUDING

The report is concluded with a design evaluation, it describes how the concept, strategy and participation system match the requirements set in the define phase. From the design evaluation it is concluded that the requirements have mostly been met, due to validation and insights gained from multiple sessions.

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01

intro

This chapter introduces the assignment for this project, the context in which it will take place and ends with the approach that will be taken.

Paragraph 1.1 Introduction

Crooswijk is a neighbourhood in Rotterdam that has been dealing with some problems over the years that are experienced differently by every 'Crooswijker'. These issues and the perceived lack of effort to solve them, have lead to a loss of trust in the municipality among a lot of Crooswijkers. This project aims to solve some of these problems and build back the trusting bond between the Crooswijkers and the municipality.

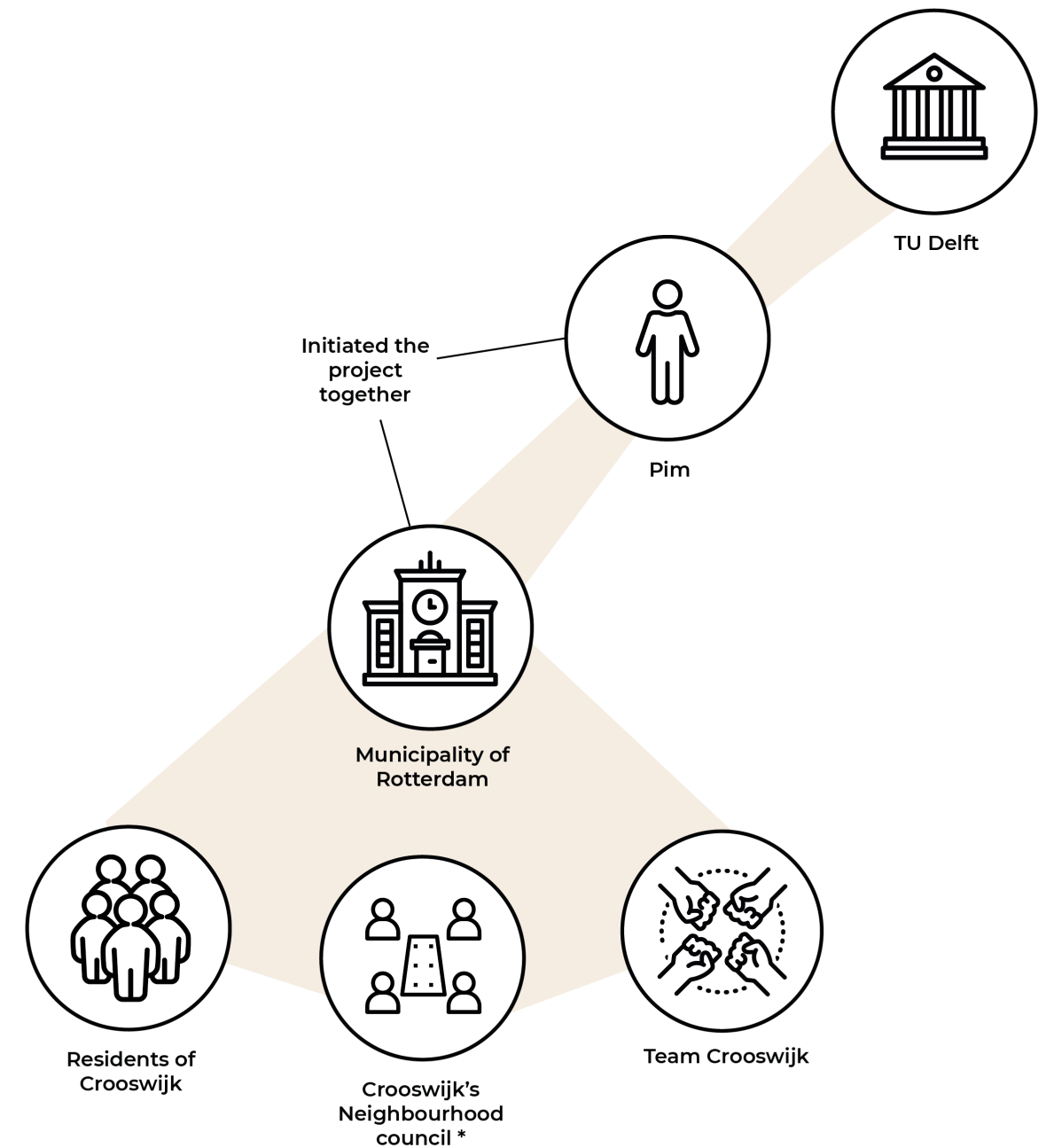
Initial project assignment

ImprovInG participation and engagement in Crooswijk is a complex task. Efforts to involve the residents more have not been that succesful, and there needs to be a boost in trust before participation can be fostered again. In order to take a participatory approach, the residents of Crooswijk will be interviewed, involved and consulted at multiple stages of the project. The purpose of this project is to find out how the trust of the Crooswijkers can be built back up, while making use of the current infrastructure that is present in Crooswijk, as well as the upcoming MijnRotterdam Platform. The following goal for the project was formulated:

Develop a strategy that builds back trust in Crooswijk, and increase participation and engagement among residents

Stakeholders of the project

During this graduation project, multiple stakeholders are involved. From the faculty of Industrial Design Engineering (IDE) at the TU Delft, Ingrid Mulder and Froukje Sleswijk-Visser are involved as coaches. From the municipality of Rotterdam, Tamara van der Hoek was involved as a coach from the client's side. Team Crooswijk, the civil servants that work on the ground in the neighbourhood, is involved. The residents of Crooswijk are involved at multiple stages of the project, and lastly members of the neighbourhood council of Crooswijk are involved. These stakeholders will be further analyzed later on.



* = indirectly involved

Paragraph 1.2

Context

Before diving into the research part, let's quickly introduce the context in which the project will take place, as well as the role that different stakeholders play in this context. These stakeholders will be further discovered and highlighted in chapters 2 and 3.



The Municipality of Rotterdam

The municipality is the governing body of the whole city. They are involved with all kinds of matters, both citywide and on neighbourhood-level. The municipality is led by the city council, headed by the mayor of Rotterdam. Their responsibility is to represent the city's residents, set boundaries with regards to what the 'Rotterdamers' want to see happening in the city. Lastly, they check the Municipal Executive Committee, consisting of the mayor and ten vice-mayors, who are responsible for the executive side of governing (Rotterdam.nl, 2022). Besides the council and the executive committee, there are multiple divisions of public officials (for the municipality) that are also on the executive side of policy and city governing. These are the people that are visible 'on the ground' in the neighbourhoods, the ones that talk to residents, help them with initiatives and other matters. Team Crooswijk is one of these groups of public servants, more about them later. The overall goals and tasks of the municipality when it comes to participation will be important to pinpoint when designing a concept and a strategy later on.



Team Crooswijk

The municipality has assigned a team of civil servants to each neighbourhood. The team consists of a neighbourhood manager, networkers, youth coaches and more. These people are tasked with solving problems in the neighbourhood, helping residents with things like finances and debt, youth care, employment and unemployment, housing and much more.

This team knows the neighbourhood through and through, they know its people, its problems and they constantly work on solutions. They organize participation activities and manage the participation center, a place where residents can come for help, unanswered questions and meeting other people.

The participation centre in Crooswijk is their homebase, and from it they organize various activities, participatory and non-participatory. This centre houses multiple neighbourhood initiatives and serves an important role within the neighbourhood, connecting people and inflicting positive change.



The neighbourhood council

During the recent municipal elections, a new way of neighbourhood democracy was introduced, the 'Wijk aan Zet' program, about which more can be read in paragraph 2.8, is meant to give more power and responsibilities to the neighbourhood. For each neighbourhood, a council is elected, consisting of seven members, that are also residents of Crooswijk. They will be representing the neighbourhood. The seven members of the council will be democratically elected and their main task is to gather all of the input that is coming out of the neighbourhood. This includes ideas, complaints, worries and all other feedback. They make sure that everyone can think along and voice their opinions and thoughts.

Together with the residents, neighbourhood organizations and the municipality, they make plans with all of this input. All of the plans that are created, will be combined in a 'neighbourhood agreement'. This agreement will be carried out by the municipality, among others. The council is also tasked with overseeing this process and checking the municipality on this, advising them about what's important.

Paragraph 1.3

Project Approach

This paragraph shows the approach that has been taken in this graduation project, it also shows how the whole process is structured and described in the report

Structure of this report

To structure the process, research outcomes, decisions and designs in this project, it was opted to follow the Double Diamond method (Design Council, 2007). Although the agile project management approach, for the readability of the report, this Double Diamond method is more suited. This method distinguishes four phases, **discover**, **define**, **develop** and **deliver**, each of the phases involve iterative loops where some exploration and testing/validating takes place.

The **discover** phase is all about understanding the context in which the project takes place. Here the context and its stakeholders will be analyzed, through desk-research. Then action-research will be done to get to know more about the target group, the Crooswijkers.

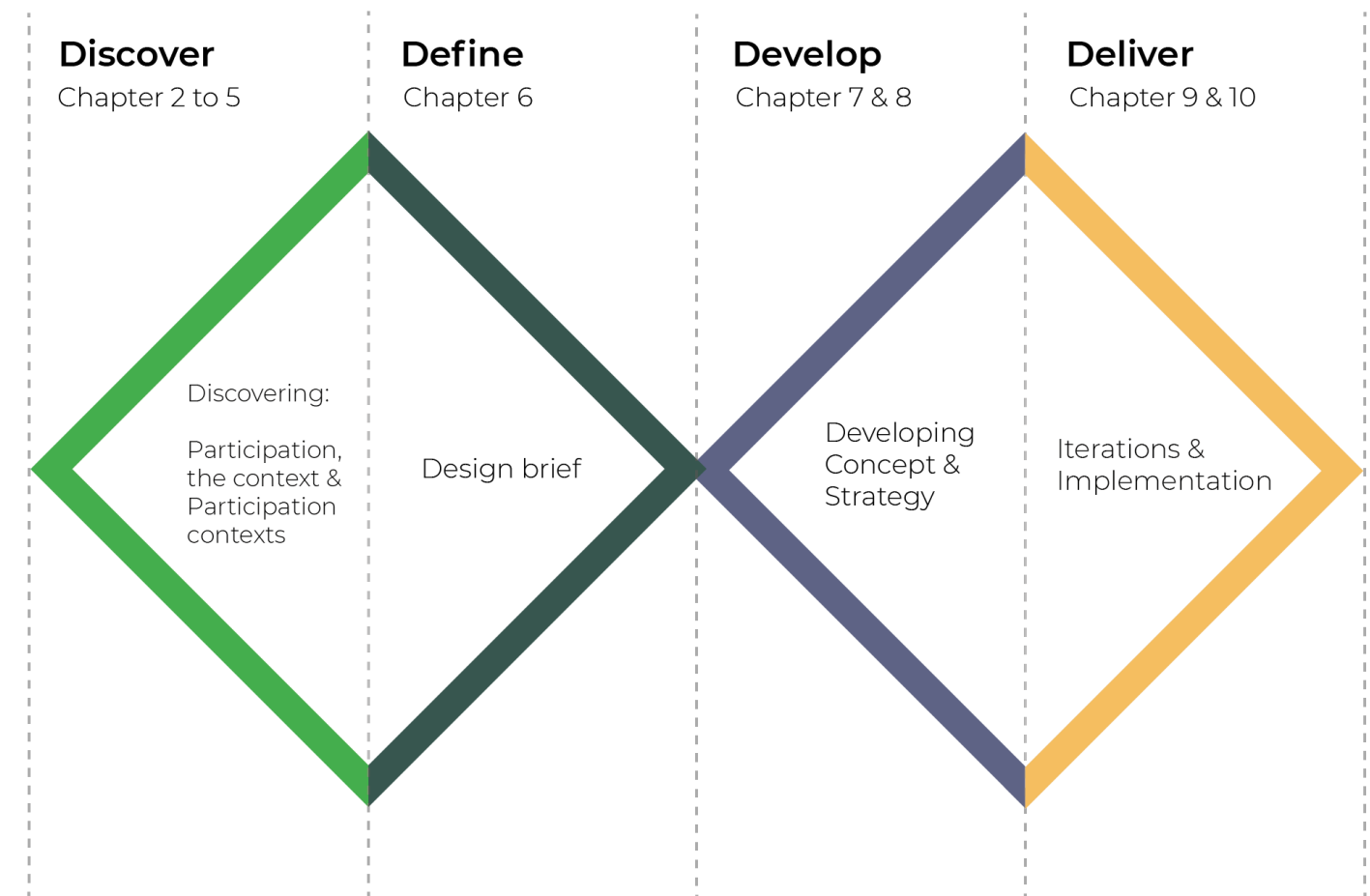
In the **define** phase the insights from the previous phase are converged into an elaborate design brief with a problem statement, design goals and requirements.

In the **develop** phase, the development of the concept and the strategy is described and shown, as well as some validation sessions and points for iteration that are derived from those.

Lastly, in the **deliver** phase, the final concept and strategy are described, showing what they entail. For the concept, some user scenarios are presented and for the strategy, the implementation is shown.

At the beginning of the project, the design of the MijnRotterdam digital participation platform was still under construction, so there were a lot of uncertainties with regards to in what exact direction this graduation project would go. Therefore it was opted to make use of an **agile project management** approach. Agile is a flexible and adaptive approach to project management and development that emphasizes relying heavily on user feedback and inputs to optimize the value of the solution you develop (ManagedAgile, 2013)

This approach is in line with some of the project goals that include involving residents and other stakeholders in the exploration phases and design processes. Next to being open to rapid changes, it has a participatory nature which is fitting to this project.



Paragraph 1.4

Main Insights

The project should cater to the different groups of residents present in Crooswijk | The participation strategy of the municipality should fit with the strategy that will come out of this project | Team Crooswijk plays an instrumental part in the process of winning back trust with residents, build on their strengths | The neighbourhood council seems like a step in the right direction, play off of this

02

participation

In this chapter, the term participation is explained. Since it is the most recurring topic throughout this graduation project, it is important to create a good understanding of it. What is it, why is it important, how does it work and what are some examples of participation?

Paragraph 2.1

What is participation?

In this chapter, the concept of participation is explained and elaborated on, in order to clarify its meaning for the recurrent appearance in this report

Citizens should be empowered with the tools to get involved and proactively influence policymaking and life in their city/village in general. Citizen participation is not just about policy; it is also deeply political. Substantial citizen engagement will be sustained over time only if citizens come to support the institutions and practices of participation—that is, if they grow into a constituency that will not just engage but also defend against efforts to reduce participation (Fung, 2015).

Why participation?

If policymakers and public servants are coming up with plans to improve certain areas of their city, village or neighbourhood, it is crucial to involve the people that live there. They have elaborate knowledge on what consequences these plans could have and the way the area functions. It is also important to involve people from an early stage, communities are often involved too late in urban planning debates, when development plans are already in place (Baker et. al., 2007). These communities give the policymakers new perspectives, new information and arguably most important of all: it gives them some ownership over the plans and projects, meaning that they will feel more responsibility in seeing that the plans and projects become successful. Besides this all, it also allows the residents to build skills in collaborating and establish more social relationship networks within the neighbourhood (Križnik et al., 2019).

The key word for this whole graduation project is ‘participation’. It is the ever returning topic that is at the core of all the research and design. In order to make this a clear and easy to follow report, it is important that we ask ourselves a couple of questions regarding this concept of participation, so that whenever the term is mentioned, the meaning is known.

What is participation?

In short, participation in the context of this report stands for ‘all of the involvement of one or multiple citizens in policymaking inflicted by a municipality’. This involvement can take many forms, from a simple poll to an idea from a citizen that gets picked up by the municipality. The different ways in which citizens participate will be highlighted in the next paragraph. Let’s dive deeper into the term ‘participation’. Besides it being a very useful way of getting input and feedback on plans that are local, regional or even national, it is also mandatory for governmental institutions to practice it (Gemeentepeiler, 2020).

How does it work within municipalities?

If a municipality is trying to get its residents to participate, it’s not always a success. Getting the residents motivated to join in can be a complicated process, especially since the concept of participation is relatively new and often not completely mastered. Let’s look at how this process within municipalities usually goes.

Initiation phase, problem and challenge

Before the public servants go looking for participation, there needs to be a problem that has to be addressed. It does not have to be a problem in the negative sense, but it can also be something positive that requires some thinking along. This phase is crucial, because the municipality has to determine what type of participation they require, what they expect from the residents and what they can realistically do with all the input.

The call for participation

After it is determined what level of participation is required and what is expected from the residents, it is time to decide on the target group and send out the invite. Sometimes the people you want input from will be only youngsters, or in other cases just elderly people. This all is important when you are trying to get people involved. Some people will be comfortable with digital participation, others prefer a good old-fashioned residents evening where they can talk face to face with policymakers. The invite should be fitted to the group you are trying to reach.

The participation phase

This is the most important phase, the residents fill in a poll, join a residents evening or cast their vote in a referendum. The amount of people that show up and participate is reliant on how well the previous two phases are carried out. If the preparation is done well, this can be a very fruitful phase with lots of great input. On top of that it can lead to fraternization between the municipality and its residents, since it gives them a feeling of being heard and appreciated.

The analysis, evaluation and execution

This phase is important because it requires the municipality to really think about what they will do with the input that is gathered. With a poll for example, they have to decide on whether the outcome will be decisive or not when it comes to making a final verdict. What will happen with the input, will you analyse it and use it as an important part within the execution of a project, or did you just organize the participation in order to give the residents a feeling of being heard and being involved?

The aftercare

It is crucial to give good feedback to the people that participated in order to secure a steady flow of participants. Let the people know what happens with their input and ask them to evaluate on how the process has been for them. It will stimulate them remain engaged and next time you need them they will be there for you.

What kinds of participation are there?

Let's look at some specific examples of citizen participation, so that a better understanding of the concept and its advantages can be established. As mentioned before, every form of citizen involvement when it comes to policymaking falls under the term 'participation', here are some common examples:

Polls

Entry level wise, polls are the easiest way of getting some participation going in your neighbourhood or city. It's a quick way to gather some thoughts about certain ideas, plans or policies that are being implemented. Besides being quick and easy, these polls have existed for a long time, and have often been very successful. Over time it has only gotten easier to reach citizens with them, with things now going as far as having a weekly or monthly poll appear in your inbox or the special 'Gemeentepeiler' app. These polls allow the citizens to think along, voice their opinions on topics that are relevant and important to them. The downsides of these polls are the fact it has become quite digital over the years, leaving behind some of the older residents that aren't as tech-savvy as younger people. Also, polls often just ask for a simple yes or no, with a small explanation of the answer, to get to a deeper level of feedback and input you would need other participation methods, because providing response forms, whether digital or analogue, does not give people a sufficient medium through which they can express themselves fully (Healey, 1996; Massey, 2005).

Neighbourhood initiatives

Not all of the participation is initiated from the side of the municipality, oftentimes initiatives also come from the citizens themselves. This usually happens when they see or experience something in their neighbourhood that they want to see differently (or want to preserve). These initiatives are seen as the ultimate form of participation, because they are oftentimes completely in the hands of the citizens, from beginning to end. They are the perfect reflection of what is happening in the neighbourhood and how its residents are feeling. The fact that the citizens keep organizing these initiatives shows that there is a constant energy within them to keep improving their living environment. Obviously it is also up to the municipality to facilitate and support initiatives when they are formed, in order to keep this 'optima forma' of participation going and enable the residents to take measures into their own hands. Examples of this type of participation could be a flea market, a street clean-up crew or a neighbourhood barbeque to improve social cohesion.

Debate/resident evenings

Some policies, laws, rules or decisions are more drastic than others, and require more in depth conversation and input about how to move forward with it. That is often when debate or resident evenings are organized. During these events, people that are effected by certain plans or ideas can voice their opinions, ideas and concerns. Usually the people that are behind the plan, such as alderman or project managers, are present and engage in a conversation (that sometimes ends up being more of a debate) with local residents and other stakeholders. During these meetings, the people have more freedom to voice their opinions and are not limited by a checkbox or textbox. After the municipality gathers all this input in the form of notes, it is up to them to do something with it, occasionally this is also done through a vote. Because there are more possibilities to elaborate on opinions, this form of participation is very popular, although they can also get very emotional and tense at times. Meetings like these can be about a lot of varying topics, such as the construction of a new school or a park, the lowering of the maximum-speed on a road, or the demolition of an apartment building.

Social participation

One very important form of participation is the social one. This entails the involvement of citizens in making their fellow citizens lives better. The people you come in contact with on a day to day basis are not the public servants that work for the municipality, it's your neighbours and other community members that live in the same area as you do. When people sacrifice their time and effort to help the people that are having a difficult time socializing, it is called social participation. A great example of this is when younger residents of a neighbourhood go on a walk with elderly people living in retirement homes, or when they go out to get groceries for them. These older people can be very lonely sometimes, and small gestures like this can really brighten up this last stage of their lives. Not only is it improving the lives of these people, you also create a community that is much more tightly-knit. For municipalities it is very important that this social cohesion is improved, and who better to do it than the citizens themselves, after all, the organizers of these kinds of initiatives are very close to the people they help, and they are trusted by them.

Paragraph 2.2 Main Insights

Substantial citizen engagement will be sustained over time only if citizens come to support the institutions and practices of participation | It is crucial to give good feedback to the people that participated in order to secure a steady flow of participants. | It is important to involve residents at an early stage of a participation traject, since they know the mechanics of the neighbourhood, and what possible consequences a plan/ project could have.

03

discovering the context

It is important to understand the context in which the project takes place. This chapter dives into that context and discovers multiple stakeholders, namely the municipality, team Crooswijk and the neighbourhood council. It also discovers two main context factors in the neighbourhood itself and the participation hubs that exist there.

Paragraph 3.1

Approach

The second chapter of this graduation project is centered around gaining an understanding of the context in which the project takes place. Decomposing the initial assignment, lead to the exposure of some underlying research questions. These need to be answered. All of the context elements apart from Crooswijk's residents are analyzed in this chapter. The chapter ends with input and newly arisen questions for further research.

Looking at the context and the project brief, there are four main questions that need to be answered regarding the municipality, team Crooswijk, the neighbourhood hubs and the newly installed neighbourhood council. The different parts of the neighbourhood itself are analyzed as well, leaving the more in-depth research regarding the residents for chapter five. Lets look at the four main research questions for this part of the discover phase:

Q: How can the project match the municipality's participation strategy?

Q: How can the project fit in Team Crooswijk's work?

Q: How can a design & strategy successfully coexist besides the hubs?

Q: How can the project help the neighbourhood council accomplish its goals?

To answer these questions, mostly desk research was conducted. To get to know more about team Crooswijk and the neighbourhood hub from which they will be working, a talk with one of the members took place.

Paragraph 3.2

The Neighbourhood

This paragraph delves into the history, the demographics, and the neighbourhood profiles of Crooswijk and its three sub-areas. this is important to get an understanding of the place that will be constantly mentioned in this report, and will serve as the

Now let's look at the neighbourhood that this project is about, Crooswijk. This is important to establish a good grasp of the different areas and their people and characteristics. Crooswijk is located in the centre-east part of Rotterdam, in-between the neighbourhood 'Oude Noorden' and 'Kralingen'.

History

The neighbourhood originated in the 19th century when the 'Rubroek' polder is reclaimed and the Kingdom of the Netherlands decides that it will be forbidden to bury the dead in places where people live, as well as in churches (which was later withdrawn). Because of this, the municipality of Rotterdam decides to build

a cemetery in Crooswijk, now known as the 'Algemene Begraafplaats'. A canal was dug in order to improve the water quality of the city, and along the canal, the Boezemsingel and Crooswijksesingel were built. These 'singels' were ideal places to build houses and make Crooswijk more attractive to live. This lead to Crooswijk becoming a neighborhood where big companies decided to settle down, such as the livestock market, the Heineken-brewery, a big slaughterhouse and a factory for pastry products, owned by Jamin (T. Geenen, 2009). These big companies moving in here lead to a huge surge in labour influx. These labourers came largely from the provinces of Brabant and Zeeland. They found shelter in the houses and streets that were being built around the big 'singels' and made Crooswijk into the workers-neighborhood as we know it, full of cheap and relatively low-quality houses (Gemeente Rotterdam, 2019).

At the start of the 20th century, Old-Crooswijk was full, and the people started to cultivate the parts of land that are now called New-Crooswijk. From both the old and the new part, few of the original parts remain, the new part has largely been demolished in order to build new housing and attract newcomers, and the old part has been thoroughly remodeled and renovated, places like the brewery and the pastry factory have all moved places and given way for houses to be built.



Demographics

The neighbourhood consists of three sub-areas: Old-Crooswijk, New-Crooswijk and Rubroek. Old-Crooswijk has around 8500 inhabitants, and largely consists of small households. In the old part, there is a mix of mainly older and younger people, as well as a relatively large group of people with Moroccan roots (Wijkprofiel Oud-Crooswijk, 2020). New-Crooswijk has around 3500 inhabitants and is quite divided between the younger, highly

educated people and a group of people of non-western descent (Wijkprofiel Nieuw-Crooswijk, 2020). Rubroek has a population of round 8400 people, and is mainly divided by two groups: younger, highly-educated people and a large group of older people that are less-educated. What is also notable about Rubroek is that it has a large amount of secluded elderly people (Wijkprofiel Rubroek, 2020).

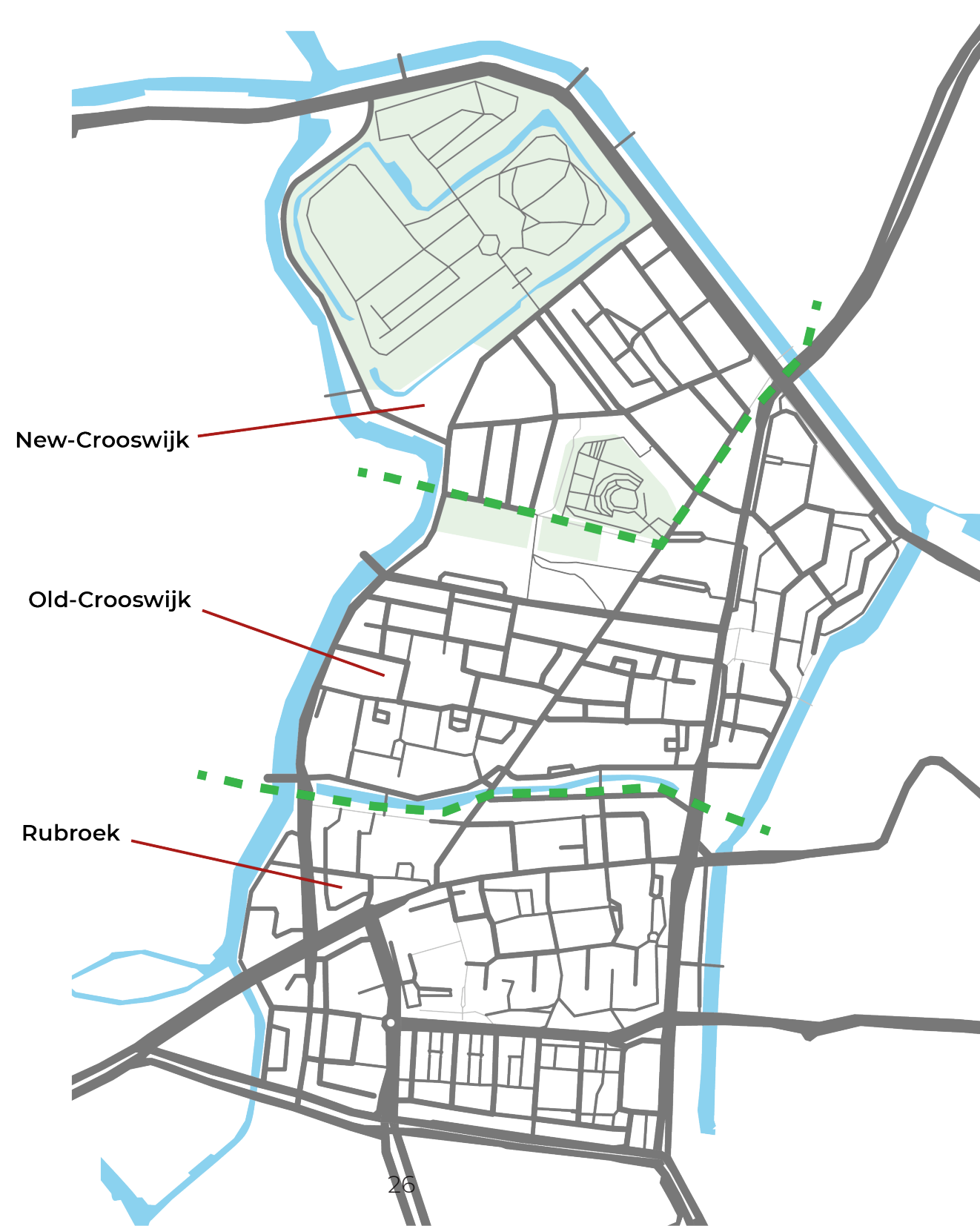
Neighbourhood profiles

In 2019, the municipality released the neighbourhood profiles, they call it a thermometer for the city, showing how the neighbourhoods of Rotterdam are doing socially, physically and safety-wise. For each index the neighbourhoods are scored, according to measurable facts and statistics, and the overall experience of Rotterdam's inhabitants. The voice of the people counts for 50%, the statistics and measurable facts for the other 50%. The goal of this project was to see where policies are needed and where new plans need to be made. Let's quickly go over the three profiles of the three sub-areas of Crooswijk to get a grasp of the situation in these parts, and a first glance at the experiences of the people that live there. This will give a good basic understanding of the different parts.

Old-Crooswijk

Objectively speaking, this area scores quite high on the safety and physical index, the social index is quite divided. When it comes to self-sustainability and participation, the score is lower, opposed to the unity and co-reliance scores. This shows that Old-Crooswijk is a place where people sometimes have a hard time getting by on their own, but collectively there is a spirit present where people help each other and look out for one another.

Subjectively, the people that live here score things much lower than the statistics and facts say. This shows that there is a discrepancy in how the municipality is scoring the neighbourhood-life and how the residents actually experience it. The residents score the social and physical index much lower, as well as things like nuisance and vandalism. Overall, the quality of life and the living-experience are scored quite low, showing that there needs to be some change in order to improve these people's lives (Wijkprofiel Oud-Crooswijk, 2020).



