

Participation for a people—centered Delft

Appendix to Master thesis

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Colophon

Master thesis

Participation for a people-centered Delft
Master Strategic Product Design

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In collaboration with

Inclusive City Hub
Part of Delft Design Labs



Participation for a people-centered Delft

Appendix to Master thesis
Ashni Shah

Appendix

- 1. Brief
- 2. Interviews (Local communities)
- 3. Interviews (Municipality)
- 4. Codes & Categories (Local communities)
- 5. Codes & Categories (Municipality)



Appendix 2

Interviews

Local communities

Interview guide

INTERVIEW INTRO

1. Interviewee number, day, time, name of interviewee and location.
2. Thank the interviewee for taking part in the interview.
3. Inform the interviewee about the usage of the data collected
4. Confidentiality: stress the possibility for anonymity if desired. If anonymity is not necessary, ask for consent of being quoted. If consent for quotation is given, ask if it would be necessary to share the transcripts and/or quotations
5. Ask for consent to be recorded.
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INTERVIEW PROTOCOL [max 5 min]

Hello! As you know I am studying my masters in Strategic Design at the Industrial design faculty of TU Delft. For my graduation project I am working with the Design labs and the LDE hub with Tjerk. The area I have decided to focus on is about the way of working of the municipality in terms of involvement of local communities (the citizens). I am interested to hear your opinion and experience on this topic, also in relation to the Delft Zuid project and ambitions.

For the purpose of my report it will be really useful if I can quote some of the things you say today, in there. Is this okay for you? And would you like to remain anonymous if I quote you?

Can I audio record this conversation since I cannot make notes while we are talking!

Ok, lets begin! And feel free to interrupt me at any time if you need to. This should take about 45 minutes to one hour!

Name: _____

Gender: M / F

Company: _____

Position: _____

Part 1: Life in your neighborhood

1. Way of life currently

What area do you live in?

How long have you been living here for?

Why did you choose to live in this area?

How does it make you feel to be part of your neighborhood?

How have you experienced life there so far?

2. Involvement in neighborhood

What would you say is your involvement in your neighborhood?

How would you define involvement?

What is your ideal scenario for this? How would you ideally like to be or not be involved? Why?

3. Activities and events

Do you often participate in activities in your neighborhood?

Why or Why not?

Do you know what kind of activities are going on in your neighborhood?

How do you find out about these activities?

4. Desired situation

If you could change something about your life in Delft and in your neighborhood in particular, what would that be?

Why?

Part 2: Involvement with municipality

1. Involvement with municipality currently

How do you see your involvement with the municipality?

(As a citizen and resident of Delft and this neighborhood in particular)

Do you feel the need to have a connection with the municipality?

If yes, In what ways?

If no, Why not?

Do you feel like you have a way of communicating with the government if you want to?

How do you feel that the government is aware and understanding of your problems and needs? In terms of your neighborhood and life there?

How do you picture the ideal relation with the municipality while you are living here?

2. Channels of communication

Can you think of the last time you wanted to discuss or approach the municipality about something?

How did you do it?

Are you aware of the ways to do this?

Also if they mention something about if I know of some activity or co creation sessions I would go to it, then ask –

What do you think is the best way for the municipality to inform you about these sessions?

3. About general neighborhood development plans

How do you feel about developments that are happening/ have happened in your neighborhood in the past?

Why do you feel that way?

If you could change something about this, say for the next development that is going to occur, what would it be?

Part 3: Participation

What does participation mean for you?

Can you recall any instance that you participated in some way here?

What is your desired way of achieving this participation? (with the municipality)

Part 4: Involvement & Inclusiveness

This is just to get an understanding of the users terminology and feelings around certain terms.

What does the term involvement mean for you?

Participant – Bernadette

What does inclusion mean for you?
How do you see these both happening, or not happening, in your daily life in Delft currently?

Part 5: Discussing your photographs
This is to get a feel of how the user views and experiences their life in their city and neighborhood. Focus from this is to understand the positive feelings associated with their neighborhood (those that make them feel good)
Can you show me the images that you feel best describe your feelings about your life in Delft and in your neighborhood?
Can you talk me through the photographs?
How do these make you feel?

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How long have you been living here for?
Why did you choose to live in this area?
How does it make you feel to be part of your neighborhood?
How have you experienced life there so far?

Bernadette runs TaalCafe every Wednesday at the DOK in the city

It is tough to get communication going on, meaningful conversations
So she started this idea
You have to educate dutch people to get more interested

It is difficult to get people out of their homes
Difficult to get them out of their comfort zones
People are interested to meet new people but then don't have the skills to really communicate with foreigners
Or maybe they are afraid?
But we have to set something up - maybe some signs here at the DOK which say - I want to talk to someone, and then if I see that sign I can go there and talk to them
Municipality doing something about this?
If you find a way to talk to them it will be very interesting
The way I see it is that they don't have money, they have their own problems
The only thing they are supporting a little bit is with children
So many events and activities with children and also for languages with children
I know the govt here
So I spoke with them and asked them do you want me to continue the Taalcafe and they said yes yes
So i asked if they can organize some space for me?
They said oh no we have to think about it, we have all kind of rules
Then I ask if i can put papers around and make promotions
But they said no
Because they have their own schedules and it is really hard
When you tell them an idea they are always excited and like oh nice nice
But if you ask something, then they don't give you
So it feels like they really want to take but not help or give
So they are encouraging but they don't actually help or contribute

