Organizing Inclusive and Sustainable Development

Participation as a tool for inclusive and sustainable urban development

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Ensuring inclusive urban development requires a deep understanding of how participatory processes are shaped by the perspectives of practitioners, residents, and policy frameworks. While environmental sustainability remains a key aspect of urban resilience, this research focuses on the often-overlooked social dimension, particularly how participation is conceptualized, facilitated, and experienced across different stakeholder groups.

This research examines how participatory approaches can be designed and implemented to support inclusive and sustainable development. It emphasizes the importance of aligning participatory practices with the scale of a project, the characteristics of local communities, and the intended goals of the intervention. Rather than focusing on environmental interventions, this study examines how institutional goals, practical challenges, and community dynamics influence participation itself.

Using a multiple-case study approach, this research compares how municipalities and other stakeholders perceive and apply participatory approaches in various urban contexts. It examines three key aspects: **SQ.1** How do municipalities and practitioners view participation in urban development? **SQ.2** What are the common barriers and methods regarding public participation in practice in the case-studied areas? **SQ.3** What can be learned from the case study areas for a set of guidelines for a durable and inclusive participatory approach selection and implementation?

Through qualitative interviews with both experts and residents, this study offers a comparative analysis of how participation is framed in policy, how it is implemented by practitioners, and how communities experience it. The findings aim to support municipalities and other actors in designing participatory processes that are not only inclusive but also responsive to real-world challenges and community needs. This contributes to more equitable and socially sustainable urban development.

KEYWORDS – social sustainability, participation, inclusive urban development, policy

Table of Contents

1. Introduction

This first chapter introduces this research. Chapter 1.1 illustrates the background and context of this thesis by introducing the main concepts and explaining current situations. Chapter 1.2 shapes the research scope, as it addresses research boundaries. Then, Chapter 1.3 outlines the research questions that must be addressed before the main research question can be answered. Lastly, Chapter 1.4 provides a broad outline of this thesis by explaining the purpose of each chapter and how they interconnect.

1.1 Background and Context

There has been a notable increase in urbanization in the Netherlands over recent decades, and environmental challenges are confronting urban living (StatBox, 2025). Many urban neighborhoods in the Netherlands lack sufficient greenery to meet public health and biodiversity goals, negatively impacting residents' well-being and harming biodiversity (Van Den Berg et al., 2010). Still, in the last five years, public green space in the Netherlands' largest municipalities has decreased by 24 percent per person (NL Times, 2024). Additionally, municipalities are disproportionately affected by climate change impacts, such as increased flood risks and the urban heat island effect (Van Der Berg, 2022). Environmental sustainability is crucial for mitigating the impact of climate change and ensuring long-term resilience in urban areas. Sustainable development is "...development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (Sheehy & Farneti, 2021). Sustainable development must address economic, social, political, and environmental sustainability. Ideally, all the pillars of sustainability are equally considered within a sustainable urban development project. Research indicates that the Netherlands emphasizes environmental sustainability (Janssen et al., 2020).
However, urban development focused on environmental sustainability can undermine social sustainability. Social sustainability ensures that projects promote social equity and quality of life. However, if social sustainability is not equally considered in a project, it can harm residents (Vallance et al., 2011; Krings & Schusler, 2020). Research indicates that urban environments with an uneven focus on social sustainability have led to increased social isolation and loneliness, as well as decreased health and well-being among residents (Woolcock, 2024; Sturge et al., 2023). Additionally, a lack of social sustainability can impact social ties and reduce community cohesion (Alaie et al., 2022). Also, adding green infrastructure without considering social equity can lead to 'green gentrification.' This means that lower-income residents are displaced and, as a result, have less access to environmental development benefits (Anguelovski et al., 2017).

Sustainable development must consider social sustainability through inclusive development to mitigate these adverse effects. Inclusive development considers social sustainability in urban development and growth, particularly for marginalized groups (Pouw & Gupta, 2017). It ensures that, in development that aims to enhance the climate resilience of an area, social equity and community cohesion are considered, thereby mitigating the negative impacts of sustainable development on social sustainability. Additionally, research suggests that inclusive development is crucial to the long-term effectiveness of sustainable development, due to the collective action and societal buy-in that result from inclusive development (Robert et al., 2005).

It is crucial to enhance the well-being of current and future residents by aiming to create inclusive, liveable, equitable, and cohesive communities in urban environments that balance environmental

and sustainable development (Marta & Giulia, 2020; Chan & Lee, 2007). Inclusive communities are defined as those that actively involve the public in the decision-making process, aiming to ensure that all voices are heard and valued (Suarez et al., 2024). Equitable communities focus on fairness by recognizing and addressing group inequalities (Tan, 2019). Cohesive communities are characterized by strong social bonds between residents, combined with a sense of belonging (Qi et al., 2024).

Implementing inclusive development depends on stakeholder collaboration to create an integrated urban plan (Naik-Singru, 2013; Fell & Mattsson, 2021). An integrated urban plan is a strategy that coordinates different aspects of urban development to promote sustainable and resilient cities (Yigitcanlar & Teriman, 2014). This stakeholder collaboration includes participation with the local community (Robert et al., 2005). A study conducted by Nwachi (2021) demonstrates that public participation facilitates the active involvement of the public in decision-making, thereby directly influencing social inclusion outcomes. Other research suggests that participatory approaches are essential for achieving socially sustainable urban design (Mirzoev et al., 2021).

A participatory approach to inclusive, sustainable urban development allows residents to voice their opinions, preferences, and concerns about the project. If implemented successfully, this approach will involve citizens actively in the project and reflect community needs (Chess & Purcell, 1999). This research argues that a participatory approach is essential for creating an inclusive and sustainable urban development plan that balances environmental needs with social equity, ensuring the benefits of climate resilience for both current and future residents. It ensures that efforts to enhance environmental resilience do not inadvertently harm the social fabric of a neighborhood.

This research contributes to the growing body of literature on sustainable urban development by focusing on the combination of participatory methods and inclusive sustainability. Existing studies, such as the research performed by Robert et al. (2005) and Chess & Purcell (1999), discuss the benefits of participation. While there is extensive literature on the importance of participatory approaches in achieving inclusive and sustainable development, limited research addresses how to design and implement these approaches in projects that balance environmental and social sustainability (Nwachi, 2021; Mirzoev et al., 2021). The challenge lies in identifying a participatory approach that accommodates social sustainability by incorporating the community's diverse needs and concerns while accommodating the municipality’s environmental sustainability goals. This research identifies and analyzes practical participatory approaches in urban development that strike a balance between environmental and social sustainability. Then, guidelines for establishing the right participatory approach and implementing it are developed.

Environmental challenges must be addressed with social sustainability in mind to ensure equitable access to resources, such as green spaces, inclusivity, and social cohesion, while preventing the adverse effects mentioned (Dempsey et al., 2009; Anguelovski et al., 2017). By giving social sustainability equal consideration, cities can remain liveable and inclusive while also becoming climate-resilient. This research aims to offer a replicable framework for participatory methods in urban projects that address the complex challenge of combining environmental and social sustainability. This is especially relevant for municipalities and urban planners, whom this research aims to advise.

1.2 Research Scope

This study examines the selection and implementation of participatory methods for inclusive, sustainable development, focusing on the neighborhood of Tuindorp Oostzaan in Amsterdam. It analyzes examples of public participation in similar projects developed in Zandvoort to understand the effectiveness of participatory approaches based on practitioner and citizen opinion. Due to time constraints and the research location, participation is limited to urban development in the Netherlands. Additionally, variables taken into account for a participatory approach include project scope, goal, and community. This means variables such as costs and time constraints are not included in the guidelines for choosing a participatory approach.

This study involves qualitative data-gathering methods, including interviews with urban development stakeholders and case study analysis. While the focus is on participatory methods for urban development, this research does not cover technical engineering aspects related to urban development projects. Additionally, while inclusiveness, sustainability, and marginalized groups have various definitions, this research narrows them and establishes primary definitions.

1.3 Research Questions

This research aims to fill the discussed research gap by answering the following research question:

How can participatory processes be organized to promote inclusive, sustainable urban development?

To answer this central research question, the following sub-questions are posed:

SQ.1 How do municipalities and practitioners view participation in urban development?

SQ.2 What are the common barriers and methods regarding public participation in practice in the case-studied areas?

SQ.3 What can be learned from the case study areas for a set of guidelines for a durable and inclusive participatory approach selection and implementation?

The research method and how these research questions are answered are described in the methodology located in Chapter 3.

1.4 Thesis Outline

The thesis outline is as follows:

- *Chapter 1*: Introduction
- *Chapter 2:* Literature Review
- *Chapter 3*: Methodology
- *Chapter 4*: Tuindorp Oostzaan: Participation in Practice and Policy
- *Chapter 5*: Zandvoort Nieuw Noord: Participation in Practice and Policy
- *Chapter 6*: Participation in Citizen Opinion
- *Chapter 7*: Comparison of Policy and Citizen and Practitioner Opinion
- *Chapter 8*: Results: Framework and Advice
- *Chapter 9*: Discussion and Limitations
- *Chapter 10*: Conclusion

Chapter 1, the introduction, covers the background, context, research gap, research questions, and theoretical and societal relevance of this thesis. Chapter 2 contains a literature review on sustainable development, inclusive development, and participation. Chapter 3 describes the research methodology, including data-gathering methods and the selection of cases. It also explains how the sub-questions are answered through a literature review, case studies, and interviews.

Chapters 4 and 5 explore current policies regarding public participation in Tuindorp Oostzaan and Zandvoort. Additionally, it compares participatory processes related to contextual influences based on two case studies of neighborhoods. Experts are interviewed based on their views on inclusive and sustainable development, as well as the participatory approach utilized in the case studies. Chapter 6 describes how citizens experienced participation in these case-studied neighborhoods. Then, citizen opinion on the participatory approaches is compared to expert opinion to gain insight into similarities and differences in Chapter 7.

Chapter 8 provides several guidelines for selecting and implementing participatory approaches to inclusive and sustainable development, and suggests ways these approaches could be improved in the case-study areas. Chapter 8 also presents a workable framework for organizing public participation in urban development. Chapters 9 and 10 then discuss external factors outside of the framework that can influence public participation and conclude from the results.

2. Literature Review

This literature review touches upon three main topics. Firstly, sustainable development is defined, and its goals are introduced. Secondly, inclusive development is introduced, defined, and linked to sustainable development. Additionally, the necessity and goals of inclusive development are described. This includes those for whom inclusive development is most valuable. Thirdly, public participation is defined. This section of the literature review explores various ways to participate, the barriers to participation, and the opportunities associated with it. Participation is then linked to inclusive development.

2.1 Sustainable Development

The concept of sustainable development was introduced in the 1970s, and its definition has been developed since then (Ruggerio, 2021). Nevertheless, a widely accepted definition of sustainability relates to meeting the needs of the present without compromising the needs of future generations (WCED, 1987). This puts sustainability in a long-term perspective.

Additionally, research suggests that sustainable development must address economic, social, political, and environmental sustainability (Sun et al., 2022; Hariram et al., 2023). Ideally, economic, social, political, and environmental sustainability measures are all considered and balanced in the design of sustainable urban places.

Nevertheless, some of the definitions in Table 2.1 show that sustainability is sometimes still viewed as purely environmental. However, evidence of the negative impact of industrial pollution and urban growth on the environment was presented in several studies during this period (Harada, 1995; Ruggerio, 2021). This information led to thoughts about the sustainability of economic growth at the time, which, in turn, led to the introduction of economic sustainability. Later, social and political sustainability were introduced as additional pillars of sustainability.

Definition	Source
The 2030 Sustainable Development Goals (SDGs) aim to jointly improve economic, social, and environmental outcomes for human prosperity. This underscores the need for policies that balance these dimensions to achieve sustainable development	Basheer et al., 2022
The concept of 'sustainism' proposes a holistic approach that integrates socioeconomic and environmental aspects, addressing the limitations of traditional economic and political systems in achieving sustainable development	Hariram et al., 2023
Research assessing national sustainable development emphasizes the integration of economic, environmental, and social dimensions, reinforcing the need for comprehensive strategies that encompass all these aspects	Sun et al., 2022
This study emphasizes that achieving sustainable development requires absolute reductions in resource use and greenhouse gas emissions, suggesting that efficiency improvements alone are insufficient	Mensah, 2019
Sustainable development is the process of attaining social and economic growth without degrading a country's natural resources	Robert et al., 2005

Table 2.1: Definitions of Sustainability

Based on the definitions in Table 2.1, this research defines sustainable development as the integration of social, political, environmental, and economic sustainability into development that meets the needs of the current generation without compromising the needs of future generations. Because of this, this literature review aims to provide an understanding of the various themes within sustainability and the standard features used to implement them in urban developments.

2.1.1 Social Sustainability

Social sustainability within urban development is defined as creating and maintaining urban environments that support social well-being, provide equitable access to resources, and foster cohesive communities (Dempsey et al., 2009). The standard features of social sustainability in urban development are presented in Table 2.2.

Standard Features of Social Sustainability in Urban Development	Source
Equity and social inclusion: Ensuring access to housing, education, healthcare, and employment opportunities for all societal groups	Dempsey et al., 2009
Safety: Safe and secure urban spaces are essential for residents' well-being and quality of life	
Quality of life: Enhancing the overall living conditions in urban areas, implementing amenities, green spaces, etc.	
Adaptability: Urban areas that can adapt to changing social, economic, and environmental conditions to ensure long-term resilience and sustainability for social stability	
Social cohesion and community engagement: Fostering a strong, cohesive community through participatory planning and encouraging active citizen/community involvement	
Cultural diversity and identity: Recognizing and preserving cultural heritage and diversity of urban populations. To enrich the social fabric and create a sense of belonging	
Access to services and infrastructure: Equitable access to essential services such as transportation and communication networks. Both are essential for the daily life of residents and social interaction	Feng & Hou, 2023

Table 2.2: Features of Social Sustainability

Academic research is increasingly recognizing social sustainability as more than just providing housing or services. Instead, it has become about building fair, inclusive, and adaptable communities. Scholars such as Dempsey et al. (2011) and Colantonio (2009) argue that long-term social well-being depends on factors like trust, participation, and safety. Participation plays a central role in this, but it must extend beyond symbolic efforts. As Fung (2006) and Legacy (2017) argue, real impact comes from

participation with feedback loops and shared power. This idea is further expanded in Chapters 2.3 and 7.2.

Additionally, a growing number of scholars link social sustainability with urban justice (Marcuse, 2009; Fainstein, 2010). They call attention to who benefits and who is left out. Concepts like 'just sustainabilities' stress the need for policies that reflect diverse realities (Agyeman, 2013). Finally, local care networks are increasingly recognized as crucial for neighborhood resilience (Frediani, 2021).

2.1.2 Political Sustainability

Political sustainability in the urban environment, or sustainable urban governance, is defined as

> "a process and system that creates harmonious coexistence among urban settings' ecological and social strata through integrating rationalized contextual justification, collective sustainability objectives, and inclusive urban resilience plans" (Thoyyib et al., 2024, p.1).

Political sustainability in urban development refers to the governance structures and political processes that support long-term, inclusive, and equitable urban growth. Simplified, political sustainability enables overall sustainable development through political practices. Standard features of sustainable urban governance are outlined in Table 2.3.

Standard Features of Political Sustainability in Urban Development	Source
Good governance: Transparent, accountable, and responsive governance frameworks that ensure fair decision-making and resource distribution	Birch & Rodas, 2024
Citizen Participation: The encouragement of active citizen involvement in urban planning for sustainable developments to reflect the needs and aspirations of the community	
Policy Integration: Coordinating policies to achieve cohesive and sustainable urban development	
Institutional Capacity for Building: Strengthen the abilities of political/administrative institutions to plan, implement, and manage urban development projects more effectively	
Adaptability and Resilience: Establishing political systems capable of change and flexibility to changing circumstances to maintain sustainable urban growth	
Political stability: Consistent and stable political environments that stimulate investor confidence and support sustainable urban initiatives	Prado-Lorenzo et al., 2011)
Policy Frameworks: Developing and enforcing policies that promote social equity, protect marginalized groups, and create fair access to urban opportunities and resources	

Table 2.3: Features of Political Sustainability

2.1.3 Environmental Sustainability

Morelli (2011) defines environmental sustainability as

"a condition of balance, resilience, and interconnectedness that allows human society to satisfy its needs while neither exceeding the capacity of its supporting ecosystems to continue to regenerate the services necessary to meet those needs nor by our actions diminishing biological diversity" (Morelli, 2011, p.6).

Table 2.4 presents some standard features related to environmental sustainability that are more specific than those of other kinds of sustainability. This is due to the more tangible nature of environmental sustainability, which involves measuring and physical interventions.

Standard Features of Political Sustainability in Urban Development	Source
Green infrastructure: Green infrastructure elements, such as green roofs, walls, urban forests, and parks, help manage stormwater, mitigate the urban heat island effect, and enhance local biodiversity	Herath & Bai, 2024
Sustainable Water Management: Water-sensitive urban designs such as permeable pavements and constructed wetlands reduce stormwater runoff, conserve water resources, and improve water quality	Michalina et al., 2021
Energy efficiency and renewable energy integration: Reduces greenhouse gas emissions in urban development	Eicker & Klein, 2012
Sustainable mobility: Developing compact, mixed-use areas with access to public transport reduces car dependency and lowers emissions	Boeing et al., 2022
Low-impact development: Practices such as bioretention systems and natural drainage enhance urban resilience to climate change	Liu et al., 2021
High-performance and green building standards: Green building certifications promote resource efficiency and residential well-being	
Circular economy and waste management: Promotes resource recovery and waste minimization. Strategies for reuse, recycling, and design for disassembly	Timm et al., 2023

Table 2.4: Features of Environmental Sustainability

2.1.4 Economic Sustainability

According to Jeronen (2020), there are various ways to define economic sustainability, depending on the perspective on sustainability. Nevertheless, economic sustainability is *understood to be economic development that cannot cause a loss of ecological or social sustainability.' (Jeronen, 2020, p.4).* This highlights the balance between the pillars of sustainability. Some features related to economic sustainability are shown in Table 2.5.

Standard Features of Economic Sustainability in Urban Development	Source
Resource Efficiency and Circular Economy: Strategies that optimize the use of resources, including energy and materials, to reduce waste and promote economic performance. This also includes sustainable construction practices	Ulgiati & Zucaro, 2019
Mixed-use and Compact Urban Design: Urban areas that combine residential, commercial, and recreational spaces to reduce transportation needs and promote economic activity. Supports local economies	Bhadouria et al., 2023
Economic Resilience: Urban systems capable of withstanding and recovering from economic disruptions. It involves diversifying local economies and investing in resilient infrastructure	Fróes & Lasthein, 2020
Public-Private Partnerships: Collaboration between government and private sector to fund and manage urban development projects can enhance efficiency and innovation	Fell & Mattsson, 2021
Affordable Housing: Affordable housing in various income levels supports social equity and economic diversity	Paula et al., 2024
Sustainable Transportation: Transportation systems that reduce environmental impact and are economically viable and pedestrian-friendly pathways can reduce costs and improve accessibility	Meirelles et al., 2020

Table 2.5: Features of Economic Sustainability

2.1.5 Sustainable Development Goals and Relatedness

The Sustainable Development Goals (SDGs), developed by the United Nations, serve as a universal political driver for collective action, leading to a more sustainable future (Yamaguchi et al., 2022). These goals align with the more comprehensive definition of sustainable development, which seeks to address social, economic, and environmental challenges. Although these goals were approved in 2015, they remain highly relevant due to their significant impact on sustainability efforts and the growing body of research on the topic (Ordonez-Ponce, 2023; Yamaguchi et al., 2022). Figure 2.1 shows the SDGs.

Figure 2.1: PricewaterhouseCoopers. (n.d.). *Sustainable Development Goals.* PwC Netherlands. Retrieved January 24, 2025, from https://www.pwc.nl/

These goals aim to improve economic, social, and environmental outcomes jointly. Nevertheless, studies suggest that the SDGs prioritize economic growth (Eisenmenger et al., 2020). Ideally, all pillars of sustainability are equally considered (Purvis et al., 2018). This, however, does not mean that the pillars are evenly reflected within every urban project. Figure 2.2 shows that Raworth (2017) proposes a doughnut model to illustrate the interconnected nature of the pillars.

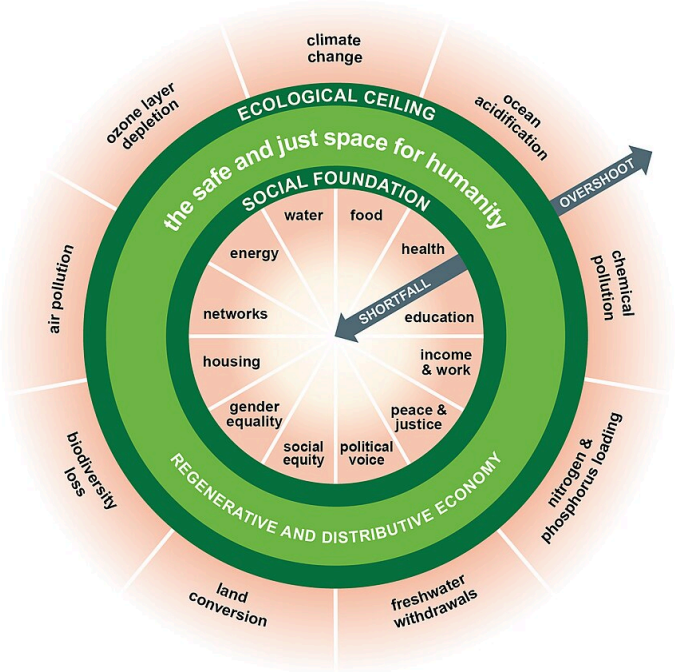


Figure 2.2: Paradise Found. (n.d.). *Lessons from tourism in doughnut economics*. Retrieved January 24, 2025, from https://www.paradisefound.nl/lessons-tourism-doughnut-economics/

The outer circle of this doughnut represents our planet's ecological or environmental ceiling, including climate change, air pollution, and other environmental boundaries. The inner circle is the social foundation, consisting of basic needs such as water and food, as well as social equity and social networks. Between the two circles is a safe and just space for humanity.

Raworth suggests that the primary focus must be on environmental sustainability, with approximately 40% of the balance allocated to this goal. This is because if the Earth's ecosystems collapse, all other pillars will also fall. Social sustainability comes next in importance, approximately 30% of the focus, to meet the social foundation requirements for all citizens. With approximately 20% of the emphasis, political sustainability facilitates decision-making, making goals achievable. Lastly, the remaining 10% is attributed to economic sustainability. Raworth views economic sustainability as a means to support other dimensions, rather than an end goal. This relationship is not inflexible, depending on the nature and location of a project. However, Raworth proposes this as the ideal balance.

2.2 Inclusive Development

Inclusive development emerged as a concept in the 21st century, gaining traction with the introduction of the Sustainable Development Goals (SDGs) in 2015 by the United Nations (Pouw & Gupta, 2017). As mentioned, there is an ideal relationship between the different pillars of sustainability. Nevertheless, economic growth is often favored, resulting in weak sustainable development (Commission on Growth and Development, 2008). This focus on growth in implementing sustainability led to the concept of inclusive development. The idea has roots in the need for growth with an eye on social demands and human rights, especially those of marginalized people and communities (Pouw & Gupta, 2017). Social sustainability and inclusive development are closely linked concepts in urban development, both of which aim to ensure long-term well-being, fairness, and participation in city-making. While they often overlap in goals, they emphasize different priorities. Social sustainability usually focuses on supporting communities over time by fostering social cohesion, trust, and inclusion in planning processes (Dempsey et al., 2011). Inclusive development, meanwhile, highlights the importance of providing all people access to the benefits of growth and modernization, including marginalized groups (Gupta et al., 2015).

One of the central goals of inclusive development is to promote growth that benefits everyone. It assumes that development will occur, and the challenge is to ensure that the benefits of this growth are distributed fairly (Kanbur & Rauniyar, 2010). According to the literature, development is considered inclusive when it delivers improvements in well-being that reach across societal divides and when it actively works to reduce structural inequalities (Gupta et al., 2015). Inclusiveness in process refers to how decisions are made and who can influence outcomes, which is further explained in Chapter 2.3.

The literature suggests that inclusive development can be viewed from various perspectives. Table 2.6 shows definitions through a multidimensional, process, and economic focus.

Dimension	Definition
Process Focus	- It is a process where all people and organizations are allowed to participate in the development process, ensuring that marginalized groups are not left behind (Dzingirai & Ndava, 2022). - Societal progress incorporates participatory empowerment of citizens and promotes well-being-related outcomes per sustainability of societal foundations (institutions and environment) (Dörffel & Schuhmann, 2022).
Multidimensional Focus	- Inclusive development implies social, ecological, and relational inclusiveness, integrating various disciplinary approaches to address complex development challenges (Pouw & Gupta, 2017).
Economical Focus	- Inclusive development involves improving the distribution of amenities such as health, education, and infrastructure, intending to enable participation by all members of society (Gupta et al., 2015). - When social and material benefits are equitably distributed across societal divides, ensuring that marginalized groups are not left behind (Include Knowledge Platform, 2017).
Social Focus	- Development that ensures marginalized groups are included in the development process, providing equitable access to resources, opportunities, and decision-making, promoting social cohesion and justice (Abbott et al., 2016)

Table 2.6: Definitions of Inclusive Development

This research aims to develop a framework for organizing inclusive and sustainable development. Process and multidimensional definitions are essential. The process definition highlights what must be included in the process dimension to ensure inclusive growth, while the multifaceted definitions highlight the desired result. Inclusive growth refers to economic growth that is distributed fairly across society, creating opportunities for all individuals to participate in and benefit from this growth (Anand et al., 2013). Optimally, inclusive growth reduces poverty and inequality.

Social, ecological, and relational inclusiveness can be achieved through various disciplinary approaches, including the participatory empowerment of citizens, which combines these two definitions.

Understanding the definitions of sustainable and inclusive development allows us to explore the relationship between the two concepts. As mentioned earlier, inclusive development has its roots in a countermovement to sustainable development, which focuses on economic growth. Trade-offs in favor of this focus often neglect social issues (Gupta & Vegelin, 2016). Nevertheless, social sustainability is still part of the broader definition of sustainability. Therefore, inclusive and sustainable development concepts share common principles and are interconnected through mutual dependencies.

Table 2.7 below shows the shared principles and explains how each principle is viewed from an inclusive and sustainable development perspective.

Principles & Source	Perspectives on Principle
Equity and Justice (Gupta & Vegelin, 2016)	– **Inclusive**: Inclusive development ensures that marginalized and vulnerable groups have access to resources, opportunities, and benefits by addressing social equity and justice. – **Sustainable**: Long-term progress is unsustainable if significant portions of the population are excluded from this or disadvantaged. Inequality can lead to the overuse of resources, conflicts, and instability. This undermines sustainability goals.
Intergenerational focus (Keeble, 1988)	– **Inclusive**: By empowering diverse groups, especially those previously excluded, inclusive development creates resilience and enables all segments of society to thrive. – **Sustainable**: Meeting present needs without compromising future generations' ability to meet theirs is part of the definition of sustainability. Basic needs need to be met now and in the future.
Trade-offs between environmental and social sustainability (Gupta & Vegelin, 2016)	– **Inclusive**: Development that excludes communities often leads to the exploitation of resources and environmental degradation in underprivileged areas. – **Sustainable**: There must be a balance between economic growth, environmental protection, and social equity for sustainability efforts to be effective.
Resilience and adaptation (Adger et al., 2008)	- **Inclusive**: Empowering communities fosters resilience by leveraging local knowledge and capacity. - **Sustainable**: A resilient society adapting to environmental, economic, and social changes is vital for long-term sustainability goals.
Participatory Governance: (Robert et al., 2005)	- **Inclusive**: Inclusive development relies on participatory governance, where all voices, including those of marginalized groups, are considered in the decision-making process. - **Sustainable**: The success of sustainable development depends on collective action and buy-in from all societal groups.

Table 2.7: Principles viewed through a sustainable and inclusive lense

Inclusive development appears necessary to achieve lasting and effective sustainable development. Its focus on social sustainability includes citizens, including marginalized groups, enabling collective community action and promoting societal buy-in.

Some reasons why inclusive development is necessary have already been briefly discussed. If done perfectly, inclusive development ensures that economic growth, social progress, and environmental sustainability are shared equitably across all societal groups. Literature on the topic outlines three main reasons for inclusive development. The first reason relates to equitable access to resources. Inclusive development provides marginalized communities access to resources such as green spaces, ensuring that affluent populations do not monopolize environmental benefits (García-Lamarca,

2017). Secondly, inclusive development can prevent social exclusion due to the rising costs associated with ecological upgrades and sustainable development (Checker, 2011). Social exclusion is the process by which groups are denied access to various rights, opportunities, and resources (Cuesta et al., 2024). Inclusive development can ensure that economic growth, social progress, and environmental development are shared equitably, thereby preventing exclusion.

The third key reason is to achieve long-term sustainability. The SDGs are closely tied to social sustainability and, therefore, inclusivity. Environmental progress must also address social sustainability to achieve social buy-in and community incentives for a long-lasting impact.
Failing to consider inclusive development in sustainable development can have serious consequences. One of the negative consequences can be unwanted environmental gentrification. Environmental gentrification is '... a term used [...] to refer to the process by which environmental cleanups or other improvements to environmental health spur the cycle of gentrification' (Fox, 2019, p. 1). Environmental development related to this includes the cleanup of contaminated land, the improvement of water bodies, the enhancement of green spaces, and sustainability planning. These developments increase property values, which can drive out low-income residents. This displaces this marginalized group. This is common, as urban greening investments often cater to middle or higher-income residents (Anguelovski, 2023). As a result, environmental benefits are shifted away from the lower-income groups. Additionally, as long-term residents are forced to move away from an area, community cohesion and social and cultural capital are reduced, which is critical for marginalized groups.

Marginalized communities experience negative consequences, mainly through displacement. To foster inclusivity, it is essential to grasp the definition and traits of marginalized communities. These communities have various definitions, with Table 2.8 outlining some of their key characteristics.

Attributes of Marginalized Communities	Source
Limited access to resources: They have restricted access to essential services such as education, healthcare, and employment opportunities, which hinders their ability to improve their socio-economic status	(Baah et al., 2018)
Vulnerability: Due to the other key characteristics, these communities are more susceptible to adverse socio-economic conditions, including poverty, displacement, and limited political representation	
Social exclusion: Some factors expose individuals to social exclusion, e.g., population age, migration background, and sexuality. Based on this, people can be denied involvement in political, economic, cultural, and social activities	Piasek et al. (2022)
Socioeconomic exclusion: Some factors expose individuals to economic exclusion or even poverty, such as job insecurity, gentrification, and the cost of living. This is especially prevalent in lower-income groups	

Table 2.8: Attributes of Marginalized Communities

2.3 Participation

Public participation has been mentioned as an approach to inclusive urban development on numerous occasions. This section of the literature review describes public participation and its successful implementation. Public participation in governance relates to stakeholders' direct or indirect involvement in the decision-making process of policies, programs, and plans (Quick, 2022). Creighton (2005) notes that public participation requires two-way communication and interaction between the government and the public.

Nevertheless, not all public participation is the same. Arnstein (1969) suggests that there are eight rungs regarding participation. These eight rungs can be grouped into nonparticipation, tokenism, and citizen power. Table 2.9 illustrates how the rungs align with the categories.

Category	Rungs
Nonparticipation	Manipulation, Therapy
Tokenism	Informing, Consulting, Placation
Citizen Power	Partnership, Delegated Power, Citizen Control

Table 2.9: Categories of Participation based on Arnstein (1969)

Based on Creighton's (2005) and Arnstein's (1969) definitions of participation, merely informing the public does not constitute public participation. This is again highlighted by Pretty's (1995) typology of participation, which builds on Arnstein's model. Pretty suggests there are four participation typologies: passive participation, consultative participation, collaborative participation, and empowered participation.