New-Crooswijk

Compared to the old part, New-Crooswijk scores very high on all fronts, especially the social and safety indexes. Looking at the facts and statistics, the safety index is really high, much higher than the city's average. The social index is also scored quite high, except for the unity/bonding part. An interesting discrepancy here is that the residents perceive participation to be lower and the unity/bonding higher, whereas the objective scores are the opposite. This could be due to there being a small group of people that participate

a lot, showing the municipality that there is a lot being done in this area. But if you then ask the majority of the neighbourhood, they will probably say that they don't participate a lot. Another notable thing is the fact that the residents score the facilities lower, this could be due to the fact that some parts of the neighbourhood are still quite new, and the facilities mostly being present in Old-Crooswijk. All in all, this shows that the newer part is much better off than the old part, both objectively and subjectively (Wijkprofiel Nieuw-Crooswijk, 2020).

Rubroek

Lastly, let's look at Rubroek's profile. Objectively speaking they're doing quite well in the safety index, the physical and social indexes are quite divided. The public space scores very low, whereas the public facilities and living facilities score quite high. In the social index, self-sustainability and co-reliance are pretty good, while the participation and unity/bonding are quite low. If we look at the subjective part, or the residents' experience,

it is quite average and positive overall. The only areas that the residents score lower are nuisance, participation and living facilities. The unity/bonding in the area is perceived very highly whereas the municipality scores it quite low, this might be due to it being difficult to measure this in facts or statistics. To conclude, participation is still quite low in this area, whereas most of the other areas score quite average compared to the rest of the city (Wijkprofiel Rubroek, 2020).



These profiles show us that there are quite some differences between the areas, and this is important for the project because each resident has a different perspective and experience on life in the neighbourhood. This means that the approach to getting them to participate more should be customized to their needs, some people might need more encouragement and reassurance than others.

Paragraph 3.3

The Municipality of Rotterdam

In this paragraph, we take a look at the municipality's view and role when it comes to participation, involving residents and improving neighbourhood life in general. This is important to map the goals, activities and responsibilities of this big stakeholder.

Q: How can the project match the municipality's participation strategy?

The city of Rotterdam is standing before some major challenges in the coming years. Together with the residents, entrepreneurs and institutions, the municipality wants to work on the city and try to match these challenges of the future. Without the input of residents, the projects and plans that are being worked on, will miss an important component. The thinking power and the power to do and execute are things that live within residents and crucial in tackling the big challenges of climate change, greening, housing and an aging population (Rotterdam.nl, 2021). Through various mediums, the municipality tries to reach these residents and give them a voice. There have been several citizen-initiated projects that already succeed in this, organizations like Opzoomeren and Citylab 010 work with residents on small and big projects, from citywide policy to more micro-oriented projects, like the creation of more facade gardens. Within the city, there are a lot of possibilities, and progress is being made (Rotterdam.nl, 2021). Unfortunately, not nearly enough people get involved through these initiatives and tools. Because of this, they are constantly trying to improve the ways in which they get residents to become more involved.

Participation Strategy

The municipality has a certain view on participation that translates to the way they govern the city. They want to involve the residents of Rotterdam in certain projects, plans and decision making processes. In a report from late-2020, 'Betrokken Stad', the municipality reflects on its participatory

approach of that year, and looks ahead to 2021 and how they will change and adapt their strategy to the future (Gemeente Rotterdam, 2021)

When it comes to executing this strategy, they mention six points:

1. Participation has to be fitted to the wants, needs and opportunities

The municipality is constantly trying to determine what the role of participation can be in each project they commence. Every specific situation calls for a different grade of participation.

2. Being involved in your own living environment

The people of Rotterdam want to be involved in their street and neighbourhood. The municipality should facilitate this together with local partners in the different neighbourhoods of Rotterdam.

3. Having clear expectations and good feedback

The municipality wants to be transparent to its residents when it comes to inviting them to participate. They keep people informed about what happens with their input, and try to manage the expectations so that there are no misunderstandings.

4. Relying on initiatives

Initiatives that are submitted by residents are appreciated and supported by the municipality, the initiative is the starting point. For local initiatives, the neighbourhood is the place where it starts and the area committees and boards play an important role in realizing and supporting them.

5. Becoming better and more inclusive

Everyone counts on the municipality, they want to remain critical of their own organization and continuously strive to invite a group of diverse residents to participate.

6. Participation is a craft

Organizing participation in Rotterdam is a craft, and that is why the municipality invest in the people that work for them, in order to unite the residents, foster participation and guide the initiatives. Participation to them is more than just inviting their residents to be involved, they like it when the roles are reversed, and they get invited to help along with local initiatives.

Outcomes

Q: How can the project match the municipality's participation strategy?

The design and strategy should have a couple main focus points: personal participation, feedback towards participants, low-threshold and inclusive participation.

Paragraph 3.4

Team Crooswijk

This paragraph discovers the neighbourhood team of Crooswijk, another important stakeholder that is responsible for a lot of work being done on the ground. It is needed to understand what drives this team, what the goals are, what exactly they are doing and what their responsibilities are when it comes to helping residents and giving them a voice.

Q: How can the project fit in Team Crooswijk's work?

Support and offer guidance to citizen initiatives set up by Crooswijkers, eventually helping them become more independent

By organizing events, and facilitating meetings between residents, they hope to bring the different groups in Crooswijk together

Help residents that are struggling overcome their problems and find good guidance by counselling, teaching and other methods

Rebuild some trust with Crooswijkers, and getting them to participate more by collecting their input, responding to it and helping where possible

Outcomes

Q: How can the project fit in Team Crooswijk's work?

If the design and strategy manage to rebuild some trust within Crooswijkers, they will be more inclined to search help from Team Crooswijk, participate in events organized by them and voice their input to them. The project should aim to set up residents for further participation activities organized by them.

Paragraph 3.5

Neighbourhood Hubs

Not a stakeholder, but more so an important part of the context in which the project takes place, this paragraph takes a look at the neighbourhood hubs. It will explain what they are, what the goal of these hubs is, and what will happen there in the future.

Q: How can a design & strategy successfully coexist besides the hubs?

Last year, the municipality introduced a new concept in Rotterdam, the Neighbourhood Hubs. Before this concept was introduced, every neighbourhood in Rotterdam already had centres and houses in which participatory activities and information provision was happening. With the new concept of the hubs, this becomes more coherent and centralized. The idea is that every neighbourhood in Rotterdam will have a hub soon. In these hubs, public servants and other professionals are present and available to talk to, without having to make appointments (Rotterdam.nl, 2021). These hubs are part of the a bigger strategy that aims to bring a new form of neighbourhood democracy to Rotterdam. As part of the Wijk Aan Zet plan, that will be highlighted in the next paragraph, the municipality aims to create places in the neighbourhoods that foster participation and encourage residents to get involved more. The hubs should become a center of liveliness, and the purpose is to mix some activities that are necessary (such as booths where residents can handle business) and give residents the opportunity to ask for help, speak to professionals and give input.

Goals/Activities

With these neighbourhood hubs, the municipality aims to achieve the following:

Create a physical extension of the municipality in each neighbourhood

Create a central point in the neighbourhood that serves multiple purposes and becomes lively and a trusted place to visit

Make the public servants that work for the municipality more visible in the neighbourhoods

Make the threshold to talk to public servants lower, by giving them a space in the neighbourhood where they are more easily accessible

Foster and facilitate participation, forming of citizen initiatives, resident meetings and other fruitful activities that unite, and build trust

In some neighbourhoods, the hubs are already in place, in other places the transition is ongoing. In Crooswijk, the neighbourhood centre is being transformed into a neighbourhood hub. This means that the place will become more accessible, versatile and hopefully more successful in the end. The centre needs to become more known within Crooswijk, and the achievements up to now have to become known to Crooswijkers. Trust will first have to be built back up before some residents will be enticed to visit the hub and participate, seek help or give input there.

Outcomes

Q: How can the design successfully coexist besides the neighbourhood hub?

The design and strategy should not try to replace existing participation contexts like the hubs, it should build back trust with residents and encourage them to take a look in these contexts. It should highlight the opportunities that lay there and make residents curious about them.

Paragraph 3.6

The Neighbourhood Council

This paragraph discovers the neighbourhood council, a new stakeholder around which the concept and strategy will (partly) be built. Besides discovering this new governing body in Rotterdam, the overarching plan called 'De wijk aan zet' will be explained, and the impact and implications of it will be highlighted.

Q: How can the project help the neighbourhood council accomplish its goals?

A lot of Rotterdammers don't feel involved in the development of their neighbourhoods anymore. This is why an initiative was started to reshape the neighbourhood democracy. This new democracy should give the residents more power and should allow them to co-decide in what the neighbourhood needs, where the money goes and which initiatives should be supported and realized. The goal is to have more attention for the locals and less bureaucratic processes and politics.

Although there are currently different boards and committees on which residents get to do their say, there is still a lot of frustration present. There is so much more room for improvement in this aspect, is one key lesson that the municipality learned. The current organisation cannot move along sufficient enough with the ideas from the residents and entrepreneurs. Through multiple digital conversations with Rotterdammers and experts a plan was formed on how to restructure the democracy. On top of this, the Erasmus University made an evaluation of the current model (Gemeente Rotterdam, 2021).

The Neighbourhood Council

The most impactful aspect of this new strategy adopted by the municipality is the installment of a new governing body, the neighbourhood council. This council is publicly elected by residents, and will have seven members, that all live in the neighbourhood they will be representing. This council will, together with the municipality, create a neighbourhood

accord, that contains a detailed strategy built upon input from the residents. They will try to uphold the municipality to the plans in the neighbourhood accord, while talking to as many residents as possible and retrieving valuable input from them. The goal is to offer a more personal and effective way of governing that inspires Crooswijkers to become more engaged and make them feel heard.

What impact will this new way of neighbourhood democracy have?

1. There will be extra budget to reward successful neighbourhood initiatives, as well as more say for Team Crooswijk when it comes to the distribution of extra resources. These resources are meant to support all kinds of local initiatives.

2. There will be more agreements between the municipality and the neighbourhood about giving more control and ownership to the residents.

3. Participation will be much more continuous and present in policy/plan development and execution.

4. The neighbourhood council and their team will be more approachable and visible.

5. The current system with the committee's and councils hinders participation in different ways, it is too complex and frustrating. The system will be abolished, leading to a more effective system that fosters participation.

6. Council members are elected by the residents, a form of participation in itself.

7. The council will become the main supervisor of all participation that takes place, and will make an agreement on how this all is organized and what the vision for the coming years is.

Outcomes

Q: How can the project help the neighbourhood council accomplish its goals?

The design and strategy should increase the reach of the members, make it easier for them to retrieve input, and make them more trusted overall.

Paragraph 3.7

Input for further research & design

This paragraph summarizes the most important points that will be crucial when further researching participation and the target group, it lists some questions that have arisen from this first body of information, and gives some guidance on how to approach the next topics.

Outcomes

For the context and stakeholders, it's important to:

Incorporate core values of inclusivity, personality, transparency.

Focus on low-threshold participation before actively referring and promoting both the neighbourhood team- and hub.

Make the council visible and facilitate more input collection.

Increase not only the residents' trust in public servants, but also in the participation contexts.

Design something that adds to the current participation system, and does not get in the way of progress that has been made.

After analyzing the first stakeholders and elements of the context, some outcomes are identified, and input in the form of newly arisen questions can be retrieved for further research on participation methods and the target group (the Crooswijkers), as well as the design brief and design research happening later on in the project.

Further questions

Further research needs to discover:

How can you get these core values across to residents?

What are the participation options and methods being used?

Why has trust declined and how can it be increased again?

What does the current participation system look like?

Paragraph 3.8

Main Insights

It is crucial to acknowledge and take into account the different groups of people in Crooswijk | The design should match some of the values that the municipality tries to follow in their participation strategy | Team Crooswijk is already doing a lot of important work, they should be supported in this by the strategy and design | The neighbourhood council seems like a fitting new model for Crooswijk, build upon this

04

discovering participation contexts

We've looked at the term participation and the context in which the project takes place. If we combine those two topics, we end up at the participation context. This chapter looks at participation in Crooswijk and abroad.

Paragraph 4.1 Approach

In this chapter, the current ways of participation for Crooswijkers are highlighted, after which the current participation system present in the neighbourhood is sketched out. A more in depth look at MijnRotterdam is taken, after which we look at the ways in which they organize digital participation in some other cities/areas by analyzing some existing digital citizen democracy and participation platforms. Lastly, the main insights and input for further research and design are listed.

In chapter 2, we took a look at what participation is, what it means, why it is important, how it works and some examples of participation were given. In this chapter, we dive a little deeper and see what this means for Crooswijk, as well as looking at some examples from other places. What are the possibilities, and what will they look like in the future?

This discovering is done by conducting desk research and gaining an understanding of the system through that. In order to discover the full participation system in Crooswijk, a talk with a participatory adviser of the municipality as well as a team Crooswijk member took place, this contributed to the knowledge of the ins and outs of the system in place.

Paragraph 4.2 Participation in Crooswijk

In this paragraph, the current methods of participation available to Crooswijkers are highlighted. Some positives and negatives about the method are mentioned, with regards to the success it has had with residents.

Participation has been going on for a while now, and there are all kinds of ways in which it is possible for citizens to join in and become more engaged. It is important to have a good grasp of the participation possibilities, both in Rotterdam and in other places, both in the now and in the future. This is important because it allows for comparison and learning from each other, as well as giving perspective and being able to anticipate.

Current participation methods in Crooswijk

First there are some lower-threshold methods that can be found in the digital and physical participation contexts:

Polls and questionnaires sent over e-mail, social media or in the post

Some projects for which some participation is required are available to be found online on the general website of Rotterdam or on Facebook. Here residents can fill in questionnaires, or vote in polls. These also come in the mail occasionally, allowing residents that are less technically gifted to participate too.

Gemeentepeiler app

The Gemeentepeiler is an app that residents can download, once they have installed it, they occasionally get a short opinion poll. Topics can be anything, from bicycle parking to their general living experience.

MijnRotterdam

The city's new participation platform has been launched in Crooswijk, among a few other neighbourhoods. The platform will be highlighted more in depth in the following

paragraph, because of its importance within the project.

Accessible, low-threshold and quick way of getting some input

Limited and lacking personality, also minimal options for feedback. Very much associated with municipality which could cause some hesitation

Then there are some possibilities to talk to boards/councils/panels or even join them:

Area Committee

The area committee of Kralingen and Crooswijk (the precursor to the neighbourhood council) used to hold frequent meetings, residents could occasionally call in to voice their thoughts or ideas.

Neighbourhood council

As mentioned in the previous chapter, the new council that has recently been elected, are available to talk to for any resident that wants to give input. It is their task to collect everything coming out of the neighbourhood and bundle this.

Citizen Panel

Residents can join the Citizen Panel, if they get onto this panel they will be in a position to advise the municipality on certain matters.

A lot of influence to be gained for residents, potential in the neighbourhood council because of the personality that is needed in Crooswijk

Requires more effort and time. A lot of bureaucracy involved that might scare people off

There are multiple physical spaces in the neighbourhood that facilitate participatory activities, organize them and help citizen initiatives as well:

Participatiecentrum

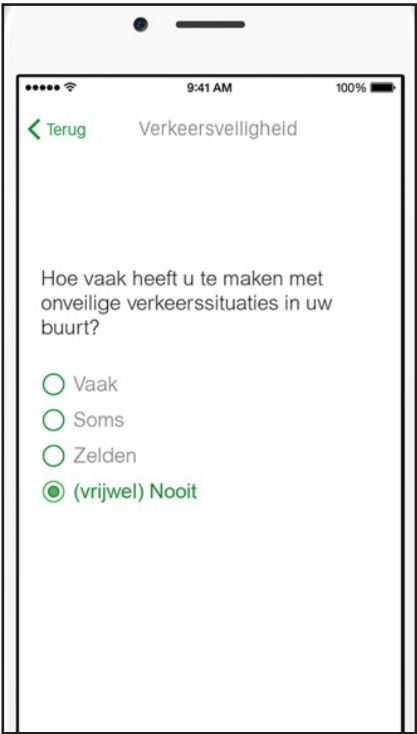
The physical participation centre regularly hosts participatory activities in their space. Besides this, there are people from Team Crooswijk that are there to answer questions and help out with citizen initiatives

De Branding

This is a so called 'Huis van de Wijk', a place where events are organized frequently, and all residents can walk in anytime. The difference between this place and the one above is that this one is partly ran by residents.

More personal, someone takes time to organize something for you and/or talk to you about your problems/ideas. Event-based participation can be more appealing for residents.

Requires some effort and takes a bit more time to get involved. These spaces are still unknown to some residents. Could use some more incentive to get residents to go there more often



Gemeentepeiler-App

Then there are organizations outside of Crooswijk that help with funding and organizing citizen initiatives (these are accessible for all residents of Rotterdam):

Citylab010

Citylab010 is an organization where residents can submit their own initiatives and receive funding, it's lo

Opzoomermee

Opzoomermee is a foundation that helps local initiatives with funding and other resources, they focus mainly on social and cleaning/ greening initiatives.

Great organizations that support citizen initiatives, open to help you out and talk about the possibilities that are there

Not that accessible, requires effort and time to make elaborate plans, also for budgeting etc. More suited to people that are experienced participants and with knowledge in this field.

Outcomes

Crooswijk misses a really low-treshold, yet personal way of participation and giving some quick input.

Current ways of participation are either personal or low-treshold, not both.

Each of the ways does not have a solid built in feedback system that ensures transparency.

Paragraph 4.3

MijnRotterdam

In this paragraph, the new MijnRotterdam digital participation platform is discovered. Since the scope of the project was shifted away from thoroughly designing some functionalities of it, this paragraph only briefly explains some of the core functionalities of the platform, what its goal is and it gives a quick impression of how it functions at the moment.

In the beginning of last year, the municipality started designing and building the city-wide digital participation platform: MijnRotterdam. The platform will become a digital neighbourhood-hub for all residents of the city and be the main digital space where they can participate in ongoing projects and submit their own ideas and initiatives too. Besides being a place where the residents can participate, it will also be a very important platform for the public servants, as this will be the space where they can find all the participation they need for their projects. Let's have a look at the way this platform will be set up, what sort of basic functionalities it will have and give a first impression.

Functionalities

Customization

Residents that log onto the platform can customize their landing page to decide on what they want to see, which neighbourhood they are live in and in which other neighbourhoods or themes they are interested. Although they can see what projects and initiatives are being organized in other areas, these projects will often only allow participation from residents that are actually based in that area. More widespread plans and projects that are important for residents from multiple neighbourhoods will allow for fitting participation..

Overview of all plans

Residents will be able to see all of the plans that are going on in the city and subsequent neighbourhoods, standalone projects but also projects that are part of bigger campaigns or strategies, each one with a different participation grade and possibilities to get involved.

Submit your own ideas

A prominent part of the platform will resolve around the residents of Rotterdam being able to submit their own ideas and initiatives. Seeing as this is the ultimate way of participation, it should be encouraged by making this aspect of the platform important and elaborate.

Providing information

Besides becoming a place where all kinds of digital participation takes place, it will also become an important factor in information provision for Rotterdam's inhabitants. For some projects digital participation is not enough, and then the users of the platform should be informed on how further physical participation will take place, for example when a creative session at the physical participation centre will be held.

Back-end for public servants

Besides the front-end of the platform, which serves for the residents of Rotterdam that want to participate, the back-end has a lot of possibilities for the public servants to start projects and really fit the needed participation grade to the projects. They can choose from a wide range of participation methods, such as polls or participatory budgeting.

First impression

The platform is set up with the right intentions. The question is, will this work as well for Crooswijkers as it will for people from Bergpolder for example? A neighbourhood where people are generally less tech-savvy and some residents are distrusting towards the municipality might require something more personal (recognizable) and more transparent. This platform should feel like a piece of each neighbourhood, emphasizing the city less and focusing more on local, personal participation. This will be more appealing for residents, especially in Crooswijk.

Outcomes

The municipality should be wary that the platform does not become more MijnRotterdam than MijnCrooswijk, it should remain personal and the emphasis should be on the residents, their initiatives and keeping them in the loop

Paragraph 4.4 Current participation system

In this paragraph, we create an overview of the participation system currently present in Crooswijk. It shows the different actors that work inside the system, and makes a clear distinction between the online- and offline participation context.

Activities are quite scattered

Both for the on- and offline context, activities are scattered. This means that for residents, it takes more effort to take place in activities and engage in different ways of participation. An improvement could be to centralize things more in this regard: Creating one platform for all the online participation activities, and a physical hub that facilitates all the offline participation activities.

Outcomes

The System needs more connection between communities, more emphasis on active participation and more centralized on- and offline hubs that facilitate multiple participation activities.

Now that the parts of Crooswijk's participation system have been discovered, we can visualize the system as a whole. This helps to see what different actors play a role, where this participation takes place (on- or offline context) and who is responsible for which tasks within the system.

There are three main actors in the system: the municipality, team Crooswijk and the other public servants and lastly the residents of Crooswijk.

The participation activities come in seven categories (in the rectangular boxes), and take place in online or offline contexts. The arrows show the different activities being undertaken by the actors.

What's important to note is that currently, the MijnRotterdam platform is not fully being used yet, they are still running some tests. The same goes for the neighbourhood council, who are currently orienting themselves in the job, and are following a training program.

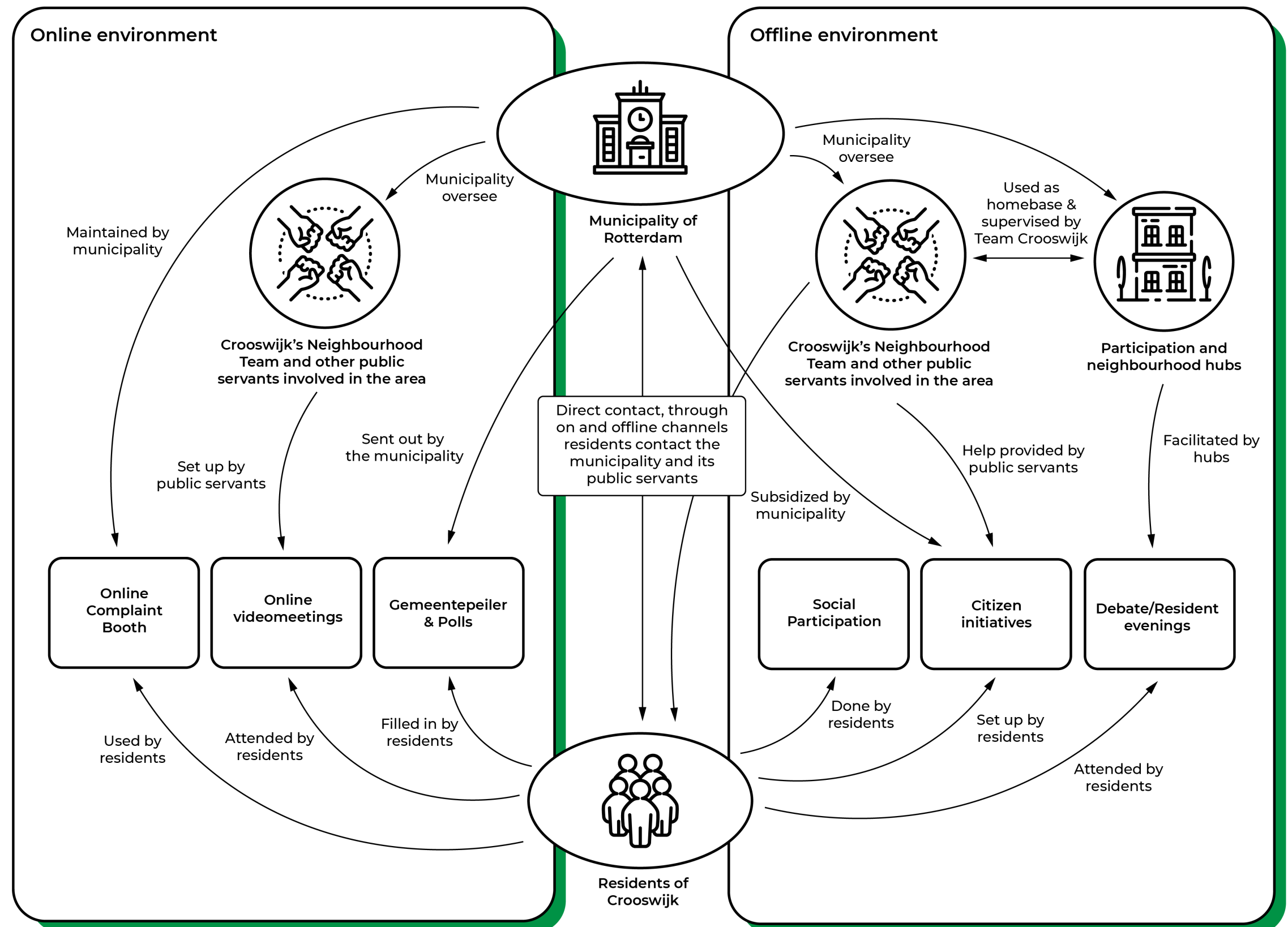
A couple things stand out:

Separated communities

Currently, the online and offline contexts are quite separate, there seems to be hardly any overlap between the two communities.

Emphasis on passive participation

During most activities, residents play a more passive role, everything is set up by the municipality and the public servants. Of course citizen initiatives are a thing, but it seems like there could and should be more emphasis on residents taking a more active role and taking matters into their own hands.



Paragraph 4.5

Digital Participation elsewhere

In order to gain some inspiration and knowledge on the working ways of digital participation in places other than Crooswijk, this paragraph highlights some examples from Middelland among others.

In other places, local governments have adopted participatory democracy platforms. In the following overview some of the main functionalities are highlighted, these can serve as inspiration the guidelines for MijnRotterdam that will be a part of the participation strategy

Mooi Mooier Middelland

An experiment for the area of Middelland in the form of a platform that has multiple workgroups focused on sub-areas of Middelland. On the platform, residents, entrepreneurs and the municipality work together to tackle the problems present in the neighbourhood (Mooi, Mooier, Middelland, 2017)

Functions

- There is a form on the website that allows you to propose an idea or initiative, the area committee will decide if you get funds to carry out the idea.
- There is a tab with vacancies for various functions within the neighbourhood and municipality
- There is a list with the various teams and a description of what they do, including some contact information.
- There is a form to apply to a certain workgroup
- There is a page to download documents about the neighbourhood, research papers



Workgroups for small parts of Middelland is a great idea

Great, inviting visual identity

Mainly focused on residents that are already engaged

No transparency is visible

The functionalities are limited

Decidim

Decidim is an open-source participatory democracy for cities and organizations. It is already being used by a bunch of large cities such as Barcelona, New York City, Helsinki, Mexico City among others (Decidim, 2015)

The platform allows for:

- Strategic planning
- Participatory Budgeting
- Initiatives and citizen consultation
- Participative processes
- Assemblies
- Networked Communication

Features

Spaces for participation:

Participatory Processes: to democratize common issues, step by step

Processes is a space that allows to create, activate/deactivate, and manage various participatory processes. These are distinguished from other spaces by being

structured in different phases within which all of the components can be incorporated. Examples of participatory processes are: an election process for members of a committee, participatory budgeting, a strategic planning process, the collaborative writing of a regulation or norm, the design of an urban space or the production of a public policy plan.

Assemblies: the power of collective self-organization

This is a space that offers the possibility of setting decision-making bodies or groups (councils, working groups, committees, etc.) that meet up periodically, detailing their composition, listing and geolocating their meetings, and allowing to take part in them (for instance: attending if the seating capacity and nature of the assembly so permits, adding items to the agenda, or commenting on the proposals and decisions taken by that body).

Consultation: the right to decide with all democratic guarantees

Consultations is a space that makes it possible to coordinate referendums, trigger discussions and debates, get voting results published; it can be connected to a secure e-voting system.

Initiatives: setting everyone's agenda, within everyone's reach

Initiatives is a space that allows participants to collaboratively create initiatives, define their trajectory and goals, gather endorsements, discuss, debate and disseminate initiatives and define meeting points where signatures can be collected from attendees or debates opened to other members of the organization.



Lots of possibilities and methods for participation

Ability to meet online through the platform

The platform seems clear and logically designed

It is not the most inviting platform, it looks formal

Citizenlab

"An e-democracy platform for stronger communities CitizenLab is a community engagement platform used by local governments & organizations to connect with residents, engage them in decision-making, and build trust through dialogue" (CitizenLab, 2015). There are three steps: Engage, Manage and Decide

Engage:

- Ideation
- Citizen Proposals
- Participatory Budgeting
- Mapping
- Online Workshops
- Polls
- Option analysis
- Survey
- Information

Manage

Process contributions easily and keep an overview of all your conversations.

A centralised dashboard helps you keep track of all your projects and manage content in real-time. Share messages with your team, moderate comments and respond to contributions to keep the conversation going.

Your platform, your rules

Moderate content in real-time and manage permissions through user groups

Interactive timelines

Clear timelines break down your projects into phases, helping admins and users keep a clear overview of the project

Easy follow-up

Get a clear overview of the input, either on a project or a topic level.

Decide

Get real-time, reliable insights into what your community needs.

Our automated dashboards and reports help you extract reliable insights for smarter decision-making. Learn from the community, make better decisions and increase support for your policies.

Uncover the main trends

The automated dashboards use Natural Language Processing to cluster similar ideas and extract keywords, summaries and location, allowing you to see what the community is talking about at a glance.

Identify hot topics in your community

Get a quick understanding of the main priorities of your community within a given project or topic thanks to an engagement score.



A bunch of options for customization

Lots of options for idea generation

Very visual layout

Great inviting visual style

End result is often decided by the initiator (government)

Outcomes

Stepping away from the traditional form language of the municipality and making it more personal to the neighbourhood could yield positive results in Crooswijk.

The digital hub should provide a wide array of participation methods and activities, fit for each plan or project stage and fit for each resident.

The platform should emphasize on ideas from residents, and empower them to come up with these ideas on the platform too.

Paragraph 4.6

Input for further research & design

In this chapter, the current participation system was discovered and analyzed, as well as digital participation tools from different places than Crooswijk. In this paragraph, the outcomes are summarized and translated to input for further research and design that will take place later on in the project.

Outcomes

When it comes to participation:

Crooswijk misses a really low-threshold, yet personal way of participation and giving some quick input, as well as a way to provide quick feedback on this input.

The participation communities need to become more connected to each other.