Participation enhances inclusiveness in sustainable development. A study examining the relationship between participation and social inclusion found that active involvement in plan-making directly impacts social inclusion outcomes (Nwachi, 2021). Another study suggests that participatory approaches are essential for achieving socially sustainable urban development (Mirzoev et al., 2021); however, the level and method of participation are crucial for achieving this goal.

Cornwall (2008) emphasizes that inclusive participation is not just about the presence of diverse stakeholders, but also about the quality of engagement. Are people able to speak freely? Is the input acknowledged and addressed? An inclusive process leading to inclusive development requires broad and equitable stakeholder representation, meaningful deliberation, and mechanisms that translate participation into actual influence. This also includes removing barriers that prevent certain groups from participating effectively (Cornwall, 2008; Fung, 2006). Chapter 2.3.2 explains this further.

2.3.1 Methods to Participate

The participatory process varies in terms of when the public becomes involved and to what level their involvement extends (Quick & Bryson, 2022). Based on the characteristics of each participation method and its intended purpose, Geekiyanage et al. (2021) mapped existing participatory methods. This map, shown in Figure 2.3, also helps to understand which participatory methods are appropriate in different phases of participation or development.

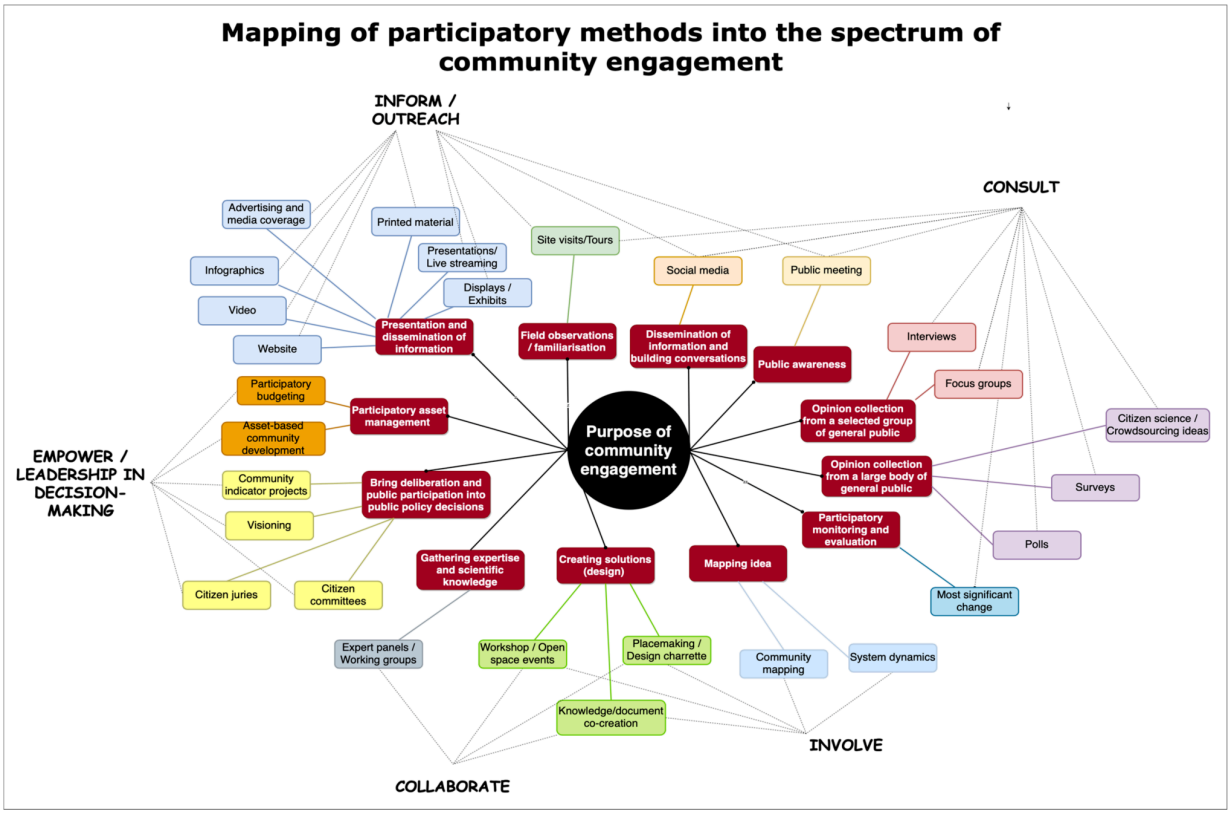


Figure 2.3: Mapping of participatory methods into the spectrum of community engagement (Geekiyanage et al., 2021)

In their systematic review of existing participatory methods, Geekiyanage et al. (2021) expand upon the four categories of participation they established in their overview map: inform, consult, collaborate, and empower.

The inform level is described as a level that does not allow public involvement at all, similar to Creighton's (2005) and Aldstein's (1969) statements. Aldstein even describes this level of participation as tokenism. Nevertheless, this level of involvement must provide the public with accurate and understandable information about the project. Information is spread through print, websites, or similar advertising methods (Geekiyanage et al., 2021).

According to Geekiyanage et al. (2021), the consult level provides minimum and basic opportunities for public involvement in decision-making. This option is suitable when the topic is straightforward and straightforward feedback from the public is required, such as in a draft urban plan. This level of involvement often uses surveys, interviews, and polls to gather information about public opinion. Nevertheless, Aldstein (1969) still views this option as tokenism.

The third category is the involved level. This is the first level considered part of Citizen Power by Aldstein, though not entirely. This level of public participation invites the public to participate in the decision-making process. This typically happens in the beginning stage of the project. From that point onward, the public is given ongoing opportunities to provide feedback and input that inform the decision-making process. This level is not entirely consistent with Aldstein's Citizen Power idea because the power still lies with the organizers of the public involvement. Public opinion is not guaranteed to be utilized in decision-making, as the public does not have a final say.

The last level is collaboration. Geekiyanage et al. (2021) describe this as a participation method that involves partnering with the public in every aspect of a decision or project. This level ensures the incorporation of public opinion and advice in the project to the maximum extent possible. However, the final say is not with the public, even at this level. Typically, this participation method takes the form of workshops, knowledge co-creation methods, and other interactive learning activities. This method is often used in the creation of an urban vision.

This begs the question of what level the preferred participatory method is. Table 2.10 illustrates the selection of methods based on literary sources.

Participation Level	When Preferred	Example	Source
Inform	Early phases, regulatory information	Sharing project timelines in newsletters	Creighton (2005)
Consult	Gathering feedback on specific issues or designs	Public surveys on zoning changes	Healey (1997)
Involve	Co-designing solutions with significant community impact	Workshops for public park planning	Friedmann (1987)
Collaborate	Complex, sensitive, or multistakeholder projects	Joint task force for affordable housing	Carming et al. (2012)

Table 2.10: Participation Levels and Preferred Usage

Participatory methods are selected based on some variables. The first variable relates to the project goal. The chosen participatory method has to align with project objectives (Duea et al., 2022). The second variable is project scope. This variable concerns who is affected by the project. Due to their residence location, work location, or otherwise, directly involved citizens can participate on a different level than people further removed from the project. This can mean the project only involves a small group living in a specific location. In that case, these people could participate collaboratively, while people further away from the project are simply informed. The third variable is the affected community. The size and background of this community are essential (Khan et al., 2024). A large-scale project might not be able to collaborate with all residents who want to participate. In contrast, various perspectives from different community backgrounds must be represented. A project like this could decide on an approach that involves group workshops to gather these insights.

2.3.2 Public Participation Barriers

Although opportunities for public participation are well-known, the public still faces barriers to effective citizen participation. According to research by Geekiyanage et al. (2020), the barriers can be categorized into three main areas: context, infrastructure, and process. This literature review outlines the barriers identified by Geekiyanage et al. (2020) and explains the corresponding subcategories.

2.3.2.1 Contextual Barriers

Geekiyanage et al. (2021) categorize contextual barriers into community capacity, quality of existing relationships, and organizational culture. Community capacity encompasses barriers such as a lack of knowledge about urban development plans, low literacy and numeracy levels, and cultural norms.

Overall, community capacity addresses barriers caused by incapacities inherent to the community itself. The most prevalent barrier within this category is the lack of knowledge of the urban development project. This aligns with findings by Cornwall (2008), who argues that participation is often hindered by structural inequalities in knowledge and resources that prevent marginalized groups from meaningfully engaging.

The quality of existing relationships is related to barriers created by negative experiences with previous participation events. As a result, stakeholders can have little or no trust, making citizens less likely to participate again (Geekiyanage et al., 2021). This is consistent with the work of Arnstein (1969), who critiqued participation without actual influence as an empty ritual and warned that repeated experiences of tokenism can foster cynicism and disengagement. Furthermore, Putman (1993) emphasized the importance of social capital, such as the local networks within communities, as a foundation for effective collective action. Relatedly, the most common barrier within this category is the absence or lack of meaningful engagement with community members (Geekiyanage et al., 2021).

The last category of contextual barriers is organizational culture, attitudes, and knowledge. The organization's participation creates this barrier. Organizational boundaries and little experience can cause professionals to struggle with accepting community representatives into the decision-making process (Geekiyanage et al., 2021). Fung (2006) also argues that the design of participatory institutions matters significantly. Organizations that are unwilling or unable to share power tend to revert to consultative rather than collaborative models, thereby reducing the inclusiveness of the process. Additionally, Innes (1996) highlights the importance of a two-way dialogue between planners and citizens to absorb local knowledge and feedback.

2.3.2.2 Infrastructural Barriers

Infrastructural Barriers comprise only one category: investment in infrastructure and planning to support community engagement. According to Geekiyanage et al. (2021), these barriers are related to a lack of financial investment and limited resources, which hinder the implementation of public participation. One of the most frequently cited barriers within this category is the lack of appropriate training for professionals tasked with facilitating engagement (Geekiyanage et al., 2021).

This aligns with the findings of Lowndes et al. (2001), who noted that institutional capacity is crucial for sustaining participatory governance, fostering skills, promoting institutional learning, and developing administrative infrastructure. Without proper investment, participation can become a procedural burden rather than a transformative practice. Similarly, Nabatchi and Amsler (2014) emphasize the importance of developing institutional readiness for involvement, meaning that officials are equipped with the training, tools, and organizational support to move beyond superficial consultation.

2.3.2.3 Process Barriers

Lastly, process barriers encompass stakeholder engagement, as well as inclusive and accessible practices (Geekiyanage et al., 2021). The stakeholder engagement process relates to an existing, ill-defined process regarding aims and objectives, which is also the most discussed barrier within this category. This again aligns with Fung (2006), who argues that the design and clarity of participatory

strategies are critical for ensuring meaningful participation and preventing disillusionment among stakeholders.

Secondly, inclusive and accessible practice examines how decision-makers can inadvertently exclude specific communities due to logistical, cultural, linguistic, or other factors. The most discussed barrier is the exclusion of groups due to improper event logistics, such as inaccessible meeting locations, unsuitable times, or inadequate accommodations for linguistic and cultural diversity (Geekiyanage et al., 2021). Cornwall (2008) emphasizes that even when opportunities for participation are formally available, structural and practical barriers often render these opportunities inaccessible to the very groups they are intended to empower. Similarly, Schouten et al. (2012) point out that participatory processes are usually shaped by implicit power relations, where dominant actors set the terms for engagement, possibly marginalising less powerful voices through subtle procedural disadvantages.

Moreover, Quick and Feldman (2011) stress that inclusive processes require iterative learning, flexibility, and adaptation on the part of organizers. They must recognize and address evolving barriers as engagement progresses. Without this flexibility, engagement efforts risk reinforcing existing inequalities rather than remedying them. The subcategories/themes and their most common barriers are shown in Table 2.11

Barrier Category	Theme and Barriers
Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - Consultation fatigue - Lack of capacity within community organisations Quality of existing relationships - Absence or lack of meaningful engagement with community - History of poor relations of community with decision-makers and urban planners - Community engagement viewed as threat due to discrimination and fear of exposure Organisational Culture, attitude and knowledge - Continuous top-down and centralised management of government authorities - Lack of organisational commitment for engaging in communities - Absence of accountability from government
Infrastructural Barriers	Investment in infrastructure and planning - Lack of appropriate training for professionals to conduct community engagement - Information gap between citizens and government - Limited resources for participation
Process Barriers	Stakeholder engagement process - Aim and purpose of engagement are ill-defined - Limited time is provided for building trust, establishing participatory suggestions and achieving results - Complexity of current decision-making process due to tensions between stakeholders Inclusive and Accessible Practice - Some communities are excluded due to event logistics - Information provided can not be understood by the general public - Unequal community representation due to existence of partisanship

Table 2.11: Participation Barriers adapted from Geekiyanage et al. (2020)

2.3.3 Successful Participation

Success must first be defined to establish how participation can be successfully organized with a sustainable development process. Research suggests that public participation must strike a balance between outcome and process goals to be successful (Chess & Purcell, 1999). Successful public participation is achieved when stakeholders are actively involved in decision-making, resulting in outcomes that reflect the community's needs and interests. Based on the reviewed literature, there are key guidelines for successful participation.

The key guidelines are:

- Engage diverse stakeholders, including marginalized groups, to ensure all voices are heard. This leads to more representative urban developments (Geekiyanage et al., 2021).
- Maintain open communication to build trust and keep participants informed and involved throughout the process (Comcate, 2003).
- Provide stakeholders with the tools and information they need to contribute to the process meaningfully (Haklay et al., 2018).
- Ensure that public input has a tangible impact on the outcome. Seeing their contributions to the outcome creates a sense of ownership and commitment (Damer & Hague, 1971).

It also matters when citizens are approached in the sustainable development process. Involving citizens early results in incorporating their opinions and preferences in future planning phases. Additionally, early involvement can enhance legitimacy and trust between the community and planners (Empel, 2008). Early involvement also enables the community to voice concerns about potential community challenges that are not addressed by planners (Feng et al., 2020).

As Chapter 2.3.2 mentioned, organisations must address participation barriers for participation to be successful. To overcome barriers, Geekiyanage et al. (2020) also provide a list of solutions based on their established barriers. Best practices for overcoming common barriers to participation are outlined in Table 2.12 below.

Theme	Solutions/Best Practice
Community Capacity	- Community training to involve citizens in formal government procedures - Educate communities on the importance and benefits of participation and let them feel that the processes are transparent and worthy of their trust - Offer additional incentives such as welfare facilities to participate
Quality of existing relationships	- Establish working groups to identify barriers to involvement in planning - Communicate regularly to discuss the scope and potential influence of the participation process - Implement the knowledge-based urban development (KBUD) paradigm to increase trust - Develop a substantial social capital (e.g. improved communication and cohesion between different groups residing in one settlement, strengthening existing or establishing new social networks such as self-help groups, youth clubs etc.)
Organisational Culture, attitude, and knowledge	- Decentralized decision-making, with responsibilities spread over different stakeholder organizations - Implementing a multi-disciplinary approach that takes into account the dynamic relationship between the bottom-up and top-down dimensions - A continuing commitment to early engagement of communities in planning - Strengthen accountability and inclusiveness by devolving authority to the local level communities and their representatives - A review of the skills and participation competencies of the administration
Investment in infrastructure and planning	- Allocate enough time and resources to sustain communication channels between different community group - Use mass media (e.g. newspapers printed in main local languages) as an essential information channel and agenda-setter - Provide a forum to encourage dialogue, share information, and create strategies and actions that promote rural development - Investment in improving human capital (e.g. providing education and vocational training and increasing awareness)
Stakeholder engagement process	- Planners and policymakers should not set unrealistic targets for participation - Use of three key measures for the evaluation of community suggestions regarding urban development: (1) public satisfaction; (2) a better final product; (3) community empowerment - Focus on making the planning process more accessible, user-friendly, and relevant
Inclusive and Accessible Practice	- Careful preparation of the consultation process - Consider (a) the timing of events, childcare provision, wheelchair access, and transport, and (b) how events are publicized, how the material is distributed, jargon-free language, braille, and large print formats, translation into other languages - Using familiar places and creating an informal atmosphere - Plain language and provision for non-native language speakers - Determine who should be involved, what form of participation is appropriate, and when to involve

Table 2.12: Solutions/Best Practices to overcome barriers adapted from Geekiyanage et al. (2020)

2.3.4 Successful Inclusive Development

The benefits of inclusive development were discussed earlier in this chapter. However, some common pitfalls must be avoided for inclusive development to be successful. The first pitfall is a lack of community engagement. Excluding locals from the urban development process can result in a project that fails to meet the needs of residents (Elias, 2020). Inadequate policy frameworks can also impede inclusive development efforts. To avoid this, it is vital to establish transparent and inclusive policies (Alberti & Senese, 2020). Another example of a pitfall to successful inclusive development is the failure to address digital inequalities. Not all residents are as equipped to work with digital platforms for approaches such as citizen participation (Kolotouchkina et al., 2024). These mentioned pitfalls again highlight the importance of community participation in inclusive development.

Implementing a successful inclusive development requires a multifaceted approach. Table 2.13 shows elements of this approach based on the literature.

Elements of Successful Inclusive Development	Source
Integrated urban planning: Comprehensive urban plans that consider the needs of all community members, including marginalized groups	Naik-Singru, 2013
Community Participation: Inclusive development relies on participatory governance, where all voices, including those of marginalized groups, are considered in the decision-making process	Robert et al., 2005
Policy Framework Regarding Inclusivity: Policies that promote inclusivity include affordable housing regulations and anti-discrimination laws	Harkness, 2019
Multi-stakeholder collaboration: Collaborating with various stakeholders, including government agencies and private sector entities, brings together diverse resources and expertise. This approach can address complex urban challenges more effectively	Fell & Mattsson, 2021

Table 2.13: Elements of Successful Inclusive Development

2.4 Literature Review Conclusions

This literature review highlights the interconnected relationship between sustainable development, inclusive development, and public participation. It makes clear that urban development cannot be genuinely sustainable without being inclusive, because excluding communities undermines both social sustainability and long-term resilience. Sustainable development, as described in this chapter, encompasses economic, social, environmental, and political sustainability, with a focus on addressing the needs of the present without compromising those of the future (Sun et al., 2022; Hariram et al., 2023; WCED, 1997). It suggests that urban development cannot be sustainable if it lacks inclusive elements, as this means it fails to engage the necessary community and garner societal buy-in.

Inclusive development addresses this by focusing on equitable access to resources, opportunities, and decision-making within urban developments to meet the social foundation requirements of all societal groups, including marginalized ones (Gupta et al., 2015). By integrating the principles of sustainable and inclusive development, urban projects can enhance social sustainability while also preserving ecological systems (Dempsey et al., 2011; Colantonio, 2009). This ensures that environmental and social goals support each other rather than compete.

Key to achieving this integration is public participation, which is the operational mechanism linking inclusive development to sustainability. As the literature shows, meaningful participation must go beyond tokenism (Arnstein, 1969; Cornwall, 2008). It requires early, well-structured, and empowered engagement processes that are adapted to the specific urban project's goals, scope, and community characteristics (Quick & Feldman, 2011; Geekiyanage et al., 2021). Successful participatory processes must address known barriers, including contextual, infrastructural, and procedural ones, to create genuine opportunities for marginalised voices to shape decision-making.

In conclusion, environmentally sustainable urban development is incomplete without social sustainability and inclusivity. Projects that fail to ensure meaningful community buy-in risk lacking legitimacy, resilience, and long-term success (Agyeman, 2013; Frediani, 2021). Participation is, therefore, key to bridging the gap between sustainability and inclusivity by ensuring that urban development is not only ecologically sound but also socially just and politically robust.

Figure 2.4 illustrates the connection between sustainable development, inclusive development, and participation, as well as the integration of participation into the process. This figure illustrates how participation sits at the core of the urban development process, enabling the translation of inclusive practices into spatial outcomes that directly reflect how residents experience their urban environment. An inclusive participatory process does not merely support sustainability; it is a fundamental condition for achieving it.

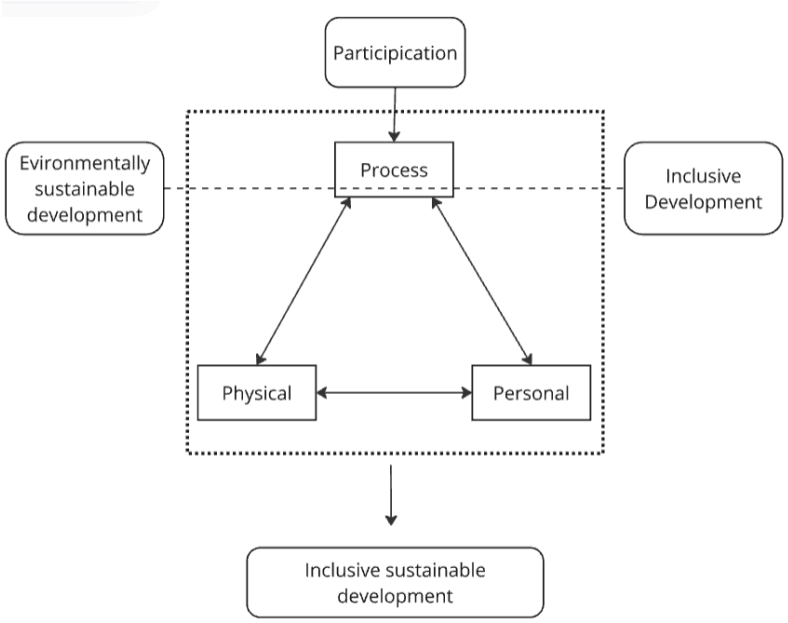


Figure 2.4: Theoretical Framework, Own Work

3. Methodology

This chapter describes the research methodology. Chapter 3.1 begins by describing the research methods and explaining why they are suitable for this research. Chapter 3.2 then describes how the gathered data is analysed and operationalized. Chapter 3.3 discusses how the different research questions are answered through the earlier described research methods. Then, lastly, Chapter 3.4 illustrated how data is handled ethically.

The three sub-questions, as introduced in Chapter 1.3, are posed to answer the research question. Figure 3.1 illustrates these questions and the research design used to develop a participatory implementation framework. The individual sub-questions and their responses are described further in Chapter 3.3.

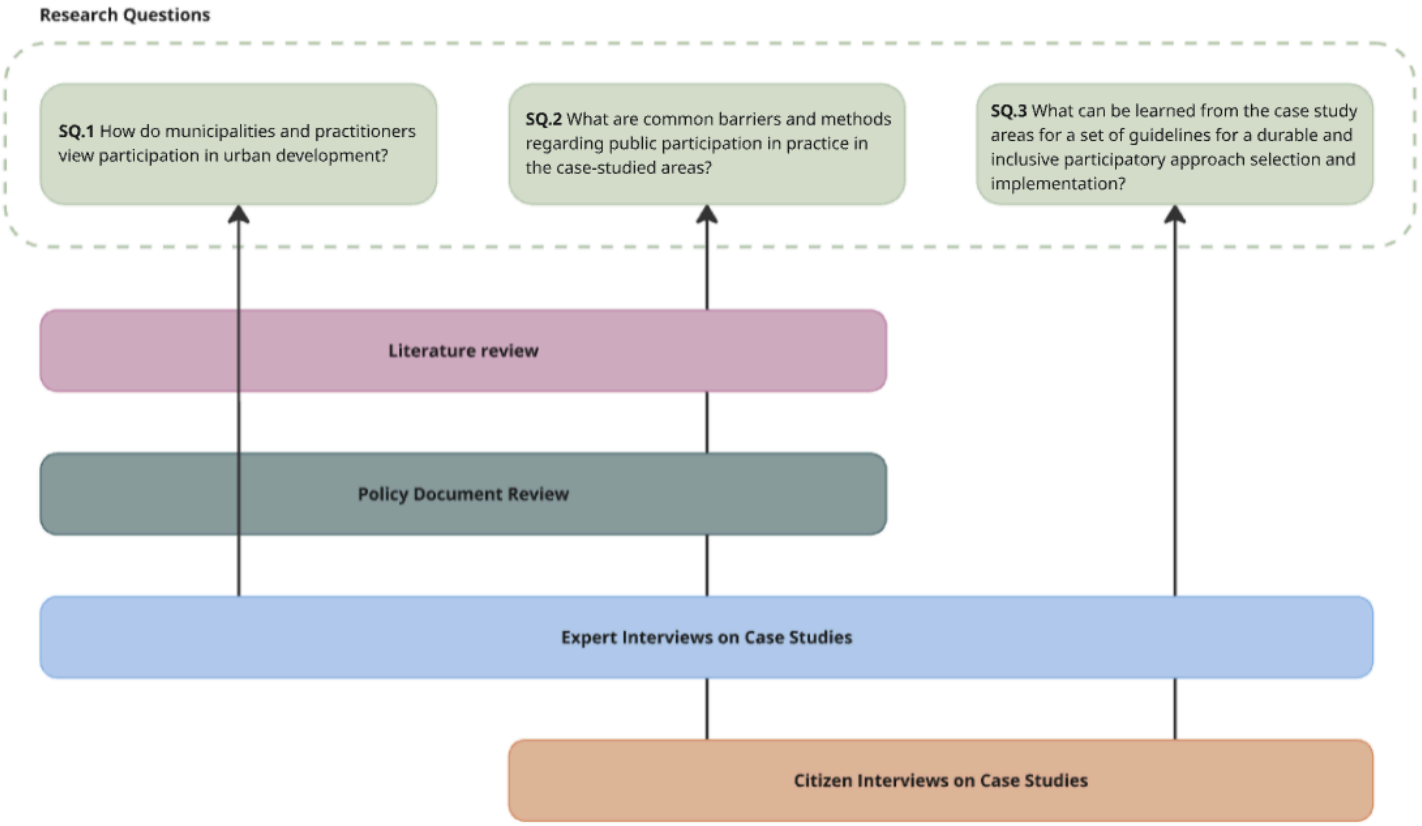


Figure 3.1: Research Design, own work

This is a multiple-case study research. Information is gathered through literature studies, policy documents, and semi-structured interviews with experts and citizens in the case study areas. Interview transcripts are coded using ATLAS.ti for analysis and conclusion. This chapter further elaborates on the data-gathering methods and the ethical considerations related to the research design.

3.1 Research Methods

This thesis is a multiple-case, quantitative study. To gather qualitative data, semi-structured interviews are held with citizens and practitioners. Qualitative data is particularly suited for studies that aim to understand social processes by capturing varying perspectives from stakeholders (Denzin

& Lincoln, 2011). As this research aims to capture multiple perspectives on participation in practice, a qualitative study is the most suitable approach. Chapter 3.1.1 describes the advantages of utilizing semi-structured interviews, while Chapters 3.1.1.1 and 3.1.1.2 discuss the specifics of the interviews with experts versus citizens. Additionally, this chapter provides an overview of all individuals interviewed, categorized by their respective groups.

3.1.1 Semi-Structured Interviews

Semi-structured interviews are frequently employed in qualitative research (Kallio et al., 2016). Semi-structured interviews have several advantages. One advantage is the balance between structure and spontaneity (Magaldi & Berler, 2020). While the researcher prepares a set of guideline questions, there is room for introducing new questions based on the participants' responses. While the set of guideline questions ensures that all topics to be discussed are covered, the additional questions add depth to the conversation. Next, the use of semi-structured interviews enhances the validity of the data, as participants can clarify and elaborate on their responses. This provides a more accurate view of the participants' standpoints (McIntosh & Morse, 2015). Different questions are asked of experts and citizens. The interview protocols for both citizens and experts are presented in Appendix A. The informed consent forms for both groups are included in Appendix B. As Jacob & Furgerson (2012) advised in their interview guide, the interview protocol consists of a script to initiate the interview and a list of open-ended questions informed by literature and policy. Chapter 3.2.1 mentions how literature and policy were used to establish conductive codes for the transcribing of the interviews.

3.1.1.1 Expert Interviews

Purposive sampling is used for expert interviews. This method selects participants based on specific relevant criteria. For this study, the selection criteria are based on projects and knowledge of participation. Practitioners related to the Tuindorp Oostzaan or Zandvoort cases on the topic of participation are optimal candidates.

It is most effective because participants can be chosen based on knowledge or experience with interview topics. Purposive sampling automatically filters data for relevance to the subject matter. Multiple experts from Witteveen + Bos, the graduation company, are selected for interviews. These experts are mostly interviewed, relating their field of work, expertise, and previous and current projects. Experts who worked or are currently working on the Tuindorp Oostzaan and Zandvoort are asked questions specifically about these projects. This involves questions about how and why a participatory method was utilized, as well as a review of this approach. The same guideline questions are used for experts from both projects to make a proper comparison later.

Other interviewees are gathered through snowballing, either through Witteveen + Bos exports or through thesis mentors who recommend speaking with other experts in their respective fields. With this method, it is essential to avoid snowballing to prevent focusing too much on a single field of expertise. Part 3.2.1 of this chapter describes data analysis methods and discusses how the interviews are coded using ATLAS.TI. Coding dictates the sample size of the expert interviews. Interview topics are grouped, and when no new codes emerge within a group, the sample size of this topic is reached. Expert interviewees are sorted into two groups: private-sector experts and public-sector experts. This is for comparison purposes in the results chapter. Table 3.1 provides an overview of the interviewed experts, their respective sectors, and whether the interviews were held online or in person.

Practitioner	Sector	Interview Location	Company	Case Study
Practitioner 1	Public	In Person	Municipality of Amsterdam	-
Practitioner 2	Public	Online	Municipality of Amsterdam	Tuindorp Oostzaan
Practitioner 3	Private	Online	Woningcorporatie Ymere	Tuindorp Oostzaan
Practitioner 4	Public	Online	Municipality of Zandvoort	Zandvoort Nieuw Noord
Practitioner 5	Private	In Person	Witteveen + Bos	Zandvoort Nieuw Noord
Practitioner 6	Private	In Person	DOCK Amsterdam Noord	Tuindorp Oostzaan
Practitioner 7	Private	In Person	Doras	Tuindorp Oostzaan
Practitioner 8	Private	In person	Witteveen + Bos	-
Practitioner 9	Private	In person	Witteveen + Bos	-

Table 3.1: Overview of experts and corresponding sectors and interview locations

3.1.1.2 Citizen Interviews

Citizens from the development areas in Tuindorp Oostzaan and Zandvoort Nieuw Noord are interviewed. Due to practical and ethical considerations, these citizens are not filtered based on socio-economic characteristics. They may not be part of the marginalized group most affected by the adverse side effects of non-inclusive sustainable development. Nevertheless, as all citizens would be able to participate, their insights on how participation should be organized are equally valuable. Additionally, due to the expected limited number of citizens this research can interview, citizen interviews are not sorted based on development area. They are compared as a whole to practitioner interviews from both the Zandvoort Nieuw Noord and the Tuindorp Oostzaan cases. This is due to the expected limited number of citizens this research can reach. Citizens are, therefore, combined to ensure anonymity and increase the amount of comparable data.

An active recruitment approach is necessary to gather participants for the citizen interview (Adeoye-Olatunde & Olenik, 2021). This can be achieved through local community centers, the active engagement of local citizens, or by communicating with local representatives, such as neighborhood council members or district managers. Once a small group of interviewees has been recruited, more can be reached through snowballing. Table 3.2 provides an overview of the citizens interviewed, including the location of their interviews and the language used during the interviews.

Citizens	Location	Language
Citizen 1	Street	Dutch
Citizen 2	Street	Dutch
Citizen 3	Street	Dutch
Citizen 4	Street	Dutch
Citizen 5	Street	Dutch
Neighbourhood Representative 1	Community Centre	Dutch
Neighbourhood Representative 2	Community Centre	Dutch
Citizen 6	Community Centre	Dutch
Citizen 7	Café	Dutch
Citizen 8	Café	Dutch
Citizen 9	Community Centre	Dutch
Citizen 10	Street	Dutch
Citizen 11	Street	Dutch

Table 3.2: Overview of citizens and corresponding interview locations and language

3.2 Data Analysis Methods

After the data is gathered, it is analysed and compared. Chapter 3.2.1 describes how policy documents and literature review are used as the foundation of theory as a basis of conductive codes. Chapter 3.2.2 then describes how, using these codes, interviews with practitioners are transcribed. Lastly, Chapter 3.2.3 describes the frameworks based on literature that are used to compare interview data in a structured manner.

3.2.1 Municipal Policy Document and Literature Review

A foundation of theory needs to be established to develop deductive codes for use in analyzing the interviews. Therefore, this research report includes a literature review and a policy document review. The literature and policy documents serve as the basis for interview questions and analysis codes (Cresswell, 2009). To find relevant papers for the literature review, the following search terms have been used (combined), as seen in Table 3.3.

Topic Area	Search Terms
Participatory Barriers	• participatory barriers in urban planning • barriers to public participation • obstacles to citizen engagement • challenges in community participation • institutional barriers to participation • contextual barriers in participatory processes • barriers to inclusive development • structural barriers to stakeholder engagement
Participatory Methods	• public participation methods • participatory planning tools • community engagement techniques • participatory design approaches • methods for inclusive participation
Theoretic Participation	• public participation theories • participatory governance frameworks • collaborative governance theory
Inclusive Development/Participation	• inclusive participation in urban planning • barriers to inclusive participation • methods for inclusive stakeholder engagement • participatory inclusion of marginalized groups • inclusive development and citizen engagement

Table 3.3: Used and combined search terms

3.2.2 Transcript Coding

The interviews with experts and citizens are transcribed. This transcript is then coded using ATLAS.ti. ATLAS.ti facilitates the systematic identification of the most important topics discussed, minimizing researcher bias. With inductive coding, the transcript texts are assigned codes based on the provided data. The coding process is divided into two steps. First, general codes are given to the text. These general codes consist of valuation, general topic, relation to location, and expertise. More specific codes are added in the second phase of coding the transcripts. These codes add meaning and context. Recurring codes can be grouped or checked for co-occurrence. The codes and their systematic ordering are shown in Figure 3.2.

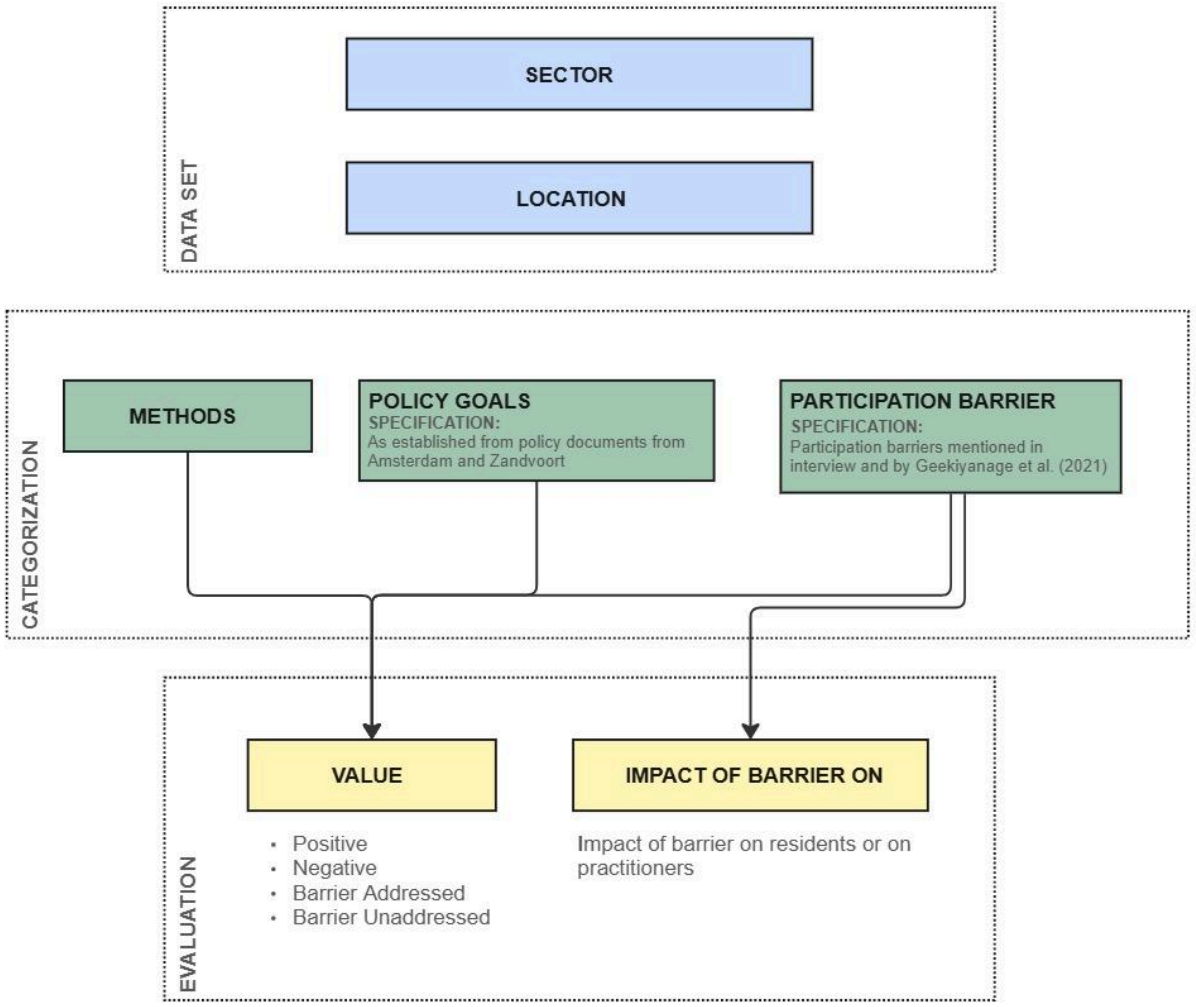


Figure 3.2: ATLAS.TI Data Analysis Code Systematically Shown, Own Work

3.2.3 Data Comparison

The efficiency of municipal policies is evaluated by how well they meet the goals outlined in the policy documents and address the participation barriers identified by Geekiyanage et al. (2021), as discussed in Chapter 2.3.2. In Chapters 4.1 and 5.1, policy is described and compared to practitioner opinion to verify if it works in practice. Then, the same data is used to establish which participation barriers are addressed by policy and whether there are contradictions between policy and practice. Table 3.4 shows an example of this. In this table, **bolded barriers** are those addressed by policy. Marked in red barriers indicate that, although the policy aimed to address them, practitioners indicated that this was ineffective. This can mean that the policy contradicts practice or does not adequately address the barrier. Barriers highlighted in green are met by practice but not by policy. Barriers without any markings suggest that the policy did not aim to address these barriers.

Barrier Category	Theme and Barriers
Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - Consultation fatigue - **Lack of capacity within community organisations** Quality of existing relationships - Absence or lack of meaningful engagement with community - History of poor relations of community with decision-makers and urban planners - Community engagement viewed as threat due to discrimination and fear of exposure Organisational Culture, attitude and knowledge - **Continuous top-down and centralised management of government authorities** - **Lack of organisational commitment for engaging in communities** - Absence of accountability from government
Infrastructural Barriers	Investment in infrastructure and planning - Lack of appropriate training for professionals to conduct community engagement - Information gap between citizens and government - **Limited resources for participation**
Process Barriers	Stakeholder engagement process - Aim and purpose of engagement are ill-defined - Limited time is provided for building trust, establishing participatory suggestions and achieving results - Complexity of current decision-making process due to tensions between stakeholders Inclusive and Accessible Practice - **Some communities are excluded due to event logistics** - Information provided can not be understood by the general public - Unequal community representation due to existence of partisanship

Red = addressed by policy but ineffective Green = addressed by practitioners and effective
Green and Red = Addressed by policy but ineffective, but addressed by practitioners
Bold = addressed by policy and effective Nothing = not addressed by policy or practitioners

Table 3.4: Overview of addressed and unaddressed barriers by policies

3.3 Data Collection

As mentioned in Chapter 3.1, this research uses qualitative data to investigate how participation can be organized to promote inclusiveness in sustainable development. The selection and implementation of the participatory approach in two case study areas are comparatively analyzed. Chapter 3.3.1 describes the choice of a multiple case study research and the selection criteria for the case studies. Chapter 3.3.2 then explains how the research questions are addressed in relation to the research methodology.

3.3.1 The Use of Case Studies and Selection Criteria

This thesis employs a case study approach to explore how inclusive participation operates within the context of sustainable urban development. Case study research is particularly valuable when the goal is to understand phenomena in their real-life context (Yin, 2018). Since this study examines how participatory processes unfold in the real-life context of urban development projects, the case study method is suitable.

The research examines multiple cases to identify patterns, similarities, and differences between cases. This adds to the reliability of the findings (Heale & Twycross, 2017). Additionally, multiple case studies allow for cross-case analysis, which explains how contextual factors influence the participatory approach (Hunziker & Blankenagel, 2024). Chapter 2.3.1 introduced the variables that determine participatory methods, such as project scope, project community, and project goal variables. These criteria are also used for selecting the case studies, allowing the structure to compare the two case studies easily.

The first case is Nieuw Noord in Zandvoort. The project scope includes replacing the sewer system and enhancing the green infrastructure in the area (Gemeente Zandvoort, 2024). It aims to create a liveable, safe, and social neighborhood. The developments in Nieuw Noord are focused on sustaining and improving the environment for an established residential community.

The second case, Tuindorp Oostzaan, struggles with land subsidence and water management (Hommes-Slag et al., 2022). This project aims to ensure that the area is climate-resilient and livable. The scope involves an improved water management plan that includes increased green spaces, climate-resilient streets, squares, and permeable pavements. Plans are also in place to develop extra housing on the neighborhood's edge. Therefore, the community will consist of an established residential community and potential new residents.

Zandvoort Nieuw Noord was developed by the graduation company Witteveen + Bos, which provides more insights into the process. The Tuindorp Oostzaan case provides a comparison to ensure that the set of guidelines applies to both the graduation company and the graduation company.

In both cases, semi-structured interviews, as explained in 3.1.1, are conducted with experts and citizens. This leads to three varying interview groups whose answers are compared: private sector experts, public sector experts, and citizens. This allows the results to show multiple perspectives based on expertise, location, and sector.

3.3.2 Data Collection per Sub-Question

SQ.1 How do municipalities and practitioners view participation in urban development?

The first sub-question must be researched from multiple perspectives. This is due to the varying perspectives of participation between the literature and experts. Therefore, literature studies, policy documents, and semi-structured interviews with experts are utilized to gather an overview of definitions and goals and compare expert opinion with policy.

SQ.2 What are the common barriers and methods regarding public participation in practice in the case-studied areas?

The second sub-question expands on the participation methods that encourage inclusiveness. As with the first sub-questions, barriers and public participation methods must be considered from different perspectives. Expert interviews and literature studies offer insight into the processes and definitions that vary between stakeholders and projects. Additionally, citizen opinion on barriers can be compared to practitioners ' for an estimation of alignment. Once policy documents, expert interviews, and citizen interviews have been conducted, they are compared to gain insights into standard practices and differences in inclusive participation.

SQ.3 What can be learned from the case study areas for a set of guidelines for a durable and inclusive participatory approach selection and implementation?

Based on whether citizen and expert opinions vary and reviews of participatory approaches utilized by experts, advice can be provided on how to improve these approaches and what factors need to be considered when creating guidelines based on the case studies. These guidelines are consolidated into a framework in Chapter 7.1. This framework becomes a step-by-step guide for participation in similar urban environments.

3.4 Ethical Data Management

To ensure that this research meets ethical standards for working with human participants, the researcher completed and submitted a Human Research Ethics Committee (HREC) application. The improved HREC, included in Appendix C, is a formal requirement for any research project involving human subjects, such as the experts and citizens who were interviewed. The HREC process serves to assess potential risks that interviewees may face by participating in the study, including risks related to privacy, confidentiality, psychological well-being, and power imbalances (Israel & Hay; Wiles, 2013).

A key component of risk mitigation in this research is the strict protection of participant anonymity. No name or personal details other than the place of work that could be traced back to individual participants are reported in the thesis or any related outputs. To reinforce this, all identifying data (including names, contact details, and raw interview files) are securely stored during the research phase and then permanently deleted upon completion, in accordance with the guidelines set out in the Data Management Plan that accompanies the HREC.

Before participating, all interviewees were provided with an Informed Consent Form, either physically or verbally explained. The Informed Consent Forms for citizens and practitioners are presented in Appendix D. These documents clearly define the purpose of this research, the voluntary nature of participation, the types of data collected, how the data will be used, and the rights of participants.

This includes the right to withdraw at any stage without consequence. Only after providing written informed consent do participants proceed with the interview.

Additionally, throughout the research process, care is taken to ensure that interview procedures are respectful, non-coercive, and sensitive to participants' time and perspective. By following these principles, this research aims to uphold the rights and safety of all participants while collecting qualitative data through semi-structured interviews.

4. Tuindorp Oostzaan: Participation in Policy and Practice

Chapters 4, 5, and 6 compare participation in practice from the perspectives of experts and citizens in two areas. Comparing Zandvoort Nieuw Noord and Tuindorp Oostzaan provides valuable insights into the strengths and weaknesses of citizen participation, given the areas' distinct characteristics, shared challenges, and ongoing urban transformations.

Chapter 4 first describes the case of Tuindorp Oostzaan (Amsterdam). First, in this introduction of the case, the project goal, scope, and community characteristics are explained. Then, Chapter 4.1 describes the participation policy as established by the municipality of Amsterdam. Chapter 4.2 operationalizes policy goals based on the policy documents. These policy goals and the participation barriers, as described in Chapter 2.3.2, are then used to analyze practitioner interview data in Chapters 4.3 and 4.4 in a structural manner. Figure 4.1 illustrates the neighborhood's location within Amsterdam and its corresponding density.

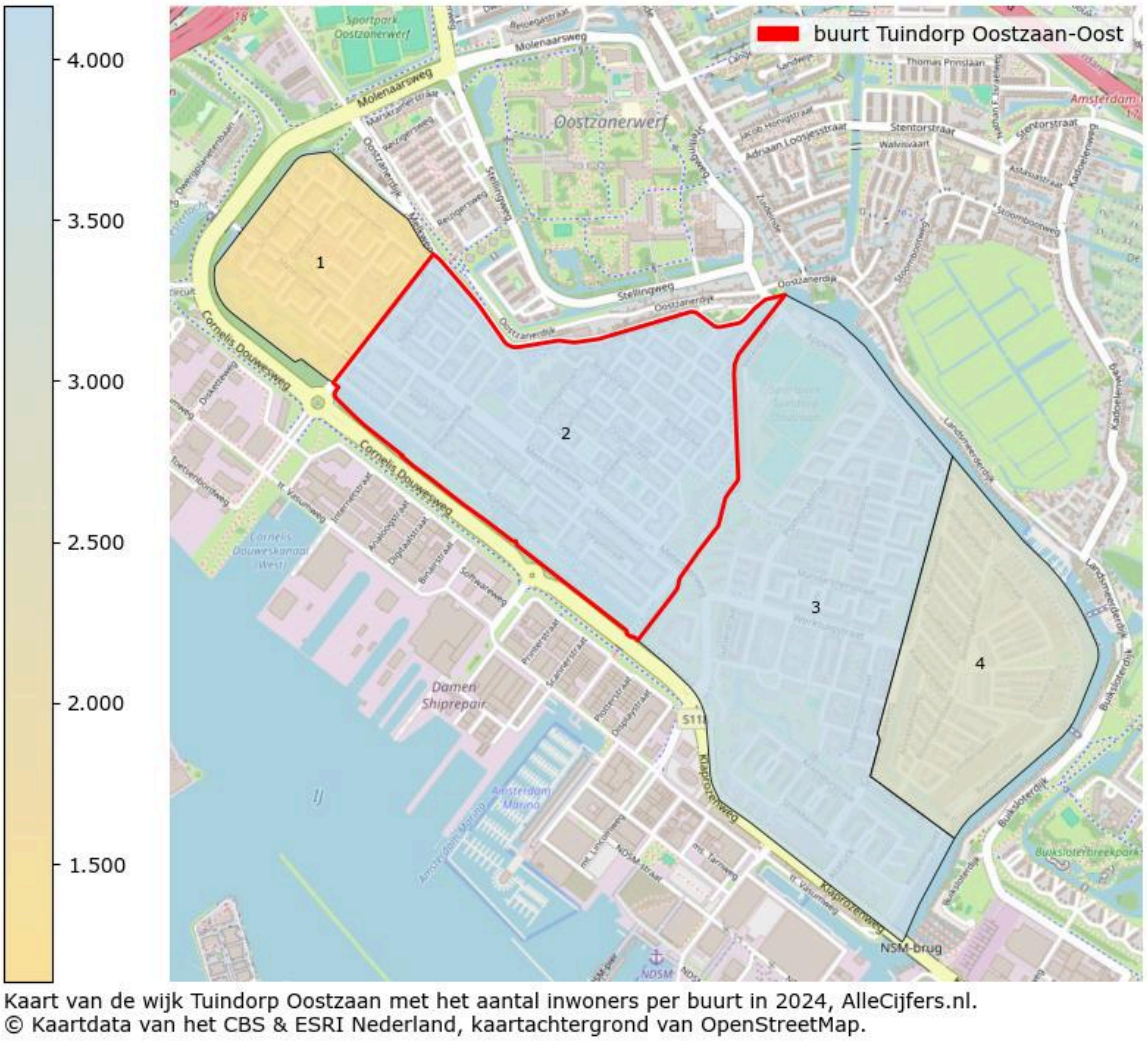


Figure 4.1: Map Showing the Location of Tuindorp Oostzaan with Density

The Tuindorp Oostzaan area in Amsterdam Noord was developed at the beginning of the 19th century to combat a prevalent housing crisis. The neighborhood is a spacious garden village historically meant for factory and municipal workers and their families. In 2017, approximately 61% of housing in Amsterdam Noord was still part of a large social housing stock; however, this has changed

in recent years. In Tuindorp Oostzaan, there is a trend of increasing owner-occupied housing. As of 2023, the owner-occupied housing stock in Tuindorp Oostzaan has risen to approximately 32%, up from 26% in 2017 (Gemeente Amsterdam, 2023). This shift reflects a broader trend in Amsterdam-Noord, where the proportion of owner-occupied homes has been rising, while the share of social rental housing declined (Diemel et al., 2024).

Participation rates in urban developments vary across the city's districts. Residents of Nieuw-West and Centrum, who shared their opinions in the Burgermonitor, were more likely to have participated in participatory projects or neighborhood budgets. In contrast, residents from Noord and Zuidoost participated less frequently. These projects often involve the redevelopment of neighborhoods or more specific developments, such as parks and playgrounds.

Further analysis of participatory processes for urban development, recorded in the city's web archive, shows a relatively high number of participation projects in Noord. However, the Burgermonitor reveals that residents of this district tend to participate less in these processes, suggesting a discrepancy between the availability of participatory opportunities and actual engagement. Chapters 4.3 and 4.4 discuss why practitioners perceive this difference. Then, Chapter 6 introduces the barriers that citizens face in participating, even when opportunities exist.

The project in Tuindorp Oostzaan aims to redevelop the public space into a climate-adaptive and socially inclusive environment (Municipality of Amsterdam, n.d.). The central goal of the project is to enhance the neighborhood’s resilience to climate change by integrating sustainable water management, heat mitigation strategies, and biodiversity improvements into the design of streets and green spaces. Simultaneously, the project emphasized the need for public participation, particularly involving residents in the co-creation of their living environment. The project's scope encompasses both physical interventions, such as permeable pavements, green infrastructure, and tree planting, as well as social processes that foster citizen input and ownership.

According to recent demographic data, the neighborhood is home to approximately 9.600 residents and is characterized by a diverse and aging population (AlleCijfers, 2024). The average age of residents is higher than the citywide average. At the same time, the neighborhood is home to families with children and a growing number of residents with a migration background. Socioeconomic indicators indicate that income and educational levels in Amsterdam are below average. Approximately 43% of residents have completed only primary or lower secondary education, and around 35% reside in rented social housing.

This case is relevant to the objectives of this thesis because it explicitly links environmental sustainability with inclusive urban development through participatory processes. It serves as an empirical example to investigate how participatory methods are implemented in practice, what barriers arise in involving residents in similar projects, and how inclusiveness can be operationalized in a real-world setting. The characteristics point to a community with a mix of long-term residents and newer populations, some of whom may face barriers due to age, income, education, or limited experience with formal planning processes. This underlines the importance of using inclusive and accessible participatory methods in the climate-adaptive project to ensure that engagement efforts reach beyond the most vocal or connected residents and reflect the full diversity of the neighborhood.

4.1 Participation Policy Amsterdam

Tuindorp Oostzaan is part of the municipality of Amsterdam. To understand the municipality's policy regarding citizen participation, it is necessary to know how the municipality defines participation. This is based on policy documents. Virtually all new urban development projects and public plans in Amsterdam have a citizen participation process (Municipality of Amsterdam, 2024). Whenever the city develops a new plan, spatial project, or policy, the responsible officials must involve the public and set up a participation plan for that project. There are some expectations, but in these cases, it must be explained and permitted.

According to the participation policy by the municipality of Amsterdam (2024), citizen participation is required at the scale appropriate to the project's impact. This means that all citizens directly impacted by the project must have the opportunity to participate in the decision-making process. The variation in how participatory processes are organised, depending on scale, is not specified. In policy, the project scale only affects outreach. The official guideline for when participation should start in policy is as early as possible. This is to ensure that public influence is meaningful, rather than an afterthought.

In policy, the municipality identifies three kinds of citizen participation. Table 4.1 shows an overview of the types of citizen participation identified.

Types of Participation	**Who Initiates**	**Main Stakeholder Role**	**Project Relation**
Bewonersparticipatie (*Resident Involvement*)	Municipality	Citizens are invited to contribute to municipal plans and projects	Top-down: government initiatives, citizens advize or co-create
Overheidsparticipatie (*Governmental Participation*)	Citizens or initiators	Municipality supports or facilitates plans initiated by citizens	Bottom-up: citizens initiate, government provides support
Netwerkparticipatie (*Network Participation*)	Shared/ Collaborative	Municipality and citizen networks co-develop long-term collaborations	Horizontal: shared responsibility and joint project ownership

Table 4.1: Types of citizen participation (Municipality of Amsterdam, 2024)

Resident participation refers to the involvement of citizens, businesses, social organizations, and other stakeholders in decision-making processes that affect their neighborhoods and cities. In the Netherlands, municipalities actively engage residents in government plans and projects to ensure that policies align with community needs and preferences.

To support public officials in implementing this policy, the municipality developed a Resident Participation Roadmap, which provides a structured approach to designing participation processes. This roadmap encourages officials to make conscious decisions about integrating participation into projects and policies. The Citywide Participation Team (*Stedelijk Team Participatie*), established in early 2022, further assists officials in developing and executing participation strategies, preparing the participation ordinance and monitoring process, and exploring new methods such as neighborhood panels and citizen assemblies (Gemeente Amsterdam, 2022).

The municipality also facilitates government participation, which involves the government supporting local initiatives aimed at improving neighborhoods for residents who want to make them more sustainable or socially connected. This support can come from funding, access to space, expertise, or the reduction of bureaucratic barriers. The Neighborhood Rights Policy Framework (*Beleidskader Buurtrechten*), introduced in 2021, defines specific rights for residents to actively shape their neighborhoods.

Another form of participation currently under development is Network Participation, which focuses on long-term collaboration between the municipality and local organizations. The Neighborhood Platform Right, an initiative introduced in 2020 through a municipal council motion, is being tested as a pilot project. This right would enable neighborhoods to establish formal platforms that serve as recognized discussion partners for the municipality, with the potential for financial support. The idea stems from calls by various community organizations for a more structured and equal partnership with the local government. The municipal council envisions these platforms playing a crucial role in fostering community engagement, supporting local initiatives, and serving as a permanent point of contact between residents and the government (Gemeente Amsterdam, 2023).

Amsterdam's approach to resident participation has evolved significantly in recent years, with policies aimed at increasing transparency, inclusivity, and local ownership of urban development. The Participation Policy Framework and Resident Participation Roadmap provide guidelines for municipal projects and initiatives. At the same time, the Neighborhood Rights Policy allows residents to play a more active role in shaping their living environments. The introduction of Network Participation is an effort to create more long-term partnerships between communities and the municipality. Together, these initiatives reflect a shift toward a more collaborative and structured form of urban governance, where residents have a greater influence over decisions that affect their neighborhoods.

4.2 Participation Policy Goals Amsterdam

Policy documents outline the participation goals for all variants. These theoretical goals can later be compared to the insights of experts on the practical level. The overall goal of participation in Amsterdam is to fulfill the municipality's task of strengthening democracy, improving project execution, and creating a strong foundation for community ownership, inclusive participation, and social initiatives.

Amsterdam's participation goals aim to create a more inclusive, transparent, and effective decision-making process by actively involving residents, businesses, and social organizations in the urban development process. The municipality emphasizes that participation should not be a mere formality, but a meaningful process where residents have an impact on policies and projects that shape their neighborhoods.

A fundamental principle of Amsterdam's participation approach is *participation because* (*Participatie omdat*), meaning that participation is not optional but an essential part of governance. Each participation process must be based on a deliberate and explicit decision, with clear goals and involvement from policymakers at critical moments. Transparency is a key requirement: the municipality must communicate the purpose of participation, the extent of residents' influence, and the scope of the issues being discussed. Additionally, participation efforts should be documented, with feedback provided to residents on how their contributions have been utilized and why specific

ideas were not adopted. The municipality also emphasizes the importance of continuity, ensuring that participation is integrated into all stages of policymaking, from initial discussions to final decisions (Gemeente Amsterdam, 2023).

Another central goal is inclusivity, meaning participation should be accessible to a broad and diverse group of residents. The city acknowledges that specific communities may be more difficult to reach due to language barriers, digital accessibility issues, or socioeconomic challenges. As a result, participation methods should be adapted to fit the needs of different groups. This includes providing clear and understandable information, utilizing multiple forms of communication, and offering independent expert support when necessary. Officials responsible for participation must be familiar with the neighborhoods they are working in and aware of local dynamics to ensure meaningful engagement (Gemeente Amsterdam, 2022).

Amsterdam's participation goals also emphasize the impact of participation on decision-making. The extent to which residents can influence decisions depends on several factors, such as the level of policy flexibility. If there is significant room for change, participation can involve co-creation or co-decision-making. However, if constraints exist, such as legal or financial limitations, the scope of participation may be more restricted. The city also acknowledges that participation cannot replace representative democracy. In cases where participation involves conflicting interests, decisions should not be shifted to residents as a means of resolving politically sensitive issues. Instead, participatory processes should complement formal political decision-making structures (Gemeente Amsterdam, 2023).

Finally, Amsterdam acknowledges that time and financial resources are crucial considerations for participation. While participation should be meaningful, it must also be efficient. The municipality aims to strike a balance between the need for extensive consultation and practical limitations. Early and well-structured participation can save time and resources by preventing conflicts that may arise later in the decision-making process. Additionally, due to time constraints, participation should not be limited to formalities. Instead, proper planning and resource allocation should ensure that residents are genuinely engaged in shaping their environment.

Chapter 4.4 explores whether these goals are achieved through the participation policies in place, as determined through interviews with practitioners. Figure 4.2 shows the participation policy goals. The results are considered in the participation implementation framework in the concluding chapter.

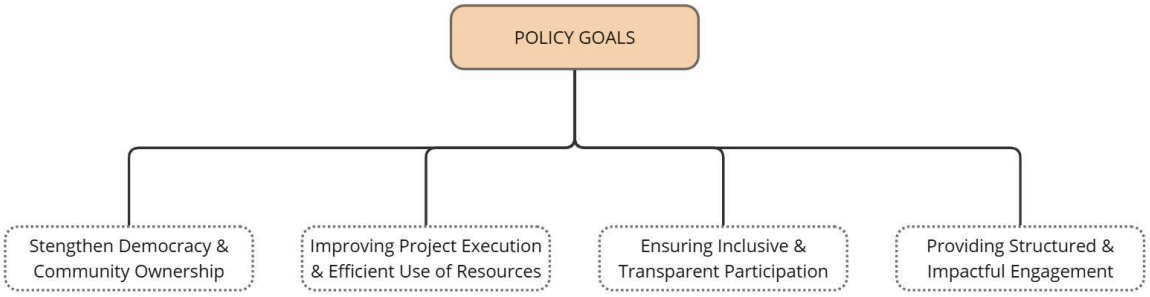


Figure 4.2: Participation policy goals Amsterdam based on participation policy (Municipality of Amsterdam, 2024)

4.3 Addressing the Barriers

In Chapter 2.3.2, barriers to participation, as established by Geekiyanage et al. (2021), were described. Current practice and policy are linked to these barriers, and understanding how effective these policies and practices are in addressing them is crucial. This provides insight into which policies should be adapted in Chapter 6 to address the barriers that citizens and practitioners face more efficiently.

To gain factual insights into the efficiency of participation in the Municipality of Amsterdam, Necker, in collaboration with the municipality, aimed to develop a participation monitor (2024). They explored the process of sixteen case studies. This document is combined with the interviews regarding the Tuindorp Oostzaan case study area to further our understanding of participation practice and compare participation barriers.

4.3.1 Process Barriers

A goal was established from the outset in all examined participation processes researched in the Participation Monitor (2024). This goal then served as the foundation for decision-making regarding the design of the participation process. Establishing a clear objective from the start provides direction for decision-making and aligns stakeholder expectations in the process. Furthermore, eleven out of the sixteen cases included the development of a participation plan, in which explicit considerations were made regarding the level of influence, participation formats, action plan, and communication plan. This addresses some of the process barriers identified by Geekiyanage et al. (2021) in Chapter 2, where the aim and purpose are ill-defined, and the complexity of the current decision-making process stems from *tensions between stakeholders*.

However, a report from the Court of Audit reveals that no framework exists for managing the various participation processes, objectives, and stakeholders. Therefore, whether the Municipality of Amsterdam fulfills its participation goals is unclear. Interview results highlight this. In Practitioner *int. 1*, the practitioner mentioned that;

> “In general, we are very much focused on experimenting and working with temporary projects, implementation agendas, and programs. Part of that's politically driven, but it’s also simply easier to do something for two or three years than to implement a structural change. That’s the case everywhere, of course, but I find that within the municipality, the amount of experimentation stands out.” (pract. int. 1)

This contrasts with the municipality's policy goal of providing structured and impactful engagement. Nevertheless, practitioners view working with an aim and participation framework as positive. Additionally, practitioners mostly viewed this barrier as addressed, as shown in Table 4.2.

	Defined Aim and Purpose of Engagement 28
Adressed... 28	10
Negative 20	4
Postive 27	12
Unadresse... 19	5

Table 4.2: Defined Aim and Purpose of Engagement Compared to Values, Retrieved from ATLAS.ti, based on interviews.

This contradiction can be explained. Practitioners reported setting a goal for participating in meetings. While the overall participation process does not have a precise aim or goal, the engagement moments with citizens do. This ensures that participating citizens understand what elements of the urban project they can influence. With this, they aim to manage expectations to reduce the number of citizens who feel like their input was not heard by project workers (pract. int. 1-3).

Lastly, the Participation Monitor by Necker and the Municipality of Amsterdam notes that communication between municipal workers makes it harder to adjust to the project and the needs of residents when a participation process has already been initiated. This means that the aim and purpose of engagement cannot be adjusted to fit resident needs later in the project, leading to the mismatch that was aimed to be avoided. In *pract.int. 2*, the practitioner mentions;

> "As a municipality, you have to do multiple things if you really want to reach people. What I also notice is that when we don't reach people, we struggle to change our strategy. Often, when there's low turnout, the assumption is: people aren't interested, and we just move on. But I believe that's exactly the moment when we should say: no one showed up, that's on us. We need to agree on a different strategy. And that still doesn't happen enough."(pract. int. 2)

Table 4.3 illustrates how practitioner opinion translates into meeting the barriers, as adapted from Geekiyanage et al. (2021).