The municipality should be wary that the platform does not become more MijnRotterdam than MijnCrooswijk, it should remain personal and the emphasis should be on the residents, their initiatives and keeping them in the loop

The municipality should emphasize local, active participation and empower residents to come up with ideas on MijnRotterdam and in the offline participation contexts.

Paragraph 4.7

Main Insights

Participation methods in Crooswijk cater to people with participation experience, people that are less keen to participate miss something that is fitted to their wants and needs | Participation communities need to remain together, the forming of two singular islands is a threat | Crooswijk's participation system needs a couple centralized hubs that people know how to find and that are interesting to visit for them | The MijnRotterdam platform should emphasize on locality, personality, active participation and feedback

Further input

It is important to discover:

What types of participation do the Crooswijkers want, and what's most important for them?

Who participates, who doesn't, who does it digitally, who does it physically?

How can you portray Crooswijk in different participation contexts, what makes it personal and trustworthy for the residents?

What does active participation mean for Crooswijkers, how do they respond to more responsibilities and power?

05

discovering the target group

In this chapter, the qualitative research phase is initiated, where some in depth interviews were conducted and some guerilla research was done. The main insights are highlighted here, and they are shaped into four elaborate personas that show the different 'participants' in Crooswijk.

Paragraph 5.1

Approach

In this paragraph, the research approach for the discovering of the target group is explained. The methodology, categorization of insights and the purpose of the insights will also be highlighted.

In order to get to know more about who the people from Crooswijk are, what they stand for, what they experience on a day to day basis and everything else that might be of value to this project, multiple sources were consulted. First, sources such as news-articles, video's on the internet, and programmes on TV were analysed, after this, in-depth interviews were conducted with residents as well as public servants that are working on the ground in Crooswijk. Lastly a 'guerrilla' research tactic was used to gather another big batch of insights from residents of the neighbourhood, confirming some of the earlier insights but also providing some new insights.

In total, four in-depth interviews were conducted. The interviewees were three residents and one public servant that works

on the ground in Crooswijk (find the interview guides in the appendices). During the guerrilla research method, around 45 Crooswijkers were spoken to. During that session, free ice cream was given out to people if they could answer some questions about their neighbourhood. It was a scorching hot day so this worked quite well and lead to some more interesting insights.

A categorization of all the insights and quotes was done in order to create a structure in the findings. This structure will serve as a benchmark for the creation of persona's. The categories are the following:

- Problems
- Pride
- Habits
- Desires & Ideas

These categories will then translate into realistic and elaborate personas, that will give a good grasp of what types of people live in Crooswijk, what problems they experience, what they are proud of, how they behave and what they wish for when it comes to Crooswijk's future.

The structure will show the differences between the types of people, their feelings and lived experiences, and notably: the ways in which they are suitable and valuable for certain ways of participation.



Paragraph 5.2

Qualitative research insights

In this chapter, the insights from all the research done on Crooswijk and its people are highlighted and translated in to categories that show some characteristics of the people that live here.

Problems

Some Crooswijkers are concerned and frustrated with a lot of things, others are happier with the way things are going in the neighbourhood. Especially the older people are disappointed about, for example, the lack of transparency and promises being kept by the municipality. They feel like there's not a lot of accountability by the municipality for the things that have gone wrong over the years, things that they have tried to tell the municipality for a long time.

Gentrification & a divided neighbourhood

To get to the root of a lot of the frustrations among Crooswijkers, we have to look to the past. It has been a blue-collar neighbourhood since the very beginning, and because of it there has been a history of strikes and clashes with the government. On top of this history, Crooswijk has changed a lot over the more recent years, and this change is perceived very negatively, the real Crooswijkers used to be really proud of the neighbourhood and the people in it, this is no longer the case for some. It used to be a neighbourhood full of life, where everyone knew each other, and had empathy and respect for one another. This was mainly because they were all experiencing the same struggles, most of the people living there weren't highly-educated and didn't have a lot of money to spend. The living conditions were quite poor, but this created a sense of unity and lead to there really being a culture of solidarity, where people helped each other out constantly.

"I see a clear divide between new and old Crooswijk"

Mentioned by 11 Crooswijkers

"I feel like the richer and higher-educated people are favoured"

Mentioned by 6 Crooswijkers

"I have seen my friends and family get pushed out of Crooswijk"

Mentioned by 3 Crooswijkers

"If newcomers stick to their own communities they will never feel like real Crooswijkers, since they hardly participate in the whole neighborhood's social life"

Mentioned by 4 Crooswijkers

"The municipality constantly makes promises they cant keep"

Mentioned by 5 Crooswijkers

"Nobody takes accountability for what's happening here"

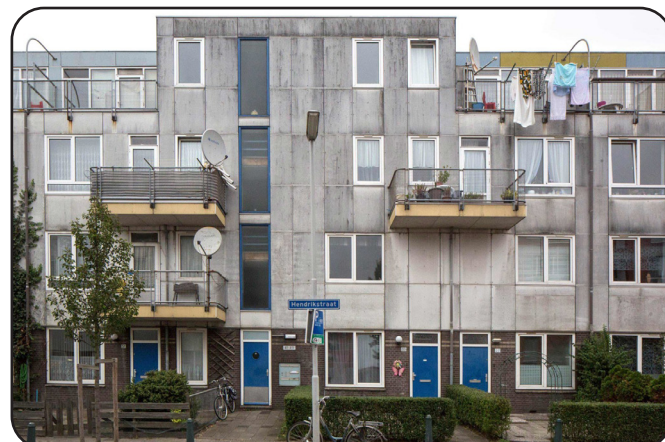
Mentioned by 4 Crooswijkers

Low literacy in Crooswijk leads to less structured and well thought out budgeting plans

Mentioned by 2 Crooswijkers

This largely faded when the process of gentrification kicked in in Crooswijk. As mentioned before, the living conditions were quite poor, houses were old and decayed. In 2015, the municipality identified Crooswijk as one of the neighbourhoods that had to be improved and made plans to improve the place. This all resulted in a lot of older Crooswijkers being pushed out, due to demolition of their houses, or due to renovations that resulted in rent prices doubling.

This all makes some of them feel like second-class citizens, in their opinion the highly-educated prosperous people are favoured by the municipality. One of the causes for this is that they think that these people have more in common with the public servants, making it more attractive to work together with this group of people rather than consulting the older, poorer and less-educated people in Crooswijk. As a result of this, they think that the municipality is okay with a lot of these real 'Crooswijkers' being pushed out due to the process of gentrification, something that the neighbourhood has been heavily subjected to in recent years. Something that both the newer and older residents agree on, is that the neighbourhood is too separated at the moment, although the former group seems more willing to 'close the gap' and interact more, this is logical as the older people envy them and see them as the ones that changed the neighbourhood for the worse.



Decay of the old parts

Whereas the newer part of Crooswijk looks clean and pristine, you only have to cross the Schuttersveld, arrive in old-Crooswijk and Rubroek to see the polar opposite. If you ask anyone in Crooswijk about the problems they encounter in the neighbourhood, they all mention the rampant waste problem present there, it is something that will be brought up again and again, and rightfully so. This too is a discrepancy that raises a lot of questions, how does it happen that one part of this area is completely in decay whereas the other part is the complete opposite. If you ask people in old-Crooswijk about it, they will tell you that it's all because the 'yuppies' are being favoured. Besides some parts of the neighbourhood being quite dirty, another problem is often pointed out by residents: The youth of Crooswijk hangs out in the parks all the time, causing a lot of nuisance, lighting fireworks all year long. This, for a lot of people, also makes the neighbourhood less attractive to live.

"Places that brought people together have been torn down"

Mentioned by 4 Crooswijkers

"I don't like the speeds at which the cars race through the neighborhood"

Mentioned by 7 Crooswijkers

"I used to be proud of what this place was, not anymore though."

Mentioned by 5 Crooswijkers

"Because of the bad state of the neighborhood, I don't feel proud of it, and thus don't feel the need to participate in any initiatives that try to change it"

Mentioned by 8 Crooswijkers

Loss of pride

The fact that the older part of Crooswijk is no longer cozy, clean and lively, leads to a loss of pride. People living there no longer feel the urge to do something to better their living environment. I once saw a women living across the street open her front door and throw out an ashtray filled to the brim with cigarette buds, and when she was confronted because of it, she was unaware this that this was unacceptable. This is a clear sign that some people don't feel responsible for the neighbourhood anymore. When asking one of them, the answer was along the lines of: why do I have to put in all the effort to make my street nicer, but when the people over there (in the new part) just have to ask once and the municipality will fix it for them. Obviously this is not a good mind-set to have, but unfortunately it is very present, and the results of it are clearly visible.

Loss of trust

A pattern of frustrations, problems and dissatisfaction has led to a loss of trust in the municipality, luckily this is not universal in the neighbourhood, but certainly a considerable part of the residents feel this way. People feel like there has not been enough transparency over the years, things have been promised to them, and they have been asked to think along about the future of the neighbourhood, without clear feedback about what's being done with their input. Sometimes this goes as far as not finishing a project without notifying the people involved. In order to restore this, they need to be updated on all the steps that are being taken and on how their input is used (or not used). The Crooswijkers would rather have you be honest with and tell them that the input will not be used, or that you can't promise them anything instead of keeping them in the dark and making promises you can't keep.

"The municipality has ripped out the heart of the neighborhood"

Mentioned by 2 Crooswijkers

"The municipality has completely messed up the neighborhood"

Mentioned by 4 Crooswijkers

Pride

Besides having a lot to complain about, there is still a bunch of pride left in the neighbourhood.

Identity and mentality

Crooswijkers are above all proud of being a part of the neighbourhood, some of them are proud of what it used to be, others are proud of what it is today. They are proud of their neighbours and the ways in which they interact with others, always honest and prepared to help their fellow residents, always willing to have a conversation with you.

Organising and entertaining

Crooswijkers are proud of the initiatives that have existed since forever and brought joy to the people living here, such as the playground-association. Crooswijkers are proud of the events that are organized frequently to entertain everyone and bring people together, these events are so important to them that even the Crooswijkers that have moved away return to attend them.

"Most off all, I'm proud to be a real Crooswijker."

Mentioned by 12 Crooswijkers

"I'm proud of my neighbours and how they interact with each other"

Mentioned by 10 Crooswijkers

A green neighbourhood

The neighbourhood has quite some green areas that are very beloved by the residents, such as het Schuttersveld and the various 'singels'. Crooswijkers are really proud of these parts and want to preserve and expand them as much as possible, they don't want Crooswijk to become like some other areas in Rotterdam that have completely transformed into concrete jungles.

"I'm proud of the fact that Crooswijk is still a relatively green neighbourhood"

Mentioned by 7 Crooswijkers

Habits

Crooswijkers can be hard to connect with, they are generally people that stick to their own, and in this case that's the other Crooswijkers. For outsiders this sometimes comes off a bit intimidating, especially since a certain image is created through media and TV. In reality, if you break through the tough outside layer and once they open up to you, these people are really welcoming, friendly and warm.

Acknowledgement

In Crooswijk it is very normal to greet everyone on the street, something you don't experience in most other neighbourhoods. 'Sharing is caring' is something that Crooswijkers live by and if you move there, it won't be long until you notice this. If you acknowledge them, there immediately will be a connection, and they will be very likely to stick up for you or help you when you need them, this is something that people that live in Crooswijk keep reiterating.

Isolated communities

Before and during the corona pandemic, more and more communal spaces have closed down. Not only spaces like bars and cafés have gone, but also neighbourhood-houses where in the past Crooswijkers would regularly meet each other. This, unfortunately, has led to a lot of older Crooswijkers meeting each other more behind closed doors and becoming more closed off from the neighbourhood's social life.

"Crooswijkers will always be completely honest with you"

Mentioned by 10 Crooswijkers

"In Crooswijk, people appreciate it dearly if you acknowledge them, even a small gesture as saying hi will do"

Mentioned by 4 Crooswijkers

"Older Crooswijkers hardly go out anymore, there is nothing left out there so they'd rather meet indoors"

Mentioned by 3 Crooswijkers

Sticking to your own

One habit that is not really beneficial to the neighbourhood, is that the different groups of people that inhabit the area, tend to stick to themselves and not really venture too much into other groups or cultures. The highly-educated, prosperous people largely live in their own part of Crooswijk, and the more original Crooswijkers also have their own part, they live more mixed with the people that have an immigration background. What makes it worse in some way, is that the Schuttersveld almost functions like a physical barrier that separates the groups. This lack of mixing is largely due to preconceptions and assumptions about the other groups and their culture that stand in the way of progress and unity in Crooswijk. There are some initiatives present that try to show that these preconceptions are often not based on the truth and through events they try to bridge this gap.

"Newcomers tend to stick with their own 'kind' of people, creating closed off little communities"

Mentioned by 8 Crooswijkers

Desires & Ideas

Although a lot of people living in Crooswijk like to complain about what's going wrong, there is also a lot of desire to make things better. Not everyone is eager to come up with and communicate their own ideas regarding the improvement of the neighbourhood. Some people will say this is the task of the municipality, while others are more entrepreneurial and do like to think about ideas.

Scarred by the past

The Crooswijkers sincerely hope that the neighbourhood won't go through more drastic changes, this might cause the culture to completely fade, and therefore they really want the neighbourhood to stay affordable for people with lower incomes. Although they can see that the neighbourhood is divided, everyone knows that it's better for everyone if Crooswijk becomes more united again, they want to realize this through more initiatives and events that promote this. One way to do this is through making

"I don't want the rent to keep rising, otherwise I'll have to move away too"

Mentioned by 4 Crooswijkers

"There should be more respect for the elderly, they stand at the foundation of Crooswijk"

Mentioned by 7 Crooswijkers

cultural and personal expression in the neighbourhood more available and visible, this way more people learn about each other's cultures and can hopefully set their differences aside. This is something that the people here are very vocal about, they realize that there is not enough initiative for this self-expression, and are hopeful that this will change soon.

Helping the youth

As mentioned before Crooswijk also has a loiter problem, and the Crooswijkers really wish something can be done for these youngsters. Some will say there needs to be more police, others will say there needs to be more care for them, as well as more place for them to hang out besides the parks and streets. If you ask the youngsters, they will say that the police is just looking to get them in trouble by racial profiling them and being the opposite of supporting, they want a more diverse police force.

Power to the people

One idea that is reiterated quite frequently is giving the residents more influence and responsibilities, make them the supervisor of a street for a week, reward them for it and maybe they get their neighbours to cooperate better and keep the place clean. There is plenty of successful initiatives out there that have been started by residents, sometimes they just need a little push in the right direction, if you facilitate things for them and support and reward them for their work they start to feel more responsible for the environment they live in. The creativity and the initiative in the neighbourhood is the capital that needs to be unlocked and supported fully, leaving everything up to public servants that don't really live in the place where everything happens can be a bit out of touch. The people of Crooswijk might need to jump into the deep, if they fail, that's part of the process and that can serve as a great learning experience. Afterwards they will feel even more responsible for making up for the mistakes and doing better the next time.

"I want to create more unity between old and new, it's definitely possible"

Mentioned by 10 Crooswijkers

"I want there to be a place for the youth to go after school, then they won't have to hang out on the streets"

Mentioned by 6 Crooswijkers

"Give people some responsibilities! And if they fail, that's a learning lesson"

Mentioned by 7 Crooswijkers

"Enable people to take ownership of the problems and reward them for it, you'll immediately see the results"

Mentioned by 5 Crooswijkers

Main insights of qualitative research

After conducting the interviews and other forms of qualitative research, gathering insights, categorizing them and making sense of them. There are some main points that stand out and are important to take into account during this design project. With these insights, a good view of the different people in Crooswijk can be established. Of course not all people think the same and have lost trust in the municipality, but it is important to

make this divide, in the next paragraph this will be done through personas that illustrate the different mindsets, ideas and motivations of Crooswijkers. The main outcomes seem quite negative, in the sense that a lot of them are formulated as problems. This is done because the problems need to be solved, and some positives should be built upon, such as the appreciation for acknowledgement and solidarity, as well as the pride for citizen initiatives.

Outcomes

- Crooswijk is a diverse, but divided neighbourhood. There is a clear divide between old- and new Crooswijkers.
- A part of the neighbourhood has lost trust in the municipality. They feel unheard and kept in the dark.
- People are proud to be Crooswijkers, not proud of the current state of the neighbourhood.
- Acknowledgement, solidarity and charity (helping each other out) is important to Crooswijkers.
- Crooswijkers are scarred by the past, they need to be eased back into the world of participation slowly and carefully.
- Crooswijkers respond well when given some responsibilities and power to manage some things on their own.

- Crooswijk has seen a decline in places that served as communal space, leading to more and more people meeting each other behind closed doors, contributing to the divide.
- Crooswijkers stick to their own, they don't respond well to outsiders coming in trying to get involved
- Obviously there is some pride left, Crooswijkers are proud of the succesful citizen initiatives, the events that are organized and bring people together, the fact that the neighbourhood is so green and more.

Paragraph 5.3
Personas

In this paragraph, the insights and outcomes are combined into four different personas that showcase the variety of people that participate (or don't participate) in Crooswijk, who they are, what they stand for and what they experience in the neighbourhood.

The outcomes and insights of the primary research phase need to be personified in order to get a good representation of who these Crooswijker's really are and what they can bring to the table when it comes to participation. Every person participates in a different way, and has different motivations for why they like to (or feel the need to) be involved in policy making and improving the neighbourhood in general, this is something that became very visible from the interviews and other research methods. That's why persona's, in this case, can be a great tool to showcase these differences. Personas allow us to take a step back, in order to obtain a far more powerful level of identification and engagement that enable design, development and testing to move forward more effectively (Grudin & Pruitt, 2002). This is important for the project because it is talking about these people that the personas portray, thus they become a fitting and powerful tool.

People of Crooswijk

The way in which the insights were interpreted is the following: a pattern was visible in the way people behave, think and speak about the way things are going in Crooswijk. A lot of these opinions and experiences are different in each group of people that live in the neighbourhood. Younger people and people that have a better financial and educational state are often more trusting in the municipality than the original inhabitants that have lived here all their life, for example. Most of these insights can be attributed to these certain groups, but ofcourse, there are also similarities. The following pattern was found: on one hand there are people that are part of the participatory elite, these are the people that are always first in line when some participation is required, and will also go up to the municipality to submit their ideas and initiatives. Then there are the people who will participate when they are asked to, and if it is made easy for them to do so. These people will probably not join in if there is no initiative that tries to get them on board. The next group consists of people that like the idea of participating, but just can't find the time or the energy to do so, they are often busy with things that are too important to give in on, like working hard to pay the bills, or spending time with their families. The last group is not really interested in participating, these people are not that trusting when it comes to the municipality and everything they try to achieve in Crooswijk. They feel like they haven't been heard and appreciated in the past, so why would they put an effort in now? Let's have a look at the personas.

Persona 1



Imane Ziani
30 years old
Creative Director
Frederikstraat,
Old-Crooswijk

"The Participatory Elite"

Imane is a daughter of Moroccan immigrants. She has been living in Crooswijk for 22 years and since 4 years she owns a house in the Frederikstraat together with her husband and their 7-year old daughter. Before this they lived in Rubroek. In her free time she's passionate about her religion, she's an active practicing muslim. Besides that she's really passionate about Moroccan cuisine and she spends a lot of time in the kitchen cooking for family, friends and neighbours. She also loves photograph and read books in her spare time, To stay fit, she goes jogging multiple times a week, and she usually runs around the Kralingse Plas and back.

Imane is an active member of the community in Old-Crooswijk, she regularly meets with other neighbours which whom she runs an initiative that tries to create more unity in the neighbourhood. They do this by organizing cultural activities such as cooking workshops, music performances and themed dinner parties. Imane is the treasurer of the organization and does most of the budgeting, thus she stands in close contact with neighbourhood officials from the area-committee and the physical participation centre. Because she knows them well, she regularly gets asked to join in on video-meetings where certain plans for the neighbourhood are discussed and input is required.

The past years of living in this new house have been really pleasant to her, she has enjoyed the contact she has with her direct neighbours and other people that live in Old-Crooswijk, but regrets the fact that this was where the social contacts within the neighbourhood ended. That is when she and some others came up with this initiative to change this and make some progress. Besides this initiative, she regularly participates in other neighbour-meetings, events and other gatherings to improve the neighbourhood. Imane is absolutely fond of the people that live in Crooswijk, she admires their honesty, their willingness to help you out (regardless of who you are) and the fact that they are always in for a little chat or gossip. Although she has this predominantly positive experience with her fellow Crooswijkers, she does experience a lot of issues on a day to day basis. To start, she really doesn't like the street-image anymore, now that it is completely dominated by trash. There have been multiple occasions on which she arrived home by car, and some of the neighbours just flat out dumped a bunch of bulky waste on the sidewalk, almost making it unable to walk there. Now she is lucky that she is completely able-bodied and can just hop off the pavement and hop back on, but what about people that are in a wheelchair for example. The youth not having a place to go after school and hanging out on the streets is also one of her big worries, and together with the other issues she tries to improve this together with the municipality.

What valuable things she could share with the municipality:

- Input on more concrete plans, experiences from organizing the initiatives and things she runs into when doing that.
- Expert advice on how to support local initiatives.
- Advice on how to create more unity in the neighbourhood.
- Her perspective as a person of colour on certain issues present in the neighbourhood.

Rianne de Leeuw
38 years old
Dental-assistant
Wandeloordlaan,
New-Crooswijk

"The Regular Participant"

Rianne moved to Crooswijk 7 years ago, she lives in the newly built area in New-Crooswijk with her husband and her three kids. Before moving here they lived in Delfshaven, this place got too busy for them and since they were planning to have more kids, this new part of Crooswijk was the perfect place for them to go to. Besides her work as a dental-assistant, she enjoys going cycling, gardening and cooking with the fresh produce that come from her vegetable garden. Besides all these hobbies, she's really busy with raising her kids, who are 4, 6 and 9.

Rianne really enjoys life in New-Crooswijk, she's had good and friendly contact with the neighbours in her street and the part where she lives is really beautiful and clean. Because of this, she has not really felt the need to be very active in the neighbourhood, the people that live around her get together quite frequently for some drinks or food, their kids get along very well too. Participation for her is something she enjoys doing when it's convenient and when she does not have to free too much time for it, seeing as she's quite busy with the kids and her job. The times in which she has participated were mostly centered around social gatherings, such as evenings organized to meet new people and cultures from other parts of the neighbourhood. These events were always really enjoyable to her, and because of it she has regular contacts with some people from Old-Crooswijk and Rubroek. It allows for a welcome change in the type of people you meet and interact with, she admits that living in this part of Crooswijk sometimes feel like an isolated community, if you step outside of it you see a completely different street-image and because of it she sometimes feels like she gets some strange looks. Another thing she does occasionally is fill in the Gemeentepijler, she has the application on her phone and it does not take her a lot of time to fill in some of the polls that pop up.

She misses certain things in the neighbourhood that make it livelier, like a central square with cafes, restaurants and little shops. This, in her opinion, could become a meeting place for the multiple groups of people in Crooswijk. Right now, the shopping and social areas of Crooswijk are not that pleasant for her. Close to her home there are a bunch of stores, but all of them sell gravestones and coffins. She would love to see more variation in this offer, like some local stores selling fresh produce or a bakery. She is also an avid supporter of having more cultural expression in Crooswijk: more concerts, festivals, art exhibitions and other celebrations. According to her, there just isn't enough cultural offer in the neighbourhood, and this is also something she discusses with other people and tries to tell the municipality when she has the chance to.

What valuable things she could share with the municipality:

- Unique perspective as a 'newcomer', what is different in this neighbourhood, what has to change and what has to be preserved?
- Day to day experiences in New-Crooswijk, what does the municipality miss, what effects do some of the municipality lead interventions and plans have on the neighbourhood?
- Advice on how to get the people in New-Crooswijk to be more engaged in a unified social life.

Persona 2



Persona 3



Quincy Esajas
42 years old
Teacher
Goudse Rijweg,
Rubroek

"The Potential Participant"

Quincy has lived in Crooswijk for 15 years, he and his girlfriend rent an apartment on the Goudse Rijweg in Rubroek, he was born and raised in Rotterdam, so the city has a really important place in his heart. Quincy has been a teacher for over 20 years, working on both primary and secondary schools, but for the last ten years he has been teaching on a primary school in Crooswijk. In the little free time that he has, he likes to work out at the gym, travel, during weekends he plays football in a team full of friends and he's a pretty big movie fanatic, he collects everything that has to do with Star Wars for example.

Quincy has enjoyed his time living in Crooswijk, but he's not hugely in love with the neighbourhood. He experiences a lot of problems on a day to day basis, but does not really have the time to actively try to do something about it. The current situation in the educational branch is that there are way too little primary school teachers. For Quincy this means that he has to work overtime and his classes are more than full. The great guy that he is, he wants to give every student all the attention he or she needs, but this means that his working weeks are very full and intense.

If he had more time, or an easy and accessible way to give some of his thoughts and ideas about the situation in Crooswijk, he would, but currently it's just not doable for him. This is a shame because as a teacher in Crooswijk he knows a lot about the youth, how to steer them in a good direction and help them with manifesting a bright future. He is someone that could be very valuable in certain participation projects because of all this knowledge and experience he has.

If you ask Quincy what kinds of problems he sees he'll start with telling you about the waste problem, and the problem of Crooswijk's youth not having enough guidance. It's mainly the youth that he stands up for and has his concerns about. Other problems in Crooswijk can sometimes go past him, again mainly because he has too little time to be bothered by it. Quincy has a decent relationship with his neighbours and other residents, but it's not like he regularly sees them and hangs out with them. This is something that he regrets and would like to bring some change in, but it's something that is hard for him. He does not have the time and energy to organize things, for him it would be great if he could join some initiative that facilitates this, but he doesn't know of any. Besides the state of the kids in the neighbourhood, he doesn't have a lot of knowledge on what's going on in Crooswijk. One form of participation that Quincy does join in on, is social participation. What he is doing for the youth of Crooswijk can be classed as that.

What valuable things he could share with the municipality:

- Day to day experiences in New-Crooswijk, what does the municipality miss, what effects do some of the municipality lead interventions and plans have on the neighbourhood?
- Expertise on education
- Valuable advice for improving the lives of the younger Crooswijkers
- Perspectives and experiences from a person of color living in Crooswijk

John de Groot
74 years old
Retired harbour worker
Crooswijkseweg,
Old-Crooswijk

"The Non-Participant"

John has lived in Crooswijk all his life, he and his wife rent a small social housing apartment on the Crooswijkseweg, one of the busiest streets in the neighbourhood. John has been a hard worker all his life and after a long period of intense labour he happily retired at the age of 62. currently he likes to spend his retirement doing all kinds of activities. He's a season ticket holder for Feyenoord, the club he's supported all his life, he enjoys taking long bicycle rides around the city and taking the dog for a walk. He watches a lot of sport on TV and plays 'klaverjassen' with some old friends every other week.

He's experienced a lot of different stages in the neighbourhood, but by far the most disheartening one for him is the stage the neighbourhood is and has been in over the last 10 years. He's seen many of his friends and family being forced out because of the rent increase and demolition of houses over the decade. His son and daughter and their kids had this unfortunate faith. Luckily for him this hasn't been the case, but this makes him scared of what still could happen. He misses the harbour and the excitement it brought to his life.

John used to love living in Crooswijk, when the area was still lively and he knew almost everyone, there was this solidarity among the residents that you don't find anymore these days. He thinks this is because people really understood each other's struggle, everyone had to work hard to make dues. Currently, he thinks people have gotten too comfortable. He blames the municipality for almost all of the issues he sees present at this time, the fact that his friends have been pushed out, the streets are dirty and filled with loitering youngsters and his once beloved Crooswijk and its culture are hardly recognizable anymore. He also doesn't feel that much respect anymore from younger people, when he was their age, he was taught to show older people the respect they deserve.

He would move out if he had been younger, for now it seems too much hassle for him and his wife to move at this old age. He hopes there will be some more initiative in the coming years, and most of all he hopes the neighbourhood houses will make a return, these used to be his favourite places in Crooswijk, it is in one of these spaces where he and his wife met, more than 50 years ago. For now, he does not really care about participating in the improvement of Crooswijk anymore. He has been a volunteer for multiple organizations in the past, but he feels like the neighbourhood is steering in a direction that he can't change (or join). After all, he thinks the municipality doesn't listen to him, they would rather listen to the 'bakfiets yuppen' in new-Crooswijk.

What valuable things he could share with the municipality:

- A unique perspective from someone that has seen the neighbourhood become what it is today, growing along with the neighbourhood all his life. His every day experiences that he can compare to the past.
- Knowledge of the way the neighbourhood functions and the fine mechanics that influence it.

Persona 4



Scale of participation

If we look at these personas one thing becomes very clear when it comes to participation: They all do it differently (if at all) and they all have different potential when it comes to sharing their experiences, knowledge and/or input.

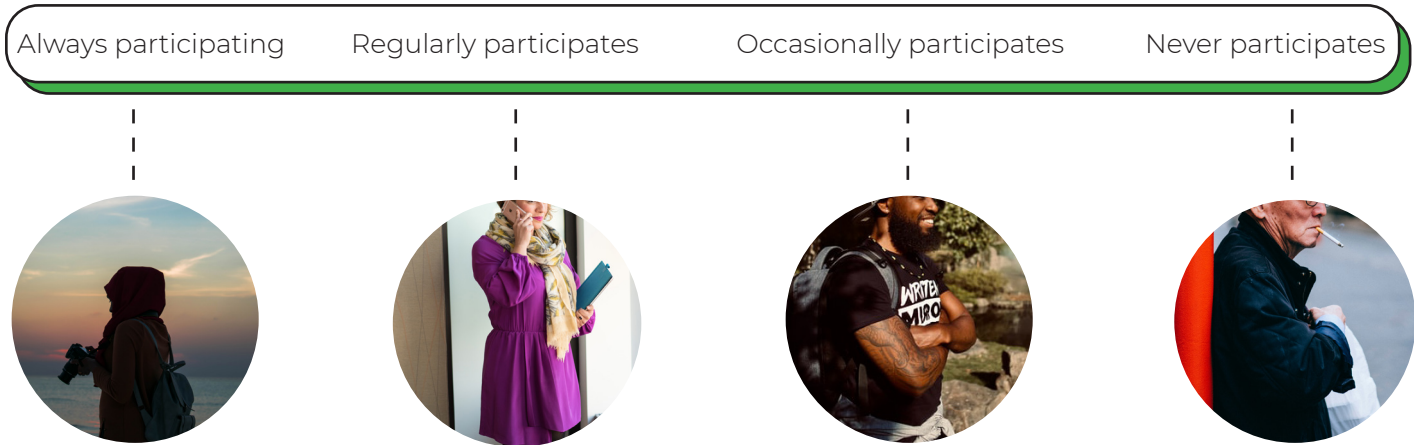
If we place them on a participation scale, we see that Imane is all the way at the left, part of the participation elite along with other Crooswijkers that are always first in line when input is required. These people are entrepreneurial and aren't shy to voice their opinion on anything and everything. This also makes them intimidating to some, if you would put them in a creative brainstorm with people who are less eager, they would likely drown out the other voices.