Process Barriers	Stakeholder engagement process - Aim and purpose of engagement are ill-defined - Limited time is provided for building trust, establishing participatory suggestions and achieving results - Complexity of current decision-making process due to tensions between stakeholders Inclusive and Accessible Practice - **Some communities are excluded due to event logistics** - Information provided can not be understood by the general public - Unequal community representation due to existence of partisanship

Table 4.3: Overview of addressed and unaddressed process barriers

4.3.2 Contextual Barriers

In all cases analyzed by Necker and the municipality of Amsterdam, civil servants indicated that residents' needs were assessed at the beginning of the process. The methodology used to evaluate this varied between the cases. In the social domain, needs were primarily identified through local representatives. In some instances, residents were allowed to submit input via public consultations. This practice aims to align residents' needs with the participatory process, preventing discrepancies between policy assumptions and actual needs. This primarily addresses contextual barriers, particularly within the themes of *community capacity* and *the quality of existing relationships*. Figure 4.2 shows how interviewed practitioners experience this.

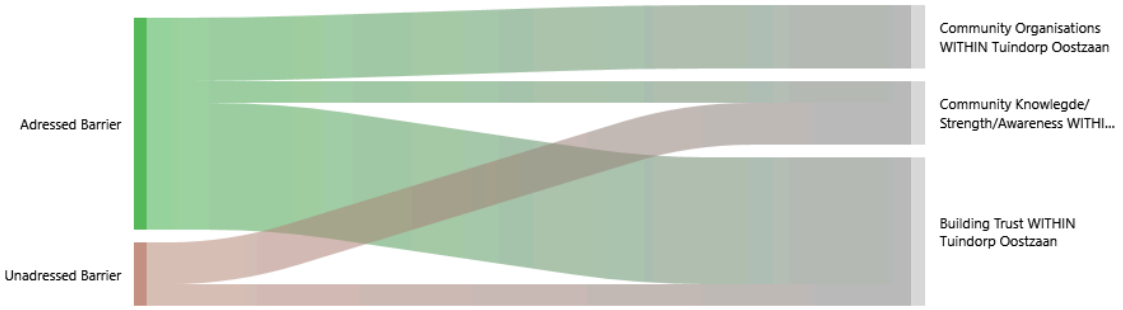


Figure 4.2: Addressed and Unaddressed Community Barriers, retrieved from ATLAS.ti, based on interviews.

Figure 4.2 shows that, according to the interviews, *the lack of capacity in the community organization* barrier is addressed in the Tuindorp Oostzaan. Community organizations and initiatives are prevalent in the neighborhood, and practitioners believe that these organizations are an integral part of the participation process. Through these community organizations and face-to-face conversations with citizens, practitioners also think that the *building trust/bad experiences* barrier was mainly addressed. According to the interviews, there is room for improvement in the initial invitation-to-participation process. Multiple practitioners indicated that they believe citizens do not read letters, thereby never reading the invitations to participation events. With these citizens, especially if they are also not in contact with community organizations, there was never an opportunity to build trust and discuss previous bad experiences (pract. int. 2; int. 6; int. 7). The community *knowledge/strength/awareness* barrier was most often not addressed in practitioner experience. This primarily relates to citizens being unable to participate due to specific circumstances. One practitioner provided an example of this;

> “I remember working on a small garden project with some residents — it was all fun and positive. And then one of the women participating said: ‘You know what? I’m dealing with terminal cancer. I have other things on my mind. I want this project to go well, and I get a lot out of it, but I’m not going to spend six months in endless discussions. I just want something to happen.’ You have to give people that space; to acknowledge that there are other things going on in their lives.” (pract. int. 1)

Regarding *expectation management* in the participation process, the municipality fails to address the extent of space within the policy framework for change, as explored in the case studies by Necker and the Municipality of Amsterdam (2024). The interviews with practitioners from the Municipality of Amsterdam also show their struggle. Policy frameworks are only ever mentioned negatively. They,

too, have difficulty explaining to citizens why their feedback is not taken into a project due to policy demands (pract. int. 1, int. 3). Table 4.4 summarizes practitioner opinion concerning meeting the barriers as adapted from Geekiyanage et al. (2021).

Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - Consultation fatigue - **Lack of capacity within community organisations** Quality of existing relationships - Absence or lack of meaningful engagement with community - History of poor relations of community with decision-makers and urban planners - Community engagement viewed as threat due to discrimination and fear of exposure Organisational Culture, attitude and knowledge - **Continuous top-down and centralised management of government authorities** - Lack of organisational commitment for engaging in communities - Absence of accountability from government

Table 4.4: Overview of addressed and unaddressed contextual barriers

4.3.3 Infrastructural Barriers

The Stedelijk Team of Participation plays a crucial role in facilitating the professional participation process. *Uneducated or unprofessional practitioners* can form barriers themselves. With guidance from the Stedelijk Team of Participation and other training, the Municipality of Amsterdam aims to ensure that its participation practitioners are facilitators instead of barriers.

Nevertheless, *Practitioner 1* mentioned that even though participation training is available, some municipal workers are hesitant about the topic due to previous bad experiences with citizens or other concerns. Figure 4.3 illustrates these relationships with other unaddressed barriers to practitioner participation.

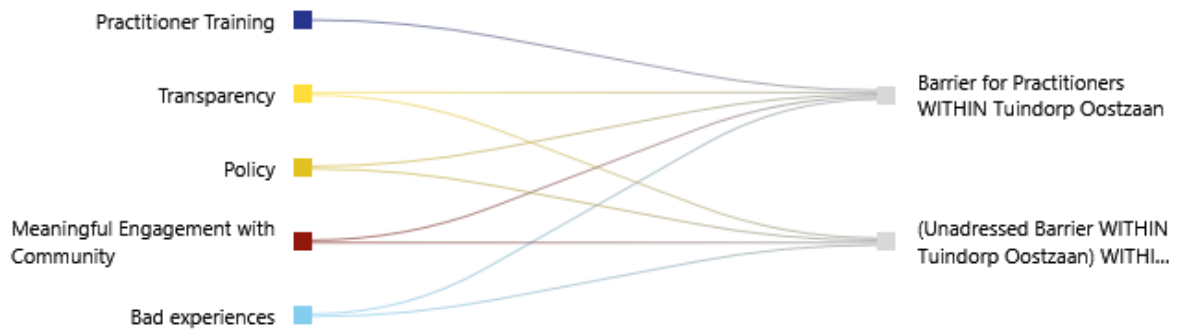


Figure 4.3: Barriers for Practitioners Versus Unaddressed Barriers, retrieved from ATLAS.TI, based on interviews.

Barriers with two lines connecting them indicate unaddressed practitioner barriers. Practitioner training is the only addressed timeline. Nevertheless, as mentioned before, these other barriers make some practitioners hesitant to participate. Transparency and policy were almost always mentioned in conjunction with each other. Practitioners felt like they were limited by policy and tried to be transparent to citizens about this (pract. int. 1; int. 2; int. 3*).* The practitioner in *int. 1* said about this;

> "I still find that quite challenging. On the one hand, you have legal obligations, for example to meet sustainability targets. So when you engage with residents, you also have to be honest about that. We're entering into a dialogue, but it's within the framework of established policy and legislation. That doesn't always sit well in participatory processes. It really comes down to managing expectations." (pract. int. 1)

The feeling of being limited led to doubts about the value and meaning of participation when citizens cannot fully influence the project due to policy guidelines. These doubts then affect the number of resources that can be allocated for participation. When participation is viewed as something valuable and essential, more time and budget can be allocated to it. When there is doubt, project time and budget might be spent elsewhere. This is reflected in Table 4.5.

Infrastructural Barriers	Investment in infrastructure and planning - **Lack of appropriate training for professionals to conduct community engagement** - Information gap between citizens and government - **Limited resources for participation**

Table 4.5: Overview of addressed and unaddressed infrastructural barriers

4.4 Meeting the Goals

One might question whether the policies truly achieve their goals in practice. While Amsterdam offers a straightforward and structured approach to participation, the question remains whether all citizens have an equal opportunity to engage, particularly marginalized groups. This section of the chapter examines whether, based on practitioner interviews, the policies achieve their stated goals as outlined in policy documents. These goals are derived from policy documents and explained in Chapter 4.1. The barriers and how they are addressed in Chapter 4.3 are also considered. This is necessary for policy and practice advice in Chapter 6.

4.4.1 Strengthening Democracy & Community Ownership

This goal relates to ensuring participation is a meaningful and essential part of governance, empowering residents to shape their neighborhoods.

Since the introduction of the new Omgevingswet, participation is a requirement for building projects and, therefore, is necessary. However, what is vital for this research is whether it is viewed as meaningful by practitioners. Additionally, policy must stimulate participation to be meaningful, rather than merely a tick-the-box requirement. Practitioner 1 stated that;

> "We are making progress, but I'm afraid that participation still largely exists on paper. You have to write a plan, get it approved, or at the very least be able to justify why participation isn't being done. As a checklist item" (pract. int. 1)

The practitioner stated this was about actual participation in co-creating with citizens. In this, practitioners feel limited by policy. This is not a policy related to participation, but rather a spatial policy, such as durability requirements and parking norms. Multiple practitioners said they often explain these policies to citizens instead of having more meaningful conversations. This could be due to an *information gap* between citizens and practitioners regarding these policies. Citizens can shape their neighborhoods by providing feedback on the design or, in some cases, attending creative co-design workshops; however, adjustments to the design can only be made within the spatial policy guidelines.

4.4.2 Improving Project Execution & Efficient Use of Resources

Policies regarding this goal aim to enhance the effectiveness of urban development projects by structuring participation to prevent conflicts and optimize the use of time and financial resources. Practitioners discussed how, during participation processes, there are always people more involved than all others (pract. int. 1-3). Practitioners also mentioned that those are often people who know who to contact in case of complaints or legal concerns, as they are the stronger members of the community (pract. int. 1). This means that participation that might not be as successful in reaching marginalized groups within a community can still improve project execution. By having the chance to discuss the urban project with these people, they are less likely to object.

Additionally, participation is a good way to use community knowledge. Community knowledge can ensure that nothing is overlooked in the design process that needs to be changed later in the project (pract. int. 6), promoting the efficient use of resources.

4.4.3 Ensuring Inclusive & Transparent Participation

This goal focuses on engaging a diverse range of residents, addressing barriers to accessibility, and communicating the purpose, influence, and outcomes of participation. While participation policies addressed some barriers, practitioner opinion indicated that they do not always fully or adequately address these barriers. Language barriers and communication methods are identified as weak points in the interviews, particularly in terms of communication. This affects the inclusiveness and accessibility of these participation processes.

Additionally, the municipality indicated that participation is often organized within existing networks between the municipality and members of the public. Participation within existing networks reinforces bonding capital with this specific group. Through this, the people part of this existing network have a better connection with the municipality. At first glance, this can appear to be negative for the overall inclusivity of participation, as only this group is approached. However, there is potential for this group to function as a bridge between the municipality and other members of the community. By utilizing this group, they serve a similar function as community organizations in reaching quieter voices. As members of the community themselves, they have existing relationships within the community. Therefore, they can reach more community members due to increased trust and social relations. It is, however, unclear if this is the current practice.

Practitioners in the Tuindorp Oostzaan case emphasize that transparency is essential, as it helps them build trust with citizens. Data analysis in ATLAS.TI shows that practitioners always view transparency positively. Transparency was also frequently mentioned in relation to how unaddressed barriers in policy are addressed in practice, particularly challenges related to spatial policy constraints.

4.4.4 Providing Structured & Impactful Engagement

Integrating participation at all stages of policymaking, defining levels of influence based on legal and financial constraints, and ensuring that input genuinely impacts decisions are the aims of this policy goal. As mentioned earlier, Practitioner 1 noted that while the municipality of Amsterdam is open to experimentation, no clear frameworks for participation are in place. Guidelines are specific to projects and practitioner preferences. While they are following the participation policy, no general guidelines are used across projects. They elaborated on the effects of this:

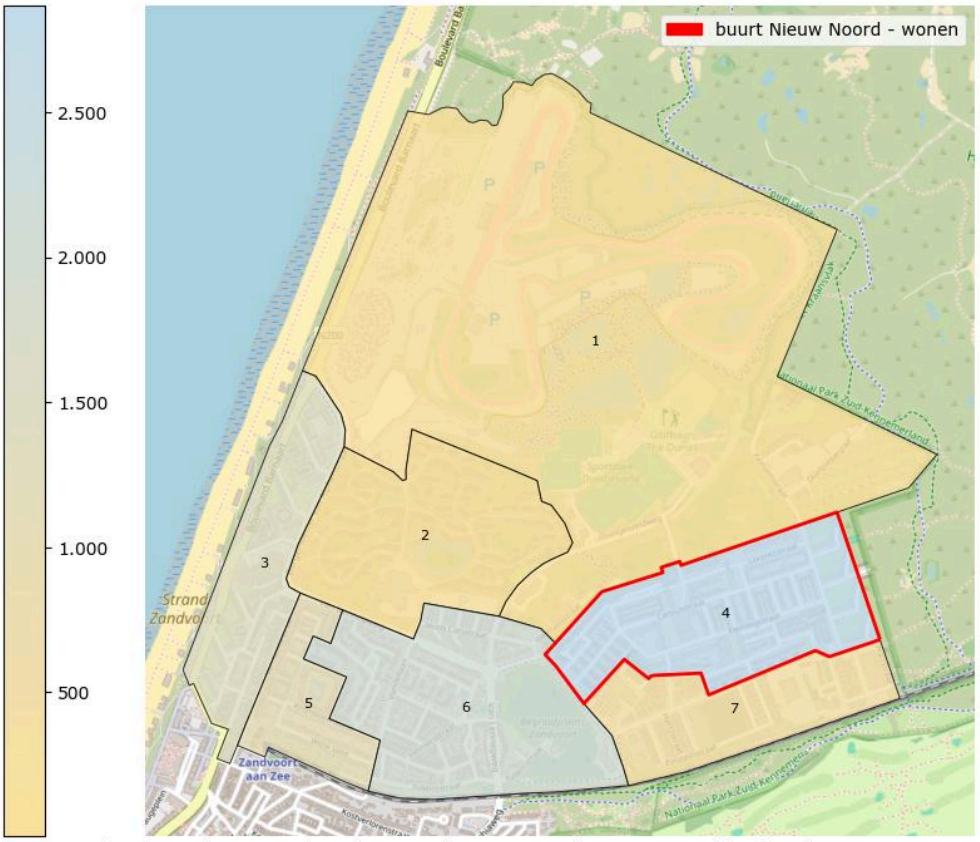
> "The solutions are neither sustainable nor constructive. It just takes a lot of time and effort. And that's where the danger of participation fatigue lies; residents who get involved in a project and then see it stall, fail, or take a different direction, time and time again." *(*pract. int. 1*)*

Due to the lack of a structured participation framework, it is hard to know what works in practice and what does not. Additionally, it is more challenging to establish the aims and purposes of participation, which are vital for effective expectation management and impactful engagement.

5. Zandvoort Nieuw Noord: Participation in Policy and Practice

Zandvoort Nieuw Noord is undergoing major redevelopment to improve climate resilience. The municipality is promoting and implementing projects that increase green spaces, enhance biodiversity, and improve water management by adapting infrastructure. These developments also include housing projects; therefore, urban planning decisions affect both current and future residents. Similarly to Chapter 4.1, this introduction explores project scope, goals, and community characteristics.

Zandvoort Nieuw Noord was developed in the 1960s and 1970s to address the growing demand for affordable housing for working-class families. The neighborhood's function, pragmatic style, and modernist elements heavily reflect the urban planning and design principles of the time. Figure 5.1 shows the location of Zandvoort Nieuw Noord and its population density compared to other Zandvoort neighborhoods.



Kaart van de wijk Zandvoort Noord met het aantal inwoners per buurt in 2024, AlleCijfers.nl.
© Kaartdata van het CBS & ESRI Nederland, kaartachtergrond van OpenStreetMap.

Figure 5.1: Map location and population density Zandvoort Nieuw Noord

Zandvoort Nieuw Noord is characterized by its relatively stable population and diverse socio-economic profile (AlleCijfers, 2024). As of 2024, the neighborhood is home to approximately 1.800 residents, with a relatively balanced age distribution, though seniors make up a slightly higher proportion than average in Zandvoort. Low-rise family homes and a mix of rental and owner-occupied properties, with a noticeable share of social housing dominate the housing stock.

The average household income is below the national average, and approximately 40% of households fall into the lower-income bracket. This indicates potential socio-economic vulnerability. Additionally, the neighborhood shows a relatively high share of residents with lower education levels. These factors suggest that accessible and inclusive communication are critical considerations for any public participation effort in the area.

The Zandvoort Nieuw Noord project is a collaborative effort between the municipality of Zandvoort and Witteveen + Bos, aiming to transform the Nieuw Noord neighborhood into a climate-resilient, socially inclusive, and biodiverse living environment (Witteveen + Bos, n.d.). The project's scope encompasses the redesign of public spaces in the residential area, including streetscapes, green infrastructure, and water management systems. The overarching goal of the project is to adapt the neighborhood to the increasing impacts of climate change, such as heat stress and flooding, by integrating nature-based solutions and sustainable urban drainage systems.

Participation is also mentioned as a key feature for this project. The participatory track aimed to ensure that spatial interventions reflected the needs and preferences of the community, while also fostering social cohesion and local ownership. This aligns with the broader municipal goal of combining environmental performance with inclusive, community-led urban renewal.

Given the socio-economic profile of Nieuw Noord, the project's emphasis on inclusive participation is particularly significant. It aims not only to increase climate resilience and biodiversity but also to strengthen community engagement and improve the perceived quality of the living environment. In this way, the project serves as a model example for integrating sustainability, social equity, and participatory governance in urban redevelopment.

5.1 Participation Policy Zandvoort

The municipality of Zandvoort has recently updated its approach to participatory governance by introducing a new participation policy in 2023 and a strategic framework in 2024. This change reflects both public demands for more inclusive and transparent decision-making and the influence of new legal requirements, especially those introduced by the *Omgevingswet*. This national law, which came into effect in 2024, requires municipalities to involve citizens in spatial planning and encourages the integration of participation into regular policy-making (Gemeente Zandvoort, 2023; 2024).

In this context, participation is no longer viewed as optional or supplementary. It is now treated as an essential part of democratic local governance. Zandvoort views participation as a means to enhance both the quality and legitimacy of decisions, as well as to foster a stronger sense of ownership among residents. People are not seen as passive recipients of decisions but as active partners who can contribute valuable knowledge based on their daily experiences (Gemeente Zandvoort, 2024).

To guide the organisation of participation, Zandvoort uses a model inspired by Arnstein's *ladder of participation*, although adapted to the local context (as described in Chapter 2). The policy defines four types of participation: informing (*meeweten*), consulting (*meedenken*), collaborating (*meedoen*), and co-deciding (*meebeslissen*). The level of participation depends on the type of issue, its complexity, and the extent to which it affects specific groups or communities. For example, broader policy areas, such as tourism or transport, usually involve consultation, while local projects, like

redesigning a park, might involve co-creation or even shared decision-making (Gemeente Zandvoort, 2024, pp. 10–12).

These participation levels are part of a structured process with three main phases. First is the *initiation phase*, during which a stakeholder analysis is conducted and a participation strategy is developed. This strategy is summarised in a required *participation paragraph* in the project's start note. The second phase is the participation phase, during which the activities are carried out. Third is the *consultation phase*, which may be applicable if a draft decision is in place. During this time, residents can formally react, and all input is compiled and addressed in a public document known as a *nota van beantwoording* (Gemeente Zandvoort, 2024, pp. 7–8, 13–14). This process ensures that participation is taken seriously and has a real impact, rather than being just symbolic.

Because not all groups are equally represented in participatory processes, Zandvoort makes a special effort to engage a diverse range of residents. The goal is to include individuals who are typically underrepresented, such as young people, residents with lower literacy or digital skills, and those who rarely participate in local politics. The municipality utilizes various tools, including street interviews, pop-up meetings, citizen panels selected through a weighted lottery, and school partnerships. They also follow the national *Direct Duidelijk* (Plain Language) standard and use various types of communication, such as videos, podcasts, and visual summaries, to make the process as accessible as possible (Gemeente Zandvoort, 2024, pp. 11–12).

In addition to traditional forms of participation that begin with the municipality, Zandvoort also supports what is known as *overheidsparticipatie*. This means the government joins initiatives that come from the community, rather than the other way around. Although this is still relatively new in Zandvoort, it shows a shift in how responsibilities are shared between government and society (Gemeente Zandvoort, 2024, pp. 18–19).

Finally, the policy clearly defines the roles of different municipal actors to avoid confusion and ensure accountability. The city council monitors the quality of participation processes, especially by reviewing the participation paragraphs and final reports. Civil servants guide the process and translate residents' input into the policy system. The municipal executive makes the final decisions but must follow the commitments made earlier in the process (Gemeente Zandvoort, 2024, pp. 14–15).

Overall, Zandvoort's policy reflects a meaningful shift toward more open and responsive governance. Whether this change is driven by the legal framework of the *Omgevingswet* or by a more profound commitment to democratic values, the result is a more participatory and inclusive approach to local governance.

5.2 Participation Policy Goals Zandvoort

Based on participation policy documents, Zandvoort's participation goals aim to ensure that citizens actively shape the decisions that affect their environment (Zandvoort, 2024). One of the primary objectives is to involve stakeholders early in the process, particularly in the initiation phase, before formal plans are developed. During this phase, the municipality conducts a stakeholder analysis and engages with relevant parties, including residents, businesses, social organizations, and government

entities. This early engagement helps to create a comprehensive understanding of what is at stake and which groups need to be considered in the participation process.

Clear and transparent communication is another key goal according to the policy. The municipality aims to define the levels of influence citizens can have at various stages of the project. This helps set expectations regarding the type of feedback that will be considered and ensures that participants understand their role in the process. In addition, Zandvoort strives to balance the needs and concerns of citizens with the responsibilities to marginalized groups. For instance, in projects involving social housing or shelters, the municipality may limit the scope of participation to the execution phase while ensuring that clear communication occurs early on.

A structured approach to participation is also emphasized by policy, with a framework that includes four levels of involvement: Inform, Consult, Involve, and Collaborate. The municipality adjusts these levels according to the project's scale and impact, enabling residents to have a proportional level of influence. Lastly, Zandvoort encourages and supports community-driven initiatives (Zandvoort, 2024). Rather than simply regulating these initiatives, the municipality provides resources, advice, and approval when necessary, empowering citizens to improve their local environment.

Figure 5.2 shows all the participation policy goals. These goals are further explored in the next section of this chapter, in comparison to practitioner opinion.

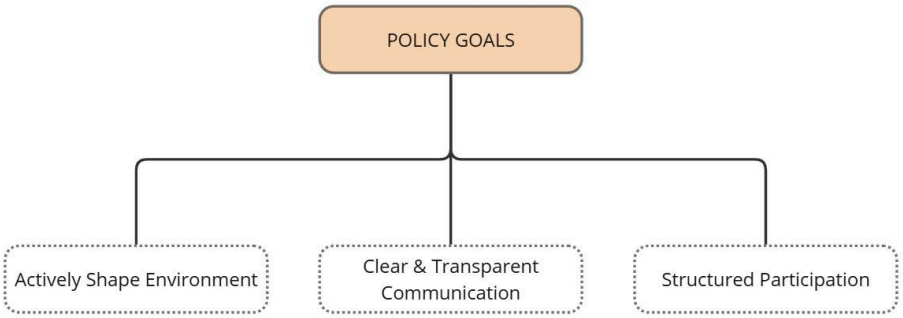


Figure 5.2: Participation policy goals Zandvoort

5.3 Addressing the Barriers

Similar to Chapter 4.3, this chapter presents the findings from practitioner interviews. These findings are compared to the barriers to participation adapted from Geekiyanage et al. (2021). This is done to ensure that practitioner opinions related to the two separate case studies are comparable in Chapter 7, thereby maintaining structure.

5.3.1 Process Barriers

Approximately 9% of residents experience difficulty reading from or using computers and smartphones (Burgermonitor Zandvoort, 2023). To ensure that all residents can understand the information provided by the municipality, it is presented in straightforward language through various means, including pictures, videos, and podcasts. The process barrier described by Geekiyanage et al. (2021), which relates to information not being understood by the general public, can be overcome with this approach. However, interviews with practitioners revealed that while easy Dutch is used, communication with residents is not done in any other language (pract. int. 4 and int. 5). This means

that non-Dutch speakers in the neighborhood could have been excluded from the participation process. These communities were unequally represented compared to Dutch-speaking people. Since the most recent policy adaptations, the Municipality of Zandvoort allows for communication with residents in foreign languages. This, however, was not yet the case in the Zandvoort Nieuw Noord project. Figure 5.3 illustrates a Sankey diagram that highlights, according to practitioners, the language barrier that remains unaddressed after the change.

Figure 5.3: Sankey Diagram Showing the Language Barrier as mainly unaddressed, retrieved from ATLAS.ti based on interviews

Based on the interviews for the Zandvoort Nieuw Noord project, addressed and unaddressed barriers are evenly distributed. Language barriers mainly remain unaddressed. Practitioners named language barriers as one reason for the low number of participating citizens. Nevertheless, Practitioner 4 indicated they would still be unsure if they would use foreign languages to inform citizens in future Zandvoort projects.

Residents reached through communication efforts had multiple opportunities to participate. Aside from physical meetings, online participation was also organized for residents desiring to be less involved with the project. Physical meetings were also held at various times on different days. This addresses a barrier relating to *exclusion due to event logistics*. According to practitioners, the online survey resulted in more feedback than the physical meetings. Online surveys can be completed at any time, thereby lessening time barriers. However, practitioners doubt whether online feedback is as valuable. One practitioner mentioned:

> "We collected a lot of input; really a large quantity of responses. Because it was so accessible and online, we also got a lot of reactions that we couldn't really use, or that were poorly substantiated." (*pract. int. 5)*

Additionally, because the policy changed only recently and practices are constantly evolving, no participation plan was written for the Zandvoort Nieuw Noord projects, as this became common practice among the developing parties later. This creates a risk of *an ill-defined aim and purpose of engagement,* as mentioned as a barrier by Geekiyanage et al. (2021). This means that this project does not adhere to the policy goal regarding structured participation by definition. However, practitioners emphasized the importance of setting a goal and aiming for every participation event. This was done to ensure residents understood the type of input they could provide and to manage their expectations of influence. This project still addresses the barrier relating to aim and purpose, as shown in Table 5.1.

Process Barriers	Stakeholder engagement process - **Aim and purpose of engagement are ill-defined** - Limited time is provided for building trust, establishing participatory suggestions and achieving results - Complexity of current decision-making process due to tensions between stakeholders Inclusive and Accessible Practice - **Some communities are excluded due to event logistics** - Information provided can not be understood by the general public - Unequal community representation due to existence of partisanship

Table 5.1: Overview of addressed and unaddressed process barriers

5.3.2 Contextual Barriers

In their interviews, practitioners of the Zandvoort Nieuw Noord project discussed the importance of setting goals and expectations for participation events. This prevents *the lack of meaningful engagement with the community* by merely participating to fulfill project requirements. Both practitioners also discuss how *consultation fatigue* can be avoided if residents feel their voices matter and are heard. Residents were spared the need to provide the same opinions twice, ensuring that they thought their responses were being taken seriously. Figure 5.4 illustrates that in the interviews, consultation fatigue was reported to be mitigated through effective expectation management, regular feedback from practitioners, and a clear purpose of engagement.

Figure 5.4: Consultation Fatigue Addressed, retrieved from ATLAS.TI

Additionally, community organizations such as community centers were successfully contacted to help reach residents. This indicates that the barrier of a lack of capacity within community organizations was not applicable in this case.

However, some other barriers remain unaddressed. Especially the history of poor community relationships *with decision-makers and urban planners*. Practitioners mention that residents often throw away municipal letters before being read (pract. int. 4 and int. 5). Therefore, these residents are not successfully informed about the participation process or urban development. No measures were taken to impact the relationship between the community and the municipality. As a result, the *lack of community knowledge and awareness of urban development* barriers remained unaddressed. This is because this distrustful group of citizens was not informed about the project, and they were unable to participate in the participatory process, as practitioners were unable to reach them. Not

only does this result in an information gap between practitioners and citizens, but also between citizens. This limits community knowledge and awareness.

The policy also does not mention how the effectiveness of participation is measured or how to establish whether goals are met. Therefore, the absence of accountability from the government barriers is not adequately addressed. The municipality cannot be held accountable for improper or insufficient participation, as the concept of sufficient and proper involvement is not clearly defined.

Lastly, one practitioner mentioned that there is debate on whether citizen participation is always worth the time and money it costs (pract. int. 4*)*. These doubts can affect organizational commitment to *engaging communities*. For example, participation could be held on a smaller scale or in a shorter timeframe to address financial concerns. This, in turn, can also affect process barriers. Table 5.2 shows which barriers are addressed according to practitioner opinion.

Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - **Consultation fatigue** - **Lack of capacity within community organisations** Quality of existing relationships - **Absence or lack of meaningful engagement with community** - History of poor relations of community with decision-makers and urban planners - **Community engagement viewed as threat due to discrimination and fear of exposure** Organisational Culture, attitude and knowledge - Continuous top-down and centralised management of government authorities - Lack of organisational commitment for engaging in communities - Absence of accountability from government

Table 5.2: Overview of addressed and unaddressed contextual barriers

5.3.3 Infrastructural Barriers

Table 5.4 shows that two out of three infrastructural barriers were addressed in this project. One of these barriers was not addressed by policy but by practice. Public and private sector practitioners discussed the availability of training for employees conducting community engagement *(*pract. int. 4-5). This training included participating with guidance from a more experienced employee.

Due to the distrust between the municipality and the community, as well as the language barrier, the *information gap between citizens and the government* appears to be unavoidable. Table 5.3 shows that practitioners see *building trust* as the most significant barrier for residents. Chapter 6 explores the extent to which this is true for citizens.

		Barrier for Residents WITHIN Zandvoort 15
Building Trust	21	9
Community Knowlegde/Strength/Awareness	13	2
Consultation Fatigue	3	1
Defined Aim and Purpose of Engagement	28	2
Expectation Managment	10	1
Hearing Back	13	2
Policy	10	1
Reaching all communities	14	4
Time Barrier	3	2
Transparency	10	1

Table 5.3: Barriers for residents, retrieved from ATLAS.ti, based on interviews

Though the debate around the balance of participation with time and money remains, there were no limited resources for participation during the Zandvoort Nieuw Noord project. Practitioners discussed the project in interviews, and multiple rounds of participation were conducted in various forms across different parts of the project. During the participatory project, even participation events for children were held to determine playground equipment (pract. int. 4-5). These findings are summarized in Table 5.4.

Infrastructural Barriers	Investment in infrastructure and planning - **Lack of appropriate training for professionals to conduct community engagement** - Information gap between citizens and government - **Limited resources for participation**

Table 5.4: Overview of addressed and unaddressed infrastructural barriers

5.4 Meeting the Goals

Chapter 5.4 concludes whether policy goals are met in practice based on the interviews and barriers. The policy goals were derived from Zandvoort's policy documents on participation, as outlined in Chapter 5.2. The results of this are later taken into account when formulating the framework in Chapter 8, following a thorough comparison with the Tuindorp Oostzaan results in Chapter 7.1.

5.4.1 Actively Shaping the Environment

Similarly to the Tuindorp Oostzaan case, practitioners in Zandvoort feel limited by policy. One practitioner states that:

> "The municipality has a policy, and we give shape to it, which then takes form in a design. But residents could have had an opinion about that policy long before. Yet often, it feels too far removed from their everyday lives. But once we come in with designs and

> they see that in their street there will be fewer parking spaces and more greenery, which is simply the result of that policy; suddenly it's: 'Oh, we don't agree with this.'" (pract. int. 4)

Practitioners often mention that transparency can mitigate this, explaining why feedback cannot be considered for the final design. Additionally, another practitioner mentioned having a preference for discussing a design with citizens, thereby introducing citizens to later stages of the project. While they can provide feedback on the design, citizens are mostly given options to make decisions. This form of participation is on a consulting level.