Rianne is somewhere left of the middle. These people occasionally participate. They do have a bunch of ideas and input about

the neighbourhood, but prefer to participate when it's convenient and they don't have to organize the participatory activities themselves. She, and other people

Quincy is just right of the middle, he's part of a large group of people that have a lot of useful input and experiences to share, but don't really participate because either they don't have time or don't know about the possibilities.

John is all the way at the right, he's part of the old guard. He's not happy with the way the municipality have implemented their policies here and therefore has lost a lot of trust in them. He and his peers could be a valuable source when it comes to gathering perspectives on a macro-level, as well as more micro-level phenomena that play out in Crooswijk. They won't come delivering it to your doorstep, but if you approach them in a certain way they might be persuaded.



If we now look at the different personas, and take in mind what kind of input and experience they have to offer to the municipality, it is already visible what kind of change on this scale could be inflicted by the platform and strategy that will be the outcome of this project. The potential value /participation gain mainly lays with Quinsy and John, they are both types of people that have a lot of valuable input to share, but now lack the means (or motivation) to do it. The solution to this sould offer them a low-treshold way to participate that helps them to share this input. The envisioned change in the scale should look like this:



Paragraph 5.4
Implications for design brief

In this paragraph, the implications for the design phase are listed, these are all the main insights from the research phase

Paragraph 5.5
Main Insights

Residents are proud to be Crooswijkers | The main problem is lack of transparency | Expectation management is crucial in order to build trust | Crooswijkers have scars from things that have happened in the past | The neighbourhood is quite divided, but there is room to improve that | Acknowledging past mistakes and giving the Crooswijkers the feeling they are being heard is essential | Responsibilities and autonomy work well

Implications

The design brief should take into account:

- 1. When Crooswijkers participate, they need to continuously be kept up to date about what's being done with their input
- 2. Crooswijkers respond well to receiving some responsibilities and autonomy
- 3. Crooswijkers are more trusting towards people that immerse themselves in the neighbourhood context, rather than making policy from the ivory tower that is the town hall
- 4. The people that don't really participate yet need to be reached in order to gather their input, if this is not done, policies and plans will always please a smaller group of residents
- 5. Drawing in people from the groups of Crooswijkers that are potential participants or non-participants, should be done in low-treshold and personal ways
- 6. Crooswijkers need to be eased in to the world of participation, you can't expect them to fully immerse themselves in this process from the start
- 7. Crooswijkers respond well to 'their own', will open up more quickly and be willing to talk to them
- 8. Build upon and support the things Crooswijkers are proud of
- 9. Crooswijkers have some strong values, try to implement these values in the design too

06

defining the design brief

In chapter six, all of the desk and field research is converged and shaped into a design brief. It starts with the problem statement, then moves on to a couple defined design goals, a design statement, and design requirements.

Paragraph 6.1

Design Brief

In the previous chapters, the context of the project, and the target group, being the residents of Crooswijk, were discovered and researched. The main insights and knowledge that were gained, can be seen as challenges that need to be overcome. The initial project assignment will be translated into a design brief. The brief contains a problem statement, design goals and requirements.

Problem statement

The initial project assignment stated that there was need for a strategy combined with a module for the MijnRotterdam participation platform that could win back the Crooswijkers and get them to be more engaged. One of the key decisions that was made was to focus the design not on the platform, but rather on a design intervention that works hand in hand with the newly introduced neighbourhood councils, playing into the strengths of this new governing body, amplifying them and building trust and engagement through this. Research has showcased that the current ways of participation, and the municipal officials that facilitate them are often not trusted and supported by a group of residents. Some residents don't feel heard. The challenge is to create a new system of communication and participation that give these people the feeling that their opinions, concerns and ideas are heard and taken seriously, all built upon the new neighbourhood council. The following problem statement is made: **How can the design help the neighbourhood council create more trust with the residents of Crooswijk, and set them up for more participation activities and overall engagement?**

Design goals

From the research insights, a few design goals can be formulated, for Crooswijk, it is important that these are taken into account in order to make the design and the strategy effective and successful:

Designing for continuity

A design and strategy that are focused on a constant flow of participation and communication between the parties..

This design goal is important because participation should be continuous. If it is not a continuous process, this means that there is not enough input and feedback being exchanged between the government and its citizens. A design and strategy focused on radical continuity would ensure that there is a constant exchange of ideas, feedback, opinions and other input, eliminating the chance of there being inconsistencies with regards to expectation management. It would also ensure the forming of a trustful bond between the parties, because the citizens are never kept in the dark and feel heard much more.

Designing for autonomy

A design and strategy that are focused on empowering the residents, giving them more influence and allowing them to make decisions on their own.

There has been an ongoing conversation about the situations in which residents should have some more responsibilities and authority. With the introduction of the neighbourhood councils, the municipality is making a step in the direction of giving more influence and power to the residents. This builds trust, if it is implemented in the right ways. With the design and the strategy, this goal of autonomy should also be taken into account, since the specific challenges in Crooswijk for a large part have to do with distrusting governing bodies. Giving them more influence and power could take some of this distrust away, and yield positive results.

Designing for immersion

A design and strategy that are focused on the governmental body (the neighbourhood council) really putting themselves in the shoes of the residents and thus being able to understand them better,

Policies and plans that are created and carried out by public servants will oftentimes be perceived differently by citizens than the intention with which they were made. Putting the members of governmental bodies in a situation, where they have to fully immerse themselves and make their view of the issues, needs and desires of the citizens more grounded. This will lead to more successful and well-received plans & policy. If citizens see their public representatives live amongst, their work will come across more honest and in line with the citizen's perspective.

On the neighbourhood council, there will be people that are already partly immersed in their neighbourhoods, the design should reinforce this and provide them with a way to fully immerse themselves in the context, win the trust of the residents and gather as much valuable input as possible.

Design statement

The formulated design goals are translated into a design statement:

Design a physical intervention for the residents and councilmembers that stimulates continuous input and feedback exchange and facilitates a low-threshold way of participation, in order to create a trustful bond and boost engagement

Design Requirements

In the defining stage of the project, both desk research and explorative field research was conducted. Based upon the results and insights, the following design requirements are formulated. These requirements are focused on the design of the physical intervention and the strategy that accompanies it. These five requirements are the main ones on which the concept and strategy will be evaluated

Cater to potential and non-participants

The group of people that are not engaged and not being heard right now have the most priority. If the design caters to them, it means that it is accessible for everyone, not just the people that are already more involved and engaged in participation processes.

Connect the online and offline participation communities

It is important that the participation community grows as a whole. It should not be the case that two separate groups of participants grow and deliver input parallel to each other. There needs to be interaction and exchange between the groups of people that participate online and offline.

Use the design as a stepping stone

The design should not replace other participation contexts, it should be a stepping stone that helps and encourages people to feel comfortable to get involved in these existing and emerging contexts.

Make the councilmembers visible and build upon the personality of the council

An integral part of the solution lies in the hands of the members, in order to make their job easier, the design should focus on making them visible in Crooswijk, and portraying them in an appealing way.

The design should facilitate low-threshold participation and continuous feedback

Arguably the two most important aspects when it comes to participation for Crooswijkers, feedback loops and low-threshold possibilities. These two are crucial because 1) Crooswijkers hate to be kept in the dark, and 2) These people have not participated in a long time (or have never), you can't expect them to immediately start with more elaborate and time-consuming activities.

Paragraph 6.2

Main Insights

The final design will be a physical intervention that focuses on a group of potential participants, boosts their trust in the neighbourhood council and helps them become involved in a connected participation community.

07

developing the concept

In chapter seven, the design intervention is introduced by explaining the purpose, the goal of the design, the added values. A first round of validation and testing is done, this produced some new insights and knowledge that was used to finalize the concept of the design intervention in chapter 7.

Paragraph 7.1 Approach

With the design process of the intervention, an action research approach is applied. This means that the design process is used to produce new knowledge and insights. This is done by using prototypes and tools in action. To a certain extent, the design is then co-created with the different target groups. The development phase started with idea generation based upon the design goals, that lead to a stage of combining, clustering and eliminating ideas. This converging stage, where ideas were evaluated and the most promising ones were selected, eventually lead to one idea that was most promising and innovative. This idea was then further developed into a concept, and that concept was tested and validated with residents and candidates for the neighbourhood council. After this testing activity, some reflecting and analysing was done. This lead to some iterations that can be seen in chapter 7. The concept was also evaluated on the requirements that were formulated.

Chapter 5 starts with the ideation, conceptualization and development process that was undertaken before arriving at the final concept of the design intervention. It describes the purpose of the concept, the end goal of it, the added values that creates for the residents, the councilmembers, the neighbourhood and the municipality.

The first round of validation and testing was done so that some input for the first iteration could be retrieved, the goal was to find out if this concept speaks to people, if it is interesting for them and what it would take for the people of Crooswijk to use it and start to trust it.

Paragraph 7.2 Ideation & Conceptualization

In this paragraph the ideation process that preceded the conceptualization and development phase of the design. The three design goals that were formulated in the design brief were transformed into 'How to's' that were applied to four participation contexts. Ideas were then categorized with different coloured post its, to see what kind of idea it was. After that they were grouped and combined into 23 clusters. One cluster stood out for the design intervention, and other ideas were valuable to be added into the overall strategy later on. The most interesting cluster was explored in a second ideation round, where ideas were created and two ideas came out with the most potential and newness. These ideas were combined and further developed into a concept, which will be presented in the next paragraph.

How to's

A great technique for brainstorming and idea generating, is using 'How to's'. With this technique you can reshape a goal into a question that allows you to imagine and create ideas that could possibly fulfill this goal. The design goals that were presented in the design brief are the following: Design for continuity, design for autonomy and design for immersion. These goals were then transformed into three how to questions:

How to realise a continuous feedback loop with residents?

How to provide residents with a fitting and desired level of autonomy?

How to use community immersion to improve participation and policy making?

During the ideation process, these questions will be applied to the existing participation contexts, this is done because it helps imagine the imagination process, where an idea that follows the design goal can be placed in one of the contexts, or be linked to one and exist in a new context. The contexts are:



MijnRotterdam



Neighbourhood Council



Municipal Elections

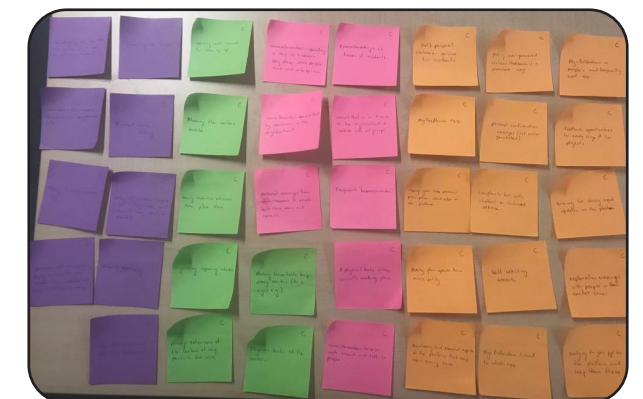


Neighbourhood Hubs

The idea generating followed these How to's and the contexts, an example of what this looked like:

How to realise a continuous feedback loop with residents through the MijnRotterdam platform?

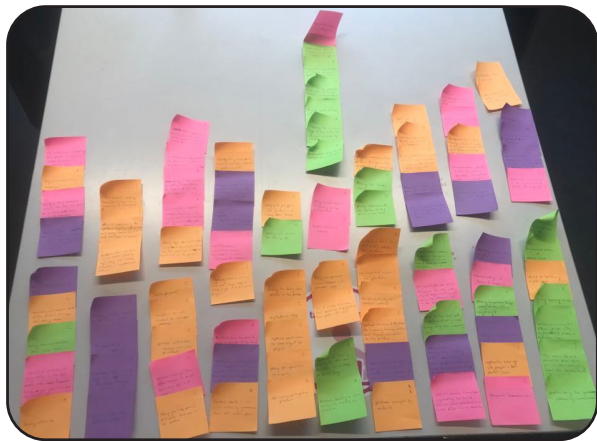
And then for each of the How to's and the contexts ideas were generated, resulting in a total of around 100 ideas. Some ideas were more thought out and elaborate, whereas others were more rough and quick.



A look at some of the categorized ideas

Clustering

The individual ideas were then clustered in order to make the batch of idea more organized and structured. There was also some commonalities and overlap between ideas that allowed them to be grouped together. Between some ideas there were patterns visible, or they were centered around the same topic. After the process of clustering, and shuffling around ideas between clusters, a total of 23 clusters were formed. The full list of clusters and ideas can be seen in the appendix.



A look at the some of the clustered ideas

A couple clusters stood out when taking a look at some of the requirements for the concept. When these clusters were combined, they could become a solid base for the further development of a concept that would be valuable for the residents and the neighbourhood council. They were the following:

Community immersion as the norm for governing & council

Which consisted of the following ideas:

- Councilmembers have to walk around frequently and talk to people on the street [Continuity, Councils]
- Obligatory immersion activities for councilmembers [Immersion, Councils]
- An experience-program that encourages public servants to undergo new policies that are created, and provide feedback on it just like other residents. [Immersion, Platform]
- Councilmembers spending scheduled days at high-traffic places in the neighbourhood, as direct contact persons [Continuity, Councils]
- A requirement for being eligible for election

is a degree of community immersion experience [Continuity, Elections]

Participation contexts (on- & offline) become more fluid and scattered

Which consisted of the following ideas:

- Physical extensions of the platform visible throughout the neighbourhood [Continuity, Platform]
- Making the centres mobile [Continuity, Centres]
- Placing extensions of the centres at key points in the neighbourhood [Continuity, Centres]

A constant and prominent feedback influx and efflux

Which consisted of the following ideas:

- Asking for daily input from residents on the platform [Continuity, Platform]
- Daily rounds of feedback of what is being done with input [Continuity, Platform]
- My feedback tab [Continuity, Platform]
- Feedback opportunities for every stage of a project/plan/process [Continuity, Platform]
- Daily plans update from municipality [Continuity, Platform]
- Open-source participation platform, where residents can share their projects/ ideas etc about participation [Autonomy, Platform]

Personality instead of automation and efficiency

Which consisted of the following ideas:

- 24/7 personal help on MijnRotterdam [Continuity, Platform]
- Complaints box with live customer help [Continuity, Platform]
- Personal confirmation messages instead of auto-generated ones [Continuity, Council]
- Personal messages from councilmembers when they react to you delivering input [Continuity, Platform]

Within the whole group of clusters, there are many interesting ideas that do not necessarily relate to the design intervention, but rather to the overall strategy, in the next chapter some of these ideas will be highlighted in the first introduction of the strategy.

Ideation round 2

For now, the highlighted clusters above are chosen to be combined and developed further into a concept for the intended design intervention.

The ideas in the clusters reflect four main sentiments:

Councilmembers need to immerse themselves in the neighbourhood in order to gather as much input as possible, while winning over the residents and gaining their trust.

The different participation contexts need to be more visible in the neighbourhood through a physical extension.

There is need for something that facilitates continuous input and feedback exchange.

Personality and personal contact is more important than efficiency and automation.

With these four sentiments, a new round of ideation was initiated that was centered around coming up with ideas that make the councilmembers more visible in the neighbourhood.

For the next round of ideas, some extra requirements and desired effects were composed, this was done to improve the overall quality of the ideas and to serve as some inspiration when coming up with them:

The intervention needs to be:

- Establishing a continuous relationship
- Non-intrusive
- Inclusive
- Inviting
- Clear
- Convincing
- Interactive

The effect should be:

- That councilmembers become known by the residents
- That councilmembers become trusted by the residents
- That residents know where they can come in contact with the councilmembers, namely:
 - On MijnRotterdam
 - In the neighbourhood centre(s)
- That councilmembers can be messaged through the intervention

This round of ideation yielded about 20 ideas, which after some combining was reduced down to 11 ideas, which can all be seen in the appendix.

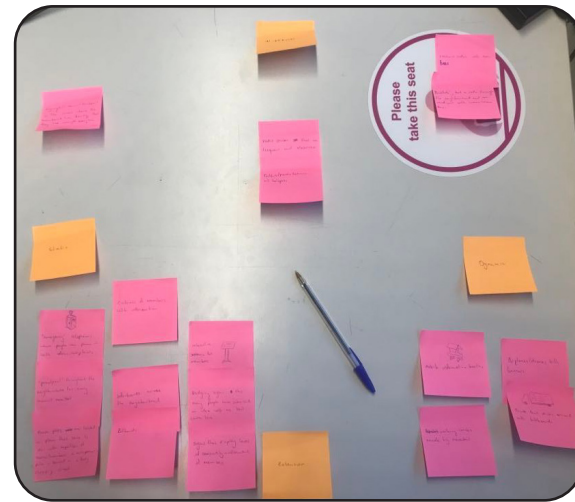
Assessing and choosing ideas

After this ideation round, two ideas were chosen to be the most interesting and promising. The method that was used to do this, was by making two quadrants with both an x- and y-axis. On one axis there would be one characteristic of the idea (for example intrusive on one end of the axis and blended in on the other end) and on the other axis another characteristic. The ideas were then quickly evaluated on these characteristics and placed in the quadrants. The ideas went through two cycles with different characteristics both times.

The first quadrant was made up of a combination of the axes: Intrusive - Blended in and Sporadic - Continuous. In this quadrant, ideas located in the corner of continuous and blended in would be preferred, since it is aligned with the design requirements the most: The concept should blend in and not feel intrusive to residents, but at the same time be available to interact with on a continuous basis, in order to establish constant flow of feedback and input.

The second quadrant contained In-person - Extension as one axis, and Dynamic - Static as the other. In this quadrant, ideas that were static and an extension of the councilmembers would be preferred: A concept that moves around is less desired because it would mean that people can't always access it easily because it could be in a different place each time. For councilmembers to have the most impact and gather more input, it would be great to have an physical extension of them present in the neighbourhood that they can be reached through. This would mean a lesser workload and more flexibility for them, since they could reach more people in lesser time. So for this quadrant, the Static/Extension corner would be preferred.

There were two ideas that came out on top in both quadrants:



Idea 2. Interactive screens/signs throughout the neighbourhood that display councilmembers' information, as well as displaying nudging messages that say things like: "this amount of people have submitted an initiative to this person and have gotten funds to set it up". These signs would also show levels of community immersion and refer to the different channels through which you can approach the members

Idea 3. 'Praatpalen' throughout the neighbourhood that are personalised to council members and their expertise, for example a member that is specialised in entrepreneurship has his/her pole located in a busy shopping street, displaying info and nudging people to contact the person if they have any questions/ideas/concerns about local business.

The ideas that stand out are 2 and 3, both are non-intrusive, can be designed to blend into the living environment and not be too intrusive or obnoxious. Although being an extension of the members, a layer of personality and elaborateness could be designed through the functionalities and interactions that the intervention facilitates. The fact that the interventions would be static, would make them memorable (in the sense that people know where to find them) and a constant factor in the lives of residents. Lastly, the accessibility of them and the possibility to make them functional 24/7 means that a continuous relationship with the users could be established, since they will know that they can interact with the interventions whenever they'd like. The only aspect that is missing in these ideas is the in-person interactions that could be vital. This could obviously be an aspect of the overall strategy of getting the council members to be seen and known in the neighbourhood, by organising activities like walking tours, introduction talks, debates e.g.

The decision is made to combine ideas two and three, and develop them further into a concept.

Conceptualizing

As there were two ideas chosen, they need to be combined and the best aspects of each idea need to form the newly developed concept. Idea 2 is more about sharing information about participation and the councilmembers and where to find them. Idea 3 is more personal and about being able to contact councilmembers through the pole. The idea of displaying information to the residents, and giving them the opportunity to give some input at the same time, would be the best solution.

The concept entails an interactive pole that provides residents with a source of information about their local neighbourhood council. This pole is placed in a strategic spot in the neighbourhood, so that people walk by it frequently. Besides showing information, it will be possible to let residents give some input in the form of a message to the councilmembers. The poles will also encourage residents to visit other participation contexts, both to meet the councilmembers and to get involved in participation activities.

A more detailed description of the concept, including the purpose, relevance and added values will be given in the next paragraph. To determine the finer details, some testing and validating will be done, which will lead to input on how to shape the concept into a complete one.

Paragraph 7.3

Introducing the Concept

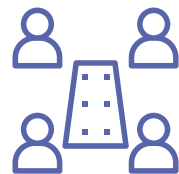
In this paragraph the concept will be introduced. First the purpose and the relevance are explained. Then the added value for all the stakeholders that are involved with and interact with the concept is highlighted. The functionalities and other characteristics of the concept that are supposed to help create the added value are presented as well..

What is the added value of the concept?



For residents:

- It provides the residents with a low-threshold way of giving some quick input, and receiving feedback on it, without having to visit a digital environment or a physical environment such as a neighbourhood hub, these poles are located in places where they walk past on a daily basis. It also allows them to get to know the councilmembers in a more personal way, and gives them ways to contact them.
- It creates more trust in the governing bodies of the municipality, and incentivizes them to give input more frequently, and become more involved overall.



For councilmembers:

- It allows the councilmembers to come in contact with people that are outside of their bubbles, and retrieve a broader array of input, from different groups of people in the neighbourhood.
- It adds continuity to the communication between the different parties. It creates a way to retrieve input and give feedback on that input, as well as inviting people to have a conversation based upon the feedback.



For the neighbourhood (and the municipality):

- By building trust with Crooswijk's potential participants, you set them up for a future in which they are more involved and feel more heard. After interacting with the poles, they then are more experienced and trusting when it comes to progressing in their participation "career".



Two versions

Before testing and validating with the first version of the concept, there are still multiple ways to shape it. Here are two versions, one being more technologically advanced, with more functionalities and options. The other version is more basic, with less technicalities and thus more understandable and simple. The version above is an interactive touchscreen that allows for more information to be shown, video introductions and video message input.



The simpler version is more inclusive and simple, since there are still some people that are not that tech savvy. This version could play a recorded audio introduction by one of the members, it would allow for a voice message to be recorded by the residents and it would provide some basic information about the councilmembers, as well as where to find them. In order to make a decision on what the final concept will look like, testing and validating needs to be done, this will be discussed in the next paragraph.

Paragraph 7.4

Testing & Validation

In this paragraph the testing and validation methods will be highlighted. The goal of this process is to keep checking if the concept really does what it needs to do, and how to make sure that the concept is optimized with regards to everyone's wants and needs.

Approach

The main methods that were used to do the testing and validating, are prototyping and interviewing. The main goal of the sessions was to find out the following:

- What could make this concept trustworthy for residents
- What is the interaction that takes place
- What is the relevance of it
- What is the added value of the concept that is not already created by the neighbourhood council itself

The idea was to get both residents and candidate councilmembers to imagine this concept being real and to get their feelings and opinions on what could make it successful and inviting to interact with. To get to know these things, a non-functional prototype/mockup was made, as a tool to stimulate the imagination and to start a conversation.

On the prototype, boards with questions could be placed and switched around. These boards contained questions about the relevance of the concept, how it could come across as trustworthy, to some more technical questions about the ways in which input could be gathered. Find the complete overview of the test in the appendices.

In the end, two candidate councilmembers were interviewed, as well as multiple residents of Crooswijk.

Insights

01 Reaching the potential participants and non-participants

One of the things that needed to be found out, is how do we reach and connect with the people that don't really participate (yet). What makes the concept trustworthy and attractive enough for people to walk up to it and interact with it? *"It needs to look more interesting*



and less like a 'gemeentepaal', the way it does now." said a resident, suggesting that the pole should not represent the branding/look and feel that other municipality initiated interventions, projects and advertisements have. A concept that keeps this in mind, could interest everyone that walks past, instead of people that already engaged and trusting of the municipality. *"My pole would be located in a spot where the whole neighbourhood comes together. Everyone walks by there, and even the more hesitant people would want to check it out."* said one of the candidate councilmembers. Accessibility and traffic is key when trying to reach as much people as possible. Placing the pole in a central location will make them more visible for people, when others are interacting with the pole, this also draws the attention of bystanders.

02 Making the poles as personal and authentic as possible

The concept needs to reflect what the neighbourhood council stands for, how can this be achieved? *"Having an individual pole for each member would add the layer of personality that is in line with the way the neighbourhood council should operate"* said a candidate councilmember. If only one pole is placed, with the information of all members at once, it takes away the layer of personality that is important to Crooswijkers, highlighting the individual members and portraying them as fellow residents that the Crooswijkers can relate with, will increase the



trustworthiness of the concept. *"Designing the poles together with the people in Crooswijk will really improve on how they are perceived, ask schools, artists and youth centres to help out."* This is a great idea that really makes the concept both interesting aesthetically, and completely embraces the spirit of 'by the people and for the people'. It could really elevate the concept, make it much more authentic and create a sense of ownership within the neighbourhood. *"I want to learn some new things about the councilmembers, they all say they want a safe and clean neighbourhood, and that sounds nice, but that is the same thing the municipality always says. Why are you different and what motivates you?"* said a resident when asked what would make them trust the councilmembers. This again illustrates that the approach needs to be personal and should highlight the authenticity of the councilmembers instead of repeating the same promises that have been made by the municipality. Show the personal side of the

councilmembers, what do they really want to add to the neighbourhood, and what are the personal convictions that motivate them to try and make a change. *"I would prefer the councilmembers to not be affiliated with a political party, and stick to what matters, improving Crooswijk"* This shows that residents want the council to revolve around the fact that it's residents that represent the neighbourhood, and not another political governing body. The concept should reflect this. If a party-affiliated councilmember is chosen, this should not be the emphasis.

03 Focus on keeping the poles 'alive'

How do you keep the concept relevant and get residents to come back to it? This is needed in order to establish a continuous relationship with the neighbourhood and build up trust. *"I want to have trust in the fact that I'm heard. If I wouldn't get feedback I'd probably not return and do it (interact with the concept) again. If I get the feeling that I'm talking to a person that reverts back to me and wants to start a conversation, I'd keep coming back."* By keeping the poles relevant and in the back of people's minds, you should give them the feeling of being heard after they've given some input: *"After a certain period there should be some results with feedback on all the input that has been given (once a week or once a month, monthly might be long) the feedback doesn't have to be really deep, but mainly just updating on what's happening with the input."* It is crucial to portray feedback through the concept, this not only makes the people that give input feel heard and valued, but also shows people that interact with it for the first time that they will not be talking to a wall if they too decide to give their two cents. *"If the pole only provides a way to get to know the councilmembers and show where to contact them, it could die out pretty quickly, it needs to remain relevant, for example by showing an updated events agenda, feedback on all the input that is being collected in the neighbourhood."* Besides just showing feedback, there need to be other elements that are shown and regularly updated too. This way it becomes a multifunctional tool for participation: The pole informs people about the councilmembers, enables them to give input, shows feedback on the input, informs and invites people to participate in different contexts as well.

04 An accessible entry-point

How does the concept add value for the residents? What does it enable them to do that would otherwise be more difficult or a high-threshold activity for them? *"If this pole would be located somewhere I walk by often, it would allow me to check it out whenever I want, I like the idea that it's all in my own time."* Especially for the people that are potential participants or non-participants, accessibility and low-threshold solutions like this are key. Apparently the current participation possibilities have not inspired residents to get engaged, or residents simply do not know of them. *"When I'm on a walk, that's when I'm most aware of my surroundings, that includes things I dislike, things I love, I get inspired. If there are poles like this located that allow me to pass on these feelings and ideas in a really accessible way, that could really add something for me, since those things are so fresh in the back of my mind at the moment I walk past a pole."* The accessibility is not only key because people can choose to interact whenever they'd like, it also has the potential to retrieve some input from people that is very spontaneous and authentic. There is a lot of potential for deeper and fresh input that people come up with while they are taking in their surroundings. This should be encouraged through the concept as well, certain messaging could help with this. People are outside while interacting with the pole, the concept should encourage them to look around and think about the things that they like, dislike, miss or need.

Paragraph 7.5
Points for iteration

In the last paragraph of this chapter, the main insights that were gathered from the testing and validating were listed, in this paragraph they are transformed into useful input for the design iteration. This is done to create a structured overview of what needs to be changed and optimized about the concept before it can be delivered.

1
Make the poles feel like neighbourhood property

If the poles look like municipality initiated objects, it will immediately have a certain effect on the people of Crooswijk. To win over these people it is wise to keep it more neighbourhood-oriented and try to design the poles in a way that they give off an impression that screams authentic and local.

2
Keep the poles interesting and relevant

Getting people to interact with the poles once is easier than getting them to keep coming back. The poles should be designed so that they remain relevant and that people know that they can get to know something new every time they walk past. This has everything to do with the continuity that is so important for these people to start getting engaged again.

3
Personality over efficiency

The easy way of implementing this concept is to just make one pole where people can get in contact with all of the members, and find information about them. The danger here is that it takes away the personality of the council, and that it starts to feel more like a bureaucratic governing body again. The strength of the neighbourhood council is that it consists of residents, and this level of personality convinces people to open up to them, keep this layer of personality and don't get caught up in trying make the concept as efficient as possible.

4
Build on the accessibility

The concept will be accessible to anyone, try to play off of that strength, make the functionalities simple and clear, encourage the people that interact with it to look around and think about what they would like to change, or not change. Take advantage of the environment that people are in when they see the pole.

Paragraph 5.6
Main Insights

The concept needs to feel like it is neighbourhood property | The poles need to convey the personality of the councilmembers, portray them as residents instead of politicians | Make the poles remain relevant by adding updates and feedback | Design the poles so that they attract the eye | Make a plan for the locations and timeline, when do you portray certain information etc.

08

developing the strategy

In chapter eight, ideation for the strategy is shown, after which the strategy is introduced. The goals of the strategy are highlighted, and the method for the validation of the strategy is shown.

Paragraph 8.1

Approach

In this paragraph, the approach that was taken in the strategy's development process is shown and explained.