5.4.2 Clear and Transparent Communication

As mentioned, practitioners use transparent conversation to help citizens understand why some of their feedback cannot be considered. Early and continuous involvement, as mentioned in the policy, also increases transparency regarding the phases of the urban project. In Zandvoort Nieuw Noord, citizens were involved at various moments and informed about the project throughout (pract. int. 4).

Zandvoort participation also emphasizes the importance of using clear and easy language so that all citizens can understand. However, only Dutch-speaking participants attended meetings, while a part of Zandvoort Nieuw Noord is non-Dutch speaking. While communication in Dutch was clear, this excluded part of the community. Nevertheless, people who responded to online surveys were always provided with an answer. The practitioner working on this process stated that;

> "It did take a lot of time to respond, but we were able to approach it pragmatically, and I think that really helped build a good level of trust with the neighborhood." (pract. int. 4)

5.4.3 Structured Participation

No participation plan was written during Zandvoort Nieuw Noord's participation process. Now, this is part of Zandvoort's policy. Whether this policy works in practice for practitioners is unknown. Practitioners were clear that they communicated participation event goals before every engagement with citizens. This was done to make sure citizens understood what they could have an impact on.

6. Participation in Citizen Opinion

This chapter discusses how citizens of Tuindorp Oostzaan and Zandvoort Nieuw Noord view participation. Similarly to Chapters 4.3 and 4.5, opinion is analyzed based on the participation barriers as established by Geekiyanage et al. (2021). Multiple citizens and local representatives were interviewed in person or contacted through online methods to gather this information. These interviews also provided context for why implementing a participation process might be challenging in both neighborhoods. In addition to interviews, Burgermonitors for the area are used to gather additional information regarding public opinion. Challenges to participation in the neighborhood might lead to barriers if not adequately addressed. Following this chapter, Chapter 7 analyzes how it compares to the views of practitioners and policy. Then, the results of this are incorporated into a framework, and advice is provided in Chapter 8.

6.1 Addressing the Barriers

This chapter compares citizen opinion on participation with the barriers identified by Geekiyanage et al. (2021). Based on interviews with citizens and local representatives, the context is provided for why barriers are addressed or left unaddressed.

6.1.1 Process Barriers

In *cit. int. 6* and *int. 7,* local representatives mentioned that while an aim and purpose are often defined for participation events to address this barrier, there is frequently a mismatch between practitioners and citizens. Local representatives believe that citizens have other topics they would like to discuss during participatory meetings, such as concerns about the project as a whole, rather than the intended participatory input. One local representative said that:

> "Citizens often aren't ready to discuss the detailed questions practitioners bring to the table. Like which trees should go where or what type of playground equipment to choose, because they're not yet on board with the project as a whole. They want to talk about their broader concerns during participatory meetings, but there's no space for that. This leads to frustration and the feeling that nothing is being done with their concerns." (cit. int. 6)

Both interviewed local representatives felt that they could help with citizens' engagement in participatory projects, but that their organisations were not being used to their full potential (cit. int. 6-7). Additionally, both mentioned that they wished practitioners had sought their input on previous participatory processes aimed at improvement.

Citizens were asked what reasons would prevent them from participating. All citizens interviewed answered unanimously that they had to spend too much time on it without seeing any rewards. *Citizen 3* mentioned:

> "I'm busy, so I don't want to spend too much time on it. The best way to give input is something quick and easy, like an online survey. I'm not going to invest a lot of time in something if I might never hear anything back." (cit. int. 3)

All citizens interviewed were averse to having to go somewhere physically. Conversely, local representatives mentioned that the best way to organize participation meetings would be to do them in person. From this, it can be concluded that there is no one-size-fits-all. Still, both local

representatives and interviewed citizens feel that *event logistics* are a barrier for them, despite policy requirements.

Lastly, language barriers persist as an issue despite policies aimed at reaching all communities. In cit. int. 5 the local representative mentioned that:

> "The participation took place in a neighbourhood with many non-Dutch speakers, but all communication was in Dutch. The project received positive feedback on its communication from people that participated, but only Dutch-speaking residents were able to respond because of the language barrier. I thought that was ridiculous." (cit. int. 5)

The barrier regarding *information that the general public can understand* was not addressed here, as the general public in this scenario consisted partly of non-Dutch speakers. This contrasts with policy. Table 6.1 summarizes the process barriers that citizens believe are addressed or insufficiently addressed. In this case, not all barriers addressed by policy were addressed sufficiently, according to citizen opinion.

Process Barriers	Stakeholder engagement process - Aim and purpose of engagement are ill-defined - Limited time is provided for building trust, establishing participatory suggestions and achieving results - Complexity of current decision-making process due to tensions between stakeholders Inclusive and Accessible Practice - Some communities are excluded due to event logistics - Information provided can not be understood by the general public - Unequal community representation due to existence of partisanship

Table 6.1: Overview of addressed and unaddressed process barriers

6.1.2 Contextual Barriers

Similarly to what practitioners mentioned, local representatives also felt that many citizens in their areas might immediately discard a letter from the municipality without reading it. When asked why they think this happens, one local representative said:

> "There are a lot of people here who've had bad experiences with the government. Sometimes something small, where they felt unheard, and sometimes something much bigger. Compared to other places, I think many people here were affected by the childcare benefits scandal. So I understand why they no longer trust the government." (cit. int. 6)

These citizens view the municipality as the same government that has harmed them in the past. Because these citizens do not read the letters sent by the municipality, they are unaware of the urban development and often feel like they were not correctly involved when they become aware (cit. *int. 6-7*).

As mentioned, for the *process* barriers, citizens feel practitioners do not hear them. In addition, they feel like participation is often too late when practitioners are already in a further stage of the project, while citizens are still in the first one (cit. int. 4-6). This mismatch can lead to a *lack of meaningful engagement* with the community. This leads to consultation fatigue in some citizens, who feel that their input is not being utilized because they are not receiving a response.

One local representative mentioned several bottom-up initiatives in the neighborhood. However, they also noted that these do not reach all citizens. Both Tuindorp Oostzaan and Zandvoort Nieuw Noord have a variety of renters and buyers among their residents. Especially in Tuindorp Oostzaan, there is a gap between both groups (cit. int. 5*)*. Many renters are social renters and have lived in the area longer than most buyers. Due to the increased popularity of the neighborhood, many new residents move in and buy previously rented houses. Most local initiatives reach one of the groups. Nevertheless, community organizations are present for both. All contextual barriers, along with whether they are met according to citizen opinion, are shown in Table 6.2.

Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - Consultation fatigue - **Lack of capacity within community organisations** Quality of existing relationships - Absence or lack of meaningful engagement with community - History of poor relations of community with decision-makers and urban planners - Community engagement viewed as threat due to discrimination and fear of exposure Organisational Culture, attitude and knowledge - **Continuous top-down and centralised management of government authorities** - Lack of organisational commitment for engaging in communities - Absence of accountability from government

Table 6.2: Overview of addressed and unaddressed contextual barriers

6.1.3 Infrastructural Barriers

As mentioned in Chapters 6.1.1 and 6.1.2, citizens often feel they are in a different stage of the project than practitioners. This usually means that the project is further along than citizens think it should be (cit. int. 5). This later involvement of citizens, in combination with the unopened municipal letters that fail to reach citizens, leads to an information gap between citizens and the *government.* The lack of addressed barriers in Table 6.3 reflects these findings.

Infrastructural Barriers	Investment in infrastructure and planning - Lack of appropriate training for professionals to conduct community engagement - Information gap between citizens and government - Limited resources for participation

Table 6.3: Overview of addressed and unaddressed infrastructural barriers

7. Comparison of Policy and Citizen and Practitioner Opinion

This chapter compares the findings from Chapters 4, 5, and 6. Chapter 7.1 describes the similarities and differences among policies and the varying opinions of different practitioners. This demonstrates that even within case studies, conflicting perspectives can exist. Then, Chapter 7.2 compares policy to practitioner opinion on a case-by-case basis and subsequently compares the two case studies. Chapter 7.3 elaborates on this by including citizen opinion to understand how it compares to the previously mentioned policy and practitioner opinion analysis. Finally, Chapter 7.4 concludes the comparisons. These conclusions are then presented in Chapter 8 as the basis for the framework and advice.

7.1 Varying Perspectives

Despite their differences, the two neighborhoods share several urban and social challenges. As described, both areas face environmental concerns regarding water and green infrastructure. Both locations are also experiencing a transition in housing availability. In Tuindorp Oostzaan, this is due to a rise in property values. In Zandvoort Nieuw Noord, this is due to pressures in housing development. In both areas, this context poses a challenge to social cohesion and social well-being. Both areas face the challenge of ensuring new and current residents feel included in decision-making. This part of Chapter 4 compares how this is tackled in the case studies. First, the policy is compared. Then, practitioner opinions are compared across the case studies and evaluated in relation to the policy. Insights are then used in Chapter 6 to create a participation framework.

7.1.1 Policy

Amsterdam and Zandvoort aim to strengthen and coordinate citizen involvement in local governance, but they take different approaches based on their respective contexts, legal frameworks, and even politics.

Amsterdam's participation policy results from a longer process of institutional development. Therefore, it is supported by detailed frameworks. Examples of this are the Participation Policy Framework (2021) and the Neighborhood Rights Policy (2021), which define forms of participation, including resident, government, and network participation (Gemeente Amsterdam, 2021, 2023). These categories relate to different relationships between citizens and the government, which the municipality highlights in its policies. These relationships range from consultation to long-term collaboration. Additionally, Amsterdam has invested in practical tools, such as the Resident Participation Roadmap and the Citywide Participation Team. These tools guide and support participation processes (Gemeente Amsterdam, 2022).

In contrast, Zandvoort's policy is relatively new and appears to be a direct response to the Omgevingswet. This law requires municipalities to integrate participation into spatial planning (Gemeente Zandvoort, 2023; 2024). The city uses an adapted version of Arnstein's ladder, as explained in Chapter 2.3. This model is integrated into a structured process with clear phases and formal documentation, such as the *participatieparagraaf* en *nota van beantwoording* (Gemeente Zandvoort, 2024).

While Amsterdam focuses on building long-term, rights-based collaboration with residents, Zandvoort aims for clarity, structure, and accessibility. Amsterdam's approach is broader and more

flexible, often involving complex urban development projects and long-term cooperation networks. On the other hand, Zandvoort prioritizes inclusiveness and actively seeks to involve underrepresented groups, which they refer to as the grey middle, through various communication tools and outreach methods.

Both municipalities recognize the importance of government participation, particularly in citizen-led initiatives supported by the municipalities. Amsterdam has formalized this through the Neighborhood Rights Framework, while Zandvoort explores it through the Right to Challenge (Gemeente Amsterdam, 2023; Gemeente Zandvoort, 2024).

In summary, Amsterdam presents a more comprehensive, mature, and multi-layered participation system, grounded in local experience and networks. In contrast, Zandvoort offers a newer, legally driven model focused on clarity, equality, and expanding reach. Table 7.1 further summarizes the key differences and similarities between the two participation policies.

Aspects	Amsterdam	Zandvoort
Policy Development	Long-term development; influenced by experience and past policies	Recent update (2023-2024); possibly driven by *Omgevingswet*
Main Policy Documents	Participation Policy Framework (2021), Neighborhood Rights Framework (2021)	Participation Policy (2023), Strategic Framework (2024)
Participation Types	Resident Participation, Government Participation, Network Participation	Inspired by Arnstein's Ladder; Informing, Consulting, Collaborating, Co-deciding
Legal Influence	Focused on democratic goals	Strongly shaped by legal requirements (*Omgevingswet*)
Guiding Tools	Resident Participation Roadmap, Citywide Participation Team	Structured 3-phase process with participation paragraph and public report
Focus of Participation	Long-term cooperation, democratic innovation, resident rights	Clear procedures, inclusivity, accountability
Inclusion Strategy	General policy mentions of inclusiveness without elaboration	Special attention to underrepresented groups with tools like citizen panels and visual communication
Government Participation	Clearly defined through Neighborhood Rights (e.g. Right to Challenge, Right to Bid)	Early stage; exploring Right to Challenge
Overall Approach	Broad, institutional, and rights-based	Structured, legal, and accessible

Table 7.1: Policy Comparison Amsterdam and Zandvoort, based on policy documents (Gemeente Amsterdam, 2021- 2023; Gemeente Zandvoort 2023 - 2024)

The comparison between Amsterdam and Zandvoort approaches gives some new and valuable insights that add nuance to the literature described in Chapter 2. A key insight from both cases is their attention to government participation in citizen-led initiatives. This is not something that is deeply explored in much of the literature, which often focuses only on how citizens respond to government plans. In both Amsterdam and Zandvoort, the government takes on a more supportive and active role in these projects. This shift toward collaboration and co-production is essential and varies from the often described top-down approach in literature, where a developer initiates a project.

The comparison also highlights a trade-off between flexibility and structure. Amsterdam's more flexible and experimental approach makes it easier to adapt to complex, long-term projects, but also creates uncertainty and inconsistency. Zandvoort's structured model offers more clarity and

predictability, which makes participation more accessible. However, this method is less adaptable when selected methods do not have their desired effect, or participation goals change. Literature does not discuss the differences, benefits, and downfalls of these methods, which makes these insights into the Zandvoort and Amsterdam approach valuable. Local contexts do require different approaches, but successful participation depends not only on having the right tools but also on how they are used in practice.

In short, this comparison of policies reveals that participation in reality is more experimental, context-dependent, and dynamic than it appears in the literature. Both cities offer lessons, not just in what works, but also in what challenges remain when putting participatory policy and ideals into practice.

7.1.2 Practitioners

Practitioners held similar opinions on multiple topics during the interviews. Some noteworthy similarities are shown in Figure 7.1.

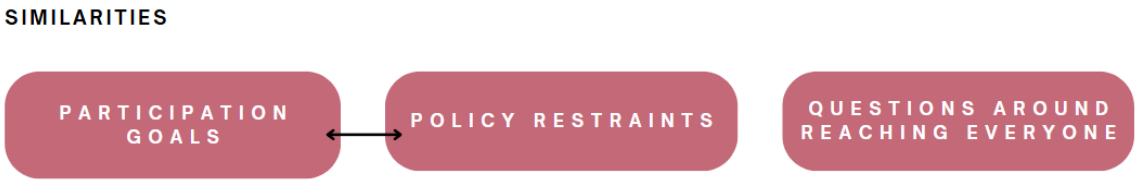


Figure 7.1: Similarities between practitioners, based on interviews

Figure 7.1 shows that policy constraints are often interrelated when mentioned by practitioners. Some practitioners wondered how valuable participation can be when policy constraints limit adaptation to citizen input (pract. int. 1, int. 4, int. 5). One practitioner highlighted this doubt in the value of participation:

> "What I often encounter in projects is that I'm explaining policy. I can clarify why I'm doing something in a project, and also why there's no room for further discussion. But it always feels like a bit of a dead end, because people usually want more choice and freedom in a project. The reality is that the project is often already fixed. We have design guides and public space manuals, so everything is already nailed down. Then you have to ask yourself: how meaningful is it to invest so much money in participation, if in the end there's little you can actually do with the input?" (pract. int. 4).

Other practitioners echoed almost exactly this. In addition to questioning the value of participation, most practitioners also wonder whether reaching everyone impacted by urban development through participation is achievable or desirable (pract. int. 1-5). Opinions do range on this topic. While some practitioners said that not everyone can be reached because not everyone is interested in participating, others pointed out that efforts to include diverse groups were limited from the start.

Another element that some practitioners agreed on is that reaching citizens is more effective when the invitation to participation does not resemble a municipal letter. Practitioners mentioned this is due to the sometimes-strained relationship between the municipality and citizens. Most practitioners mentioned flyers as a better option. Additionally, practitioners believed that being visible in the urban

development area yielded even better results in encouraging people to participate, as they viewed it as a means to build trust and relationships with residents (pract. int. 1, int. 2, int. 4-7).

Practitioners disagreed on some points between cases, as shown in Figure 7.2. Practitioner 2 discussed how using multiple languages in participation for urban development projects is essential to engage more citizens. Practitioner 6 even discussed how ridiculous it is to exclude stakeholders based on language. Nevertheless, as previously mentioned in this chapter, doubts exist in the case of Zandvoort. Additionally, practitioners in the Amsterdam case indicated that the municipality often experiments with participation methods in urban development projects. Zandvoort, as described in the new policy, is more structured in this regard.

Figure 7.2: Differences between practitioners, based on interviews

One practitioner stated that;

> "Even now, when you ask people what they want, they often have no idea. They're not aware of the possibilities and haven't really thought about them. You really have to present them with concrete choices. The same applies to online surveys. I think you have to guide people more, because many aren't able to come up with options on their own." (pract. int. 4)

According to this practitioner, citizens should be contacted for their opinion through participation when the project is at a stage where they have something to give feedback on. This could be a preliminary design or vision. The same practitioner also indicated that allowing citizens to choose between different variants works efficiently in their projects. Contrastingly, another practitioner mentioned that;

> "Often, a vision is developed top-down and only then presented to the neighborhood. But the community should already be involved in shaping that vision from the beginning. At that early stage — when you're still figuring out the paperwork and considering whether an area development is even possible — my advice is to already start the conversation with the neighborhood. As soon as you're sitting down with the municipal board to discuss whether development can or may happen, that's the moment to inform and involve the community." (pract. int. 2)

This practitioner emphasized that informing citizens early on about the possibility of urban development can be the start of transparent and clear communication, building trust with the neighborhood. They also highlighted that citizens often notice something in their neighborhood before being informed, creating a feeling that information is kept from them (pract. int. 2).

7.2 Comparing Policy & Practitioner Opinion

Based on the previously discussed practitioner interviews, policy documents, and analysis on how policy meets goals and addresses barriers, a comparison is made between what policy dictates and what practitioners experience. Contrasts are highlighted. Two kinds of contrasts are possible: something that is addressed in policy but works differently in practice, or something that is not addressed by policy but is addressed by practitioners in practice.

7.2.1 Tuindorp Oostzaan

As previously discussed, Amsterdam's participation policy documents outline policy goals and methods. One of the goals of public participation is to create more inclusive, transparent, and effective decision-making processes by actively involving residents, businesses, and social organisations in urban development. The principles for this kind of participation were described as ensuring clarity on participants' influence, fostering inclusivity, and maintaining transparency throughout the process. Additionally, the policy states that this should be achieved in a structured way. This introduces the first two contrasts between practitioner opinions.

Firstly, one practitioner stated that while Amsterdam desires to have a structured approach, the municipality often experiments with participation methods (pract.int. 1). Because these experimental approaches are not adequately documented, it is usually challenging to verify which participation methods were implemented in previously executed urban developments. Therefore, it is challenging to determine what is efficient and consistent for residents.

The second contrast related to this policy goal regards the involvement of residents in participation processes versus network participation. According to the interviews, practitioners can tend to only reach out to known network connections in urban development projects (pract. int. 1, int. 3). Fostering inclusivity while mainly reaching out to known network connections is not effective. These two contrasts influence each other. While the municipality is still experimenting with the uncertainty of reaching and including a wider variety of residents, practitioners tend to choose the certainty of previously established network connections. This is likely compounded by the fact that some practitioners have had negative experiences with resident participation, which may lead them to want to avoid it.

One of the fundamental principles of Amsterdam's participation approach, *participation because*, is connected to the two discussed contrasts. The approach emphasizes the importance of clear goals and explicit decisions. This means that the municipality must communicate the purpose of the discussion, the extent of residents' influence, and the scope of the issues to be addressed. While the city does not have a structured framework that considers these factors, practitioners indicate that they make decisions before every communication moment with residents.

Additionally, policy recognizes the effect of time and financial resources as essential considerations for the implementation. This means that while participation must be meaningful, it also needs to be efficient. In this, the municipality considers how to balance extensive consultation with these limitations. Again, there are no clear guidelines due to the municipality's experimental methods. It is unclear what considerations are taken into account to determine the balance. This also makes it harder to determine whether proper planning and resource allocation have been made proportionate

to the project. Table 7.2 summarizes all the contrasts and the resulting tensions between practitioners and policymakers.

Policy Principle	Policy Description	Observed Practice	Resulting Tension
Structured Participation process	The municipality aims to implement a structured and transparent participation process	Participation methods are often experimental and not well-documented, leading to inconsistency and lack of institutional memory	Difficulty in evaluating effectiveness and maintaining consistency with residents
Inclusive Participation	The goal is to involve a diverse set of residents, beyond established networks	Practitioners tend to rely on familiar network contacts rather than reaching out to new or underrepresented groups	Reduced inclusivity and potential bias in whose voices are heard
Clarity on Influence and Purpose	Participation should include clear communication of goals, scope, and level of influence	Practitioners make decisions before each participation moment, but there is no structured framework guiding this	Uncertainty for residents regarding their influence; risk of tokenism
Efficiency vs. Resource Limitations	Participation must balance meaningfulness with available time and financial resources	No clear criteria are used to balance depth of participation with resource constraints; trade-offs are made case-by-case	Challenges in assessing whether planning and resource allocation are proportional and fair

Table 7.2: Summary of contrasts

Table 7.3 summarizes how the barriers identified by Geekiyanage et al. (2021) are addressed by policy, practice, or not at all. It is noteworthy that either policy or practice addresses the majority of barriers. This means that ten barriers were addressed to varying degrees, while seven were not. According to practitioner opinion, the number of properly addressed barriers by policy and the number of inadequately addressed barriers by policy are evenly split.

The *Aim and purpose of engagement are ill-defined* barriers that policy improperly addresses, but practice counters this lack. While policy does not offer clear guidelines for what kind of participation is appropriate, practitioners indicated that setting goals for participation is essential before contacting citizens.

Barrier Category	Theme and Barriers
Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - Consultation fatigue - Lack of capacity within community organisations Quality of existing relationships - Absence or lack of meaningful engagement with community - History of poor relations of community with decision-makers and urban planners - Community engagement viewed as threat due to discrimination and fear of exposure Organisational Culture, attitude and knowledge - **Continuous top-down and centralised management of government authorities** - Lack of organisational commitment for engaging in communities - Absence of accountability from government
Infrastructural Barriers	Investment in infrastructure and planning - **Lack of appropriate training for professionals to conduct community engagement** - Information gap between citizens and government - **Limited resources for participation**
Process Barriers	Stakeholder engagement process - Aim and purpose of engagement are ill-defined - Limited time is provided for building trust, establishing participatory suggestions and achieving results - Complexity of current decision-making process due to tensions between stakeholders Inclusive and Accessible Practice - **Some communities are excluded due to event logistics** - Information provided can not be understood by the general public - Unequal community representation due to existence of partisanship

Table 7.3: Overview of addressed and unaddressed barriers by policy in Amsterdam

7.2.2 Zandvoort

The first contrast between policy and practitioner opinion is how participation is viewed. While policy dictates that participation is considered an essential part of democratic local governance, practitioners wonder if participation is always valuable. These doubts vary according to the level of participation, as adapted from Arnstein's ladder of participation. The levels of participation on Arnstein's ladder range from informing to co-deciding. The collaborating and co-deciding levels are primarily associated with doubts. In interviews, practitioners mentioned that using citizen feedback from participation is often limited to what spatial policy, time, and budget allow (pract. int. 4, int. 5, int. 8). While practitioners agree that citizens must be informed. Information about local experiences is valuable, but some do not view it as part of democratic local governance (pract. int. 4). Instead, they view it as an information-gathering method.

Additionally, when asked how they would define successful participation, practitioners in the Zandvoort case had no clear vision for this (pract. int. 4, int. 5). The policy states that ensuring accountability for the quality of participation is essential. However, it is hard to discuss accountability when there is no clear idea of when participation is successful and sufficient. While the city council monitors participation paragraphs and final reports, the actions taken are unclear.

Lastly, the Zandvoort policy states that the municipality wants to reach a broader range of residents in participatory processes. Practitioners in the Zandvoort case employed various participatory methods to achieve this (pract. int. 4, int. 5). Chapter 5.3 also noted that no foreign languages were used to reach out to non-Dutch-speaking residents. This does not contradict policy per se, as policy primarily focuses on reaching young people, residents with lower literacy or digital skills, and those who do not often participate in local politics (Zandvoort, 2024). However, an argument can be made that the goal to reach a broader range of residents also involves residents with immigration backgrounds that can fall into the other categories the municipality is trying to include more. Table 7.4 illustrates the primary contrasts between policy and practitioner opinions, as well as the resulting tensions.

Policy Principle	Policy Description	Observed Practice	Resulting Tension
Participation as Democratic Practice	Participation is seen as essential to democratic local governance and decision-making	Practitioners question whether participation is always valuable. Higher levels (e.g. co-deciding) are met with doubt due to to constraints like policy, time, and budget	Some treat participation as data-gathering tool rather than democratic practice, which weakens legitimacy
Accountability for Participation Quality	Municipality must ensure accountability for participation quality; monitored by council through reports	Practitioners lack clear definition of what successful participation looks like, making accountability difficult	Vague standards prevent effective evaluation and learning from participation efforts
Reaching a Broader Range of Residents	Policy aims to engage underrepresented groups including youth, people with low literacy or digital access	Various methods were used, but non-Dutch speakers were not specifically targeted; focus remained on more easily reachable groups	Outreach strategies may unintentionally exclude migrants or multilingual residents, narrowing inclusivity

Table 7.4: Main contrasts based on interviews

Table 7.5 again summarizes how the barriers, as adapted from Geekiyanage et al. (2021), are met by policy, practice, or not at all. It is noteworthy that participatory policy is relatively new in Zandvoort compared to Amsterdam. Based on the interviews with practitioners, there are not many barriers that are insufficiently addressed by policy or addressed solely by practitioners. Either the participation policy is quite effective, or issues have yet to be discovered. Of the seven addressed policies, only one was deemed insufficiently addressed by practitioners.

Barrier Category	Theme and Barriers
Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - **Consultation fatigue** - **Lack of capacity within community organisations** Quality of existing relationships - Absence or lack of meaningful engagement with community - History of poor relations of community with decision-makers and urban planners - **Community engagement viewed as threat due to discrimination and fear of exposure** Organisational Culture, attitude and knowledge - Continuous top-down and centralised management of government authorities - Lack of organisational commitment for engaging in communities - Absence of accountability from government
Infrastructural Barriers	Investment in infrastructure and planning - **Lack of appropriate training for professionals to conduct community engagement** - Information gap between citizens and government - **Limited resources for participation**
Process Barriers	Stakeholder engagement process - **Aim and purpose of engagement are ill-defined** - Limited time is provided for building trust, establishing participatory suggestions and achieving results - Complexity of current decision-making process due to tensions between stakeholders Inclusive and Accessible Practice - **Some communities are excluded due to event logistics** - Information provided can not be understood by the general public - Unequal community representation due to existence of partisanship

Red = addressed by policy but ineffective Green = addressed by practitioners and effective
Green and Red = Addressed by policy but ineffective, but addressed by practitioners
Bold = addressed by policy and effective Nothing = not addressed by policy or practitioners

Table 7.5: Overview of addressed and unaddressed barriers by policy in Zandvoort

7.3 Comparing Policy and Citizen and Practitioner Opinion

Now that policy documents and practitioner opinions have been compared, citizen opinion is added to the equation. This part of Chapter 6 discusses the similarities and differences between practitioner and citizen opinion about policy based on interviews and Burgermonitors.

Figure 7.3 illustrates the first practitioner topics and their relationship to citizen opinion. Chapters 4 and 5 discussed how practitioners sometimes feel restrained by policy, as policy can make it impossible to incorporate citizen feedback. In addition, practitioners were unclear about participation

goals, when participation is successful, and to what degree participation is valuable in all projects. Due to these policy constraints connected to incorporating citizen feedback, citizens report the feeling that nothing is done with their feedback (cit. int. 3, cit. int. 6) . Citizens might not be as eager to spend their time on participation next time because of this. Additionally, when there is no clear participation goal or plan, citizens are sometimes asked the same question multiple times (pract. int. 4). This can lead to consultation fatigue, as they feel unheard. Policy constraints and unclear participation goals and plans can lead citizens to wonder whether they should share their opinions, as they believe that nothing will be done with them anyway. While practitioners cannot change constraints due to spatial policy, they should adjust a firm stance on the value and goal of participation to be reflected to citizens for expectation management.

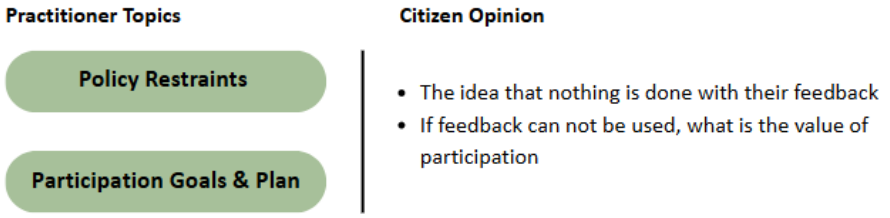


Figure 7.3: Policy constraints and Participation Goals related to Citizen opinion, based on interviews with practitioners and citizens

Figure 7.4 below illustrates the next set of practitioner topics and their comparison to citizen opinion. Participation methods range from sending an informative letter to workshops where citizens co-design. Practitioners reported in Chapters 4 and 5 that participation depends on the project and participation goals. While citizens may receive an informative letter when minor maintenance work occurs in their vicinity, they may also be invited to a co-design workshop for urban redevelopment projects. Interviews with citizens indicate that most citizens prefer easy and quick participation, therefore not taking up too much time. Moreover, citizens interviewed indicated that they prefer participation to be online, as they do not want to be somewhere physically. The reason for this ranges. Some citizens suggest that they do not want to be in the presence of complaining neighbors they do not like (cit. int. 1, cit. int. 5). Others say that they are just too busy (cit. int. 2, cit. int. 3).

The contrast between practitioner preference for intensive participation and citizen preference for easy and quick participation is interesting. While most practitioners indicated that project budget and timeline constrain the value of participation, they are more ambitious regarding the participation tools to be utilized than citizens are. This ambition is reflected in policy. This translates to participation plans that are ambitious on paper, while practitioners are concerned about implementation due to time and budget constraints when the response quantity does not meet expectations. Essentially, these participation plans are set up for failure due to a mismatch between community and practitioner preferences, as well as project constraints that do not support such intensive participation plans. Again, this leads to disillusioned citizens who might not participate again.

Interviews with local representatives and practitioners mentioned that most projects know a smaller group of citizens who want to be more involved than others (cit. int. 6, pract. int. 1, pract. int. 3, pract. int. 4). Some practitioners mentioned the need to balance the opinions of this group with citizen opinion as a whole, as this group of citizens tends to be overrepresented in feedback (pract. int. 1, pract. int. 3, pract. int. 4). Only some practitioners mentioned using this group as a bridge to

other less involved citizens. While working with community organizations was often viewed as a positive approach by policymakers and practitioners, utilizing an individual's social networks was not equally considered. Therefore, existing social networks in communities are oftentimes not fully utilized.

Practitioners often connect questions regarding the early involvement of citizens to participation methods (pract. int. 1, pract. int. 5, pract. int. 7). Some practitioners indicated that they want to approach citizens in a stage of the project when a vision or first design has already been made (pract. int. 4). Some practitioners mentioned the idea that citizens cannot think about the whole of a project when nothing has been put to paper yet. Citizen and local representative interviews provide a contrasting view. Chapter 5 showed that citizens indicate that they feel that they are approached too late in the process. They still have questions about the project as a whole, when practitioners are already asking more specific feedback questions. Other practitioners mentioned that they believe the level of participation should vary based on the stage of the project (pract. int. 2, pract. int. 5). In contrast, in the beginning, citizens might only need to be informed about the project, true collaboration with citizens can start at a later stage.