In a previous stage of the project, the current participation system present in Crooswijk was highlighted. For the development of a strategy, each of these parts that make up the system, need to be adapted, improved and a future plan needed to be made that shows how to get to the desired future situation where participation and engagement in Crooswijk is thriving again.

For the approach of the development stage, there was a large overlap with the ideation

phase that was highlighted. The design goals that were established in chapter 4 also apply to the rest of the future participation system (that plays off of the concept). After the analysis of the current participation system, ideation was done for both the physical and digital participation contexts, namely the MijnRotterdam platform and the neighbourhood hubs.

The ideas that were generated, were a good base to build the strategy upon, help reshape the participation contexts and do so in line with the wants and needs of the residents in Crooswijk. Some of the most interesting ideas were assessed on the design requirements and around them, the strategy was developed.

After picking and assessing some ideas with potential to strengthen the strategy, the bigger picture was defined, and the matters that the strategy should address are defined: what are the links between the elements, how do they strengthen each other, how are bridges built between online and offline participation communities and how does the participation community become more thriving overall.

Paragraph 8.2

Ideation

In this paragraph, the ideas that came out of the first idea generation session are highlighted that were used to shape and strengthen different aspects of the strategy

Relevant ideas & clusters

During the first round of ideation, for which the methodology can be found in paragraph 5.2, ideas were generated by transforming the design goals into 'How to's'. This did not only involve ideas that lead to the development of the interactive concept for the neighbourhood council, but also ideas that are concerned with the different participation contexts and actors of the participation system as a whole.

The goal was to come up with ideas that, in line with the concept, could form a strategy that is fitting to the neighbourhood, would encompass the design goals and requirements.

As mentioned in the previous chapter, ideas were grouped and clustered based on various characteristics and aspects. With regards to the strategy, the following clusters and ideas stood out:

Drawing people in through desires

Consists of the following ideas:

- Nudging people to get them to use the platform and keep them there [Continuity, Platform]
- Working with rewards for showing up and participating [Continuity, hubs]

This cluster and the ideas inside are relevant because it provides two ways that are effective in convincing the potential and non-participants to get involved in the on- and offline participation contexts.

Neighbourhood hubs become 'micro' town halls

Consists of the following ideas:

- A physical booth at the neighbourhood hubs [Continuity, hubs]
- Reshaping hubs to become a type of town hall where decisions are made for and by residents [Autonomy, hubs]
- Neighbourhood hubs become the council chambers [Autonomy, hubs]

This cluster and the ideas inside are relevant because it would increase the functionality of the neighbourhood hubs, and give residents more reasons to go there and participate.

Co-managed and co-created platform content

Consists of the following ideas:

- Co-created content on MijnRotterdam [Continuity, Platform]
- Residents have some authority on platform content [Autonomy, Platform]

This cluster and the ideas inside are relevant because the MijnRotterdam platform would become more appealing and convincing for residents, once they arrive there and see content created and moderated by residents, it comes across more personal and honest.

Highlighting citizen accomplishments

Consists of the following ideas:

- Posting user-generated content/feedback in a prominent way [Continuity, Platform]
- List of citizen initiatives that need help/guidance [Immersion, Platform]

This cluster and the ideas inside are relevant for the same reason as the cluster above, it increases trustworthiness and personality within MijnRotterdam

A constant and prominent feedback influx and efflux

Consists of the following ideas:

- Asking for daily input from residents on the platform [Continuity, Platform]
- Daily rounds of feedback of what is being done with input [Continuity, Platform]
- My feedback tab [Continuity, Platform]
- Input opportunities for every stage of a project/plan/process [Continuity, Platform]
- Daily plans update from municipality [Continuity, Platform]

This cluster and the ideas inside are relevant because it would ensure that MijnRotterdam becomes a continuous communication channel between the municipality and the residents, which should build trust and foster participation and engagement.

Personality instead of automation and efficiency

Consists of the following ideas:

- 24/7 personal help on MijnRotterdam [Continuity, Platform]
- Complaints box with live customer help [Continuity, Platform]
- Personal confirmation messages instead of auto-generated ones [Continuity, Council]
- Personal messages from councilmembers when they react to you delivering input [Continuity, Platform]

This cluster and the ideas inside are relevant because it is in line with some of the values of the concept, personality is perceived as positive and convincing, which is key for drawing in potential and non-participants, as well as keeping them engaged

Drawing people in through necessity

Consists of the following ideas:

- Mandatory and essential aspects of the platform that keep people coming back [Continuity, Platform]
- Having essential activities take place in neighbourhood hubs [Continuity, hubs]
- Voting for binding 'referenda' on MijnRotterdam and in the neighbourhood hubs [Autonomy, Elections]

This cluster and the ideas inside are relevant it presents a way of drawing in people that are still hesitant or distrustful. If you can manage to get these people involved through necessary (or mandatory) tasks and activities, there is an opportunity to slowly convince them of the importance and effectiveness of this new participation system.

These clusters are listed in no particular order, to make some sense of them, let's visualize what this means for the outline of the strategy:

Placing clusters

If we look at where the idea clusters fit into the bigger picture of the participation system and strategy, there are two clusters that stand out as ways of drawing residents in after they have been introduced to the interactive pole and the respective councilmembers. Through desires (such as rewards, nudging people to conform to a desired behaviour) or necessities (forcing them to get involved, with things like handling taxes or voting for plans or elections). This should happen through both the contexts and the interactive poles, on the poles there should be some nudging and informing happening that pushes residents to check out the other participation contexts for themselves. The platform and the neighbourhood hubs should also draw people in through these desires and necessities.

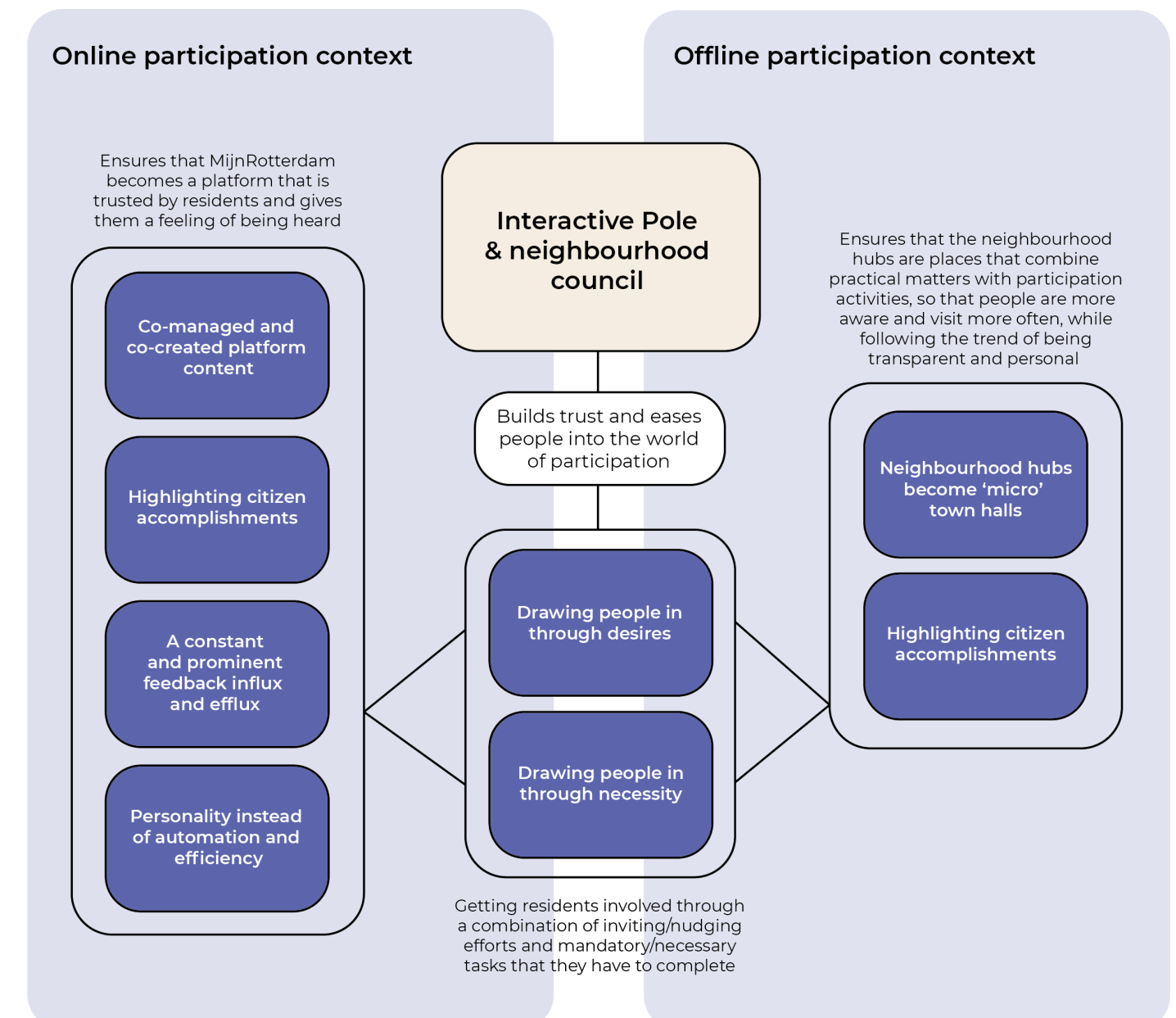
Once people are convinced and make the effort to visit one of the other participation contexts, there are some things that need to be in place: In the online context, it is important to focus on the following things when residents arrive there for the first time:

1. Having a prominent spot for citizen initiatives/ideas and highlighting the results from the past.
2. Showing and making content that has been co-created with residents.
3. Giving feedback a prominent spot, transparency is arguably the most important thing of all.
4. Choosing personality over automation, Crooswijkers will be more pleased and involved when they get to speak to and get feedback from real people, if you automate all of this, they will feel like they are talking to a wall.

If these four main points are taken into account and incorporated into MijnRotterdam, a great first impression can be made on the residents, and they will be more likely to stick around and get involved.

When it comes to the offline participation context it is important to, again, focus on accomplishments and results that have been achieved with help of the neighbourhood hubs, after all they have been operating for a while. Besides showing the achievements, there should be new drivers for the residents to walk in there and get involved. The neighbourhood hubs should evolve into places that are known to the people as 'micro town halls' where: they can arrange business that has to do with neighbourhood life, start citizen initiatives, talk to the councilmembers, partake in participation activities, join up for events and more.

The neighbourhood hubs should invite people through these new activities showcase the important work that is being done, it will make the participation system even more personal and authentic, since those are two of the biggest qualities of the hubs.



Paragraph 8.3 Introducing the strategy

The strategy is introduced and explained in detail, the goals of the strategy are highlighted, as well as the reasoning behind this goals and what will be achieved if these goals are accomplished.

personality of the neighbourhood through faces, projects and accomplishments. Councilmembers will also be present and active on the platform.

Rethinking the neighbourhood hubs

The hubs in Crooswijk need to become flourishing places where personal contact meets creativity and necessity. In order to make that happen, they need to gain more responsibilities. If some important resident affairs can be dealt with there: allow people to come pick up documents there, install an information booth where councilmembers occasionally take place and talk to residents, organize debates, co-creation sessions, voting

and resident-evenings. By combining these things, people will want to, and have to walk in every now and then whether that is to participate, to handle some business or just see what is going on, it will become a lively place where people come together and participate.

Bringing the communities together

On the platform, an online community will start to form, and in the hubs an offline community. These two need to remain connected. By balancing certain possibilities with regards to participation, resident affairs and other events, both communities will have their reasons to visit the other and get

involved. For example: participating in a poll about a project on MijnRotterdam, and visiting a discussion evening about that plan a week later in one of the hubs, or applying for your driver's license on MijnRotterdam, then picking it up a month later at Crooswijk's Neighbourhood hub, where you meet one of the councilmembers and have a chat.

The strategy

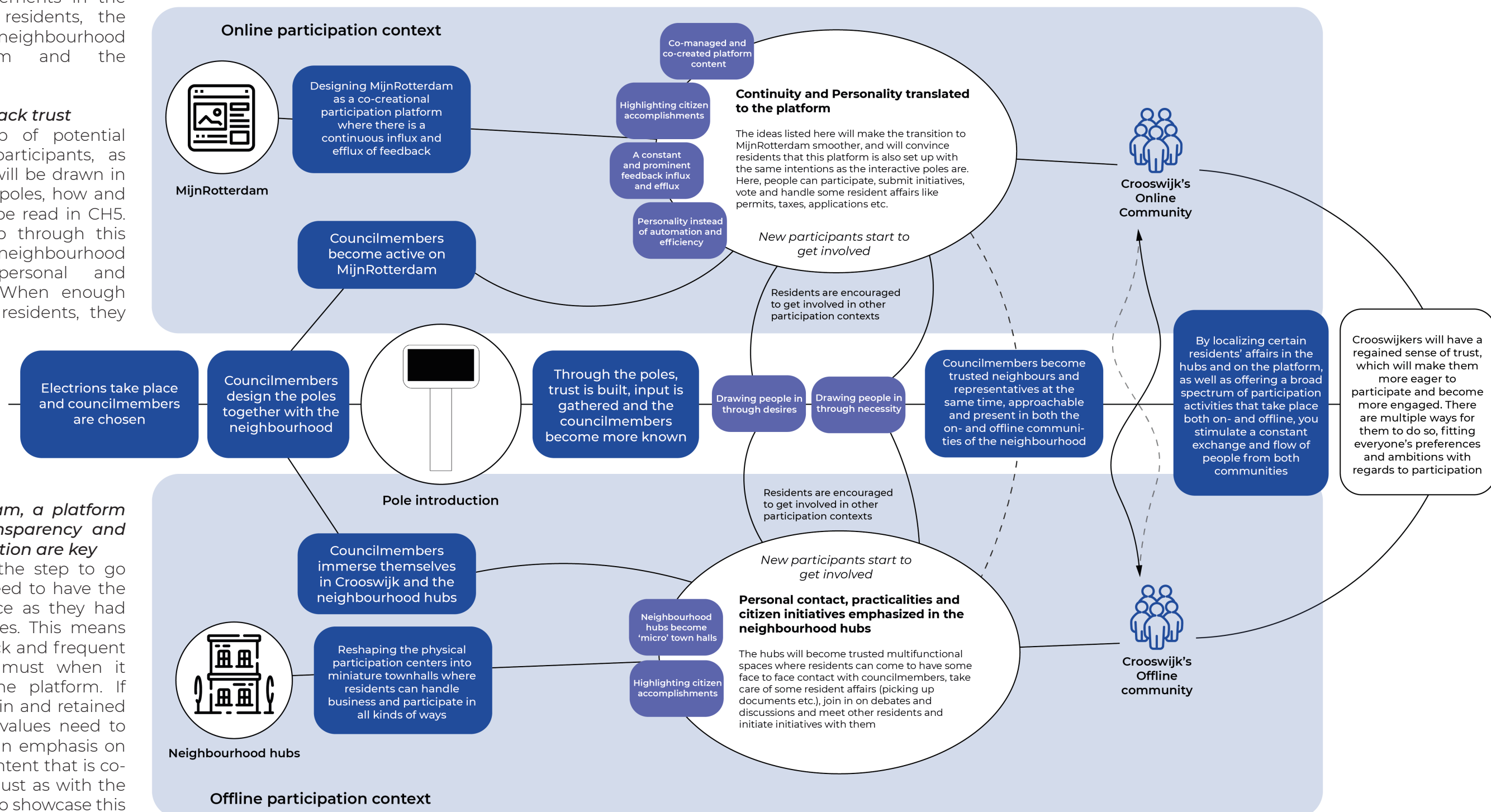
There are five main elements in the strategy, namely: the residents, the interactive poles, the neighbourhood council, MijnRotterdam and the neighbourhood hubs.

First stage of building back trust

First, the target group of potential participants and non-participants, as well as other residents will be drawn in through the interactive poles, how and why this happens, can be read in CH5. Slowly, trust is built up through this interaction with the neighbourhood council, and the personal and transparent approach. When enough trust is built with the residents, they should be persuaded to take a look at the other participation contexts, this can either be done through **nudging** and **giving rewards**, or giving them a reason to **have** to go there.

Designing MijnRotterdam, a platform where personality, transparency and continuous communication are key

When residents make the step to go to the platform, they need to have the same positive experience as they had with the interactive poles. This means that personality, feedback and frequent communication are a must when it comes to designing the platform. If people are to be drawn in and retained on the platform, these values need to be consistent. There is an emphasis on citizen initiatives and content that is co-created with residents. Just as with the concept, it is important to showcase this



Goal of the strategy

The strategy has one main end goal, as has been highlighted in the project assignment and the design brief:

Get more Crooswijkers to participate, and be more involved in actively improving the neighbourhood.

In order to achieve this goal, there is progress to be made on a larger scale. There are a few main elements within the strategy that can, when working together, realize this progress.

There are four sub-goals that, if achieved, can contribute to the overall success of the strategy and the positive results that come with it:

1 Facilitate a smooth transition for residents, from participating through the interactive poles to the other participation contexts.

This is crucial because participation is already a sensitive topic in the neighbourhood, since the residents have experienced a lot of bumps and discontent in this regard. A positive experience will ultimately decide if they become more engaged or not

2 Maintain consistency with regards to communication, transparency and expectation management

If this is not achieved, there is a chance that Crooswijkers will be turned off and feel like nothing has changed, this needs to be avoided at all costs.

3 Connect the on- and offline communities, prevent the forming of separate groups of participants

The neighbourhood is already divided, two separate participation communities would only contribute to this problem. If done right, participation can bridge this gap and unite Crooswijkers, beyond preconceptions.

4 Make sure the different participation contexts complement each other

It is important to make sure that one participation context does not get in the way of another. They all have their respective qualities and advantages that have to be fostered. This way the system remains accessible to everyone and caters to the preferences of all residents.

Paragraph 8.4
Validation
In this paragraph, the method for validation of the strategy is explained. In order to complete the strategy, proposed participation system and the implementation, some practical and experiential knowledge from Team Crooswijk needed to be gathered.

In order to finalize the strategy, and make it more elaborate and detailed, a round of validation needs to be done. The idea is to present the first version of strategy that has just been shown to members of team Crooswijk. These members have the experience of working on the ground and being a team that works inbetween the residents and the municipality. Besides this they are also one of the stakeholders of this strategy, and they will have a good idea about how realistic some aspects of the strategy are, and what needs to be improved or added to it.

Method
Through interviews with the members of Team Crooswijk, through questioning them about the strategy, I want to print out a large visual that encapsulates it and give them a short presentation on what the strategy entails.

The goal is to gather insights on the feasibility, desirability and viability. Besides this, they have a good view on what would need to happen logistically and financially (maybe even politically) to make certain aspects of the strategy a reality. These insights are crucial in order to create the implementation part.

After presenting the concept and strategy, the following questions will be asked:

What do you think of the concept and overarching participation strategy?

Where do you see pain points with regards to the feasibility of the strategy?

How viable do you think this strategy is?

Paragraph 8.5

Points for iteration

From the validation session, some input was gathered that can be used for the strategy, its implementation and the proposed participation system.

1

Take into account the amount of work that goes into responding to input

One thing that came out of the validation, is a worry for the amount of work it takes to uphold an input-feedback system like this. One team member mentioned that for him it sometimes takes three hours to deal with three separate questions/complaints, meaning that this process can be very time consuming, this should be taken into account when communicating to residents about when they can expect feedback. It's also something to think about when assembling a team that will take care of this input/feedback exchange.

2

Change happens slowly in institutions like a municipality

One point that was stressed a lot by the team, is that even though your ideas and plans could be great, it still takes a lot of time to implement them in a massive 'tanker' like the municipality. The tanker moves very slowly and it takes time to change its course. Making quick decisions and implementing short-term change is difficult.

3

Focus on maintaining the life of the poles

Since the poles will become objects that are placed in the public space, they will be susceptible to vandalism. It is important to put some thought into preserving them and making sure they can keep operating. It would be a shame if the poles need to be replaced regularly because of malfunctions and other unforeseen complications

4

A support team for the neighbourhood council in the process of input gathering and response

The council will stand ahead of a huge task, if they manage to become a trusted governing body in Crooswijk, a lot of input will be flowing in and a lot of feedback needs to be returned. They probably can't manage this all on their own, since being part of the council is not a day-job. A support team needs to be considered in order to relieve them from some of the work.

Paragraph 8.6

Main Insights

The different participation contexts need to be consistent with the values that the poles provide | Expectation management needs to be on point, be realistic about how much work it takes to provide feedback to everyone | Emphasis needs to be on meaningful feedback that is useful for the council, they shouldn't be overwhelmed with complaints that should be sent to other public servants.

09

delivering the concept

In chapter seven, the final concept is presented along with the use scenarios. The final concept is iterated upon based on the input that was generated through validation and testing. The use scenarios of both the residents and the councilmembers show the interactions that take place, and the actions that are taken by both groups.

Paragraph 9.1

Final concept

The final concept that has taken the input from the validation and testing into account is presented in this paragraph, the key goals and final characteristics are shown, as well as the implications for the strategy and the user scenarios.

matters will most likely be divided between them when they start their work. Having a pole for each member means that:

You can dedicate each pole to certain issues or topics and place the poles in a location that has a strong connection to these issues and topics, for example:

One councilmember is responsible for gathering all ideas and feedback regarding the recreational areas in the neighborhood, so they decide to place their pole on the Schuttersveld, the central recreational area of Crooswijk. People that are making use of this area by exercising, relaxation or other forms of enjoyment, will be prone to interact with the pole when an idea or a complaint pops into their heads.

Another councilmember could be an experienced small-business owner for example, their pole could be located in a busy shopping street. If people are shopping and walk by this pole, any ideas and input they have is really fresh in their minds.

The poles would not be limited to one subject only, as that would take away from the accessibility and force people to move to other poles and give their input there.

The goal is to stimulate people to look around and take in their current surroundings, and give some input that is based upon this moment of reflection of that context.

Besides the goal of getting people to submit this type of feedback, making the poles topical and location-specific can add an extra layer of personality. Through highlighting the certain expertises, interests and knowledge combined with the attachment to the spots in which the poles are located, you portray the councilmembers as individual, fellow Crooswijkers. This should evoke a different reaction from the people that interact with the pole, the residents know that they are dealing with people that live the same struggles as they do, instead of a less personal view of the council as a governing body.

Highlight the individual, that's who the residents relate to.

Characteristics of the concept

'Paal van de Wijk'

The concept is an interactive pole that is made up of a base and atop of that a tablet with touch screen. It has the ability to show all kinds of relevant information to the user and it also allows them to record messages or type them out. Before sending the message, the resident can fill in some contact information, so that the councilmembers can revert back for some feedback and a possible conversation. These messages will then be sent to a work e-mail that is managed by the members of the neighbourhood council. Before being sent through to the mailbox, the messages are filtered for

Personal, topical and location-specific

Before iterating the idea was to make a singular pole for the whole council combined, on this pole you would find all of the information about the councilmembers and residents could send them a message. After testing and validating it was found out that this would take away a large part of the personality of the concept and make it more associated to a governing body. This is something that needs to be avoided because it might work counterproductive. The danger is that Crooswijkers will once again think that this is something untrustworthy.

A key decision that is made, is to give each member an individual pole

In the final concept, each member will get their own personal interactive pole. This will have the following benefits over having just one pole:

Each member of the council has their own expertise and knowledge, certain topics and

Designed with and for the neighbourhood

Before testing and iterating, no real decision was taken yet about the form and design of the pole. After speaking to residents and candidate councilmembers, it was found out that the poles needed to look special and less like something initiated by the municipality. The prototype had a green stand and that provoked some reactions from respondents that all had a similar tone, if you make it look more personal and recognizable to the neighbourhood, you will attract more residents instead of repel them.

A key decision that is made, is to design the poles together with the neighbourhood

Arguably one of the most interesting ideas coming out of the validation and testing, was to get the neighbourhood to design the poles. The elected councilmembers will work together with schools, artists and youth centers to make the poles look fun, interesting and characteristic to Crooswijk. This is a great idea for the following reasons:

It vastly improves the trustworthiness of the concept, if Crooswijkers see that this is something designed by their fellow residents, it gives off a positive first impression. The (lack of) involvement of residents has been a problem for a lot of them, a concept that goes against this trend will automatically be interesting and more inviting.

Another benefit is that concepts designed by residents will become objects that create a sense of ownership within the neighbourhood. People feel responsible for maintaining the poles and not letting them decay like some previous art projects in the neighbourhood have.

Lastly it is a great way to spread the word about the neighbourhood council and the poles themselves, getting as much residents involved in the design process will create a wave of interest in the concept.

The goal is to give the right example, heavily involve residents in the design process and build trust and a sense of ownership through it.

Updated feedback loops

Before testing and iterating, not a lot of thought had gone into the sustained relevance of the poles, and how to use them to establish a continuous communication channel with the residents. Through the sessions, it was found out that this needs to be one of the core functionalities of the concept. This is important in order to keep people coming back to the poles and for them not to decay after a little while. It means that there needs to be a tablet that can be updated regularly.

A key decision that is made, is to equip the poles with a digital tablet that allows for frequent updates

The poles need to remain relevant over a longer period of time, in order to keep people involved and keep building the trustful relationship with them. The first thing that is crucial is feedback. People will be giving input through the poles, they need to know what happens with it. This is something that has gone wrong in the past, and the pole will make sure that people always receive feedback on their input. This feedback should be portrayed on the poles, but also sent to the people that gave the input. By keeping the poles up to date, not only with feedback, but also with upcoming events and other newsworthy items, we can retain a continuous communication flow with the residents, which will also contribute greatly to the trustworthiness of both the concept and the council.

The goal is to get people to come back to the pole to read feedback, give more input and get more and more comfortable with the process of participation

Concept video

To illustrate the goal of the concept, and what it should accomplish, a concept video was made, looking ahead as if the concept has been implemented for three years already. Follow this link to see the video:

www.bit.ly/paalvdwijk

Each pole is located in a specifically chosen spot. The councilmember presented on the pole decides on the whereabouts, it should be meaningful and coincide with the interests/ knowledge/expertise of the person. This should allow for more specific and in-the-moment input.

As the design of the poles will be in the hands of the councilmembers that collaborate with schools, artists and/or youth centers, no decision of the look is made. This is completely up to the neighbourhood. They will be able to come up with a look and feel that resembles Crooswijk, looks interesting and inviting, and adds something positive to the scenery of the neighbourhood.



End goal of the concept

As mentioned in chapter five, the end goal of the concept is to serve as a stepping stone in the participation 'career' of residents that can be regarded as potential participants or non-participants. How does this concept achieve that goal?

Building trust

The concept should be perceived as trustworthy, because it will be designed by the neighbourhood, and brings residents in contact with fellow Crooswijkers that represent them and stand up for their rights. It provides the residents with a way to give input, and the councilmembers to gather this input and respond to it with feedback. This establishes a continuous communication channel between the residents and the council. By being transparent, and constantly updating the residents on the progress, trust is built, resulting in a stronger relationship

between the two parties. This stronger relationship means that the councilmembers will slowly establish a position that allows them to promote the different participation contexts and actually convince residents to get involved. MijnRotterdam, as well as the neighbourhood hubs are promoted actively as places where more in-depth conversation and participation takes place, as well as important activities like polls, voting and submitting citizen initiatives.

The councilmembers record a video in which they introduce themselves, talk about what they do in the neighbourhood, what this pole is for, why it stands here, who made it etc. This video serves as an introduction and a small tutorial for the resident that is interacting with the pole.

Implications for the strategy

When the concept slowly builds the trusting relationship between residents and councilmembers, the municipality and the neighbourhood should shape the physical and digital participation contexts so that they do appeal to the Crooswijkers that 'arrive' there for the first time. There are a couple main points that are important for the final strategy, that take into account what the concept will accomplish and how to play into that.

1 Focus on low-threshold and accessible participation

People that are drawn into moving on to the other physical and digital participation contexts are used to the low-threshold way of giving input through the poles, the transition should be gradual and you can't expect them to immediately take part in forms of participation that require a lot of effort and time.

2 Emphasize on continuity

Just as with the concept, there should be a great emphasis on reverting back to the residents with feedback and results, they will be put off if this does not happen the way it has before. As these contexts are more connected to the municipality as a governing body, there needs to be extra transparency and effort to keep the new participants involved and continue to build the trusting relationship.

3 Highlight the residents and their accomplishments

Obviously there has been a lot of positive results from participation with residents. It is important to highlight this for the newcomers, so they can see that, against some of their contrary beliefs, an effort has been made to give residents more say and to support their ideas and initiatives. This will further improve their view on these participation contexts.

The tablet contains the following functionalities: Create a message, where residents can either record or type a message, and leave their contact details. Recent feedback, where feedback on input that has been given can be seen. About this pole, where some information about the design of the pole can be read. An upcoming events tab, a tab where you can locate physical participation centers, and a tab that takes users to MijnRotterdam, in order to show them a glimpse of the possibilities.



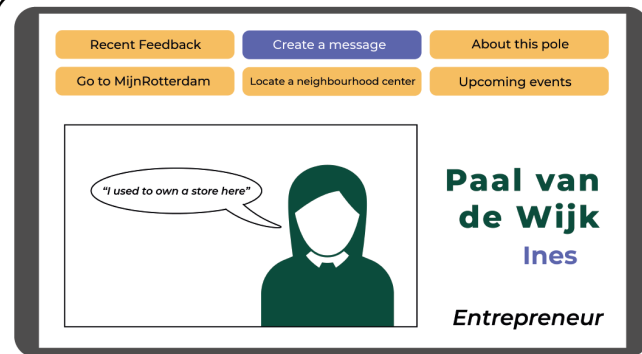
Paragraph 9.2

Use Scenarios

In this paragraph both use scenarios (the residents and the councilmembers) are shown, they offer a more detailed view on how the concept works and what it takes from both user groups to make it successful.