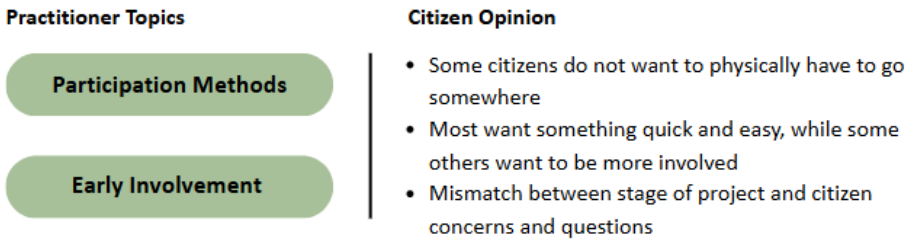


Figure 7.4: Participation Methods and Early Involvement related to Citizen Opinion, based on interviews with practitioners and citizens

The preference for early or later public participation is connected to the reason practitioners believe public participation is organized. Practitioners who mentioned public participation as a tool to gather local knowledge often emphasized the importance of early participation as a positive aspect. Practitioners who doubted the impact of participation and viewed it primarily as a means to prevent formal complaints from the community often had a negative perception of early participation. This means that even within the same municipality, participation processes can vary based on the personal opinion of practitioners. For citizens who might be involved in multiple participation processes over time, this variation can be confusing and warp expectations.

Figure 7.5 illustrates citizen opinion regarding spatial policy and language barriers. In Chapter 5, some practitioners indicated that they often find themselves explaining policy as to why specific feedback cannot be incorporated into an urban redevelopment project. According to them, citizens are usually unaware that spatial policy serves as a framework for urban redevelopment projects. The result is an information gap between practitioners and the general public. According to practitioners and local representatives, citizens often do not know they could have also participated in policy decisions. This can be due to a lack of interest in these policies from the public, while practitioners must be familiar with them. Other reasons for this can be that citizens are unaware of where they can find these policies or the formal language used in policy documents (cit. int. 6, cit. int. 7). Additionally, a lot of policy documents are solely available in Dutch, excluding non-Dutch speakers by default.

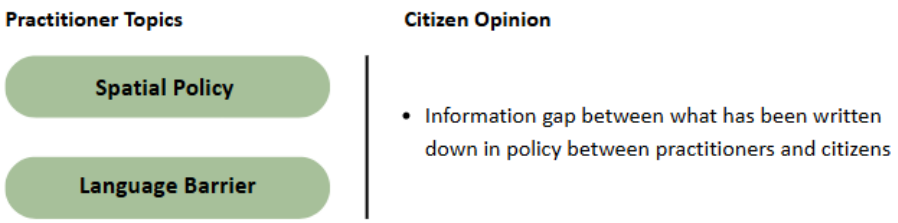


Figure 7.5: Spatial Policy and Language Barriers related to citizen opinion, based on interviews with practitioners and citizens

Lastly, Figure 7.6 shows citizen opinion about hearing back, reaching out, and project limits. While most practitioners aimed to keep citizens up to date, it was previously mentioned that citizens often still feel unheard or like their feedback was not considered. Practitioners suspect this might be due to the length of urban redevelopment projects. While practitioners might feel like they are sending updates based on project stages, citizens might lose interest in the project's slow progress or even feel forgotten (pract. int. 7). It should also be noted that most practitioners indicated to work on more than one project at the same time while most citizens are only involved with one. While practitioners are constantly updating across projects, the frequency of feedback for one single project might be slower.

Another side of this is that practitioners indicate that within every project, there are citizens who feel like they were not reached out to at all (pract. int. 1, pract. int. 5). Local representatives echo this, indicating that sometimes even the citizens living closest to the project location experience this (cit. int. 6, cit. int. 7) . In interviews, practitioners wonder how this could have happened, as they sent letters or other methods of reaching out to the entire neighborhood. Local representatives shared a possible solution in reaching out in multiple ways to reach different demographics within the neighborhood (cit. int. 6, cit. int. 7). However, this solution might not always be an option due to project limits. This includes duration and monetary constraints. Practitioners indicate that while reaching all affected citizens would be most optimal, projects do not have infinite time and money. Even if all citizens in a neighborhood were interested in participating, due to these constraints, it might still not be possible. While practitioners discuss how the project value and participation costs should be balanced, citizens who feel like they were not reached out to feel excluded (pract. int. 4, pract. int. 8, cit. int. 3, cit. int. 7).

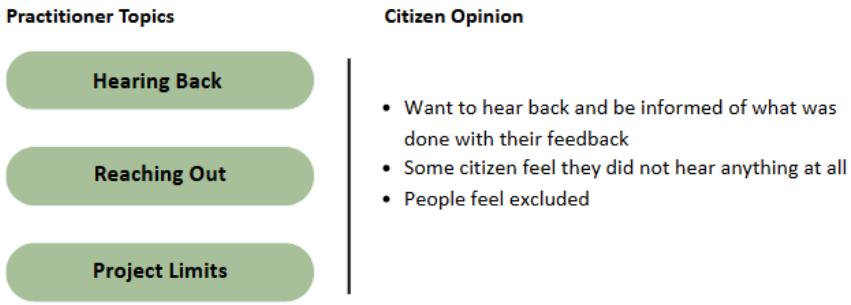


Figure 7.6: Hearing back, reaching out and project limits related to citizen opinion, based on interviews with practitioners and citizens

Connected to this, there are often no set goals for a number of citizens that need to be reached or an amount of qualitative data that needs to be gathered. This means that practitioners often simply

accept the rate of response they receive. When this is low, most practitioners do not mention an incentive to change the participation method to reach citizens in a different way. Instead, the project simply moved on. A more active approach is needed here. When practitioners wonder why their response rate is low, they must also consider outreach methods that can improve this.

When compared to practitioner opinion, citizens regard more barriers as insufficiently addressed. Table 7.6 shows that while citizens regard eight barriers as addressed in some way, only two are viewed as sufficiently addressed. The previously mentioned consultation fatigue, stemming from the perception that feedback is not considered, reappears, as do the information gaps between practitioners and citizens, as well as language barriers. In contrast to practitioners, citizens often do not feel that the participation goal is adequately defined, highlighting a mismatch between the topics citizens want to discuss and those of practitioners.

Barrier Category	Theme and Barriers
Contextual Barriers	Community Capacity - Lack of community knowledge and awareness of urban development - Consultation fatigue - **Lack of capacity within community organisations** Quality of existing relationships - Absence or lack of meaningful engagement with community - History of poor relations of community with decision-makers and urban planners - Community engagement viewed as threat due to discrimination and fear of exposure Organisational Culture, attitude and knowledge - **Continuous top-down and centralised management of government authorities** - Lack of organisational commitment for engaging in communities - Absence of accountability from government
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Green and Red = Addressed by policy but ineffective, but addressed by practitioners
Bold = addressed by policy and effective Nothing = not addressed by policy or practitioners

Table 7.6: Overview of addressed and unaddressed barriers by policy

7.4 Conclusion Comparison

This chapter provided a comparative analysis of participation policy frameworks and their practical implementation in Tuindorp Oostzaan (Amsterdam) and Zandvoort Nieuw Noord. It also integrated practitioner and citizen perspectives to examine the alignment between policy intentions and practice realities.

Amsterdam has a well-established, rights-based approach to public participation, underpinned by frameworks such as the *Participation Policy Framework* and the *Neighborhood Rights Policy.* These frameworks aim to promote long-term collaboration, democratic innovation, and resident empowerment. In contrast, Zandvoort's participatory policy is more recent and appears to be shaped predominantly by the legal requirements of the *Omgevingswet.* It emphasizes clarity, structure, and accessibility by implementing Arnstein's ladder, as described in Chapter 2.3.

Despite these structural policy differences, both municipalities face common challenges in operationalizing inclusive and effective participation. Practitioner interviews reveal widespread concerns regarding the value and feasibility of involvement within existing spatial policy and project limitations. Practitioners across both cases doubt how citizen input can meaningfully influence decision-making, mainly when pre-existing design guidelines, timelines, and budgets already constrain urban redevelopment projects. Moreover, practitioners note that participation often remains limited to already engaged networks, thus undermining efforts to foster broader inclusivity.

In both cases, a notable discrepancy emerges between policy and practice. In Amsterdam, despite policy aspirations for structured and transparent processes, the municipality often relies on experimental and undocumented methods, which hinder consistency and evaluation. Meanwhile, Zandvoort's structured approach lacks clear benchmarks for success, and practitioners, therefore, report ambiguity regarding accountability and effectiveness. Practitioners appear to lack a more active stance in setting these standards for themselves.

The integration of citizen perspectives further highlights these tensions. Citizens commonly report feeling unheard or consulted too late in the planning process. While they appear to prefer low-effort, online forms of participation, many express frustration with repetitive consultations and perceived ineffectiveness of their input. Additionally, language barriers and inaccessible policy language pose significant obstacles to meaningful participation, particularly for residents with migrant backgrounds.

Drawing on the barriers framework by Geekiyanage et al. (2021), the study identifies multiple contextual, process, and infrastructural challenges that hinder meaningful participation. Although either policy or practitioners acknowledge some of these barriers, several remain insufficiently addressed, especially from the citizens' perspective. This underscores a critical gap between the ideals of participatory governance and the practical realities upon implementation.

To summarize, while both Amsterdam and Zandvoort demonstrate a commitment to citizen engagement, the analysis reveals that realizing equitable and effective participation in urban redevelopment requires not only well-designed policies and coherent implementation strategies but also continuous evaluation of the process and a reflective and active approach that centers citizen experiences and feedback.

8. Results: Framework and Advice

This chapter combines academic participation theories and the analyses of Chapter 6 into a framework for structured participation. Practitioner indications of what works and does not work in practice are combined with citizen opinion to create step-by-step guidelines. The framework emphasizes the importance of understanding neighborhood dynamics, constraints, and the feedback loops that govern them. Following the introduction of the framework, additional guidance is provided for policymakers and practitioners to utilize alongside the framework.

8.1 Framework

Urban (re)development projects increasingly emphasize the importance of public participation to ensure socially sustainable outcomes. However, as Chapters 4, 5, and 6 illustrated, meaningful citizen participation is often constrained due to information asymmetries, process constraints, check-the-box practices, and a lack of trust between practitioners and communities.

Drawing from comparative case study findings, as well as in Chapter 2.1 described social sustainability literature (Dempsey et al., 2009; Robert et al., 2005) and participatory planning theory (Arnstein, 1969; Chess & Purcell, 1999), this framework offers a structured, reflective, and equity-oriented strategy for implementing participation in ways that promote inclusive and socially sustainable urban outcomes.

This framework is rooted in the understanding that participation is not a one-size-fits-all tool, but a process shaped by context, power dynamics, and institutional cultures (Arnstein, 1969; Chess & Purcell, 1999). This is highlighted by the comparison conclusions as described in Chapter 7.4.

Moreover, it aims to bridge the documented information gap between citizens and practitioners in citizen and practitioner interviews and literature (Feng et al., 2020; Geekyanage et al., 2021), build trust among historically disengaged communities (Baah et al., 2018; Suarez et al., 2024), and embed accountability in participatory governance (Robert et al., 2005; Dempsey et al., 2009). These are all topics that were identified as points of conflict between practitioners and policy in Chapter 7.2. Appendix E presents a comprehensive flowchart of the participatory framework.

8.1.1 The Diagnostic Phase: Understanding the Context and Stakeholders

Chapter 2.3 introduced that the foundation of an inclusive participatory process is an understanding of the local context. This includes assessing the project's technical scope, spatial and legal constraints, as well as the socio-demographic characteristics of the community. However, in the current situation, participatory processes are not always sufficiently adapted to the local context. Chapter 7.4 discussed how utilized outreach methods do not always reach the desired range of citizens. Additionally, Chapters 4.3 and 5.3 described how, while bad trust dynamics between practitioners and citizens were often acknowledged in practitioner interviews, the participatory process was always adapted to promote this relationship.

Additionally, due to the sometimes late involvement of citizens, when funding is allocated, spatial constraints are often fixed, and options are narrowed, leaving citizens feeling unheard. There is an idea of "They asked us what we thought, but everything was already set in stone" among citizens (cit. int. 2, cit. int. 7). This was highlighted in Chapter 6. Practitioners echoed this concern. One practitioner admitted,

> “We’re constrained by timelines and budgets. Sometimes participation happens when it’s already too late to make big changes” (pract. int. 8)

Chapter 2.3 discusses the importance of avoiding tokenism, where citizens are asked for input even though they can not truly influence the project (Arnstein, 1969). Late involvement of citizens creates the risk of this happening. Because of this, the framework proposes early transparency and participation among citizens to foster relationships and avoid disillusionment about influence levels.

To address local needs, the proposed framework begins with a diagnostic phase, informed by democratic principles, where urban planners assess a community's socio-economic profile, digital access, institutional trust levels, and historical engagement (Healey, 1997). This diagnosis should also acknowledge the knowledge asymmetry between professionals and citizens to avoid false expectations, as described by Hakley et al. (2017) and interviews with local representatives.

Diagnosing before engagement also ensures that participation is meaningful, rather than performative. It acknowledges that participation is not neutral, but shaped by history, power, and local relationships (Gupta & Vegelin, 2016; Quick & Bryson, 2022)

Combined, the key steps in this phase include:

- Mapping demographic diversity, including migration backgrounds, digital literacy, and socio-economic status (Piasek et al., 2022)
- Identifying local stakeholders, including informal leaders, tenant associations, and community organizations (Kolotouchkina et al., 2024)
- Auditing previous participation experiences in the current or similar contexts, particularly instances of consultation fatigue and unacknowledged input.

This diagnostic must also identify policy limitations and non-negotiables. For example, fixed spatial planning regulations or legal constraints. These must be transparently communicated to participants from the outset (Creighton, 2005). As Chapter 6 revealed, many citizens felt disillusioned because their input was solicited after key spatial decisions had already been made, contributing to the perception that they were unheard.

This aligns with the critique by Feng et al., who argued that undefined influence levels undermine trust and legitimacy in the planning process (Chapter 2.3). By diagnosing both community needs and institutional boundaries, planners can set realistic goals for participation and mitigate barriers likely to be encountered (Geekiyanage et al., 2021). Additionally, Chapters 2, 4, and 5 highlighted the benefits of collaborating with local community leaders, who have a closer connection with citizens. Therefore, this was taken into account in the framework.

Table 8.1 presents the deliverables for this stage and highlights key points of attention.

Deliverable	Points of Attention
Participation Readiness Report	Should outline stakeholder needs, influence scope and spatial policy limitations
Spatial Policy Limitations Information	Spatial frameworks and non-negotiables summarized in understandable language. Variating languages dependent on demographic diversity mapping
Demographic diversity and stakeholder analyses	Should include migration backgrounds, language, community challenges and (digital) literacy

Table 8.1: Deliverables and points of attention

8.1.2 Participation Planning: Purpose, Tools, and Transparency

This phase focuses on designing a participatory strategy aligning with the project's goals, community needs, and constraints. Central to this is clarity; what decisions are open to public input, what is not, and why (Chess & Purcell, 1999). Drawing from Arnstein's (1969) ladder, as introduced in Chapter 2.3, and Pretty's (1995) typologies, planners must select the appropriate level of engagement:

- Inform: one-way communication for compliance
- Consult: Soliciting opinions without guaranteed integration
- Involve/Collaborate: co-creation of elements of the plan
- Empower: shared or citizen-led decision-making

Currently, municipalities sometimes have a comprehensive participation framework as described in the case of Amsterdam in Chapter 4.1. However, these are applied unevenly, or not at all, at a project level. Chapter 4 revealed that practitioners lacked clear procedures for selecting methods and matching tools to project goals. As one noted, "We experiment a lot. There is no real structure." The result is variable quality between projects, and residents who frequently do not understand their actual influence on decisions.

To formalize purpose-driven planning, each project must be required to:

- Define a participation goal aligned with Arnstein's (1969) ladder
- Map decision points and influence scope, explicitly state what is and is not open to input
- Choose methods based on community capacity, project scope, and project flexibility

By mapping decision points and influence scope, disillusionment about influence, as indicated by citizens in Chapter 6.1, can be prevented. By explicitly stating what is and what is not open to input, citizens know what to expect when going into discussions with practitioners.

The level of participation should be matched to the three often mentioned factors by practitioners and literature:

- Project scope: large-scale infrastructure vs. neighborhood greening
- Community capacity: availability, experience, and education
- Project Flexibility: Legal and financial possibility to implement changes

The plan should articulate timelines for engagement moments, tools selected (e.g., workshops, surveys, digital platforms), methods for collecting, analyzing, and reporting feedback, and accountability measures for tracking input implementation. Especially in the municipality of Amsterdam, participation plans were often experimental and improvised, lacking criteria for evaluating success or impact. This led to inconsistency across projects and weakened the demographic legitimacy of participation efforts. Table 8.2 shows the necessary deliverables for this stage.

Deliverable	Points of Attention
Participation Plan with objectives, timeline, and influence boundaries	Should be orientated to be read by the public, so understandable language and adjusted to bridge the information gap between citizens and practitioners

Table 8.2: Deliverables and points of attention

8.1.3 Outreach and Inclusion Tactics: Expanding Access and Representation

The following steps of the framework are especially relevant if consult, involve/collaborate, or empower is chosen as the appropriate level of engagement. Many groups, including migrants, elderly residents, and low-income households, face structural and logistical barriers to participation (Dempsey et al., 2009; Geekiyanage et al., 2021). The prevalence of exclusion in the case study areas can be deduced from the citizen interviews described in Chapter 6.1. In Chapter 6.1, aspects such as limited trust, language differences, or prior negative experiences with municipal planning often worsen these barriers.

To counter this, outreach strategies must:

- Use multilingual and plain-language materials
- Offer non-digital participation formats, such as flyers and door-to-door outreach, as well as digital participation formats such as online project information pages
- Utilize familiar and neutral venues (e.g., community centres, markets, and schools)
- Engage community intermediaries such as local leaders, youth groups or housing organizations to act as bridges between planners and hard-to-reach residents (Baah et al., 2018)

These tactics address the contextual and infrastructure barriers outlined by Geekiyannage et al. (2021) in Chapter 2.3 and align with Baah et al. (2018), who emphasize the importance of building relational trust through repeated, localized engagement. By moving beyond inviting everyone toward reaching those most excluded, this framework operationalized the principle of procedural justice (Gupta & Vegelin, 2016)

Importantly, planners must consciously engage with underrepresented voices if these groups are identified as local stakeholders, as described in Chapter 8.1.1, by mapping demographic diversity. Based on this, outreach methods can be chosen based on what best reaches these demographic groups, considering past experiences. It is unnecessary when no such group has been identified as affected by the urban redevelopment project. Without this, participatory spaces may highlight

existing inequalities by privileging those familiar with bureaucratic processes (Gupta & Vegelin, 2016; Mirzoev et al., 2021).

This phase should also recognize the emotional dimension of participation. Participants must feel welcomed, respected, and safe to express concerns, especially in areas where urban transformation has historically led to gentrification and displacement. Table 8.3 presents the stage deliverables along with related points of attention.

Deliverable	Points of Attention
Targeted Outreach Strategy with defined inclusion metrics	Should include demographic targets for engagement, including how this demographic is best reached, languages used and accessibility measures.

Table 8.3: Deliverables and points of attention

8.1.4 Implementation and Facilitation: Building Trust and Practicing Accountability

According to the practitioner interviews in Chapters 4 and 5, as well as the literature review in Chapter 2, trust is built through transparency, responsiveness, and follow-through. There are some key elements to promoting this. Firstly, each participation session must begin by clearly stating what is open to influence and what is not. This includes limits due to project flexibility and spatial policy. It is essential to share these spatial, legal, and financial constraints early and often to prevent disillusionment about influence. Secondly, interactive tools such as maps, models, and visuals can support comprehension. Advice on how these interactive tools should transfer information is described in Chapter 8.4.2. Lastly, note-takers and process monitors must be assigned to track feedback and its implementation.

This addresses a recurring issue, the disconnect between input collected and final decisions, which citizens interpreted as being ignored. Based on the information gathered by the note-takers and process monitors, planners can develop feedback loops, such as:

- *You Said/We Did* reports
- Online dashboards showing progress and decision rationales
- Public response memos to significant citizen suggestions.

This also addresses the overall need for institutional accountability as described in Chapter 7.2. As Chess & Purcell (1999) argue, participation without decision-makers being held accountable to act on input is merely performative. Incorporating these feedback loops promotes a culture of interchange. This transforms participation into a two-way relationship, aligning with the principles of deliberative democracy (Robert et al., 2005). Table 8.4 shows the deliverables and points of attention for this phase.

Deliverable	Points of Attention
Feedback Tracking System tied to decision-making and publicly accessible reporting tools	Should be adapted to target audience and digital literacy of demography. Updated regularly

Table 8.4: Deliverables and points of attention

8.1.5 Promoting Future Participatory Processes: Monitoring, Evaluation, and Learning

Participation must be evaluated on both procedural quality and substantive outcomes (Alhassan, 2025; Haklay et al., 2018). Evaluation metrics should address the following factors (Rowe & Frewer, 2013; Bundi & Pattyn, 2022):

- Inclusiveness: Who participated? Who did not?
- Effectiveness: Did the process influence design or policy?
- Legitimacy: Did citizens feel heard, and did their trust in institutions improve?

This can be done through the collection of quantitative indicators (e.g., demographic representation, response rate), qualitative feedback (e.g., trust metrics, satisfaction surveys), practitioner reflection, interdepartmental learning, and public impact reports. Public reflections must also be shared with the community.

Data gathered in this evaluation of the process should be used to refine future participation strategies, address internal biases, and develop comprehensive training programs for practitioners. As noted in the Amsterdam case in Chapter 4.3, the lack of process documentation and centralized learning prevents progress and contributes to repeated mistakes. This phase fosters institutional memory, enabling municipalities to build upon past experiences and enhance project consistency (Hommes-Slag et al., 2022). Again, Table 8.5 shows deliverables with points of attention for this stage.

Deliverable	Points of Attention
Participation Impact Report	Should include lessons learned and linked back to internal knowledge repositories and municipal archives

Table 8.5: Deliverables and points of attention

8.2 Connection to Literature

The framework developed in this thesis for implementing inclusive participation in sustainable urban development offers a structured and actionable approach that aligns with and builds upon several foundational academic models.

Firstly, the framework explicitly integrates Arnstein’s Ladder of Citizen Participation (1969), a model that remains often cited in participatory planning. Arnstein's model was described in Chapter 2.3. Arnstein conceptualized participation as a hierarchical structure ranging from manipulation to citizen control. However, the model is quite general and does not guide on how to apply these levels in real-world projects. The framework in this thesis adds more detail by linking each level of

participation to specific methods and goals. This makes the ladder more straightforward to use in practice and more suitable for different types of urban projects.

The framework also relates to Innes and Booher's collaborative planning theory (2004). Their approach focuses more on long-term dialogue, shared learning, and informal networks. In the thesis framework, this is incorporated in the early diagnostic phase, where the focus is on understanding community needs and involving local organizations. The use of feedback loops and time for reflection also supports their idea that good participation requires ongoing learning and flexibility.

Another important model is Fung's Democracy Cube (2006), which examines three key aspects of participation: who participates, how they engage in dialogue and interaction, and the extent of their power. The thesis framework aligns with this by ensuring that participation aligns with the project's goals and limitations. It offers different communication tools (such as online forms and local events), and is clear about what influence citizens can have. It also includes clear deliverables, like outreach strategies and impact reports, to make participation more transparent and accountable.

What sets this framework apart is that it provides a step-by-step structure with actions and goals for each phase of the participatory process. It also begins earlier than many models, with a diagnostic phase that examines previous participation efforts and community demographics. This helps design better outreach plans that meet policy demands, which require outreach methods to match neighbourhood demographics. Researchers such as Forester (1999) and Legacy (2017) pointed out that many participation models are too general and do not work well in practice, which this framework aims to overcome.

Table 8.6 illustrates the framework developed in this thesis in comparison to well-known participation theories and models.

Framework/Theory	Focus	Strengths	Limitations
Thesis Framework	Process, inclusiveness, context sensitive urban development	Tailored to urban context, step-by-step guide	Still under development; needs testing across cases in practice
Arnstein's Ladder (1969)	Degree of citizen power and influence	Clear hierarchy, widely used as foundational model	Linear, power-focused; no regard for complexity and nuance
Fung's Democracy Cube (2006)	Modes of participation related to authority, communication and power	Flexible, multidimensional, applicable in other settings	Can be abstract or vague; offers limited implementation guidance
Cornwall's Participation Typology	Typologies based on purpose and participatory practice	Highlights variety of participatory models and purposes	Typology without normative guidance; no evaluation of effectiveness

Table 8.6: Comparison of the framework to other participation theories

In short, the framework supports the ideas behind existing academic models but goes further by offering clear steps, tools, and responsibilities. It aims to make participation more inclusive, context-based, and valuable for both communities and professionals.

8.3 Policy Advice

Standard of Influence: The first policy advice is to formalize a minimum standard of influence in urban policy participation tiers. The municipality of Zandvoort already uses Arnstein's Ladder in its participation policy. Connecting minimum influence tiers to these different levels of participation would be the next step for clarity and accountability. Participation levels can then be selected based on the project scope, community capacity, and the desired level of citizen input, taking into account project constraints.

Inclusivity: As mentioned in the developed framework, mapping the demographic composition of the project area is vital for understanding how to engage citizens and meet their needs. This should become a mandatory part of every process. While this is already discussed in Zandvoort's policy, it is less mentioned in Amsterdam’s. Based on this analysis, practitioners should be required to use a variety of engagement tools to reach different demographics, as researched through demographic mapping.

Clarity: Another addition to the current policy is that practitioners already commonly communicate clear explanations of scope, influence level, and expectations to citizens. By mandating that this happens at the start of every project, these factors are always transparent to internal and external stakeholders, managing expectations and promoting accountability.

Accountability: Participation policy is often vague regarding the effectiveness and success of participation. This is because there are no attributed measurables to gain insight into this. Measurables could range from the range of citizens reached to the percentage of citizen input used. What is most important is that goals with connected measurables are set at the start of every urban project, so the effectiveness of the participation strategy can be monitored throughout. Based on this, adjustments can be made and insights can be noted for future projects. This includes goals and measures regarding inclusivity.

Feedback Loops: Regarding insights for the future, it is important to gather input for future projects and use feedback from previous projects in current ones. Feedback can be collected in multiple ways, ranging from qualitative to quantitative data, from various stakeholders involved. In this, it is essential to gather both internal and external feedback and compare this in an overall participatory process feedback report. This report can then be used for the organisation and implementation of future participatory processes in similar projects.

Enforce: Another vital aspect is the enforcement of goals. With measurable outcomes in place, it becomes easier to determine whether a participatory process is effective and meeting its objectives. Integrating monitoring mechanisms into urban projects based on goals and measures enables the assessment of whether goals are met, allowing the strategy to adapt mid-process if necessary. Without reinforcement, the participatory process remains unchanged as the project progresses. By enforcing project goals and adjusting them as needed, participation becomes more effective, and lessons can be learned throughout the process.

Long-lasting Structure: To ensure policy advice is established, long-term institutional structures that persist beyond electoral or project cycles are necessary. The feedback loop can then strengthen these structures. This creates clarity and continuity for citizens and practitioners across projects.

8.4 Practice Advice

Some framework elements are already in use in practice, but may need to be slightly adapted or structured within the framework. This has led to three points of advice for practice, aiming to promote communication during the participatory process, assist current practice, and strengthen the developed framework. These points of advice are based on practitioner advice among each other, with arguments from the literature.

8.4.1 Setting goals

Multiple practitioners indicated that communication with citizens should be clear and structured to avoid confusion (pract. int. 1, 3, 5, 9). However, one practitioner emphasized the importance of being flexible when it becomes apparent that the chosen participation strategy does not yield the desired results. The practitioner noted,

> "We often think, when no one shows up, that people just aren't interested, and we simply move on. But I believe that's exactly the moment we should say: 'Okay, no one came. This is on us. We need to agree on a different strategy.' And that doesn't happen enough." (pract. int. 2)

This also relates to setting goals and expectations for participation. Currently, no measurable indicators of successful participation are available (pract. int. 1, 4, 8, 9). These goals can be established based on the project scope. A goal, for example, might be to reach a certain percentage of residents within a specific area or to incorporate citizen input into decision-making processes. Setting goals is vital for both accountability and adaptability. The strategy can be adapted when indicators show that one strategy is not working as expected and, therefore, not meeting project goals. As mentioned in Chapter 7.3, in current practice, most projects simply move on even when low response rates have been noted. To ensure that participation is meaningful and improves, practitioners should hold themselves accountable and set realistic, measurable goals. When these goals are not achieved with the initial participation method, practitioners should reflect on why the method did not yield the desired result and consider what alternative method would be more effective. Without accountability, there is no improvement.

When citizens are reached and participate, it is also essential to communicate in a manner that aligns with the goals of their participation. When a project is already in a stage where key decisions were already made and can no longer be majorly adjusted, citizens can be disillusioned because they believe they had more influence on the project as a whole (pract. int. 8, 9, cit. int. 7). In these situations, practitioners should avoid open-ended participation. Instead, questions for feedback should be framed more narrowly to areas where influence is still possible. Additionally, practitioners should be transparent about why citizens are approached at a particular stage, ensuring that citizens understand the purpose of their feedback.

Lastly, all internal parties must communicate the same information. By setting a goal and aligning internal stakeholders, confusion in the communication with citizens can be avoided. When one group of citizens is asked open questions regarding a project, while others are asked more narrowly framed ones, citizen opinion is not equally represented. This could lead to dissatisfaction in both groups: the first group because they feel that nothing is done with their opinion, and the other because they

think other citizens were favored over them. Practitioners should set aside their views on participation and adhere to the participation goals and plan established for the project.

8.4.2 Sharing Information

The municipality of Zandvoort has been using easier language in its formal documents for citizens (Zandvoort, 2023). This has led to three-quarters of citizens reporting that the language is clear and easy to understand. In 2023, while 12% of citizens thought the language used by the municipality was hard to understand, the 2024 Burgermonitor shows this percentage has halved to 6%. This should be considered when communicating with the public regarding public transformation, especially when explaining project constraints. In this regard, practitioners must also consider that not everyone is as interested or knowledgeable in the built environment. Clear reasons for engagement and simple explanations should be provided, depending on the neighborhood.

Ideally, citizens know which parts of the project they can influence and which are predetermined beforehand. This is also aimed at combating the phenomenon of practitioners primarily explaining policy constraints rather than engaging in honest discussions during resident evenings (pract. int. 1, 4, 5, 8).

Language can be used to communicate appropriately, and visuals can do their part. Elements, such as those visualized on a map of the urban (re)development area, can be focused on what citizens can still influence. This can be achieved by blurring or omitting other elements. This communicates the talking points rather than presenting a more cluttered map that encompasses all the aspects to which citizens can also react (Agrawala et al., 2011). Figure 8.1 shows an example of this. The white areas in the figures are less relevant and therefore less detailed. Instead, the focus is on the topics the visualizer wants to communicate. The project map as a whole provokes questions about the project as a whole. When only a few elements are open for input, this can be confusing.