A resident takes a walk through Crooswijk, and comes across one of the poles located on the Crooswijkseweg, a busy shopping street



On the pole, a neighbourhood council member is introduced, their expertise is entrepreneurship, the resident is asked to give some input on the state of Crooswijk's entrepreneurial state



The resident takes a moment to look around and gather their thoughts, before recording a message and voicing their concern about the lack of diversity in the range of shops



They record the message in their preferred way and afterwards fill in some contact details. They send it over to the councilmember



After a couple days, the resident receives an e-mail from the councilmember, confirming that the input has been received, and an invitation for a coffee and a talk



The resident's message and the councilmember's response are displayed on the pole, showing that something is being done with the input and it's on the agenda

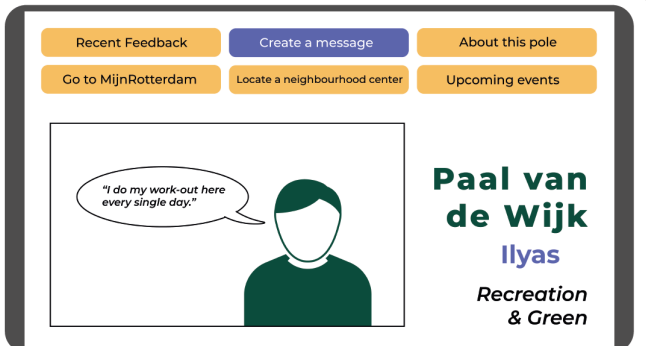
Paragraph 9.3

Main Insights

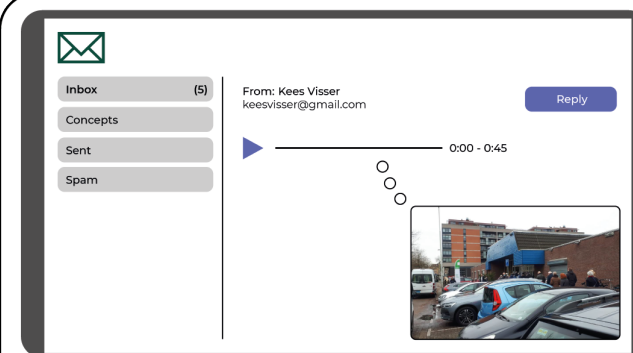
Within the final strategy, low-threshold participation and personality need to be emphasized | Continuity is key in order to make all of this work | In order to stimulate active participation, the existing initiatives started by residents need to be highlighted, and residents need to be encouraged to realize their ideas



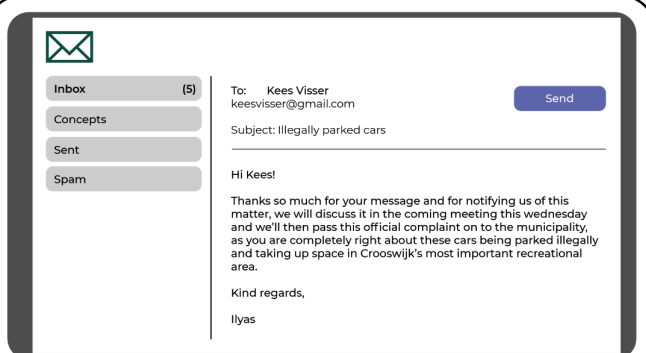
A newly elected councilmember places their pole on Het Schuttersveld, Crooswijk's prime recreational area, this has a personal connection to them since they always work out in this open space



Their pole portrays the personal connection to the location, and asks for input regarding recreation and the green areas in the neighbourhood



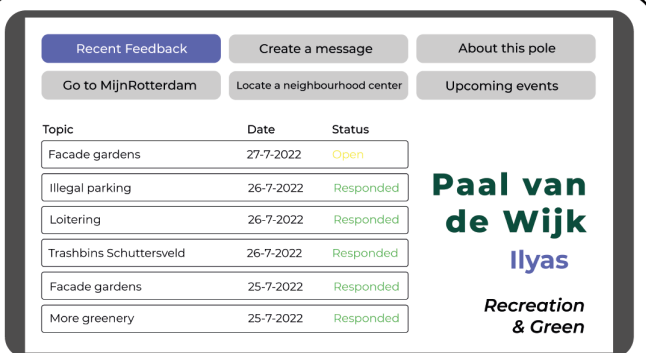
The councilmember receives input from a resident about the Schuttersveld via e-mail, the resident has noticed that since the vaccination location was opened up, cars are being parked all over the place in that area.



The councilmember reverts back to the resident to inform them that their input has been received well, and they reassure them that during the next councilmeeting, it will be addressed



The councilmember brings up this point in the next council meeting, a small discussion happens and a verdict is made



On the pole, the outcome of the input and following discussion is displayed, as well as the fact that this is being brought to the attention of people higher up

10

delivering the strategy

In chapter ten, the final proposed participation system is presented. The implementation of that system and the strategy is explained with the help of a roadmap that shows the different horizons, participation contexts, key activities and resources.

Paragraph 10.1

Proposed participation system

In this paragraph, the proposed participation system is shown, it shows the different actors present in the system, some of their main activities and the relations between them.

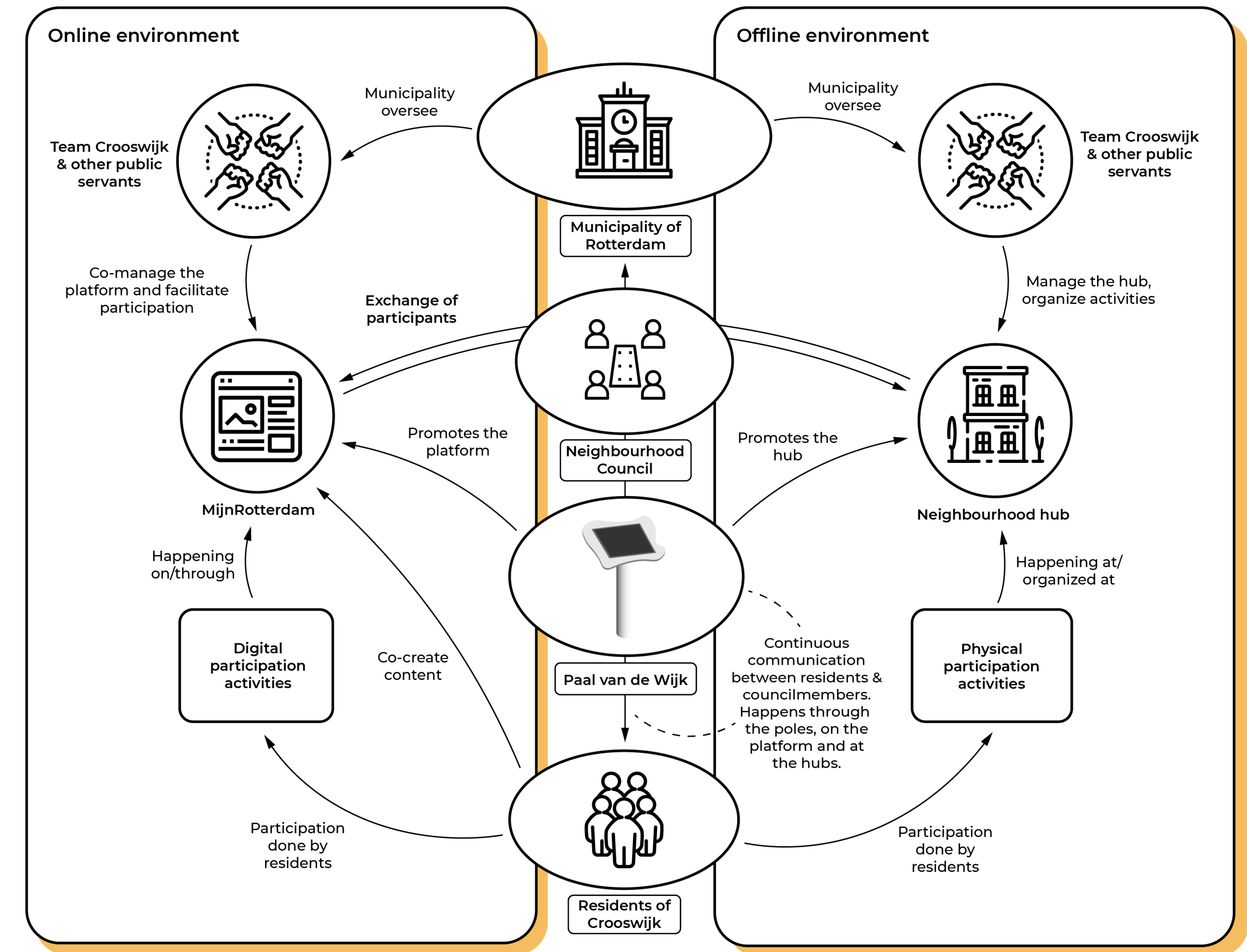
In chapter 4, the current participation system was analyzed and visualized. The main outcome of this analysis was that the system needed more connection between communities, more emphasis on active participation and more centralized hubs that facilitate participation.

In this new system, these shortcomings are addressed. Through the neighbourhood council and the poles, participation and trust will be boosted, leading to more people actively getting involved and taking part in both contexts. Since the poles and the other contexts actively promote the activities taking place in other environments, the communities keep mixing and remain connected.

The proposed system is built around two main participation hubs, the online one (MijnRotterdam) and the offline one (the neighbourhood hub). These hubs are centralized and elaborate in their activities and possibilities.

Not shown in detail in this visual, but the emphasis on active participation will be present on MijnRotterdam, as well as in the neighbourhood hub. On the platform, citizen initiatives are highlighted and there is a prominent role for a 'start your own initiative' page. In the hub, citizen initiatives are supported and public servants that offer guidance are available.

In this new proposed system, there is a heavy emphasis on centralization, the municipality should reduce the amount of different options they have both digitally and physically when it comes to participation and the gathering of input. As in the strategy, this system relies on the poles to boost trust and participation, and then slowly transitions to the digital and



physical hub to further the participation career of residents and give them a more elaborate and varied offer of methods, tools and possibilities. In the system, the municipality takes a step back and gives more power and influence to the neighbourhood council and team Crooswijk.

Paragraph 10.2 Implementation

In this paragraph, the implementation of the strategy and the system is highlighted with the help of a roadmap that shows the different horizons, participation tools & contexts, system components, key activities and the human resources needed behind the scenes to keep things up and running.

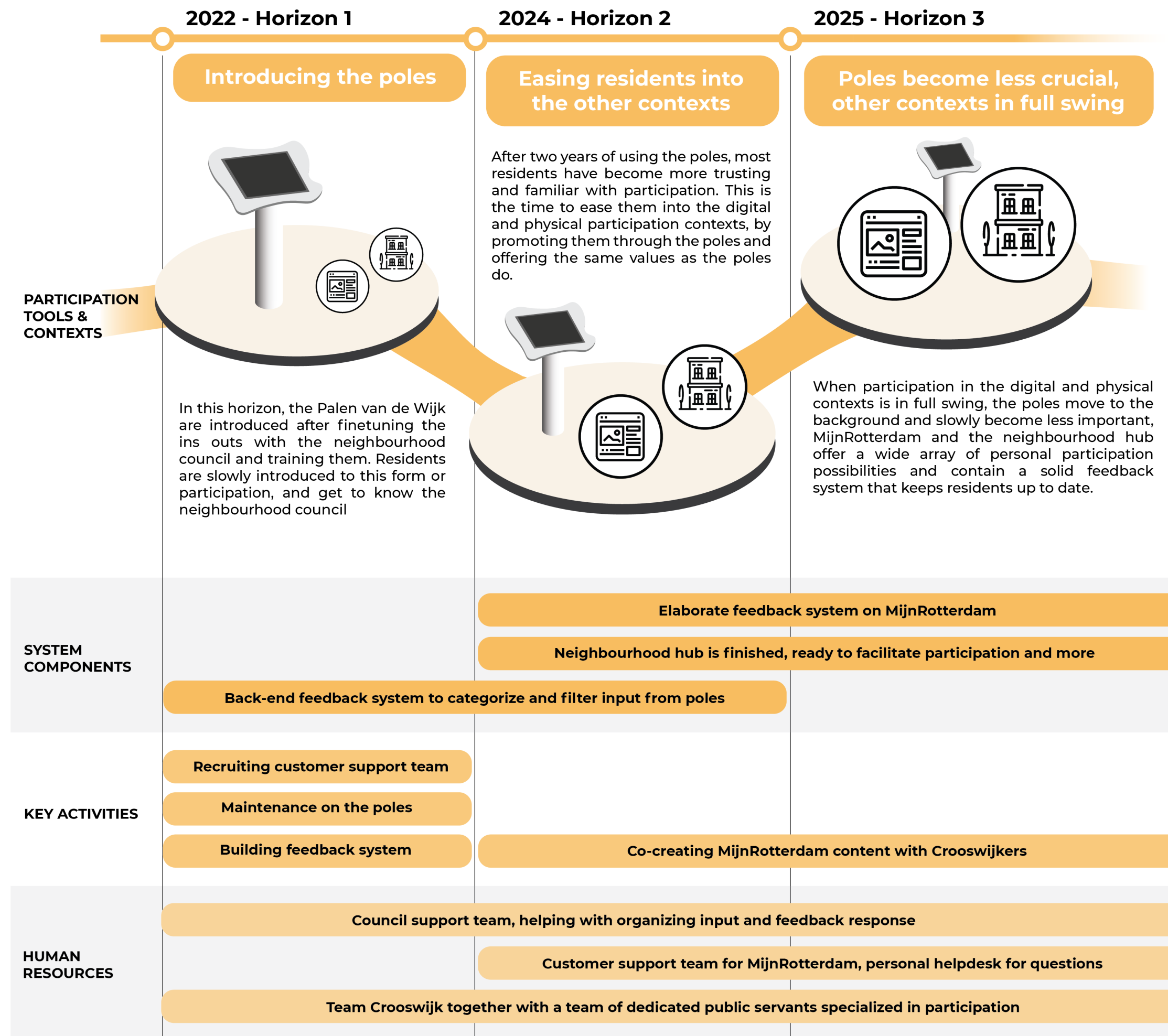
At the end of chapter 8, some input for a final iteration of the strategy and the system (with regards to the implementation) was retrieved from Team Crooswijk. The main points were to: take into account the time it takes to inflict change, that happens slowly in big institutions like the municipality. Gathering input and responding to it is very time consuming. Focus on maintaining the poles. Lastly, give the council some support, it's not a full time job after all.

This roadmap takes this input into account, and offers a realistic timeframe in which the poles can be introduced, how long they should be active and inflicting change before we start easing residents into the other contexts, and when the poles slowly fade out of picture. Participation is not a sprint, and it will take time to build back the trust and get residents more engaged again.

The activities touch upon these points of feedback too, emphasizing on the time it takes to build functionalities, recruit and train teams. The human resources row shows what needs to be in place for the participation and input/feedback chains to make things run smoothly.

Paragraph 10.3 Main Insights

The proposed system should address the insights gained from the current system | When implementing the strategy and changing the system, time management and workload reduction are crucial



11

concluding

In chapter eleven, the design and the strategy are assessed based upon the design requirements, some recommendations are done and lastly there is a personal reflection.

Paragraph 11.1

Design evaluation

In this paragraph, the final concept design, the strategy and the participation system that accompanies it, will be evaluated with regards to the design requirements that were compiled in the design brief.

3. Use the design as a stepping stone

When this project started, the focus was on the MijnRotterdam platform, and making that successful and valuable for Crooswijkers. But soon it was discovered that if nothing would happen before people would arrive on that platform (if they were even planning to at all), it was destined to fail. This strategy clearly states that this design is only the start of this long process, and that after progress has been made, it shouldn't be needed anymore, clearing the way for the municipality's bigger projects (MijnRotterdam and the neighbourhood hubs) to make more impact.

4. Make the councilmembers visible and build upon the personality of the council

From validation with candidate councilmembers, residents and team Crooswijk, it was concluded that this concept would be a great way to make the newly elected members more known in the neighbourhood. Concrete interest was shown and residents liked the personal aspect of it, since it spoke to them, and came across as a new, recognizable page in the book of participation.

5. The design should facilitate low-threshold participation and continuous feedback

During validation with residents, the concept was perceived as very low-threshold, residents that weren't really familiar with participation said that this would be something that fits their needs when it comes to participation. They walk by the poles every day and it only takes a second to give some input, it does not get easier. With regards to the feedback, they all stressed that this was important. With the way the concept is set up, feedback will be provided continuously, the only requirement that takes is that the municipality puts trust, and resources into it, because from validation with team Crooswijk it became clear that this is too much work for the councilmembers to handle on their own.

Paragraph 11.2

Recommendations

1. Co-create this concept further with the councilmembers

This concept still needs a lot of work, some candidate councilmembers have reacted very positively to it, and expressed their interests, but now that the council is installed and is being eased into their responsibilities, the municipality needs to find out if this is something that they really want. After all, these poles will be extensions of them, and there will be more work to be done as a result of it.

2. Test the concept and iterate further on it

My validation was quite short, and although the results were quite positive, more testing needs to be done. I was not able to make functional prototypes that could reveal more insights on the functionalities of it, and the way it is perceived when the concept actually functions.

3. Make MijnRotterdam more personal

The way the platform looks now, and I know it is still being developed further, it looks like something that a lot of Crooswijkers will be put off by. It needs to feel more personal to them, it needs to be MijnCrooswijk instead of MijnRotterdam. If this is done, the residents will feel more welcome there, feel more heard and have less doubts about it.

4. Invest in, and make resources available for support teams

The neighbourhood council is standing before a huge task, especially in Crooswijk. Give them the resources and the help they need so that they can do their job properly and don't get demoralized or overworked after a short while. Since this will be a long process, they need assistance at all levels in order to make their lives easier and make the job more enjoyable.

5. Keep the participation contexts as centralized as possible

Right now, there are so much different websites, portals, booths and more that people can visit to participate, this creates a sort of maze for people, causing them to be lost in all the possibilities. My recommendation is to merge platforms, merge apps, merge physical locations so that it becomes more manageable, not only for the municipality but also for the residents. If this is done, there will be less hesitation in residents to get involved, I am sure of that.

Requirements

1. Cater to potential and non-participants

There are multiple aspects of the design and the strategy that cater to these two groups of people that were identified in the research phase and illustrated by the personas. Firstly, what these people struggled with, is the trust factor and the threshold of starting to participate. By utilizing the neighbourhood council, consisting of Crooswijkers and neighbours of these people, a different approach is taken than the municipality has done in the past. If these residents are made aware of this personal and recognizable group of people, they will be less reluctant to open up to them, and if the design facilitates a low-threshold way for them to do so, they will be even more inclined to.

2. Connect the online and offline participation communities

As the process of building back trust and getting people to participate progresses, people will pick their preferred way of participating, whether this is on- or offline. By actively promoting the other contexts that are out there, and dividing the activities carefully (some activities work better in-person, others don't), this mixing should happen eventually. If a resident has become more engaged through the poles and is now a regular on MijnRotterdam, they will be more interested in also visiting other activities that happen offline. The key is to organize a wide array of activities and events that people want to visit, from validation sessions, there seems to be a positive attitude towards the concept and the council, I think that if this concept came to be, it could definitely cause less of a divide and more unity between different participants.

Paragraph 11.3

Personal Reflection

Purpose

When I started looking for a graduation project, I wanted something with purpose. Especially during my masters, I noticed that challenges that had to do with sustainability, and social design were the ones that I most enjoyed taking on. The moment that it became clear that I would be starting a project about this neighbourhood that is very dear to me, it sparked excitement. This challenge was very fitting to my interests, and because of my personal connection to it, it seemed even more perfect. Soon I found out that these types of challenges are so much more complex than you think, and it quickly becomes difficult to keep an overview of all the different mechanisms, questions and assumptions. What I found out is that these types of projects and challenges require more points of view, this can be done by having a design team with multiple people, or by talking to as much stakeholders as possible. As I had to do this project on my own, I had to go for the last option, which proved much more difficult than I first thought it would be. Operating in a context that is highly sensitive (which became clear through interviews with especially older Crooswijkers), I soon got the feeling that I was just another person working for the municipality trying to tell people how we can make things better. Even though I had a neutral position, and even leaning slightly towards the residents' side (since I was once a Crooswijker too) I still found it incredibly difficult to step over the threshold of actually talking to people and getting to know more, but when I actually did it, it was often very fruitful and motivating.

Methodology

I have always found it difficult to work in an organized and structured way, I've constantly struggled to write down my thought processes and report on the things I do, or make a solid planning. It is something that is taught at IDE, but never really caught on with me, and during other projects (where I would be in project groups mostly) I could get away with it. This time that was not the case. Looking back at the project, I was working without

any method or plan for most of the time, making the process incredibly hard to follow for my coaches and client. Time after time I got the same feedback, why did you do this? Where does this come from? And every time the answer was in my head rather than on paper for the others to see. Because the topic and challenge was quite complex, there was immediately a lot of fuzz in my head, making it hard to concentrate on being structured and organized, and this unfortunately continued throughout the whole project. This is something I will be wary of for the rest of my life, since I unfortunately experienced this in such a negative way.

Graduation process

This project started off when COVID-19 was still very present among us, and visible in all the measurements being taken to battle it. The first couple months of my graduation were spent behind my desk next to my bed, since I could not go to the faculty, or even to a coffee bar to work there. This created a distance between me and the project, my bedroom became my office and it became harder and harder to get out of bed to study.

Overall, the experience of graduation was very difficult for me, both as a designer and as a person. The biggest thing that I've learned is that I am not a person that likes to work on projects on my own. When I am part of a team, I flourish and perform very well, but as soon as I have to do it individually, problems arise. This especially became clear when I got close to deadlines, procrastination and distractions became so extreme that I even missed deadlines because of it. Especially the first half of the project, until the end of 2021, was extremely hard for me. After that, a new and more interesting direction was taken for the project, making the second half more enjoyable and smooth (in my experience).

Even though it has taken me so long to finish this project (and I'm proud that it's finally happening), I think that I've learned a lot about myself during it, and for that I am thankful. In the end, the result has been perceived as quite interesting and new by both residents, councilmembers and members of Team Crooswijk, all of them expressing interest, has made the struggle a bit more acceptable, because the goal from the start was to make something that inspires people and causes some positive change.

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Appendices

DESIGN
FOR our
future

TU Delft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name

initials

student number

street & no.

zipcode & city

country

phone

email

van Os

P

4365135

given name

Pim

Your master programme (only select the options that apply to you):

IDE master(s):

2nd non-IDE master:

individual programme:

honours programme:

specialisation / annotation:

IPD

Dfl

SPD

- -

Honours Programme Master

Medisign

Tech. in Sustainable Design

Entrepreneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair

** mentor

2nd mentor

organisation:

city:

country:

I. J. Mulder

F. Sleeswijk Visser

T. van der Hoek

Municipality of Rotterdam

Rotterdam

The Netherlands

dept. / section:

dept. / section:

HCD/DCC

HCD/DCC

comments (optional)

I wish to include two members from the same section because of their thorough knowledge, interest and fit with the subject. Both of them have different expertises that complement eachother for this project

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

Second mentor only applies in case the assignment is hosted by an external organisation.

Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

IDE TU Delft - E&SA Department /// Graduation project brief & study overview /// 2018-01 v30

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Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair I.J. Mulder date - - signature _____

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

List of electives obtained before the third semester without approval of the BoE

☒ YES all 1st year master courses passed

☐ NO missing 1st year master courses are:

name _____ date - - signature _____

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: ☒ APPROVED ☐ NOT APPROVED

Procedure: ☒ APPROVED ☐ NOT APPROVED

comments

name _____ date - - signature _____

Personal Project Brief - IDE Master Graduation

Designing a citizen engagement strategy for Crooswijk, Rotterdam

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 03 - 05 - 2021

03 - 10 - 2021 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

The project will be conducted for the Municipality of Rotterdam. They will soon be commencing with the build of a digital participation platform for the neighborhood of Crooswijk. The area committee of Crooswijk, who are in close contact with Crooswijk's residents and businesses is involved, as well as the neighborhood manager. There will be a close partnership with a developer that will actually make the platform. The platform could be a great asset for both the residents and employees of the municipality to, in a co-creational way, improve life in Crooswijk.

Crooswijk is a very rich neighborhood when it comes to history, heritage and culture. Currently though, it is divided. The new part of Crooswijk, located in the north of the neighborhood, has been heavily gentrified over the years, improving the social and economical situation of this part, but replacing some original residents in the process. New-Crooswijk scores better on a social-index scale, this is largely due to the newer residents that often are highly educated and better off financially. It is quite literally separated from Old-Crooswijk and Rubroek. 'Het Schuttersveld', a recreational area, divides the new from the old part and has not been utilized to its full potential in the process of uniting the neighborhood once again.

In 2016, Old-Crooswijk scored the lowest on a social-index scale where all neighborhoods were tested on various parameters. At this time, it was also the poorest neighborhood of the country. The so called 'Neighborhood profiles' were an indicator of the problems that the neighborhood is facing. Crooswijk's residents have become less proud of the neighborhood over the years, leading to a lower participation grade. There is a lot of energy in the neighborhood, but residents are reluctant in taking ownership, because they're simply unable to, or the trust that something will happen with their input has faded away. So, the residents are in need of a way that will actually enable them to take ownership and meet likeminded people that also want to change the neighborhood for the better. For them, it's important that the platform is personal and fits the culture/language/mindset that is present in Crooswijk. Something to take in mind is that Crooswijk is a really diverse neighborhood with a bunch of cultures, nationalities and languages present. The platform needs to cater to all of them.

Some of the residents are not feeling heard/supported, which is something I concluded from previous interviews with people that have lived there for a long time. For them it will be crucial that their trust is won back. If this does not happen, they might be reluctant in using the platform at all, since they feel like their ideas or input will go to waste. An approach should be taken in which these people are convinced that their concerns and ideas are really being taken seriously, and that this platform will be the ideal way for them to make use of this renewed trust. The user journey before arriving at the platform is just as important as the part that involves actually using the platform.

For the municipality it's obviously important that a struggling neighborhood gets back on the right track and (with help) changes itself for the better. They want to stimulate co-creation and take a participatory approach to tackling the problems present in the neighborhood. A solution that would be ideal, is one that is not only fitting and effective for Crooswijk, but one that is modifiable to fit every other neighborhood in the city. Besides this, the platform should work harmoniously with and be an addition to the already existing physical participation centre. Another important wish of the municipality is to see Crooswijk united once again, the platform could play a crucial part in this, by bringing people from both parts together and show them that everyone benefits from tackling the current problems in the neighborhood in a coöperative way.

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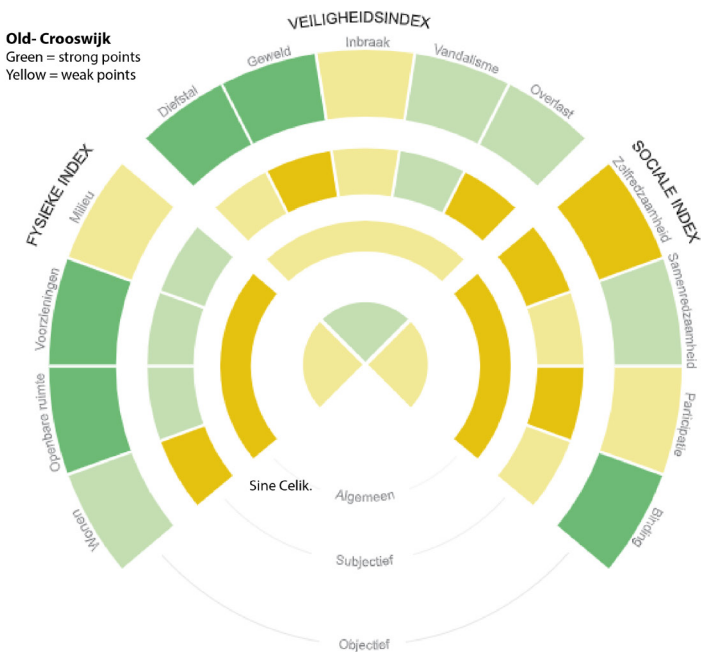


image / figure 1: Social Index measurement for Old-Crooswijk

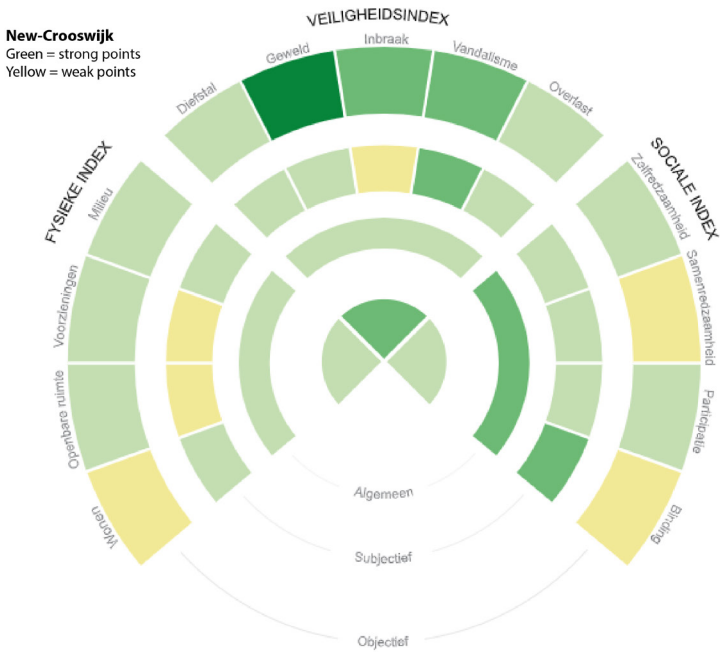


image / figure 2: Social Index measurement for New-Crooswijk

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

At the moment, Rotterdam is missing a digital platform that successfully lets the residents of Crooswijk participate in the process of improving and managing the neighborhood.

The project should look at how a co-creational way of designing and problemsolving can be achieved within the design process, so that the Crooswijkers' trust can be won back and the platform feels like it's designed and fitted to their needs.

Seeing as the municipality has already started building the generic platform, this project should be more focused on connecting to the residents and (co-creationally) finding out what they really want in their subsection of the platform that will draw them to it, rather than designing the platform as a whole.

- Sub-issues that should be addressed in the project:
- Residents not feeling heard when it comes to addressing problems in the neighborhood, leading to low trust in the Municipality
 - The divide between old and new Crooswijk, due to the process of gentrification happening in the neighborhood. There is also a distance between people because of culture, nationality, language among other things.
 - Residents not being proud of Crooswijk anymore.
 - Neglect of certain places in the neighborhood, leading to problems with trash on the streets, vandalizing and vacancy
 - Municipality officials struggling to find enough participants for a co-creational approach to improving life in the city

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

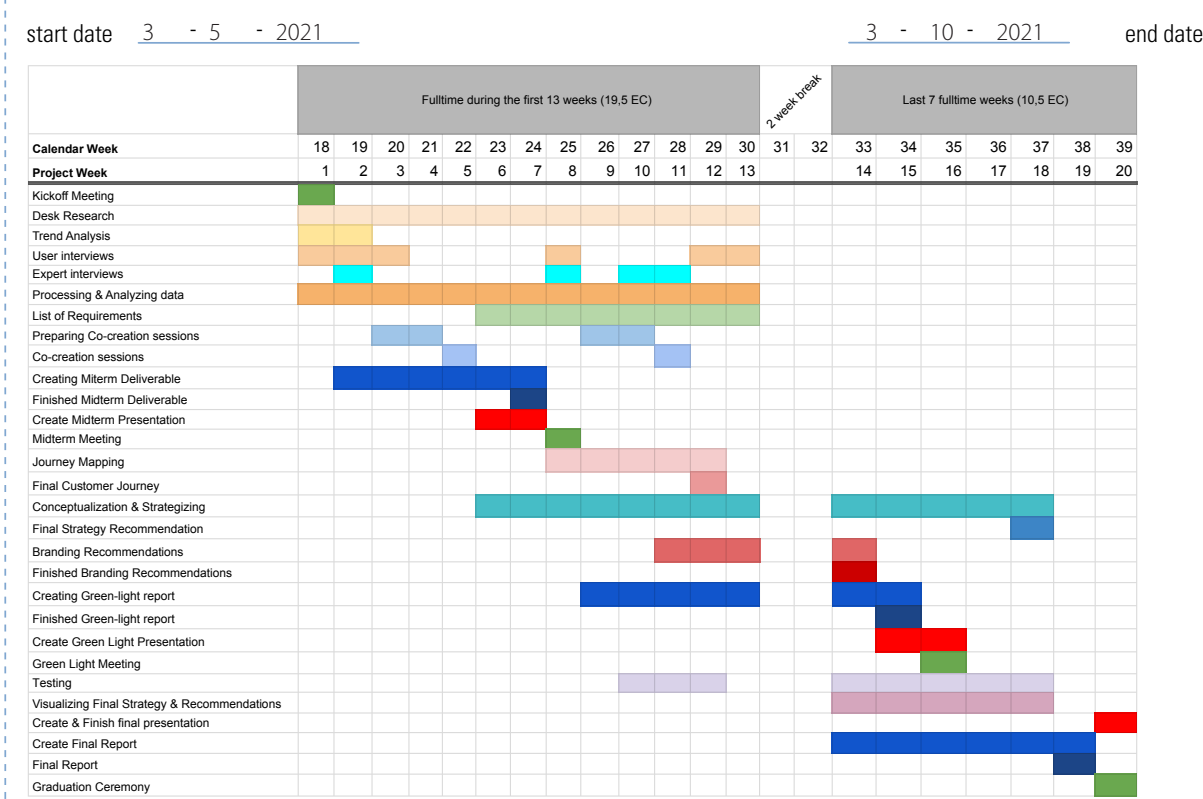
Design a citizen engagement strategy for residents of Crooswijk and a corresponding module for the municipality of _____ Rotterdam's digital participation platform to enhance citizen involvement.

The solution I aim to deliver, also agreed upon by the Municipality of Rotterdam, will be a strategy combined with a module for the platform that serve as a recommendation on how to win back and engage with the Crooswijkers. This solution will be designed in a participatory way, constantly consulting and involving the residents of Crooswijk during the design process. The strategy will be paired with some recommendations for aspects of the final platform that, as will be confirmed by the design research, speak to all Crooswijkers alike. Designing some concepts and ideas is something I really want to do and as there is a chance that the municipality will not follow all these recommendations, it would be a shame if some interesting ideas (coming from the Crooswijkers) will be ignored. Of course during the process it should be made clear that there is no guarantee that these ideas will make the final platform, so that there is no room for confusion. The customer-journey that the users undergo before arriving to the platform is just as important as the journey on the platform itself, especially in the context of Crooswijk. This journey will be an important part of the solution I want to deliver. The platform can be really well designed, but if the first part of the customer-journey does not inspire and convince the Crooswijkers, the chances of drawing a lot of users to it will be slim.

Seeing as the platform is being built already, the emphasis will not be on designing the platform itself, but rather on how it can be personalized to perfectly fit the Crooswijkers and through that, yield positive results.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.



Up here you can see my envisioned planning for the project. One key aspect is that during summer, the mentor will not be present for a little while, this is why I plan to dial down the hours spent on the project during this period, as well as taking a break of two weeks in week 31 and 32 of the year. This way the final ceremony can be lifted over the summer break and take place in the third week of september.

I plan to have a design research phase that's concluded around the 14th-15th week, where I want to focus on desk research (researching neighborhood participation, participation platforms, other examples of such products e.g.) and do a bunch of user interviews with Crooswijk's residents and municipality officials. I also want to conduct expert interviews for different crucial stages and topics like interviewing, co-creation, journeymapping, branding and user testing. I also want to start writing and updating the midterm report with all new findings and iterations at an early stage.

During the conducting of interviews and organizing co-creation sessions, a list of requirements for the platform will be composed. This then serves as a guide for the journey mapping and strategizing & conceptualization phase. In this phase all the input and research is taken along and transformed into a strategy with recommendations for the customer journey, functionalities, and everything else that the Crooswijkers need. The strategy and the green-light report will make the main big deliverables for that stage. In this phase I also plan to do user tests in order to validate certain aspects with the Crooswijkers

In the last stage I want to keep on testing and iterating until a final set of recommendations and a design is finalized. During this time I will also work on and finalize the final report and presentation.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

The previous semester I did a project for the elective Social Venturing in which we wanted to tackle the unwanted side effects of gentrification in Crooswijk. Until recently I was also a resident of Old-Crooswijk (I've had lived there for almost two years), and got a first-hand experience of the neighborhood, it's beauty and unfortunately also the problems that are present there. This completely drew me into that project I did, and it lead to a lot of interesting, fun and also sad conversations with people that have lived here all their life and have seen the neighborhood change (often for the worse in their view) over time. This made me much more aware of how I was also not fully participating in Crooswijk's social life. A design project that is so close to you definitely has a lot of impact on you as a person, and that was really the case with this one.

Although the idea we came up with was interesting and well received by the neighborhood committee of Crooswijk, we didn't know that the municipality was busy with another project to increase neighborhood participation in Crooswijk, one that sounded really interesting and promising to me. It was a logical step to try and see how I could apply my knowledge and insights from the previous project on this one, and develop a platform that is a great and personal fit to Crooswijk.

Besides the previous project that lead to this one, Social Design is the topic that interests me most in the field of design, making impact in people's lives on a social level is something that I really enjoy doing now, and see myself doing in my future career as a designer. This project aligns well with what I enjoy doing as a designer and that too is a big reason why I'm so motivated to do this.

Some of the skills/competences that I want to prove and improve during my graduation are:

- Interviewing skills
- Experienced with social design projects
- Empathy
- Branding
- Graphic design

My main personal learning ambitions are:

- Learning how to organize co-creation sessions with stakeholders, up to now I've always been on the participating side within these sessions. I realize that for this project it will be essential that some of these sessions are organized, and it's the perfect opportunity for me to dive in and learn all about it.
- Learning about the ways in which municipalities and other institutions can involve and empower citizens in decision making processes and solving widespread problems
- I want to learn more about how to properly and effectively use wireframes and interactive prototypes, in order to get to know more about how the functionalities of the intended digital platform will look like.
- Furthermore I want to develop some of my current competences further in this graduation project: my interviewing skills, branding skills and graphic design skills. This further exploration can help in the research and design phase.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

Participating in the DDL Participatory City Making to align and share learning with other students currently working on other realated and similar topics

1 Interview Guide

Hoofdvraag

How can the municipality of Rotterdam design a digital participation platform that wins over and caters to all residents of Crooswijk?

Checklist voor de start:

Audio/Video recording (vraag om toestemming)
Toestemmingsformulier
Introductiescript

Introductiescript

Allereerst bedankt voor het deelnemen aan dit interview, vandaag zou ik het graag met u hebben over de volgende onderwerpen: uw ondervindingen over het leven in Crooswijk, de rol van de gemeente daarin en hoe het beter zou kunnen in de wijk.

Thema 1

Introductie

Openingsvraag:
Zou u uzelf kunnen introduceren? Wie u bent, wat u doet en hoelang u al in Crooswijk woont.

Thema 2

Leven in Crooswijk

Openingsvraag:
Hoe ervaart u het leven in Crooswijk in de laatste jaren?

Follow ups/probes:
Waar bent u trots op in de wijk, en waarom?
Wat zijn dingen/activiteiten die u graag onderneemt
Wat zijn de grootste problemen die u ziet?
Hoe voelt u zich bij deze problemen?
Wat voor ergernissen wat betreft de wijk ondervindt u in het dagelijks leven?

Thema 3

De rol van de gemeente

Openingsvraag:
Hoe denkt u over het beleid dat de gemeente in Crooswijk voert?

Follow ups/probes:
Hoe is uw vertrouwen in de gemeente?
Waar komt dit vertrouwen/wantrouwen vandaan?
Denkt u dat er genoeg wordt geluisterd naar de bewoners?
Hoe zou de gemeente dit kunnen repareren?
Op welke gebieden zou de gemeente juist meer macht aan de bewoners moeten geven?

Thema 4

Verbetering in de wijk

Openingsvraag:
Welke dingen moeten er volgens u beslist beter in de wijk?

Follow ups/probes:
Hoe zou dit moeten worden aangepakt volgens u?
Heeft u zelf wel eens inbreng gedaan over het verbeteren van de wijk, en zo ja, hoe ging dat?
Hoe zouden de bewoners meer ideeën kunnen inbrengen?
Hoe kan de samenwerking tussen de gemeente en de bewoners verbeterd worden?

Generieke Probes
Zou je hier iets meer over kunnen vertellen?
Hoe liet dit je voelen?
Kun je deze specifieke situatie beschrijven?
Als je terugkijkt hierop, wat zou je dan nu anders doen?
Wat leidde ertoe dat...
Hoe zien anderen dit?
Hoe zou dit oplossen als u de mogelijkheid had?

...

Checklist voor het einde:

Benoem dat het interview over is
Vraag of de persoon nog wat wil toevoegen aan wat gezegd is
Bedank de persoon voor de medewerking
Stop de opname

2 Raw Insights

Interviews and talks with Crooswijkers:

“Problems in the neighborhood have been vocalized by the residents since forever, but they are hardly ever heard.”

“Repairs in the trust are definitely possible, but it will be a difficult task, especially with older residents.”

“The municipality makes a lot of promises that it can't keep, and doesn't follow up to them in the end.”

“Not finishing projects is an issue, asking residents for input and not following up on what's done with the input. This breaks down trust as well.”

“In order to keep repairing the trust, you have to give residents some responsibility, and reward them for it. If they realize that they can make decisions about something, it will motivate them to be more active.”

“The successful neighborhood newspaper the Crooswijker is a great example of what happens if you let the residents do their thing and back them with whatever they need.”

“Provide people with the materials and enable them to take measures into their own hands.”

“Doing everything through the municipality can be a bit impersonal and complicated. If there are residents that have some responsibility, you can approach them about things instead of having to call numerous phone numbers.”

“To some people, anything affiliated with the municipality is a red flag.”

“Entrepreneurs are sometimes afraid to speak up about the problems that are present in the neighborhood. They fear that it will cause problems for their business.”

“The creativity and the ideas of the people of Crooswijk, that's the capital in the neighborhood, that's what you have to unlock in order to realize the full potential of Crooswijk.”

“A platform should be more personal rather than generic. It feels more distant that way.”

“Crooswijk is like a village within Rotterdam, you can't expect the same treatment that goes for other neighborhoods to work here.”

“When you involve citizens in plans that are already in further stages of development, the chances that their input is used are lesser than when you involve them at the very start.”

“New Crooswijkers are not really suspicious about the municipality, and thus they approach them and as a result, get the support they need.”

“Another example of a group of people that have taken ownership of a problem in the neighborhood are the cleanup groups that clean the streets in the parts they live in. The municipality supports them, and as a result the streets are a lot cleaner than before.”
“Not everyone wants to be served, but you have to give everyone the opportunity to be served.”

“Showing the residents what is happening on all levels is crucial in winning back the trust. Transparency about what's being done with their input. Then little by little, they see that you are actually listening to them.”

“The neighborhood should be in charge, they should have more power and more resources to improve the area in a more bottom-up type process. This is where it starts, and it should be facilitated like this.”

“Sometimes you have to throw people in the deep, give them the responsibilities they never thought they would get, and if they fail, that's part of it. They learn from it and will do better next time.”

People that have moved out of Crooswijk still visit for some events, showing that 'once a Crooswijker, always a Crooswijker'	Speeltuinenvereniging is crucial and one of the consistent succesful organizations within Crooswijk	Crooswijkers hope for the youth to become more proactive and try to make something of themselves
Crooswijkers are proud of the playgrounds for kids	Events are the binding factor between Crooswijkers, it's what motivates a lot of them to get out and meet eachother	Crooswijkers want the neighborhood to stay affordable
Crooswijkers are proud of the green parts of the neighborhood	are proud of their neighbours and how they interact with eachother	want a multilingual campaign that urges people to not throw their waste on the street
like that you can talk to everyone in the neighborhood, and want to preserve this	Crooswijkers want togetherness, like there used to be	Crooswijkers want more policing in the neighborhood, and the officers to be more personal
Crooswijkers think that there isnt enough capacity in Old-crooswijk to improve itself, so there need to be more top-down improvements	Crooswijkers want a place where the youngsters that hang on the streets can go	want more initiatives that promote unity between old & new
Crooswijkers want people to help eachother regardless of skin colour, religion etc.	Crooswijkers have not lost all hope of more unity between old and new	want more cultural expression in Crooswijk
Crooswijkers miss the solidarity that used to be present	Crooswijkers miss a little 'heart' of the neighborhood, a place where it's always lively and cozy	want the neighborhood to invest as much into the old part as they have in the new part

If newcomers stick to their own little communities they will never feel like real Crooswijkers, since they hardly participate in the whole neighborhood's social life	A big problem is the fact that newcomers tend to stick with their own 'kind' of people, creating closed off little communities	Crooswijkers feel like the promises from the municipality aren't kept
It feels like people in Crooswijk have it harder to receive funds from the municipality than people from Kralingen for example	Low literacy in Crooswijk leads to less structured and well thought out budgeting plans	Crooswijkers see a clear divide between new and old Crooswijk
Places that brought people together have been torn down	Ton thinks that the heart won't work again, he thinks the municipality breaks down what you try to build	Crooswijkers feel like there is not a lot of accountability for the things that happen in the neighborhood
The municipality has ripped out the heart of the neighborhood	A big challenge in Crooswijk is uniting the main groups, the original Crooswijkers and the newcomers. Within these groups there are also a bunch of subcultures, nationalities, languages etc.	Crooswijkers feel like the richer and higher-educated people are favoured
Crooswijkers are upset with the amount of 'original' inhabitants being pushed out (due to skyrocketing rent prices)	Crooswijkers are afraid that there will not be enough social housing in the future	Crooswijkers used to be proud of the whole neighborhood, but have lost this pride
Crooswijkers feel like the stores in the neighborhood arent diverse enough	Crooswijkers think that there isnt enough contact between old crooswijkers and newcomers	don't like the speeds at which the cars race through the neighborhood
don't think that the municipality listens to them	are afraid that the love for the neighborhood is fading	don't like the mentality of some of their fellow residents when it comes to preserving the cleanliness neighborhood

Crooswijkers have been protesting and striking since forever, with little results	During activities and events in Crooswijk, people get to know more about each other and learn about their culture, habits and more	Diversification of stores and businesses could really improve certain aspects of Crooswijk
Crooswijkers don't go out anymore, they rather stay indoors and meet each other there	Schuttersveld could serve as a connecting factor between old and new	It is important for newcomers to learn about the origins of the neighborhood, in order to learn to appreciate it
Crooswijkers are completely honest	Crooswijkers want the neighborhood centers to play a more important role	Crooswijkers think that the Schuttersveld could use more attention and become the meeting place between old and new
Crooswijkers always say what they think	are open to the idea of sustainability, as long as its affordable	Crooswijkers think there should be more small local business to create liveliness
don't want Crooswijk to become uniform	want the municipality to keep looking on the ground in Crooswijk, and see what problems are really present	want people to respect the older residents, they have been at the foundation of the neighborhood
want people to not always assume the worst about people	want initiatives to also come from the municipality, and then be carried out in collaboration with proactive people in the neighborhood	want everyone to adapt to each other, newcomers and older residents, you have to work together to make things better
Describing a certain subset of newcomers as 'bakfietsenclave' is polarizing instead of fruitful, there is definitely some drive in that community	In Crooswijk, people appreciate it if you start a conversation with them, or even make as simple of a gesture as saying hi	Crooswijkers think in the past people stuck up for each other more, since everyone had less

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I enjoy that everyone says hi to each other on the street	Neighborhood initiatives are known to some people, and I would be interested in joining up until the point that it becomes my sole responsibility (such as being the one responsible for the cleanliness of a street)	Because of the bad state of the neighborhood, I don't feel proud of it, and thus don't feel the need to participate in any initiatives that try to change it
What I really notice here is that people are always prepared to help each other out	I don't know what's happening in the neighborhood at all, some place where I can access everything about Crooswijk at once would be really helpful	If I was the mayor of Crooswijk, I would first work on bringing back the togetherness in the neighborhood, so uniting old and new.
Recently I made a pretty bad fall with my bike, and immediately a bunch of Crooswijkers ran to check if I was okay, and helped me with anything I needed, they even offered me a ride home	Because of the bad state of the neighborhood, I don't feel proud of it, and thus don't feel the need to participate in any initiatives that try to change it	I think the participation grade in the neighborhood is low because people firstly think about themselves, and a lot of them are trying to keep their head above the water first.
Crooswijk is one of the last places in Rotterdam where everyone is willing to jump in and help a neighbor	I don't really participate in any neighborhood activities because the invitation never reaches me I guess	I enjoy the green parts of the neighborhood, I feel like Crooswijk is greener than most other places in Rotterdam, and it should be kept this way
One of the things that is difficult for me in Crooswijk is that I am constantly feeling like the police is racially profiling me, I'd like to see a more diverse police force	I don't really know what's going on in the neighborhood, I'm kind of embarrassed about it	If my neighbors knocked on my door to ask me if I could help them with an initiative, I would do it. If the municipality did it I would hesitate
I think people would appreciate it if they would be rewarded for taking some matters into their own hands, then it doesn't feel like it all goes unnoticed	The municipality has completely messed up the neighborhood	If I would be the mayor of Crooswijk for a week, firstly I would organize a big party for everyone, then I would tackle the littering and waste problem
People keep referring to 'them' when talking about the municipality, clearly displaying that there's a divide and a lack of trust	When I asked two young boys about life in Crooswijk they immediately asked me if I belonged to 'them'	Even though two young boys didn't feel like ice cream, they offered me a Redbull, which was very telling about their character

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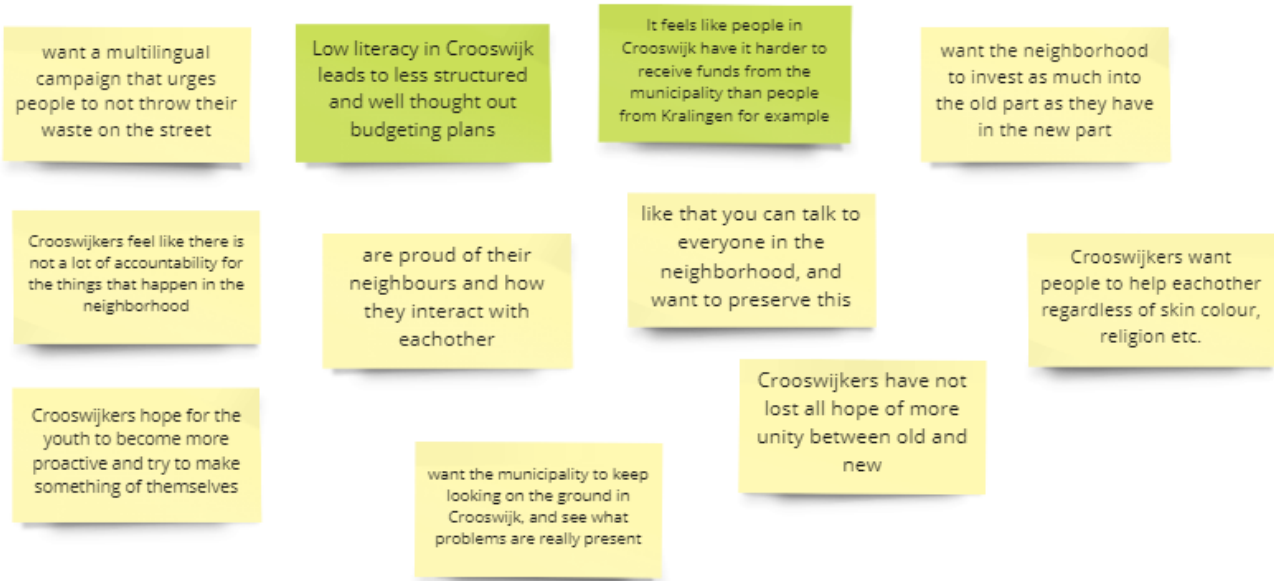
Crooswijker 1 "Participatory Elite"



Crooswijker 2 "Non-Participant"



Crooswijker 3 "Occasional Participant"



Design Goals

Designing for radical continuity

A strategy that is focused on constant participation, and contact between government and its citizens

Why?

Participation should be continuous. If it is not a continuous process, this means that there is not enough input and feedback being exchanged between the government and its citizens. This leads to one of the parties (the citizens) being left in the dark and not being listened to enough. This in turn can lead to: 1. a decline in trust of the governmental body, and 2. policy and plans that are inconsistent with the expectations of the citizens. A strategy focused on radical continuity would ensure that there is a constant exchange of ideas, feedback, opinions and other input, eliminating the chance of there being inconsistencies with regards to expectation management. It would also ensure the forming of a trustful bond between the two parties, because the citizens are never kept in the dark or unheard anymore.

Justification:

A participation process that is not continuous, often leads to residents being distrusting. One resident that I interviewed was frustrated about this and highlighted the fact that this does happen quite frequently in the neighbourhood: "Not finishing projects is an issue, asking residents for input and not following up on what's done with the input. This breaks down trust as well."

Continuity with regards to communication, updates and feedback with Crooswijkers is extra important, since there is past trauma of being let down and not being kept up to date about plans and policy for the neighbourhood (which has led to symptoms of distrust and suspicion).

Designing for radical autonomy

A strategy that is focused on empowering the citizens to make decisions on their own, and be self-governing as a community

Why?

Participation is all about giving the citizens a voice to think along with and co-decide on plans and policy. Giving them full autonomy to make decisions and plans on their own, could exceed the positive results that 'normal' participation achieves. Empowering citizens and giving them more responsibilities would eliminate the aforementioned problems of trust and expectation management. Giving the residents of neighbourhoods the power to inflict change themselves, means giving power to those that experience the issues present on a day-to-day basis, and not leave the decision and planning processes in the hands of people that do not have that first-hand experience. Solutions to the problems at hand, as well as other plans and policies would be built around the people themselves (and their experiences) instead of being more interpretative and created by others.

Justification:

There has been an ongoing shift in the narrative of which party should have some more

responsibilities and authority in certain situations. From one of the resident interviews, I got this quote: “In order to keep repairing the trust, you have to give residents some responsibility, and reward them for it. If they realise that they can make decisions about something, it will motivate them to be more active.” A clear example of this is the cleanup crew that makes sure the streets behind the old Heineken brewery are clean. They were given the supplies and resources to form a crew and clean up the dirty streets in that little area. If you now compare this part to other parts in Old-Crooswijk (where there are no residents tasked with this), the difference is night and day. This was also highlighted by a resident that was interviewed: “Another example of a group of people that have taken ownership of a problem in the neighbourhood are the cleanup groups that clean the streets in the parts they live in. The municipality supports them, and as a result the streets are a lot cleaner than before.”

Another resident mentioned this in an interview: “Doing everything through the municipality can be a bit impersonal and complicated. If there are residents that have some responsibility, you can approach them about things instead of having to call numerous phone numbers.”

“If I was the mayor of Crooswijk, I would give the residents more power and influence in the neighbourhood, right now the municipality does it all on their own without asking us.” is another thing mentioned by a Crooswijker, highlighting the fact that they feel like some very important and impactful decisions are made without consulting residents first.

The municipality has also been making a transition towards a neighbourhood democracy that gives more influence to residents (Wijk aan zet), in the midterm report I already went over these plans. Residents will be able to make themselves electable for the different neighbourhood councils that will stick up for the residents, and give light to their ideas, problems and all other input.

Designing for radical immersion

A strategy that is focused on the governmental body really putting themselves in the shoes of the citizens and thus being able to understand them more and take them more seriously.

Why?
Policies and plans that are created and carried out by public servants will oftentimes be perceived differently by citizens than the intention with which they were made. Putting the employees of governmental bodies in a radically different situation, i.e. getting them to really experience first hand what happens in neighbourhoods, could improve their view of the issues, needs and desires of the citizens and thus lead to more successful and well-received plans & policy. If citizens see their public representatives and servants live amongst them and be side-by-side when facing problems, their interventions and solutions will come across more honestly and in line with the citizen’s perspective.

Justification

“Community immersion allows individuals who are not familiar with the people and communities where they will work to immerse themselves in these settings. This gives them the opportunity to reflect on their assumptions, attitudes, and the knowledge base of their profession and to gain cultural competence.” (Global Family Research Project, 2019).

Community immersion is a concept that has already been researched and tested in a bunch of different professions, like with teachers, police officers and in the medical field. “The community-based learning approach has been promoted and supported by the World Health Organisation and has emerged as an efficient learning strategy.” (Chastonay et al., 2013).

If this way of community based learning and immersion has proven effective in other professions, why not make it a part of the job that our elected officials have?

A Crooswijker that was interviewed said: “I want the municipality to keep looking on the ground in Crooswijk, and see what problems are really present on the ground.” This is a sentiment that is heard more frequently among residents, showing that there would be a support base for more government officials being immersed in neighbourhood life.

Ideation

I will do a big round of ideation with ‘How to’s’:

- How to realise a continuous feedback loop with residents?
- How to provide residents with a fitting and desired level of autonomy?
- How to use community immersion to improve participation and policy making?