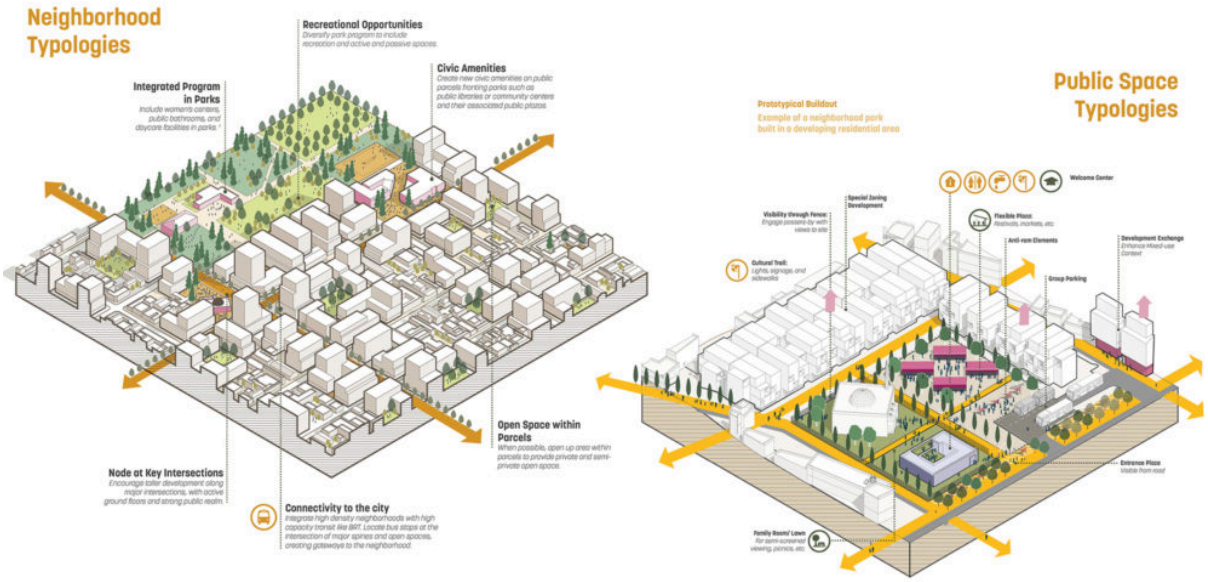

Figure 8.1: Sasaki (n.d.) Visualisation example [Image]. Sasaki. Retrieved May 1, 2025, from https://www.sasaki.com/projects/kabul-urban-design-framework/

8.4.3 Building Trust

Trust between planners and citizens was a topic discussed in all practitioner interviews. Where there are no policies or structured practice methods to promote the relationship. However, multiple practitioners provided tips based on their experiences with various projects. One method is to bypass the bad relationship by utilizing trusted intermediaries. This trusted intermediary can range from a disproportionately involved citizen to community centres. With this method, a limited amount of time must be spent building trust with locals. When the desired result is to promote long-term collaboration between planners and citizens in urban (re)development, another practitioner suggests being present in the neighborhood. The practitioner noted that,

> "You also build trust by simply being present in the neighborhood and understanding what's going on beforehand. If you, as the municipality or area communication manager, only show up for one formal evening and then leave again, people don't get to know you". (pract. int. 4)

This way, citizens get to know practitioners personally, and communication lines become shorter. Important for this is that the team of planners visible to citizens in the neighborhood is consistent, to promote recognition. Additionally, the local stakeholders mentioned in the first method can assist with building these relationships. Notable is that this advice relates to participation as a method for gathering neighborhood knowledge. When participation is viewed as a tool to appease complaining citizens to prevent project delay, interactions with citizens are viewed more as something negative that must be done. Then, it often takes the form of a couple of formal evenings with little further interaction or relationship building. This illustrates, again, that practitioners must first be clear on their stance and the stance within their project on public participation. Building relationships with citizens does not serve a purpose when viewed as the opposing force within a project.

However, when building trust is desired to gather local knowledge, one last piece comes from Practitioner 1. This practitioner noted the importance of acknowledging past mistakes with open conversation.

> "Even in that situation, you have to be open and honest. You can't turn everything into something positive and sometimes you had nothing to do with previous bad experiences, but we were genuinely appreciated for our transparency. We were able to ease many concerns, and I think we managed to build a bit of trust among people who saw the municipality as completely untrustworthy before" (pract. int. 1)

9. Discussion and Limitations

This chapter consists of the thesis discussion and limitations. Chapter 9.1 describes how contextual factors can influence a participatory process in ways that are difficult to prevent in practice. Chapter 9.2 then discusses research limitations.

9.1 Discussion

The discussion comprises a validation of the results and an elaboration on the effect of contextual factors on the participatory process. The validation of results addressed practitioners' opinions on the developed participation framework. The framework is also compared to literature previously discussed in Chapter 2, as well as to additional sources and frameworks. Then, contextual factors that can influence the participatory process, as identified by practitioners, are discussed and compared to the existing literature.

9.1.1 Contextual Factors

This research explored the dynamics and limitations of participatory processes in urban (re)development planning by examining participation projects in the municipality of Amsterdam and Zandvoort. Although participation is often promoted as a means to make urban planning more democratic, this thesis demonstrates that it does not always fulfill that promise. While practitioners and policy have many tools to ensure it does, other factors, such as political and social ones, can still limit how effective and inclusive the partition is. While the framework addresses factors that practitioners and policymakers can influence, this discussion explores factors mentioned by practitioners that may be harder to influence, based on the results and relevant literature. These challenges include: political influence, varying public interest, unequal representation, expert dominance, limited resources, digital barriers, a lack of trust, and project limitations. The relationship between these challenges and the practitioner interviews and literature is explained.

9.1.1.1 Political Influence on Participation

One of the key challenges identified is the influence of political decisions on the scope and outcomes of participation. In both Zandvoort and Amsterdam, municipal actors acknowledged that major decisions in most plans had already been taken before participation began, limiting citizen influence. Additionally, one practitioner discussed how the volume of projects increases when elections are near, making development part of a political agenda. This reflects criticism by Arnstein (1969), who argued that much of what is called participation is, in fact, non-participation. With non-participation, Arnstein means processes that only serve to legitimize decisions rather than share power, also known as tokenism. Similarly, Cooke and Kothari (2001) refer to this as the *tyranny of participation*, where engagement exercises are more about optics and image than genuine democratic practice. Van Damme and Brans (2012) support this critique, pointing out that it is often used selectively to reinforce political agendas.

This strategic use of participation can reduce trust and discourage future engagement due to consultation fatigue, as individuals may feel unheard. If citizens realize that their input is unlikely to influence outcomes, they may see participation as a hollow process. This is reflected by citizen interviews that discuss how citizens already feel like their opinions are not always considered, leading them to become disinterested in the process as a whole (cit. int. 3, 6, 7). To avoid this, municipalities must be transparent about what is open for discussion and what is not, avoid using rapid urban

development as a tool to further political image, and ideally involve citizens early in the decision-making process.

9.1.1.2 Varying public interest

Another pattern observed in the case studies is low public turnout and engagement, which practitioners link to low public interest. This is consistent with the literature, where Michels (2011) notes that participation is often limited to a small, recurring group of citizens. While low public interest could be a contributing factor, other literature attributes this phenomenon to a lack of citizen impact. If residents do not see their contributions reflected in plans, they become disillusioned. Innes and Booher (2004) emphasize the importance of feedback loops that convey how public input is utilized. Citizen interviews confirm this, as most citizens mention they would like to contribute to a participatory process, even when they have not done so before. However, the main thing that citizens indicate would prevent them from participating is the idea that nothing would be done with their opinion.

Additionally, Fung (2006) adds that the quality of participation is more important than the quantity. Citizens are more likely to stay involved if they feel heard and if the process has tangible outcomes. Without this, municipalities risk consultation fatigue, where residents stop engaging because they think their time is wasted.

9.1.1.3 Unequal Demographic Representation

The case studies showed that participation often fails to reach a representative cross-section of the population. Practitioners indicated that typically older, higher educated, and politically active residents are overrepresented, while groups such as youth, people with migration backgrounds, and lower-income residents are underrepresented. This aligns with findings from Verba et al. (1995), who argue that social status has a strong predictive relationship with political participation.

Agger (2012) and Meet et al. (2019) stress that inclusion requires more than just making participation technically open to all. Instead, it must be actively facilitated. This involves removing barriers, as described by Geekiyanage et al. (2021), including language, time constraints, and access limitations. It also means adapting communication styles to reach underrepresented communities. If participation only engages the usual suspects, it risks reinforcing social inequalities rather than addressing them. The removal of barriers has been incorporated into the proposed framework; however, practitioners must be aware of this unconscious bias.

9.1.1.4 Dominance of Professions and Experts

The role of professionals and experts in steering participation can also be significant. In both case studies, practitioners discussed how citizen feedback cannot always be used, as it is sometimes seen as unrealistic or uninformed regarding spatial policy. This illustrates the concern raised by Fischer (2000) and Forester (1999), who show how technical expertise can dominate participatory processes, marginalizing local knowledge.

This imbalance creates a power dynamic where citizens are consulted, but can not be true co-creators. Healey (1997) argues for a communicative and collaborative model of planning in which local knowledge is valued alongside professional expertise. Real co-creation requires planners to relinquish some control and see citizens as partners, not clients.

9.1.1.5 Limited Time, Money, and Capacity

The lack of project capacity to support meaningful participation was a recurring theme. Practitioners from both cases reported limited time and budget to prepare, host, and follow up on participatory events. Nabatchi and Leighninger (2015) argue that successful participation requires sustained investment in staff training, public engagement tools, and long-term relationships with communities.

Agger (2012) similarly notes that participation is often under-resourced as a non-priority, thereby limiting its potential. When seen as a check-off-the-box item rather than a core part of planning, the quality of engagement suffers. To make participation effective, it must be structurally embedded in projects. This can vary in degree based on project scope, community capacity, and project constraints.

9.1.1.6 Digital Literacy

The growing use of digital platforms was evident in both cases, but these digital tools come with limitations. While online tools can make participation more accessible for some, they also exclude residents without digital literacy or access to technology. Evans-Cowley and Hollander (2010) warn of a digital divide, where online engagement reproduces existing inequalities.

While digital participation can reach a broader audience, it should be part of a comprehensive mix of methods, including offline outreach in public spaces or institutions such as schools, libraries, and community centers. Chapter 6.1 revealed that citizens often prefer online methods, as they are quicker and easier than physical meetings. However, using exclusively online methods will exclude a group with lower digital literacy, while promoting the relationship with citizens who prefer it. This again highlights the importance of using multiple outreach tools to engage residents based on neighborhood demographics, as discussed in Chapter 8.1.3.

9.1.1.7 Public Trust

Trust was a central issue in both case studies. The framework aimed to address this by mapping demographics, addressing past experiences, leveraging local stakeholder connections, and fostering relationships with the neighborhood. Several residents expressed skepticism about whether their voices would be taken seriously. This aligns with Putnam's (2000) emphasis on social capital and the role of trust in democratic processes. Meaningful dialogue requires mutual recognition and sincerity, which cannot be achieved if citizens feel excluded or manipulated.

Innes and Booher (2004) argue that participation should be seen as a relationship, not an event. Building trust takes time, consistent communication, and follow-up. When this is lacking, even well-intentioned participation efforts may backfire by deepening citizen cynicism.

9.1.1.8 Legal and Institutional Barriers

Finally, policy frameworks often restrict what participation can achieve. Practitioners from both cases indicated that they were bound by zoning laws, spatial policy, financial agreements, or already finalized project plans. Swyngedouw (2005) critiques how neoliberal governance structures limit democratic participation, reducing it to controlled, technical processes.

Cooke and Kothari (2001) similarly argue that institutional constraints can turn participatory processes into mere rituals, where citizens are invited to have their say, but not to shape policy. To avoid this, practice must be transparent about what is actually up for discussion. Additionally, one

could argue that there should be a push for institutional reforms that allow more democratic flexibility in planning.

This discussion reveals that while participation is promoted as a democratic necessity, it is often shaped by broader external contexts such as politics and social dynamics. Improving participation is not simply a matter of better tools, a structured process, or more meetings. It requires long-term investment in trust, inclusivity, institutional support, and political will. Without this, participatory processes may continue to fall short of their full potential, benefiting only a few rather than the many.

9.2 Limitations

This section addresses some of the main limitations encountered by this research. Most limitations are, at least to some extent, related. The limitations were:

Qualitative Data: This research is based on qualitative data, which depends on in-depth interviews with stakeholders. Interviews were sometimes cut short due to location (on the street) or other time constraints. This means that in some cases, further insights could have been gathered if the interview had lasted longer. To ensure the interviews were accessible to a diverse range of citizens, time was spent explaining the topic, and the questions asked were kept concise and straightforward.

Aggregation: Citizen interviews from Tuindorp Oostzaan and Zandvoort Nieuw Noord were aggregated in Chapters 6 and 7. This enhances participant anonymity by reducing the traceability of information to specific individuals or locations. It also enables the identification of broader themes and patterns that transcend local specifics, thereby enhancing comparative value. However, merging data can obscure some contextual nuances between the two areas and might dilute place-specific insights. To mitigate this, the two areas were separately analysed during coding before combining the results. This resulted in themes across areas that identify shared patterns. Lastly, the areas share similar characteristics, including socio-economic composition and the nature of the urban development project.

Time Constraints: Due to time constraints and the scope of the thesis, the developed framework has not been tested in practice. Additionally, this research narrowed the scope for feasibility to only two case studies.

Geographical limitations: As only two case studies were selected and researched, some results could be specific to these areas. To mitigate this, the case studies were selected based on similarities, such as the kind of urban redevelopment project and community capacity. With this, the research aimed to ensure that the results apply to all similar neighborhoods.

Interview moments: Citizen interviews were primarily conducted during the day on weekdays, with some interviews also held after working hours. This could have excluded a group of people who were simply not home. Additionally, most interviews were held in Dutch. Not all interviewees were native speakers, but were proficient in the Dutch language. This means that citizens who do not speak Dutch at all were not reached.

Missing Stakeholders: Snowballing for interviewees with specific insights was not always successful. This is due to multiple reasons, such as stakeholders not wanting to be interviewed, stakeholders switching jobs since the participatory project took place, and the fact that after Interview 7, no new

information was gathered from interviews. However, this does mean that in some interviews, stakeholders answered a question by suggesting that someone else should be asked instead of elaborating on the topic themselves.

10. Conclusion

This thesis compared policy, practitioner, and citizen opinion on participatory processes to develop a framework for participation in sustainable urban developments in lower-capacity neighborhoods. The conclusion of this thesis first answers the sub-questions. Based on this, the main research question is answered in the next section. Finally, recommendations are provided for further research into the topic of sustainable participation.

10.1 Answering the Sub-Questions

SQ.1

How do municipalities and practitioners view participation in urban development

Chapter 6 compared how different practitioners viewed participation, directly answering this research question. First, practitioners' opinion on participation as a whole already varies. Practitioners agree that participation should no longer be viewed as a check-the-box item, now that it has been incorporated into the Omgevingswet. Still, they acknowledge that it is sometimes perceived in this manner by other internal stakeholders. Nevertheless, some mentioned that it was even harder to convince internal stakeholders of the importance of participation before the introduction of the new Omgevingswet. Practitioners also agree that participation is a way to gather local knowledge that they might not be aware of, rather than a means to strengthen democratic decision-making.

The vital difference in practitioner opinion is on the value of participation within a project. While some believe extensive participation is essential to all urban projects, others wonder if participation is worth the costs and time spent. These different opinions translate into varying participation strategies, particularly in terms of participation levels. While practitioners with the first opinion might implement participation at a collaborating level, practitioners with the latter opinion lean towards the informing and consulting levels. Interviews with practitioners who hold the latter opinion also revealed that these practitioners tend to prefer later citizen involvement, as citizens are then consulted about a vision or preliminary design. Practitioners leaning towards the first opinion more often mentioned how early engagement can build trust with citizens, collect citizen needs, and set expectations for influence.

This does not mean that practitioners with the first opinion do not share the concerns regarding the value of participation. Practitioners across both case studies have doubts about how citizen input can be meaningful in project decision-making, given constraints such as pre-existing design guidelines, timelines, and budgets that are already in place.

SQ.2

What are the common barriers and methods regarding public participation in practice in the case-studied areas?

Chapters 4, 5, and 6 address this research question by analyzing the barriers that citizens and practitioners encounter in the case-study areas, as well as the methods commonly used and the opportunities for improvement.

Practitioner Barriers

Interviews revealed three primary barriers to participation in urban development among practitioners. The first barrier relates to the project constraints mentioned earlier. Due to project

budget, timeline, and spatial policy, participation is often limited. Organizing multiple meetings and reaching a broader range of citizens outside of the already politically involved few costs time and money. This limits participation to the opinion of the overrepresented few while also constraining how their input can be incorporated into the project.

Secondly, practitioners are often confronted by past participation processes. When citizens have a bad previous experience with participation in urban development or other projects, they find it harder to participate again. In this situation, a dynamic of distrust already exists at the start of the participatory process. This means that alternative methods must be used to reach out to citizens, such as avoiding municipal letters.

Another barrier practitioners face is balancing the opinions of the overrepresented few with those of the silent majority. Practitioners indicated that every participatory process contains a group of citizens that is disproportionately involved. According to them, these citizens are often older and retired, while also highly educated. This group represents the project's interests and can also reflect the opinions of the public. There is a risk that the people who did not participate may not have done so because they liked the plans. Incorporating the views of a smaller overrepresented group that did participate can lead to the former group feeling disillusioned, as the project changed. Some practitioners describe this as the *not in my backyard* phenomenon.

An example of this is that one citizen did not like the trash can located in front of their house, as shown in the plans. This citizen might attend a participatory event to complain about this, with the result being that the trash is moved in front of someone else's home. This different citizen, not seeing a trashcan in front of their home in the original plan, might not have attended the participatory meeting because they liked the plans.

Citizen Barriers

Citizens face different barriers when it comes to participating. The main barriers citizens face can be categorized into two types: time constraint barriers and barriers resulting from previous negative experiences. In interviews, citizens often mentioned that simply not having the time restrained them from participating. In some cases, this was due to the time and location of the participatory meetings, while in other cases, citizens did not want to be physically together. While all citizens interviewed mentioned that they would like to participate in changes to their urban environment, most noted that it would have to fit into their busy schedules, as they did not want to free up time for it. The other category related to citizens not wanting to participate because they felt their opinion had not been taken into account in the past. Citizens indicated that they wanted to hear about the outcome of their opinion, as they were not interested in participating otherwise.

Common Methods

Standard methods for reaching out to citizens range from municipal letters to flyers. Practitioners noted that municipal letters are not effective in areas with a strained relationship between the municipality and its citizens, due to previous negative experiences. Multiple practitioners mentioned a variety of tools used to keep citizens informed of the project, such as resident evenings and online forums. Practitioners noted that some outreach methods were more successful than others. For example, online surveys were often filled out by a broader range of citizens.

Nevertheless, practitioners also indicated that not all answers to the survey were valuable input, as they sometimes lacked depth and required further elaboration. Resident evenings, organized in neutral locations such as libraries or schools, were mentioned as the most common means of communication. Practitioners indicated that these moments provide them with the opportunity to engage in genuine discussions with citizens and enable citizens to ask questions.

Using this communication tool, practitioners did notice some drawbacks. Often, practitioners felt that they were primarily explaining spatial policy to citizens to justify the confidence in their choices and to explain why their input could not be utilized. Additionally, citizens and local representatives indicated that citizens were often not at the same stage of the process as practitioners. While citizens sought answers about the project as a whole, practitioners sought input on specific design choices. These constraints are the result of the usage of this communication tool at a later stage in the project. Key decisions have already been made, and citizen input is often unable to change significant aspects of the design due to project constraints. This can lead to disillusionment among citizens about their level of influence.

SQ.3

What can be learned from the case study areas for a set of guidelines for a durable and inclusive participatory approach selection and implementation?

The case studies of Zandvoort Nieuw Noord and Tuindorp Oostzaan revealed several opportunities for improving participatory processes in urban development. While both projects face challenges, they also illustrate practical openings for more effective and inclusive engagement strategies.

First, early stakeholder involvement increases trust and influence, as highlighted by practitioners across cases. This also aligns with the mentioned literature on co-creation and inclusive planning (Healey, 1997; Innes & Booher, 2004). In contrast, late-stage involvement can lead to tokenism, where citizen input can no longer have a real influence (Arnstein, 1969). Chapter 4 mentioned that practitioners often feel this is the case.

Secondly, clarifying the scope and impact of participation is crucial. Both cases showed that unclear expectations of influence can lead to frustration and disengagement. Communicating what input is possible and how it is used improves transparency and legitimacy. This is essential for trust and accountability.

Third, diversifying engagement strategies can help reach underrepresented groups. Currently, common approaches mostly attract highly educated, older residents. Research has shown that tailored outreach to a broader range of demographics, conducted through schools, cultural groups, and local networks, may increase inclusivity (Agger, 2012). This highlights the need for practitioners to adopt more inclusive strategies to engage younger people, migrants, and lower-income groups, for example, through local partnerships, targeted communication, and accessible formats.

Additionally, participation should be embedded long-term within planning structures, rather than being treated as a temporary, specific project. Chapter 2 discussed how ongoing engagement fosters continuity and community trust (Geekiyanage, 2021).

Lastly, both municipalities and other practitioners showed a willingness to reflect and learn. However, currently, there is limited formal evaluation of what works and what does not, as there are no official

measures that monitor the effectiveness of a participation strategy. Institutional learning, through staff training and process evaluation, can support more adaptive and effective participatory governance (Nabatchi & Leighninger, 2015).

10.2 Answering the Research Question

This thesis examined the questions: How can participatory methods promote inclusive, sustainable urban development? The case studies of Zandvoort Nieuw Noord revealed that participation can contribute meaningfully to both inclusion and sustainability, but only under specific conditions.

To begin with, participatory methods can promote inclusivity by creating spaces where a wider range of voices can influence decisions that shape their built environment. However, in practice, this potential is often undermined by vague policy frameworks and unclear goals. Participation is frequently framed in broad terms, such as involving stakeholders or giving residents a voice, without specification of how, when, and to what extent that voice will influence outcomes. This vagueness enables symbolic rather than substantive engagement, where participation is used to legitimize decisions rather than shape them. Policy must therefore dare to be less vague. More straightforward guidelines are needed that define not just participation formats, but also their intended role in planning and development processes. Policymakers should commit to concrete principles of timing, influence, and follow-up, while recognizing that participation is not a one-size-fits-all approach. These concrete principles must be matched with specific goals and measurable outcomes to integrate monitoring into the participation process effectively. This enables adaptation of inefficient processes and learning from previous experiences.

Furthermore, practitioners themselves must reflect on how they value participation. The success of participatory processes depends not just on formal procedures but also on the attitudes and intentions of those designing and facilitating them. Participation can serve different purposes, such as improving project outcomes, enhancing democratic legitimacy, or strengthening community ties, but these purposes must be made explicit. When practitioners know why they are involving people, they can design processes that are more targeted, meaningful, and inclusive. Across cases, the lack of consensus among practitioners on the role and value of participation resulted in inconsistent levels of engagement across projects, which were dependent on individual practitioner opinions.

Most importantly, answering this question is vital: Who are we doing it for? Practitioners must be honest with themselves and each other in answering this question. If the goal of urban planning is to serve the needs of all residents, present and future, then participatory methods must be structured to reflect that diversity genuinely. Inclusive participation should not only seek input from the usual suspects but also actively work to engage marginalized and underrepresented groups. This means moving beyond standard consultation methods toward more accessible forms of engagement. It also means building long-term relationships with communities, rather than relying on one-off events.

Most importantly, it means that practitioners and policymakers must hold themselves accountable and refrain from moving projects with poor participation results forward anyway. This translates to holding themselves accountable by setting measurable goals and implementing plans that adjust when they are unsuccessful. Instead of remaining passive and questioning why participation processes fall short or fail to deliver expected outcomes, practitioners must take a more active and critical role in improving how these processes are designed and implemented. This means moving

beyond the mere recognition of shortcomings and toward concrete actions that enhance inclusivity, effectiveness, and responsiveness.

The developed framework provides a practical guide for practitioners seeking to move beyond symbolic participation. By outlining concrete steps, such as setting clear objectives, identifying relevant stakeholders early, and creating mechanisms for two-way communication, the framework supports a shift toward more meaningful and democratic engagement. It also reinforces the idea that participation is not an isolated task that can be reduced to a couple of organized meetings.

If the goal is not to serve the broader public but instead to align with investor interests or spatial branding strategies, participatory methods risk becoming symbolic. In these cases, inviting a diverse group of citizens may not align with the development agenda, and participation can even be used to manufacture consent or reduce resistance (Cooke & Kothari, 2001). This disconnect undermines both inclusivity and trust and can contribute to social fragmentation and urban inequality. If this is the fundamental goal of participation, then practitioners must stop kidding themselves. Participation should not be romanticized as a democratic cure-all while its actual role is instrumental or performative. It is disingenuous to organize participation with this goal and then express surprise when it fails to meet the claims of inclusivity. Recognizing these contradictions is essential to forming effective participatory practices and restoring their credibility.

Practitioners and policymakers must be transparent about the actual purpose of participation within each project context. Suppose participation is to be more than a checkbox. In that case, it must be grounded in a commitment to democratic inclusion, and that means confronting development goals when they are incompatible with the citizens' vision. Aligning participatory processes with inclusive urban development requires not just structured methods but a willingness to critically reflect on power, purpose, and who ultimately benefits from urban transformation.

10.3 Recommendations

Recommendations for further research are described below.

Different Demographics within participatory processes: Although this study highlights challenges in reaching diverse populations, it does not fully explore the motivations and expectations of all demographics. A better understanding of these dynamics could inform more tailored and effective engagement strategies connected to the mapping of demographics.

Power Dynamics within Participation: In both case studies, it remained unclear how much influence participants had on final decisions, with only limited discussion of their influence. Future studies could investigate how power is distributed in participatory settings and how feedback loops, as emphasized in the proposed framework, can be used to enhance transparency and accountability.

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Reflection

1. What is the relation between your graduation project topic, your master track (A, U, BT, LA, MBE), and your master programme (MSc AUBS)?

The relation between my graduation topic and studio topic is quite simple, participation, as shown in literature, promotes inclusivity. It is a tool for inclusive development which can lead to more inclusive communities. My master track is MBE, for which this research is valuable as participation is part of the process of urban development or real estate development. Having guidelines to do this more effectively can improve this process and allow practitioners to gain more valuable insights from citizens. Overall, this can help create more integrated urban plans with input from citizens through participation, which affects MSc AUBS as well.

2. How did your research influence your recommendations and how did the recommendations influence your research?

The research and recommendations are interconnected. Firstly, the research showed where participation in urban development does not work as well as intended. For example, I found that participation is sometimes not inclusive enough, and that practitioners often are not sure on how to define or measure successful participation. These findings helped write recommendations to improve things like clarity, accountability, and inclusivity.

At the same time, thinking and writing about what recommendations to give made me look more closely at certain research findings. For example, when I began suggesting that practitioners should define successful participation more clearly as they were unsure how to measure success, I looked back at how current policies talk about this, and found that it was often completely missing.

In short, the research helped me create useful recommendations, and working on the recommendations helped me better understand what the research really showed.

3. How do you assess the value of your way of working (your approach, your used methods, used methodology)?

I believe the way I approached this research added value, especially because I focused on understanding real-life situations from different perspectives. By using qualitative methods like interviews and case studies, I was able to explore how participation policies are applied in practice and what challenges professionals face. This approach helped me collect data that I could not have gathered from just reading policy documents.

My choice to compare two different municipalities also gave me a broader view. It showed that even though both cities have participation policies, the way they are carried out and the problems practitioners face can be very different. This comparison helped me make more realistic and general recommendations.

Also, using a theoretical framework based on participation principles helped me connect interview finding to literature. It gave structure to the practical insights I gathered. Overall, my approach

helped me combine theory and practice, which I think makes the research useful for both academics and practitioners.

4. How do you assess the academic and societal value, scope and implication of your graduation project, including ethical aspects?

This research contributes to the growing body of literature on sustainable urban development by focusing on combining participatory methods and inclusive sustainability. Existing studies, such as the research performed by Robert et al. (2005) and Chess & Purcell (1999), discuss the benefits of participation. While there is extensive literature on the importance of participatory approaches in achieving inclusive, sustainable development, limited research addresses how to design and implement those participatory approaches in projects that balance environmental and social sustainability (Nwachi, 2021; Mirzoev et al., 2021). The challenge lies in identifying a participatory approach that accommodates social sustainability by incorporating the community's diverse needs and concerns while accommodating the municipality's environmental sustainability goals. This research identifies and analyzes practical participatory approaches that balance environmental and social priorities. Then, guidelines for establishing the right participatory approach and how to implement this are developed.

5. How do you assess the value of the transferability of your project results?

The findings and recommendations are partly specific to the cases of Amsterdam and Zandvoort, but many insights are transferable to other municipalities and urban development projects. The challenges I identified, such as unclear goals, reliance on familiar networks, and lack of accountability, are not unique to these cities.

Because I used a structured framework based on academic literature, the way I analyzed participation processes can be applied elsewhere too. The framework can also be used in other contexts, as the step-by-step guide allows it to be tailored to different circumstances.

Tuindorp Oostzaan and Zandvoort were comparable due to community characteristics and project goals. This means that these findings are especially relevant for other similar projects, of which there are many.

6. What would you do differently if you were to start over?

During this research, I had multiple realizations with tasks that took longer than expected or were not as easy as I thought they were. This includes organizing interviews, transcribing the interviews, writing comparative analyses and explaining my framework. All in all, I would organize my time differently.

Additionally, some processes such as the HREC were out of my hands. It was a long wait, during which I was constantly worrying about getting it approved. If I were to do this over again, I would do it over a longer period so the HREC application would not have slowed down my research as much as it did. Also, during this process and in the process of reaching out to stakeholders, I learned that sending reminding emails helps.

7. Where to go from here?

Though all elements of my thesis are present, there are some points of attention for my P5. The first one is lay-out. There are some pages that could benefit from a graphic or legenda, which is not yet there. Additionally, there were some later interviews and transcripts that are not yet fully incorporated into text. Between P3 and P5 I conducted about 8 more interviews, which was a challenge to incorporate.

Lastly, I am very curious about the feedback from my mentors about my P4. During this process I've had a very structured way of incorporating feedback, where I add the comments my supervisors have to my documents and tick them off one-by-one. Therefore, I am sure that much of the time between P4 and P5 will be spent on checking off feedback tasks.

Appendix A

Interview Protocol Experts

Inleiding (script)

Introductie Scriptie: Goedemiddag en bedankt dat u deelneemt aan dit interview. Dit gesprek is onderdeel van mijn masteronderzoek naar de manier waarop participatie bijdraagt aan zowel milieu- als sociale duurzaamheid in stedelijke ontwikkelingsprojecten.
Het interview zal ongeveer 30 minuten duren. Met uw toestemming zal ik het gesprek opnemen zodat ik het later nauwkeurig kan analyseren. Alles wat u deelt, wordt vertrouwelijk behandeld en in de thesis alleen geanonimiseerd gebruikt.

Mag ik het gesprek opnemen?

Doel van het interview

- Inzicht krijgen in ervaringen met participatiemethoden
- Bepalen wat werkt en wat niet in de praktijk
- In kaart brengen van obstakels en succesfactoren
- Bijdragen aan het formuleren van richtlijnen voor participatieprocessen in duurzame stedenbouw

Interviewvragen per thema

1. Gebruik van participatiemethoden
    a. Welke methoden gebruikt u om bewoners en andere belanghebbenden te betrekken?
    b. Waarom kiest u voor deze methoden?
        i. Waar hangt de keuze van af?
    c. Worden deze methoden aangepast aan het type project of doelgroep?

2. Definitie en succes van participatie

a. Wanneer vindt u participatie geslaagd?
b. Vindt u dat de methoden die u gebruikt dit succes bereiken?
    i. Welke methodes werken goed en welke niet?
c. Kunt u een voorbeeld geven van een participatieproces dat volgens u goed werkte?

3. Casus-specifiek: Zandvoort Nieuw Noord & Tuindorp Oostzaan

Hoe zou u de participatie bij Zandvoort Nieuw Noord evalueren?/Wat neemt u mee naar het Tuindorp Oostzaan project?

a. Wat werkte goed, en wat zou u in het vervolg anders doen?

4. Opzetten van participatietrajecten

a. Welke overwegingen maakt u bij het ontwerpen van een participatietraject?
    i. In hoeverre spelen projectdoelen, doelgroepkenmerken of schaal daarin een rol?

5. Lessen en reflectie

a. Welke lessen heeft u geleerd uit eerdere participatieprocessen?
   i. Wat werkt eigenlijk altijd wel?
   ii. Wat werkt (bijna) nooit?

6. Inclusiviteit en bereikbaarheid

a. Zijn er groepen die moeilijker te bereiken zijn? Welke?
b. Hoe probeert u deze groepen toch te betrekken?
c. Wat zijn volgens u obstakels die bewoners ervaren?
d. Wat doet u om die obstakels weg te nemen?

Afsluiting

a. Is er nog iets wat u wilt toevoegen dat relevant is voor dit onderwerp?

Bedankt voor uw tijd en waardevolle bijdrage!