...that will be applied to the following participation contexts:

- The ‘MijnRotterdam’ platform (& Crooswijk module)
- The neighbourhood councils
- The neighbourhood hubs
- Municipal elections

- Round 1: ~100 ideas
- Round 2: 23 idea clusters

Idea clusters:
Ideas fall in the following categories:

- [Continuity, Platform]
- [Continuity, Councils]
- [Continuity, hubs]
- [Continuity, Elections]
- [Autonomy, Platform]
- [Autonomy, Councils]
- [Autonomy, hubs]
- [Autonomy, Elections]
- [Immersion, Platform]
- [Immersion, Councils]
- [Immersion, hubs]
- [Immersion, Elections]

These are clusters that came out of the first round of clustering:

Drawing people in through desires
Consists of the following ideas:

Nudging people to get them to use the platform and keep them there [Continuity, Platform]
Working with rewards for showing up and participating [Continuity, hubs]

MijnRotterdam becomes one of the go-to apps/platforms
Consists of the following ideas:
MijnRotterdam being linked to Whatsapp for messaging [Continuity, Platform]
Ensure MijnRotterdam becomes one of the most frequently used apps [Continuity, Platform]

The diversity of the neighbourhood reflected
Consists of the following ideas:
Inclusive advertising: readable, understandable and relatable to all residents [Continuity, Elections]
Every (prominent) subgroup within the neighbourhood delivers a council member [Autonomy, Elections]
Immersion programs with different subcultures, showing candidates what the differences and similarities are between groups. [Immersion, Elections]
Councils that are as diverse as the neighbourhoods themselves > support from all subcultures [Continuity, Councils]

Community immersion as the norm for governing & council
Consists of the following ideas:
Councilmembers have to walk around frequently and talk to people on the street [Continuity, Councils]
Obligatory immersion activities for councilmembers [Immersion, Councils]
An experience-program that encourages public officials to undergo new policies that are created, and provide feedback on it just like other residents. [Immersion, Platform]
Councilmembers spending scheduled days at high-traffic places in the neighbourhood, as direct contact persons [Continuity, Councils]
A requirement for being eligible for election is a degree of community immersion experience [Continuity, Elections]

Neighbourhood hubs become 'micro' town halls
Consists of the following ideas:
Having a physical booth at the council's meeting place [Continuity, Councils]
hubs are the place to start initiatives, no confirmation or authorization needed from higher up [Autonomy, hubs]
Giving hubs budget that they can allocate themselves and together with residents [Autonomy, hubs]
hubs are ran by community leaders that are fully immersed in neighbourhood life [Immersion, hubs]
A physical booth at the neighbourhood centre [Continuity, hubs]
Reshaping hubs to become a type of town hall where decisions are made for and by residents [Autonomy, hubs]
Neighbourhood hubs become the council chambers [Autonomy, hubs]

Customised and personalised participation impact
Consists of the following ideas:
Self selecting interest when first logging in [Continuity, Platform]
Slider that lets users decide how important their feedback is [Autonomy, Platform]
Stating expertises/knowledge on first login so that it's easier to determine how much

your opinion is grounded in reality, knowledge, facts etc. [Autonomy, Platform]
Being able to decide how much your vote weighs [Autonomy, Elections]
Letting all residents complete a list of things they would tackle if they would be elected [Continuity, Elections]

Allowing residents to decide on the function of neighbourhood hubs
Consists of the following ideas:
Residents can make a planning for which uses the hubs are available and on which days [Autonomy, hubs]
Residents decide on where the hubs are located and who runs them [Autonomy, hubs]

Participation contexts (on- & offline) become more fluid and scattered
Consists of the following ideas:
Physical extensions of the platform visible throughout the neighbourhood [Continuity, Platform]
Making the hubs mobile [Continuity, hubs]
Placing extensions of the hubs at key points in the neighbourhood [Continuity, hubs]

Neighbourhood hubs become educational immersion hubs
Consists of the following ideas:
Organising immersive activities at every stage of a project that requires participation [Immersion, Platform]
hubs become exhibition spaces to give a look into the neighbourhood and its people's lives [Immersion, hubs]
Neighbourhood hubs become immersion hubs [Immersion, hubs]
VR and AR tours through the neighbourhood [Immersion, Platform]
Organising appealing and entertaining activities [Continuity, hubs]
hubs as a tool for different groups to learn more about each other, and immerse themselves in the other person's culture [Immersion, hubs]
The hubs become education spaces where you can learn everything about the neighbourhood, like museums [Immersion, hubs]
hubs being the gateway to community work/immersion [Immersion, hubs]

Participation activities in the home context
Consists of the following ideas:
More campaigning at the door instead of places where people don't come that often [Continuity, Elections]
Council Meetings at homes of residents [Continuity, Councils]
Making households temporary neighbourhood hubs (for a night e.g.) [Continuity, hubs]
Voting in really accessible ways, like a mobile booth that drives past your home [Continuity, Elections]
Platform explanation evenings with people in their own comfort zones [Continuity, Platform]
More frequent resident meetings that take place in their homes or other comfort zones [Continuity, Councils]

Top-down community and policymaking immersion
Consists of the following ideas:
Councilmembers immerse themselves in the hubs and see how it is to run them, what should policy look like for places like these? [Immersion, hubs]
Politicians higher up immerse themselves into the working ways of the councils and experience how it differs from citywide policymaking. What can they learn? [Immersion, Councils]

hubs are the ideal spot for politicians and other policymakers to do community work and immersion [Immersion, hubs]
Policymakers tagging along at voting booths and talking with people that run it, as well as people that come to vote. This way they can see what's going on in their minds [Immersion, Elections]
The same way people higher up can learn from more local policymaking, people from the councils can learn from policymaking processes that happen higher-up [Immersion, Councils]

Co-managed and co-created platform content

Consists of the following ideas:

Co-deciding which plans need a binding verdict from residents [Autonomy, Platform]

Co-created content on MijnRotterdam [Continuity, Platform]

Residents have decisive authority on platform content [Autonomy, Platform]

Content creators of MijnRotterdam partake in frequent immersion activities so they can see what's going on and how they should adapt to that with content [Immersion, Platform]

Co-creational campaigning for candidates, shaping the campaigns together with residents [Continuity, Elections]

Residents manage MijnRotterdam fully [Autonomy, Platform]

Highlighting citizen accomplishments

Consists of the following ideas:

Posting user-generated content/feedback in a prominent way [Continuity, Platform]

List of citizen initiatives that need help/guidance [Immersion, Platform]

Scoring people on community immersion levels

Consists of the following ideas:

Clearly stating the level of immersion experience for public officials on MijnRotterdam [Immersion, Platform]

Having a round of evaluation with residents where they can score candidates on their experience in community immersion [Immersion, Elections]

Candidates are only eligible for election after completing a certain amount of community immersion [Immersion, Elections]

Council members = community members, requirement to be elected is active involvement and immersion [Immersion, Councils]

Councils as fully autonomous governing bodies

Consists of the following ideas:

Giving councils absolute authority over the neighbourhoods [Autonomy, Councils]

Councils don't answer to the municipality [Autonomy, Councils]

A constant and prominent feedback influx and efflux

Consists of the following ideas:

Asking for daily input from residents on the platform [Continuity, Platform]

Daily rounds of feedback of what is being done with input [Continuity, Platform]

My feedback tab [Continuity, Platform]

Feedback opportunities for every stage of a project/plan/process [Continuity, Platform]

Daily plans update from municipality [Continuity, Platform]

Open-source participation platform, where residents can share their projects/ideas etc about participation [Autonomy, Platform]

Elections custom fitted to residents' wants & needs

Consists of the following ideas:

Letting residents decide on the voting system [Autonomy, Elections]

Ranked choice voting [Continuity, Elections]

Candidates have to shape their campaigns to what residents want, instead of bigger donors/sponsors etc [Autonomy, Elections]

Clear and informative election dashboard on MijnRotterdam [Continuity, Elections]

Creating mutual understanding through immersion

Consists of the following ideas:

Residents offer activities to let public officials tag along and immerse themselves in neighbourhood contexts [Immersion, Platform]

Public servants immersing themselves in the online community of Crooswijkers [Immersion, Platform]

Public officials experiencing the platform together with residents and seeing what is desired and what needs to change [Immersion, Platform]

Residents check the governing bodies

Consists of the following ideas:

Residents have the power to collectively kick a member off the council [Autonomy, Councils]

Residents collectively deciding how much power a council member has when they are elected, and how much accountability there is [Autonomy, Elections]

Residents decide on how much authority governments have with certain plans and projects [Autonomy, Platform]

Personality instead of automation and efficiency

Consists of the following ideas:

24/7 personal help on MijnRotterdam [Continuity, Platform]

Complaints box with live customer help [Continuity, Platform]

Personal confirmation messages instead of auto-generated ones [Continuity, Council]

Personal messages from councilmembers when they react to you delivering input [Continuity, Platform]

Technocratic councils

Consists of the following ideas:

Elect experts in the councils that have all the required knowledge to make decisions on their topics of expertise [Autonomy, Councils]

Council Members are assisted by networkers in the neighbourhood [Continuity, Council]

Electing multiple councils for different topics, having it be experts that are part of the councils so there is a lot of knowledge and authority on the subjects [Autonomy, Councils]

Council Members appoint advisers that live in the neighbourhoods and understand the dynamics really well [Autonomy, Councils]

Every topic of participation is regulated by a public official that has experience in the field and on the ground [Immersion, Platform]

Drawing people in through necessity

Consists of the following ideas:

Every resident has to vote [Autonomy, Elections]

Mandatory and essential aspects of the platform that keep people coming back [Continuity, Platform]

Having essential activities take place in neighbourhood hubs [Continuity, hubs]

Council becomes like jury duty in the USA, everyone gets their turn [Immersion, Councils]

cils]
Voting for binding referenda on MijnRotterdam and in the neighbourhood hubs [Autonomy, Elections]

Digital immersion as a tool to create understanding for policymaking
Consists of the following ideas:
Livestreams of council meetings allow residents to digitally immerse themselves in the working ways of the council [Immersion, Councils]
Digital ‘residents-only’ meetings with councilmembers [Autonomy, Platform]
Residents being immersed in councils, then they know better how to inform them and voice their complaints/ideas etc. [Immersion, Councils]
Immersive voting, when you vote for someone you get an immediate look into how your neighbourhood would look like if their ideas/plans are realised [Immersion, Elections]

Rationale

After compiling the 23 idea clusters and finding some patterns, links and similarities between those clusters, I concluded that for now, no more broad brainstorming had to be done. For most aspects of the overall strategy, there were interesting ideas/clusters present. The three main design goals, designing for continuity, autonomy and immersion, are very present in the ideas as well.

From the ideas, a plan for the reshaping of the offline participation contexts can be created, as well as a solid plan for the design aspects of MijnRotterdam, creating two different participation communities that are both:
continuously kept up to date about participation projects
have a fitting level of influence and autonomy when it comes to making decisions for the neighbourhood
represented by people that are immersed in their neighbourhood and align with their perspective

On top of that, a very interesting opportunity arises with the introduction of the Wijk aan Zet program, and with the renewed neighbourhood councils (that will be chosen during the municipal elections in March). There will be around 7-11 new members elected. They also live in the neighbourhood themselves, and will have done some campaigning, making them known to some residents, but obviously not everyone. These people, though, have a unique position in between the residents and the municipality, representing the neighbourhood, and advising the municipality on matters concerning Crooswijk.

There is a lot of potential when it comes to these councilmembers, they could become the missing link between residents and the municipality because:

they live amongst the other residents, and thus are more trusted
are immersed in neighbourhood life, so they know what’s going on and have the same (or a similar) perspective on the matters as the other residents do
they will be in a position where they can give advice, think along and make decisions that represent the people

But there is a challenge, there is still a substantial amount of people in the neighbourhood that either don’t know the members, don’t know about the council or are just not willing or able to participate more.

The main question arises: How do we make these new councilmembers visible in the neighbourhood, both on- and offline? After you manage that, these people can become ambassadors for both the digital platform and the physical participation hubs.

Campaigning, which will happen before the elections, always involves a lot of words, promises and ideas, but once the people are chosen, there needs to be ‘daden’ as we say in Rotterdam. Obviously these members cannot be physically available and present in the neighbourhood 24/7, there needs to be an extension that is always accessible and makes the council members visible on the streets of the neighbourhood.

So what will I do?
I want to design this extension of the council members that will be visible in the neighbourhood, this design intervention will then promote the MijnRotterdam platform, as well as the offline participation hubs as places where the members can be found and spoken to. For these on- and offline hubs I want to write a strategy that makes sure that in both contexts there is a certain level of continuity, autonomy and immersion happening. These facets of the strategy will be supported by the individual ideas and clusters that have been identified.

Scope:

Designing an intervention that makes council members visible in the neighbourhood.
Making a plan for reshaping the neighbourhood hubs, by following the design goals.
Making a plan to design the MijnRotterdam platform in a way that draws the residents in and keeps them there, by following the design goals.
Combine these three core elements in a strategy that is supported by research and ideas that were created.

Leave out:

From the ideation and clustering, some results were focused around the following topics, I choose to leave these topics be since they would propose a system change that goes far beyond my scope.
Redesigning the way elections take place
Making a plan for what kind of people are on the council
Making a plan for the level of autonomy the councils have
Making a plan for politicians higher up to immerse themselves in neighbourhood lives

Why?
There is a unique opportunity that presents itself during this time, with the elections coming up and the new system of neighbourhood councils that are being introduced, there is room for a design intervention that ties different things together, and fosters participation and engagement in the neighbourhood. This opportunity is also really interesting for me personally, and the client (the municipality) as well since it’s such a current event.

Pragmatically speaking, I think it is doable to combine the three main elements in the strategy, also because I think they are all equally important in the process of getting participation and engagement up in Crooswijk.

Design Intervention

The intervention needs to be:

Establishing a continuous relationship

Non-intrusive

Inclusive

Inviting

Clear

Convincing

Interactive

The effect should be:

That councilmembers become known by the residents

That councilmembers become trusted by the residents

That residents know where they can come in contact with the councilmembers, namely:

On MijnRotterdam

In the neighbourhood centre(s)

That councilmembers can be messaged through the intervention

Where should the intervention be located?

Free spaces in the neighbourhood

Cultural/shopping hotspots

Recreational areas

Squares

Along main roads

Close to garbage disposal areas

Mobile? Driving/moving around

Ideation for design intervention

1. Mobile information booths that drive (or are pushed) around where people can get all the information about new councilmembers and the possibility of talking and interacting with them

Inclusive, very visible, personal, elaborate because it's operated by a person who can tell you more than a banner or a display could. It's completely continuous, as it would probably be operated during regular working hours.

2. Interactive screens/signs throughout the neighbourhood that display councilmembers' information, as well as displaying nudging messages that say things like: "this amount of people have submitted an initiative to this person and have gotten funds to set it up". These signs would also show levels of community immersion and refer to the different channels through which you can approach the members

Interactive, very continuous, relatively personal, convincing. People can do it on their own accord

3. 'Praatpalen' throughout the neighbourhood that are personalised to council members and their expertise, for example a member that is specialised in entrepreneurship has his/her pole located in a busy shopping street, displaying info and nudging people to contact the person if they have any questions/ideas/concerns about local business. Interactive, very continuous, personal, convincing. People can do it on their own accord

4. Going on small tours together with council members, in order to get to know them better and talk to them about the state of the neighbourhood, problems and ideas. The

context could be something interesting and able to be done in small groups, like a ricks-haw or a 'bierfiets'.

Helpful because it's a very personal experience, the problem is that it's not that continuous. People have to plan it and make time for it.

5. Mobile banners and billboards that display the people of the council and advocate for them, could come in different forms, such as banners behind planes, drones, billboards on trucks, bicycles etc.

Not really interactive, can't be too elaborate, not that personal, good because the dynamic/mobile aspect catches people's attention

6. Creating online content with council members such as frequent radio shows, videos on official social media channels

Could be one interesting aspect in a multifaceted campaign/strategy, it's quite personal and accessible, if you use all the different mediums.

7. Physical talks and 'appearances' by members in public and at hotspots in the neighbourhood, QnA's etc.

Could be one interesting aspect in a multifaceted campaign/strategy, it's quite personal and accessible, especially for people that do not make that much use of media channels.

8. Cardboard cutouts of council members throughout the neighbourhood, showing their faces and introducing them, as well as telling people how to come in contact with them?

Good in the personality sense, but limited in the amount of information you can give, preference goes out to something interactive

9. Static billboards and banners across the neighbourhood.

Not really interactive, can't be too elaborate, not that personal. Static makes it not too interesting if it's not interactive

10. Signage and indications about councilmembers origins in the neighbourhood, really highlighting their position as a fellow resident that is there to represent the other Crooswijkers.

Very personal and highlighting the members' positions can be helpful in winning trust, although this method could be kind of intrusive if done too specifically

11. Walking routes compiled by and led by council members, taking other residents on these tours as a dynamic way of getting to know each other, while walking around and talking about everything that happens around you.

Very interesting personal experiences, kind of temporary again though, something that you do once and then you go about your day/life.

Choosing interesting ideas and discarding others:

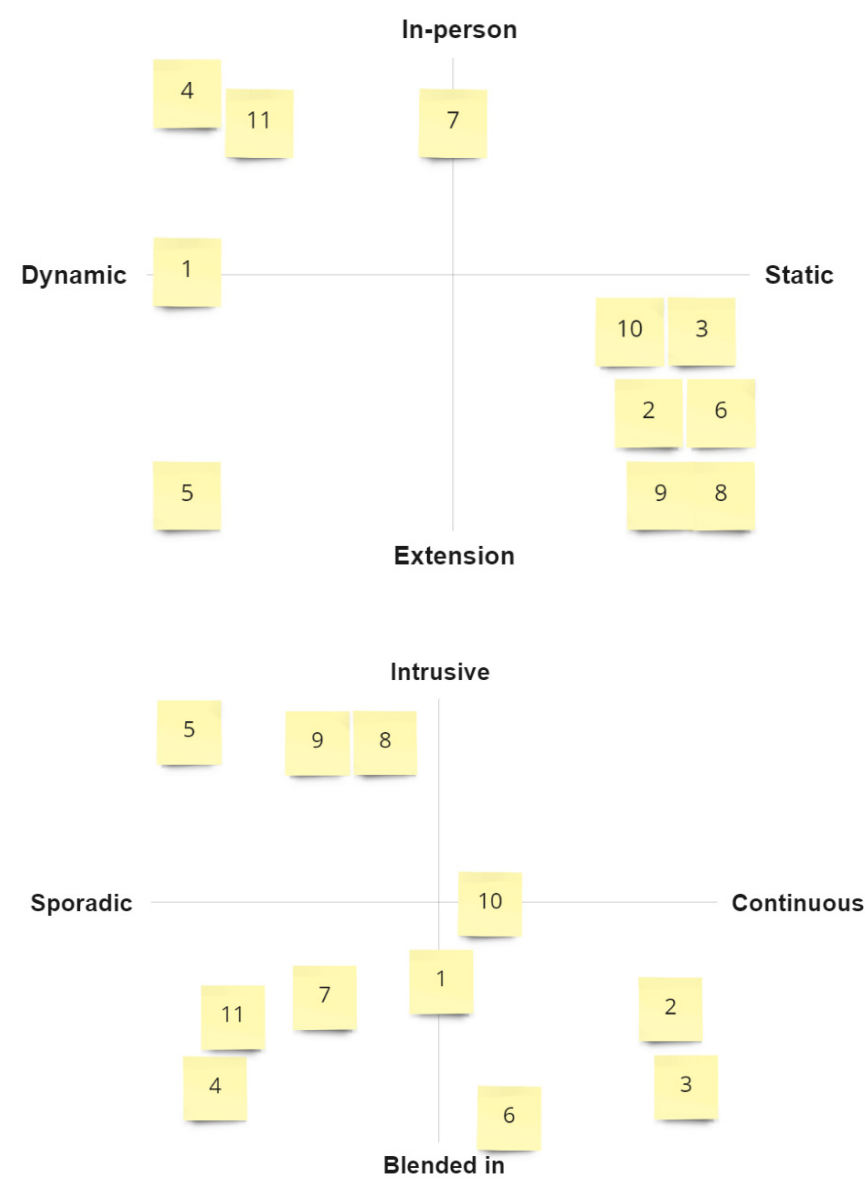
There are a couple ideas that stand out, and can be combined with aspects of other ideas to make a presumably interesting concept for a design intervention.

Before picking them, I wanted to see how these ideas compared in a couple of quadrants, for the first x and y axis I decided to go with the degree of personality and the degree of mobility, so the degree to which an idea would feel very personal to the residents, or more as an extension of the councilmembers that is less personal but informative in a different way. For the other axis, the degree of mobility is displayed, so static

interventions that are located in one (or multiple) spots and stay there, or interventions that move around and attract people that way.

I created another quadrant to see how the ideas would rank up within two other qualities: The degree of continuity and the degree of intrusiveness. The degree of continuity is a scale from a very continuous intervention that is always available and present in the environment, on the other side there is an intervention that only appears or is present occasionally, or sporadically. The other axis goes from an intervention that is intrusive in a negative sense, so it ruins some parts of the environment, and on the other side are interventions that blend in with the environment and don't leave a negative impression in that sense.

If we look at the quadrants, a successful, realistic and interesting design intervention would be located at an intersection between an easily accessible (more static) extension of the council members, which is non-intrusive and accessible continuously. An intervention that is reliant on in-person interactions would be too demanding. Something that's too dynamic is difficult to make continuous (as opposed to something you can place somewhere in the neighbourhood and leave it there). An intervention that you interact with/see sporadically does not build a trustful and continuous relationship, and something that is too intrusive will also be received as invasive and too forward.



The ideas that stand out are 2 and 3, both are non-intrusive, can be designed to blend into the living environment and not be too intrusive or obnoxious. Although being an extension of the members, a layer of personality and elaborateness could be designed through the functionalities and interactions that the intervention facilitates. The fact that the interventions would be static, would make them memorable (in the sense that people know where to find them) and a constant factor in the lives of residents. Lastly, the accessibility of them and the possibility to make them functional 24/7 means that a continuous relationship with the users could be established, since they will know that they can interact with the interventions whenever they'd like.

The only aspect that is missing in these ideas is the in-person interactions that could be vital. This could obviously be an aspect of the overall strategy of getting the council members to be seen and known in the neighbourhood, by organising activities like walking tours, introduction talks, debates e.g.

Idea 1, the mobile booth is also still quite interesting, but as mentioned before, it's a temporary thing that falls in the same category as the other in-person interaction ideas. The static (and dynamic) billboard/posters are quite a regular way of promotion, just as social media and radio content is. These ideas are not to be dismissed because ideally you should use the full package of different channels when it comes to promoting newly elected council members and their ideas, but for this project, and for the sake of a new form of governance being introduced, it could be a smart move to look to a more new and innovative way of promoting, such as ideas 2 and 3.

An interactive, static, informative contact 'pole' present in multiple places in the neighbourhood.

Voor bewoners

Tijdens de komende gemeenteraadsverkiezingen komt er een nieuwe vorm van wijkdemocratie aan, de wijkraden. Deze wijkraad zal bestaan uit 7 Crooswijkers net zoals jij. Tijdens de verkiezingen zal de wijk stemmen op de kandidaten, waarvan er zoals gezegd 7 zullen worden verkozen. Deze mensen van de wijkraad gaan de belangen van de wijk behartigen bij de gemeente, en zullen al de input vanuit de wijk in een dringend advies bij de gemeente en andere betrokken partijen neerleggen. Zo komt er meer macht bij de wijk te liggen.

Stel, er zouden in de wijk 7 palen komen te staan waarop je informatie kunt zien over de nieuwe leden, ze kunt leren kennen en ze een bericht zou kunnen sturen:

Wat zou deze paal voor jou toe kunnen voegen in de wijk?

Wanneer zou jij deze praatpaal gebruiken?

Hoe zou deze paal vertrouwen in de nieuwe wijkraadsleden kunnen bouwen?

Wat zou je willen weten over de nieuwe wijkraadsleden?

Als je met deze knop een bericht zou kunnen inspreken voor je nieuwe wijkraadsleden, wat zou je dan zeggen?



Voor kandidaten

Je hebt je kandidaat gesteld voor de wijkraad van Crooswijk. Stel je wordt verkozen dan ligt er een belangrijke taak op je te wachten. Het ophalen van wat er leeft in de wijk en zorgen dat iedereen kan meedenken.

In dit concept zou elk nieuw wijkraadslid een praatpaal krijgen, een paal waarop informatie over jou staat waarmee mensen je wat kunnen leren kennen, en een functie waarmee mensen een berichtje kunnen achterlaten voor je, of geïnformeerd kunnen worden over waar ze je kunnen bereiken/ontmoeten:

Hoe zou jij jezelf willen presenteren via de praatpaal?

Op welke gebieden/onderwerpen zou je input willen krijgen?

Hoe zou je de input die via de paal binnenkomt willen ontvangen?

Wat zou deze paal voor jou toe kunnen voegen in de wijk?

Als jij een plek in de wijk zou mogen kiezen voor jouw persoonlijke praatpaal, waar zou je hem dan neerzetten?

Als je naar de paal kijkt als bewoner in plaats van als raadslid, wat zou je dan belangrijk vinden?

Testing/validating insights

Test 1: Wouter Stern, candidate #12 for Crooswijk's neighbourhood council

Wat zou deze paal voor jou toe kunnen voegen in de wijk?

Direct contact with the people that you don't talk to daily. He talks to a lot of people within his bubble, but there's also a lot of people outside of his bubble that he wants to gather input from, people that are connected to him through the common fact of being Crooswijkers.

Op welke gebieden/onderwerpen zou je input willen krijgen?

He wants to gather input on what's happening in the neighborhood, mainly the smaller matters that can really be improved, so on a micro-level. He mentions an example of a little park where there's a lot of dog feces lying around even though this place could potentially be a nice spot to hang out when the weather's nice. These things are really present in people's minds. Things where people don't want bureaucracy to get involved and where it shouldn't get too complicated. For these matters the people want someone that will make sure it gets solved without having to involve multiple policy makers etc etc. He mentions safety and traffic safety as important topics for him, renovations and building plans too. He wants to gather input on these matters, what's on people's minds and how they think things should be improved.

He would also want to function as a messenger in between the residents and the municipality, since there will be topics/input/ideas that are maybe a bit outside of his expertise. He thinks it's important that everything should be able to be talked about.

Hoe zou jij jezelf willen presenteren via de praatpaal?

He would want to have a general profile like on MijnRotterdam.

He would want to let people know that he lives in Nieuw-Crooswijk and that he wants the neighborhood to be safe and a place where everyone should be able to live happily. He thinks it's smart to make profiles a bit more specific according to the elected members' interests/skills/expertises. This is of course dependent on the composition of the group.

Als jij een plek in de wijk zou mogen kiezen voor jouw persoonlijke praatpaal, waar zou je hem dan neerzetten?

He would choose the Schuttersveld, he thinks it's a place where the neighborhood comes together, people from all different parts (Old, New and Rubroek). His kids also play there a lot.

He thinks the pole would have the biggest effect there, because it's also a place where people often pass by when they want to go somewhere in the neighborhood.

He thinks this place would also enable people outside of his bubble to deliver input.

Hoe zou je de input die via de paal binnenkomt willen ontvangen?

He would not want his private contact information on there, he would prefer a special email address where the input would be sent through the pole. He talks about a specific type of software that delivers the input to the people that it's destined for. He talks about the fact that it's sometimes important that input is received by all of the members at once, but also sometimes it could be more personal and directed to one member specifically. He would prefer email that is connected to a type of software that delivers the input to his inbox.

He thinks a folder or a cloud would be a good place to gather the input, and then have someone go over it to filter out the messages that are 'spam'.

He mentions that there shouldn't be too big of a threshold to record a message. He thinks it could be a bit scary for some people, he too would be a bit hesitant. Would prefer to also have some contact information and other info on where to meet the members. The possibility of typing a message on the pole would also be nice. He thinks there should be a possibility for every preference. He doesn't care in which form it reaches

him, but from the residents perspective he thinks it would be nice for some people to be able to type a message, maybe even with their phone.

Als je naar de paal kijkt als bewoner in plaats van als raadslid, wat zou je dan belangrijk vinden?

Accessibility would be key, who are these people, what is their expertise, with which ideas can I approach them specifically (otherwise you could just have one pole for the whole council). Personality is created by having this individuality and making it more specific to the one member. This is very important in Crooswijk, and the whole idea of the council is to make things more personal and closer to home. This makes it a key task to create something that feels personal to the people and not generic. The bureaucracy and officiality of the current area commission is something that he hopes does not happen in the council, and to do that you need to be more accessible and personal with the people. That is how you should present the council to the people. You don't want to give off the impression that you're another person that is sent from the 'ivory tower'. That's also why he prefers there to be candidates that are not linked to a party. He thinks it's a shame that there are a few candidates who are.

Heb je nog iets toe te voegen?

He really likes the concept and thinks it has a lot of potential, he hadn't thought of an idea like this yet. He stresses that it's important to 'keep it alive'. He thinks the council is on people's minds because it's a current thing. This could keep the council alive in people's minds, but there also needs to be something that keeps the concept alive, if it's only a way to get to know people and know where to contact them, it could die out pretty quickly. This is something that should be avoided. He mentions an example of a little park in the neighborhood where someone put up some signs that show 'then and now' pictures. These decayed pretty quickly and now they are just an ugly sight. It's really a shame, he says. Someone should be responsible to make sure the poles remain relevant and interesting for people so that they keep stopping by.

He suggests showing results of the input, transparency.

An updated agenda that shows when there's meetings and events happening.

This also builds a relationship between the residents and the pole.

He thinks it's a great initiative, he reiterates that he only reaches a certain part of the people in Crooswijk, this could improve that drastically and bring him in contact with other people.

Test 2: Olga Sterenshis, candidate #2 for Crooswijk's neighbourhood council

Wat zou deze paal voor jou toe kunnen voegen in de wijk?

The first thing that comes to mind is feedback. The second thing is continuous communication with residents, which are things that she misses in Crooswijk, and she says she isn't alone when it comes to this feeling. It could serve as a solution to the feelings of not knowing where to go with your input, and feeling like you're not being heard, what's being done with my input? If this pole can do something about these questions, it could be a great idea. It's also important that it would be located in a place that is accessible, so that everyone can interact with it, anonymous or not. It should not become too official, that could be a bit repelling for the residents. If it becomes too official, it could raise some concerns about not being heard again. It could be valuable if people don't feel like they're talking to a wall. It should update the people on a regular basis on what's being done with the input and why. Transparency and feedback is key. Giving the people the feeling that their voices matter.

Als jij een plek in de wijk zou mogen kiezen voor jouw persoonlijke praatpaal, waar zou je hem dan neerzetten?

She is doubting about having a personal pole, she thinks it might be better to have one general pole for the whole council. A place she thinks about is the participation center on the Boezemstraat, a place where she regularly organizes events and a place that she thinks deserves to be known more by people.

A personal pole for her would be nice for the campaign, but if you're chosen it's not about the person but more about how you want to present yourself as a council. She would like there to be a division in topics/expertises etc. The personality should be present but more in this sense, who stands for what. She thinks there could be value in having specific locations for specific topics of expertise etc.

Hoe zou jij jezelf willen presenteren via de praatpaal?

She wants to let people know what she is the most passionate about: Culture.

Op welke gebieden/onderwerpen zou je input willen krijgen?

She wants to work and get input on togetherness, bringing people together through initiatives, ideas, events. In her experience this really works wonders, organizing these small scale meetings. She would love to have more input and ideas by other residents on this topic, and brainstorm with them about this, with the end goal to bring the neighborhood together and get rid of the preconceptions that people have.

Hoe zou je de input die via de paal binnenkomt willen ontvangen?

Email sounds good to her, whatsapp would be too much. For a quick message, a whatsapp would be fine, but for more elaborate input email would be fitting, she also really likes the idea of gathering voice/video messages through the pole, and then being able to get back to the people that send the messages to talk in person or give feedback. Small invitations for in-person conversations would be nice for her.

Als je naar de paal kijkt als bewoner in plaats van als raadslid, wat zou je dan belangrijk vinden?

As a resident she wants to have trust in the fact that she's heard. If she wouldn't get feedback she probably would not return and do it again. If she gets the feeling that she's talking to a person that reverts back to them and wants to start a conversation, she would keep coming back. Transparency is again very important for her. After a certain period there should be some results with feedback on all the input that has been given (once a week or once a month, monthly might be long) the feedback doesn't have to be really deep, but mainly just updating on what's happening with the input. She thinks this concept is interesting because the internet, websites and platforms are too difficult for a lot of Crooswijkers.

She makes a bit of a U turn in the initial thought she had about having one pole for the whole council. She explains she was thinking about it in the practical sense. If she thinks about it in a personal sense she feels like having an individual pole for every member would be a great idea because it would come across much more honest than just having one shared pole for all of the members. It would also allow for each pole to have a different topic of interest that matches the councilmember's expertise and interests.

She doesn't want to give off the feeling that She thinks it would be a great idea to design the poles with artists, children, and people from the neighborhood. This way, on top of the members being Crooswijkers, the poles will be for and by the people of the neighborhood. By adding art into it it becomes a real neighborhood project, where you make use of all the creativity that is present in Crooswijk, also from the younger generation.

This makes a positive impact on their lives and it causes them to be proud of the achievements. You involve the whole neighborhood. For Crooswijkers, by Crooswijkers, this creates more trust within everyone. Two layers of personality.

The tests/validation with the councilmembers was more elaborate, whereas the conversations with residents were out of the blue and therefore kept short:

Here are some important/interesting quotes I got from them:

"I want to learn some new things about the councilmembers, they all say they want a safe and clean neighborhood, and that sounds nice, but that is the same thing the municipality always says. Why are you different and what motivates you?"

"When I'm on a walk, that's when I'm most aware of my surroundings, that includes things I dislike, things I love, I get inspired. If there are poles like this located that allow me to pass on these feelings and ideas in a really accessible way, that could really add something for me, since those things are so fresh in the back of my mind at the moment I walk past a pole."

"If this pole would be located somewhere I walk by often, it would allow me to check it out whenever I want, I like the idea that it's all in my own time."

"I would prefer the councilmembers to not be affiliated with a political party, and stick to what matters, improving Crooswijk"

"Don't make it green"

"I would use it whenever I'm on a walk"

"I can get to know the new councilmembers, otherwise i would probably have never met them"

"I just hope these people are honest and really want to help us, unlike the municipality"

"This is nice for me because i find all those municipality websites so difficult to understand"