Interview Protocol Citizens

Inleiding (script voor start van gesprek)

Bedankt dat u wilt deelnemen aan dit interview. Ik doe onderzoek voor mijn masterstudie naar de manier waarop bewoners kunnen meedenken en meepraten bij plannen in de buurt, bijvoorbeeld als het gaat om groen, verkeer of herinrichting.

Mag ik het gesprek opnemen of heeft u liever dat ik aantekeningen maak?

Doel van het interview

- Inzicht krijgen in uw ervaring met meedenken of meedoen in de buurt
- Begrijpen wat goed ging en wat beter kan bij participatie
- Ontdekken hoe plannen beter kunnen aansluiten op wat bewoners belangrijk vinden

Interviewvragen per thema

1. Ervaring met participatie

- Bent u eerder betrokken geweest bij plannen of projecten in uw buurt?
    - Bij wat voor project was dat?
- Hoe bent u hierbij betrokken geraakt? (bijv. via een bijeenkomst, brief, online formulier)

2. Beoordeling van de aanpak

- Wat vond u goed aan de manier waarop bewoners konden meedoen?
  i. Wat ging er goed? Wat kon beter?

- Hoe werd u behandeld in het proces?

3. Invloed en resultaat

- Heeft u het gevoel dat er iets is gedaan met wat u (of anderen) hebben ingebracht?

4. Toegankelijkheid en belemmeringen

- Was het voor u makkelijk om mee te doen?
- Wat hield u eventueel tegen om (meer) deel te nemen?
- Denkt u dat andere bewoners makkelijker of juist moeilijker mee kunnen doen? Waarom?

5. Vooruitblik

- Zou u in de toekomst opnieuw willen deelnemen aan dit soort trajecten? Waarom wel of niet?
- Wat zou u nodig hebben om dat (gemakkelijker) te doen?

Afsluiting

Heeft u verder nog iets wat u belangrijk vindt om te zeggen over participatie in uw buurt?

Hartelijk dank voor uw tijd en bijdrage!

Appendix B -

Informed Consent Form Experts

Participant Information

Text English	Text Nederlands
You are being invited to participate in a research study titled *Organizing Inclusive Sustainable Development* through a semi-structured interview. This study is being done by me, Emma Hekkema from the TU Delft for my graduation research. I am interning at Witteveen + Bos. The purpose of this research study is to set up guidelines for the selection and wimplementation of participatory approaches through expert and citizen opinion. The semi- structured interview takes approximately 30 minutes. The data will be used for a comparative analysis of opinion on participation. This data is aggregated and published in my Master's Thesis. We will be asking you to answer questions relating practical experience with public participation. To the best of our ability, your answers to this study will remain confidential. I will minimize any risks by anonymizing through the aggregation of the results. Additionally, the results. Additionally, personal data such as email for administrative purposes will be removed upon completion of this research. Until then, all data is safely stored on a private project drive provided by the TU Delft. Your participation in this study is entirely voluntary and you can withdraw at any time. You are free to omit any questions. Data can also be removed from the research within a two-week period from the interview appointment. Corresponding Researcher: Emma Hekkema, e.hekkema@tudelft.nl Responsible Researcher: Dr. Yawei Chen, y.chen@tudelft.nl	U wordt uitgenodigd om deel te nemen aan een onderzoeksstudie getiteld "Organizing Inclusive Sustainable Development", via een semigestructureerd interview. Dit onderzoek wordt uitgevoerd door mij, Emma Hekkema, van de TU Delft, voor mijn afstudeerscriptie. Momenteel loop ik stage bij Witteveen + Bos. Het doel van deze studie is om richtlijnen op te stellen voor de selectie en implementatie van participatieve benaderingen op basis van meningen van experts en burgers. Het semigestructureerde interview duurt ongeveer 30 minuten. De verzamelde data wordt gebruikt voor een vergelijkende analyse van meningen over participatie. De resultaten worden geaggregeerd en gepubliceerd in mijn Master's Thesis. Tijdens het interview al ik u vragen stellen over uw praktische ervaring met publieksparticipatie. Ik zal er alles aan doen om uw antwoorden vertrouwelijk te houden. We minimaliseren de risico's door de resultaten te anonimiseren en te aggregeren. Daarnaast worden persoonsgegevens, zoals uw e-mailadres, die uitsluitend voor administratieve doeleinden worden gebruikt, verwijderd zodra het onderzoek is afgerond. Tot die tijd wordt alle data veilig opgeslagen op een afgeschermde projectomgeving van de TU Delft. Uw deelname aan deze studie is volledig vrijwillig, en u kunt op elk moment besluiten te stoppen. U bent vrij om vragen over te slaan. Daarnaast kunt u binnen twee weken na het interview verzoeken om uw gegevens uit het onderzoek te laten verwijderen. Onderzoeker: Emma Hekkema, e.hekkema@tudelft.nl Begeleidend Onderzoeker: Dr. Yawei Chen, y.chen@tudelft.nl

Explicit Consent points

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
A: GENERAL AGREEMENT – RESEARCH GOALS, PARTICPANT TASKS AND VOLUNTARY PARTICIPATION		
1. I have read and understood the study information dated [*DD/MM/YYYY*], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.	☐	☐
2. I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.	☐	☐
3. I understand that taking part in the study involves: [*see points below*]	☐	☐
- *A semi-structured interview with the corresponding researcher* - *An audio recording of said interview being made* - *The transcribing of the audio recording, after which the audio recording will be destroyed*		
4. I understand that the study will end at the thesis delivery date, 25/06/2025	☐	☐
B: POTENTIAL RISKS OF PARTICIPATING (INCLUDING DATA PROTECTION)		
5. I understand that participating in the study also involves collecting specific personally identifiable information (PII), such as name and email, and associated personally identifiable research data (PIRD) regarding personal experience with participation, with the potential risk of my identity being revealed.	☐	☐
6. I understand that the following steps will be taken to minimise the threat of a data breach and protect my identity in the event of such a breach; secure data storage/limited access and aggregation.	☐	☐
7. I understand that personal information collected about me that can identify me, such as my name and function, will not be shared beyond the study team.	☐	☐
8. I understand that the (identifiable) personal data I provide will be destroyed upon completion of this research on 25/06/2025	☐	☐
C: RESEARCH PUBLICATION, DISSEMINATION AND APPLICATION		
9. I understand that after the research study the de-identified information I provide will be used for a set of guidelines for the selection and implementation of participatory approaches based on aggregated results from interviews, strengthened with anonymous quotes	☐	☐
10. I agree that my responses, views or other input can be quoted anonymously in research outputs	☐	☐

Signatures

Name of participant [printed]	Signature	Date

[Add legal representative, and/or amend text for assent where participants cannot give consent as applicable]

I, as legal representative, have witnessed the accurate reading of the consent form with the potential participant and the individual has had the opportunity to ask questions. I confirm that the individual has given consent freely.

Name of witness [printed]	Signature	Date

I, as researcher, have accurately read out the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Researcher name [printed]	Signature	Date

Study contact details for further information: [*Name, phone number, email address*]

Participant Information

Text English	Text Nederlands
Hi! I'm Emma Hekkema, a student from the TU Delft, currently interning at Witteveen + Bos. I'm conducting short interviews to understand public opinions on citizen participation in decision-making for sustainable urban development. This will take about **5 minutes**, and your responses will help shape recommendations for better participation processes. Your answers will be **anonymous**, and data will be securely stored and used only for my Master's thesis. Participation is **completely voluntary**, and you can skip any question or stop at any time. If you have questions, feel free to contact me at **e.hekkema@tudelft.nl**. Corresponding Researcher: Emma Hekkema, e.hekkema@tudelft.nl Responsible Researcher: Dr. Yawei Chen, y.chen@tudelft.nl	Hoi! Ik ben Emma Hekkema, student aan de TU Delft en stagiair bij Witteveen + Bos. Ik doe korte interviews om te begrijpen hoe inwoners denken over burgerparticipatie bij duurzame stadsontwikkeling. Het gesprek duurt **ongeveer 5 minuten** en uw antwoord helpt mij bij het schrijven van advies over burgerparticipatie. Jouw antwoorden blijven **anoniem**, en de gegevens worden veilig opgeslagen en alleen gebruikt voor mijn scriptie. **Meedoen is vrijwillig**, en je mag vragen overslaan of op elk moment stoppen. Heb je vragen? Neem gerust contact op via **e.hekkema@tudelft.nl**. Onderzoeker: Emma Hekkema, e.hekkema@tudelft.nl Begeleidend Onderzoeker: Dr. Yawei Chen, y.chen@tudelft.nl

Explicit Consent points

PLEASE TICK THE APPROPRIATE BOXES	Yes	No
A: GENERAL AGREEMENT – RESEARCH GOALS, PARTICPANT TASKS AND VOLUNTARY PARTICIPATION		
1. I have read and understood the study information dated [*DD/MM/YYYY*], or it has been read to me. I have been able to ask questions about the study and my questions have been answered to my satisfaction.	☐	☐
2. I consent voluntarily to be a participant in this study and understand that I can refuse to answer questions and I can withdraw from the study at any time, without having to give a reason.	☐	☐
3. I understand that taking part in the study involves: [*see points below*]	☐	☐
- *A semi-structured interview with the corresponding researcher* - *An audio recording of said interview being made* - *The transcribing of the audio recording, after which the audio recording will be destroyed*		
4. I understand that the study will end at the thesis delivery date, 25/06/2025	☐	☐
B: POTENTIAL RISKS OF PARTICIPATING (INCLUDING DATA PROTECTION)		
5. I understand that participating in the study also involves collecting specific personally identifiable information (PII), such as name and email, and associated personally identifiable research data (PIRD) regarding personal experience with participation, with the potential risk of my identity being revealed.	☐	☐
6. I understand that the following steps will be taken to minimise the threat of a data breach and protect my identity in the event of such a breach; secure data storage/limited access and aggregation.	☐	☐
7. I understand that personal information collected about me that can identify me, such as my name and function, will not be shared beyond the study team.	☐	☐
8. I understand that the (identifiable) personal data I provide will be destroyed upon completion of this research on 25/06/2025	☐	☐
C: RESEARCH PUBLICATION, DISSEMINATION AND APPLICATION		
9. I understand that after the research study the de-identified information I provide will be used for a set of guidelines for the selection and implementation of participatory approaches based on aggregated results from interviews, strengthened with anonymous quotes	☐	☐
10. I agree that my responses, views or other input can be quoted anonymously in research outputs	☐	☐

Signatures

Name of participant [printed]	Signature	Date

[Add legal representative, and/or amend text for assent where participants cannot give consent as applicable]

I, as legal representative, have witnessed the accurate reading of the consent form with the potential participant and the individual has had the opportunity to ask questions. I confirm that the individual has given consent freely.

Name of witness [printed]	Signature	Date

I, as researcher, have accurately read out the information sheet to the potential participant and, to the best of my ability, ensured that the participant understands to what they are freely consenting.

Researcher name [printed]	Signature	Date

Study contact details for further information: [*Name, phone number, email address*]

Appendix C

Delft University of Technology
HUMAN RESEARCH ETHICS
CHECKLIST FOR HUMAN RESEARCH
(Version January 2022)

IMPORTANT NOTES ON PREPARING THIS CHECKLIST

1. An HREC application should be submitted for every research study that involves human participants (as Research Subjects) carried out by TU Delft researchers
2. Your HREC application should be submitted and approved **before** potential participants are approached to take part in your study
3. All submissions from Master's Students for their research thesis need approval from the relevant Responsible Researcher
4. The Responsible Researcher must indicate their approval of the completeness and quality of the submission by signing and dating this form OR by providing approval to the corresponding researcher via email (included as a PDF with the full HREC submission)
5. There are various aspects of human research compliance which fall outside of the remit of the HREC, but which must be in place to obtain HREC approval. These often require input from internal or external experts such as Faculty Data Stewards, Faculty HSE advisors, the TU Delft Privacy Team or external Medical research partners.
6. You can find detailed guidance on completing your HREC application here
7. Please note that incomplete submissions (whether in terms of documentation or the information provided therein) will be returned for completion **prior to any assessment**
8. If you have any feedback on any aspect of the HREC approval tools and/or process you can leave your comments here

I. Applicant Information

PROJECT TITLE:	**Organizing Inclusive Sustainable Development**
Research period: *Over what period of time will this specific part of the research take place*	**03/02/2025 - 14/05/2025**
Faculty:	**Architecture and the Built Environment**
Department:	**Management in the Built Environment**
Type of the research project: *(Bachelor's, Master's, DreamTeam, PhD, PostDoc, Senior Researcher, Organisational etc.)*	**Master's Thesis**
Name of Corresponding Researcher: *(If different from the Responsible Researcher)*	**Emma Hekkema**
E-mail Corresponding Researcher: *(If different from the Responsible Researcher)*	**e.hekkema@tudelft.nl**
Position of Corresponding Researcher: *(Masters, DreamTeam, PhD, PostDoc, Assistant/ Associate/ Full Professor)*	**Masters**
Name of Responsible Researcher: ***Note:** all student work must have a named Responsible Researcher to approve, sign and submit this application*	**Dr. Yawei Chen**
E-mail of Responsible Researcher: *Please ensure that an institutional email address (**no Gmail, Yahoo, etc.**) is used for all project documentation/ communications including Informed Consent materials*	**Y.Chen@tudelft.nl**
Position of Responsible Researcher : *(PhD, PostDoc, Associate/ Assistant/ Full Professor)*	**Full Professor**

II. Research Overview

Please summarise your research very briefly (100-200 words)
What are you looking into, who is involved, how many participants there will be, how they will be recruited and what are they expected to do?

Add your text here – (please avoid jargon and abbrevations)
This research develops a set of guidelines for participation to enhance inclusiveness in environmentally sustainable development. For this research experts working on ongoing developments in Tuindorp Oostzaan and Zandvoort Nieuw Noord will be interviewed in semi-structured interviews. Residents in the two areas are interviewed as well, also in semi-structured interviews. This is done through purposive sampling, selecting participants based on specific criteria relevant to this project. Multiple experts from the graduation company, Witteveen+Bos, are selected for interviews-based activities within the Zandvoort Nieuw Noord project. Additionally, project files are shared by Witteveen+Bos regarding the participation plan and implementation. For Tuindorp Oostzaan, experts from Woningcorporatie Ymere and the municipality of Amsterdam are interviewed, also based on their connection to the project. Experts are asked questions on their experience with the selection of a participatory approach and the implementation of this. When no new code groups (using ATLAS.TI) emerge in the transcripts of these interviews, the sample size has been reached. Residents of the two areas are approached through active recruitment and snowballing. This can be achieved through local community centres or by talking to local representatives. Similarly to experts, they are asked questions related to participation, particularly about their

experience with participation. Again, when no new code groups emerge, the sample size has been reached.

III. Risk Assessment and Mitigation Plan

			If YES please complete the Risk Assessment and Mitigation Plan columns below.		*Please provide the relevant reference #*	
ISSUE	**Yes**	**No**	**RISK ASSESSMENT – what risks could arise?** *Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!*	**MITIGATION PLAN – what mitigating steps will you take?** *Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.*	**DMP**	**ICF**
A: Partners and collaboration						
1. Will the research be carried out in collaboration with additional organisational partners such as: • One or more collaborating research and/or commercial organisations • Either a research, or a work experience internship provider[1] *[1] If yes, please include the graduation agreement in this application*	✓		- **Biased perspective created through researching only from the perspective of the graduation company or only their projects** - **Insufficient critical review of practices of the graduation company due to association**	- Comparative project outside of the graduation company to ensure the research does not only describe the graduation company perspective. In this research this is Tuindorp Oostzaan, while Zandvoort Nieuw Noord is developed by the graduation company. - Expectation management with the graduation company is utilized to ensure the graduation company understands their practices are critically reviewed for more valuable insights		
2. Is this research dependent on a Data Transfer or Processing Agreement with a collaborating partner or third party supplier? *If yes please provide a copy of the signed DTA/DPA*		✓				
3. Has this research been approved by another (external) research ethics committee (e.g.: HREC and/or MREC/METC)? *If yes, please provide a copy of the approval (if possible) and summarise any key points in your Risk Management section below*		✓				
B: Location						
4. Will the research take place in a country or countries, other than the Netherlands, within the EU?		✓				
5. Will the research take place in a country or countries outside the EU?		✓				
6. Will the research take place in a place/region or of higher risk – including known dangerous locations (in any country) or locations with non-democratic regimes?		✓				
C: Participants						

			If YES please complete the Risk Assessment and Mitigation Plan columns below.		*Please provide the relevant reference #*	
ISSUE	**Yes**	**No**	**RISK ASSESSMENT – what risks could arise?** *Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!*	**MITIGATION PLAN – what mitigating steps will you take?** *Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.*	**DMP**	**ICF**
7. Will the study involve participants who **may** be vulnerable and possibly (legally) unable to give informed consent? (e.g., children below the legal age for giving consent, people with learning difficulties, people living in care or nursing homes,).		✓				
8. Will the study involve participants who **may** be vulnerable under specific circumstances and in specific contexts, such as victims and witnesses of violence, including domestic violence; sex workers; members of minority groups, refugees, irregular migrants or dissidents?	✓		- Though this research does not explicitly regard members of minority groups, it is possible that residents of the researched neighborhood fall into this category. Some participants may not fully understand the implications of participation due to language barriers - People might be more easily identified based on their minority status.	- To participate, residents must understand the implications of the research. This information is therefore provided in both Dutch and English. Interviews are also held in both languages so non-Dutch speakers can participate. People who speak neither Dutch nor English cannot be considered in this interview due to restricting language barriers. - Residents are not selected on a socio-economic or demographic basis. Additionally, no questions relating to these characteristics are asked, as all questions are specifically regarding participation. Data is also anonymized to ensure participants are not identifiable through the collected data.		
9. Are the participants, outside the context of the research, in a dependent or subordinate position to the investigator (such as own children, own students or employees of either TU Delft and/or a collaborating partner organisation)? *It is essential that you safeguard against possible adverse consequences of this situation (such as allowing a student's failure to participate to your satisfaction to affect your evaluation of their coursework).*		✓				
10. Is there a high possibility of re-identification for your participants? (e.g., do they have a very specialist job of which there are only a small number in a given country, are they members of a small community, or employees from a partner company collaborating in the research? Or are they one of only a handful of (expert) participants in the study?	✓		- **Employees might be reluctant to talk negatively about their employer or projects due to a fear of retaliation.** - **Information linked to specific employees might compromise the privacy of said employee.**	- Data is aggregated to ensure the privacy of the employees, as this avoids the ability to link information to one specific employee. This is also communicated to employees to relieve the fear of retaliation, combined with an emphasis on anonymity.	3, 8, 23.	3, 7, 9

			If YES please complete the Risk Assessment and Mitigation Plan columns below.		*Please provide the relevant reference #*	
ISSUE	**Yes**	**No**	**RISK ASSESSMENT – what risks could arise?** *Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!*	**MITIGATION PLAN – what mitigating steps will you take?** *Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.*	**DMP**	**ICF**
D: Recruiting Participants						
11. Will your participants be recruited through your own, professional, channels such as conference attendance lists, or through specific network/s such as self-help groups		✓				
12. Will the participants be recruited or accessed in the longer term by a (legal or customary) gatekeeper? (e.g., an adult professional working with children; a community leader or family member who has this customary role – within or outside the EU; the data producer of a long-term cohort study)		✓				
13. Will you be recruiting your participants through a crowd-sourcing service and/or involve a third party data-gathering service, such as a survey platform?		✓				
14. Will you be offering any financial, or other, remuneration to participants, and might this induce or bias participation?		✓				
E: Subject Matter *Research related to medical questions/health may require special attention. See also the website of the CCMO before contacting the HREC.*						
15. Will your research involve any of the following: • Medical research and/or clinical trials • Invasive sampling and/or medical imaging • Medical and *In Vitro Diagnostic Medical* Devices Research		✓				
16. Will drugs, placebos, or other substances (e.g., drinks, foods, food or drink constituents, dietary supplements) be administered to the study participants? *If yes see here to determine whether medical ethical approval is required*		✓				
17. Will blood or tissue samples be obtained from participants? *If yes see here to determine whether medical ethical approval is required*		✓				
18. Does the study risk causing psychological stress or anxiety beyond that normally encountered by the participants in their life outside research?		✓				
19. Will the study involve discussion of personal sensitive data which could put participants at increased legal, financial, reputational, security or other risk? (e.g., financial data, location data, data relating to children or other vulnerable groups) *Definitions of sensitive personal data, and special cases are provided on the TUD Privacy Team website.*	✓		- Location data could result in the identification of participants based on where they live and how they participate/want to participate. This could reveal their relation to the project.	- Collected resident data is aggregated and not sorted per case study (the two areas). - Identifiable information is anonymized, including location specific remarks.	23,	

			If YES please complete the Risk Assessment and Mitigation Plan columns below.		*Please provide the relevant reference #*	
ISSUE	**Yes**	**No**	**RISK ASSESSMENT – what risks could arise?** *Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!*	**MITIGATION PLAN – what mitigating steps will you take?** *Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.*	**DMP**	**ICF**
20. Will the study involve disclosing commercially or professionally sensitive, or confidential information? (e.g., relating to decision-making processes or business strategies which might, for example, be of interest to competitors)		✓				
21. Has your study been identified by the TU Delft Privacy Team as requiring a Data Processing Impact Assessment (DPIA)? *If yes please attach the advice/ approval from the Privacy Team to this application*		✓				
22. Does your research investigate causes or areas of conflict? *If yes please confirm that your fieldwork has been discussed with the appropriate safety/security advisors and approved by your Department/Faculty.*		✓				
23. Does your research involve observing illegal activities or data processed or provided by authorities responsible for preventing, investigating, detecting or prosecuting criminal offences *If so please confirm that your work has been discussed with the appropriate legal advisors and approved by your Department/Faculty.*		✓				
F: Research Methods						
24. Will it be necessary for participants to take part in the study without their knowledge and consent at the time? (e.g., covert observation of people in non-public places).		✓				
25. Will the study involve actively deceiving the participants? (For example, will participants be deliberately falsely informed, will information be withheld from them or will they be misled in such a way that they are likely to object or show unease when debriefed about the study).		✓				
26. Is pain or more than mild discomfort likely to result from the study? And/or could your research activity cause an accident involving (non-) participants?		✓				
27. Will the experiment involve the use of devices that are not 'CE' certified? *Only, if 'yes': continue with the following questions:*		✓				
29. Will your research involve **either:** a) "big data", combined datasets, new data-gathering or new data-merging techniques which might lead to re-identification of your participants **and/or** b) artificial intelligence or algorithm training where, for example biased datasets could lead to biased outcomes?		✓				
G: Data Processing and Privacy						

			If YES please complete the Risk Assessment and Mitigation Plan columns below.		*Please provide the relevant reference #*	
ISSUE	**Yes**	**No**	**RISK ASSESSMENT – what risks could arise?** *Please ensure that you list ALL of the actual risks that could potentially arise – do not simply state whether you consider any such risks are important!*	**MITIGATION PLAN – what mitigating steps will you take?** *Please ensure that you summarise what actual mitigation measures you will take for each potential risk identified – do not simply state that you will e.g. comply with regulations.*	**DMP**	**ICF**
30. Will the research involve collecting, processing and/or storing any directly identifiable PII (Personally Identifiable Information) including name or email address that will be used for administrative purposes only? (eg: obtaining Informed Consent or disbursing remuneration)	✓		- **Experts emails are used to contact them, this means that emails could track who participated, challenging anonymity, if there is a data breach.** - **Combining emails with the available data could lead to reidentification**	- **Institutional (TU-Delft and W+B) email addresses are used as secure email accounts, personal emails are avoided.** - **Two factor authentication is ensured for both email addresses to prevent outside access** - **Emails are deleted upon research completion**	**5** **3, 8, 11, 34**	
31. Will the research involve collecting, processing and/or storing any directly or indirectly identifiable PIRD (Personally Identifiable Research Data) including videos, pictures, IP address, gender, age etc and **what other Personal Research Data** (including personal or professional views) will you be collecting?		✓				
32. Will this research involve collecting data from the internet, social media and/or publicly available datasets which have been originally contributed by human participants		✓				
33. Will your research findings be published in one or more forms in the public domain, as e.g., Masters thesis, journal publication, conference presentation or wider public dissemination?	✓		- Reidentification is a risk upon publishing for both employees and residents. - Reidentification could post risks relation to reputation and career	- Ensure complete anonymization of personal and organizational details - Prepare for intern company for the possibility of critical results	23	5, 7
34. Will your research data be archived for re-use and/or teaching in an open, private or semi-open archive?		✓				

IV. Signature/s

Please note that by signing this checklist list as the sole, or Responsible, researcher you are providing approval of the completeness and quality of the submission, as well as confirming alignment between GDPR, Data Management and Informed Consent requirements.

Name of Corresponding Researcher (if different from the Responsible Researcher) (print)

Emma Hekkema

Signature of Corresponding Researcher:

Date: 26/02/2025

Name of Responsible Researcher (print)

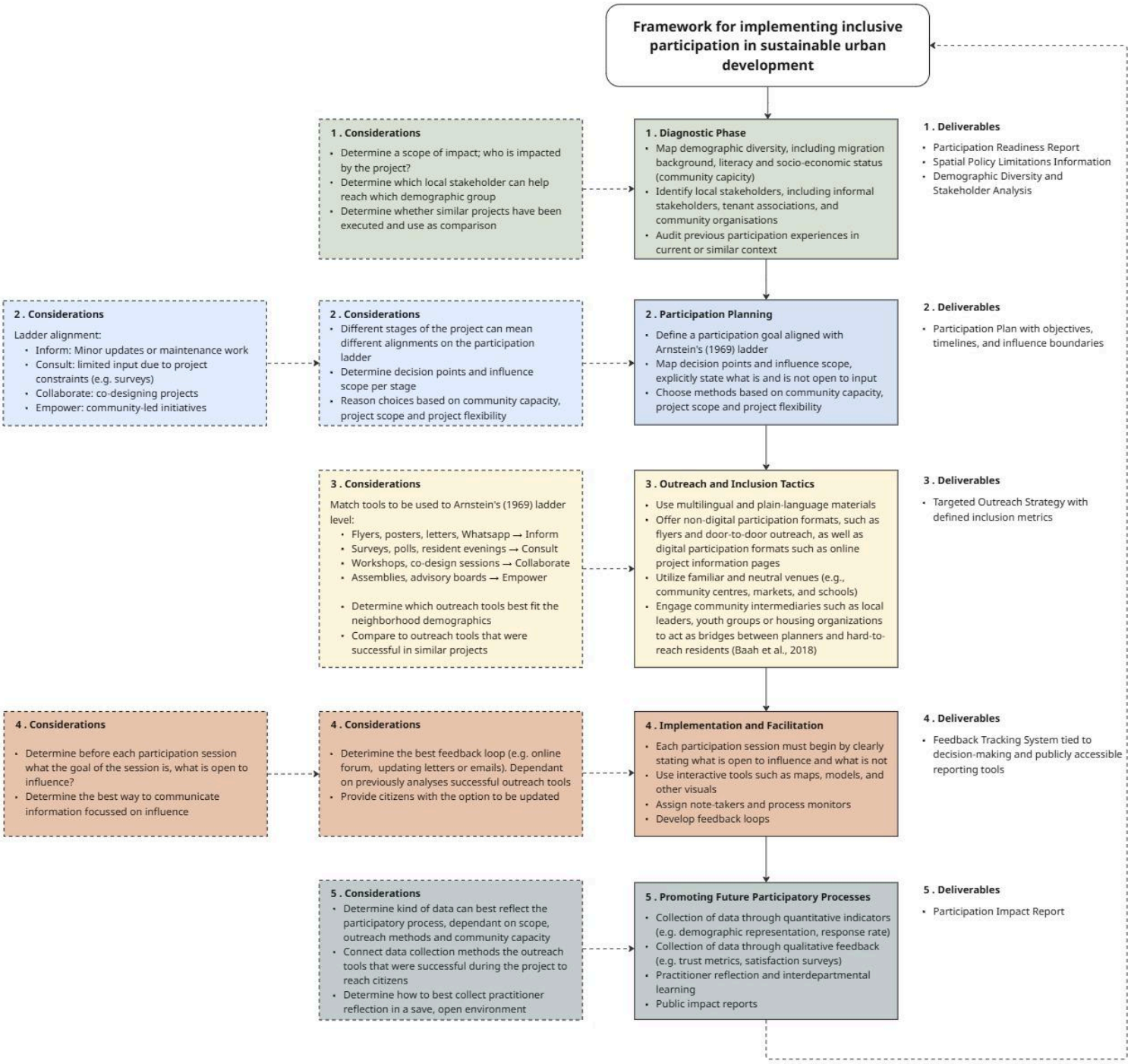
Yawei Chen

Signature (or upload consent by mail) Responsible Researcher:

Yawei Chen

Date: 17-02-2025

Appendix D


Framework for implementing inclusive participation in sustainable urban development
1 . Considerations
• Determine a scope of impact; who is impacted by the project?
• Determine which local stakeholder can help reach which demographic group
• Determine whether similar projects have been executed and use as comparison
1 . Diagnostic Phase
• Map demographic diversity, including migration background, literacy and socio-economic status (community capicity)
• Identify local stakeholders, including informal stakeholders, tenant associations, and community organisations
• Audit previous participation experiences in current or similar context
1 . Deliverables
• Participation Readiness Report
• Spatial Policy Limitations Information
• Demographic Diversity and Stakeholder Analysis
2 . Considerations
Ladder alignment:
• Inform: Minor updates or maintenance work
• Consult: limited input due to project constraints (e.g. surveys)
• Collaborate: co-designing projects
• Empower: community-led initiatives
2 . Considerations
• Different stages of the project can mean different alignments on the participation ladder
• Determine decision points and influence scope per stage
• Reason choices based on community capacity, project scope and project flexibility
2 . Participation Planning
• Define a participation goal aligned with Arnstein's (1969) ladder
• Map decision points and influence scope, explicitly state what is and is not open to input
• Choose methods based on community capacity, project scope and project flexibility
2 . Deliverables
• Participation Plan with objectives, timelines, and influence boundaries
3 . Considerations
Match tools to be used to Arnstein's (1969) ladder level:
• Flyers, posters, letters, Whatsapp → Inform
• Surveys, polls, resident evenings → Consult
• Workshops, co-design sessions → Collaborate
• Assemblies, advisory boards → Empower
• Determine which outreach tools best fit the neighborhood demographics
• Compare to outreach tools that were successful in similar projects
3 . Outreach and Inclusion Tactics
• Use multilingual and plain-language materials
• Offer non-digital participation formats, such as flyers and door-to-door outreach, as well as digital participation formats such as online project information pages
• Utilize familiar and neutral venues (e.g., community centres, markets, and schools)
• Engage community intermediaries such as local leaders, youth groups or housing organizations to act as bridges between planners and hard-to-reach residents (Baah et al., 2018)
3 . Deliverables
• Targeted Outreach Strategy with defined inclusion metrics
4 . Considerations
• Determine before each participation session what the goal of the session is, what is open to influence?
• Determine the best way to communicate information focussed on influence
4 . Considerations
• Deterimine the best feedback loop (e.g. online forum, updating letters or emails). Dependant on previously analyses successful outreach tools
• Provide citizens with the option to be updated
4 . Implementation and Facilitation
• Each participation session must begin by clearly stating what is open to influence and what is not
• Use interactive tools such as maps, models, and other visuals
• Assign note-takers and process monitors
• Develop feedback loops
4 . Deliverables
• Feedback Tracking System tied to decision-making and publicly accessible reporting tools
5 . Considerations
• Determine kind of data can best reflect the participatory process, dependant on scope, outreach methods and community capacity
• Connect data collection methods the outreach tools that were successful during the project to reach citizens
• Determine how to best collect practitioner reflection in a save, open environment
5 . Promoting Future Participatory Processes
• Collection of data through quantitative indicators (e.g. demographic representation, response rate)
• Collection of data through qualitative feedback (e.g. trust metrics, satisfaction surveys)
• Practitioner reflection and interdepartmental learning
• Public impact reports
5 . Deliverables
• Participation Impact Report