So even about the taalcafe I ask them if they will come here or something
But they say they are interested, but no one of them is actually coming here for this to experience it themselves

I don't like it
And i know people are frustrated with this about the municipality

Participating in something from municipality?
I am now out of work because I am retiring
Now my goal is to be more a spider in a web
So try to combine things and go there and say ok this is great but there is also this other stuff
So talk to everyone
Spread awareness and make everyone interested
Because there is a lot of things happening in delft but it is also very separated it
And i think that is a pity

And i talked to someone of the municipality about this and asked them if they can do something about it And they told me that I should do it!
So I said okay can i make a plan and give it to you?
And can you provide me some volunteers or money?
So it feels like the municipality thinks these ideas are nice and they are interested but they are still not actually getting involved somehow
So they are interested if it doesn't cost them time, money or whatever
And then if things go well, the municipality takes the credit for it then!
That is not nice

For somethings you have to go out and meet and talk

Welkom in Delft initiative (it is there for all cities)

In Delft wherever you are living, there is always a student house in the neighborhood
So if you are in the streets talking to people, you get to know them

For internationals the biggest problem for integration seems that it is coming in the inner circle
You are searching for your own people
But then initiatives like taalcafe is nice because you see dutch people are meeting other people and making appointments, and mixing
So that is nice

Crowd in Taalcafe
Half is the same and half is different
Always someone new there
Around 20 people
Some people come and stay and some leave in sometime

2. Involvement in neighborhood
What would you say is your involvement in your neighborhood?
How would you define involvement?
What is your ideal scenario for this? How would you ideally like to be or not be involved? Why?

3. Activities and events
Do you often participate in activities in your neighborhood?
Why or Why not?
Do you know what kind of activities are going on in your neighborhood?
How do you find out about these activities?

4. Desired situation
If you could change something about your life in Delft and in your neighborhood in particular, what would that be?
Why?

Part 2: Involvement with municipality

1. Involvement with municipality currently
How do you see your involvement with the municipality?
(As a citizen and resident of Delft and this neighborhood in particular)
Do you feel the need to have a connection with the municipality?
If yes, In what ways?
If no, Why not?
Do you feel like you have a way of communicating with the government if you want to?
How do you feel that the government is aware and understanding of your problems and needs? In terms of your neighborhood and life there?
How do you picture the ideal relation with the municipality while you are living here?

2. Channels of communication
Can you think of the last time you wanted to discuss or approach the municipality about something?
How did you do it?
Are you aware of the ways to do this?
Also if they mention something about if I know of some activity or co creation sessions I would go to it, then ask –
What do you think is the best way for the municipality to inform you about these sessions?

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How do you feel about developments that are happening/ have happened in your neighborhood in the past?
Why do you feel that way?
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What does the term involvement mean for you?
What does inclusion mean for you?
How do you see these both happening, or not happening, in your daily life in Delft currently?

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How do these make you feel?

Participant – Carolina

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Gender: M / F

Company: _____

Position: _____

Part 1: Life in your neighborhood

- 1. Way of life currently
- What area do you live in?
- How long have you been living here for?
- Why did you choose to live in this area?
- How does it make you feel to be part of your neighborhood?
- How have you experienced life there so far?

Living in RH since August 2017

Living here cos it was cheap, and convenient since own

kitchen and toilet without paying a lot

Feel like I am in side of city that is not touristy, you won’t invite someone here to show them Delft

But i feel part of community of students in my building

It is very diverse, diff bg, people wearing ethnic clothes that you don’t see in other parts of city.

See this in building but also in the neighborhood. People from diff bg speaking diff languages

Usually in LIDL near Delft Zuid, De Hoven passage, turkish and indian stores

It is nice to be near city center but at the same time be able to pay cheap value compared to city center

When arrived didn’t know what city looked like, only seen pics

Feel this location has been nice choice cos it is convenient

- supermarket, shops, post office nearby

Pretty easy to get adapted cos there are so many things nearby, everything in short walk distance, bike lanes everywhere

I have been enjoying it

2. Involvement in neighborhood

What would you say is your involvement in your neighborhood?

How would you define involvement?

What is your ideal scenario for this? How would you ideally like to be or not be involved? Why?

No don’t feel involved

My involvement has been going to the markets nearby but other than the students I know I dont know anyone in community

See same faces paying for stuff in Jumbo but I dont know them

People are nice but i dont know them

Define involvement: if i was doing something for the neighborhood as well

So far it would be that i always recycle all the waste

I dont take care of any garden, dont clean the streets. So my involvement is just that

Ideal: would be interesting if there was a way to participate on the ways to improve somethings we perceive as negative issues going on in the neighborhood

Easy way cos students are always busy

And since it is intl neighborhood it would be nice to have something you can access even if you dont speak Dutch

Know what is going on, who takes care of that part of city

If there is a community who is involved and manages this

When you arrive there is a way of participating in such things

Easy way to participate

Not having to go to meetings, but post suggestions on some forum or website

Even if you are not frequently involved it is nice to know you can be heard in some way

3. Activities and events

Do you often participate in activities in your neighborhood?

Why or Why not?

Do you know what kind of activities are going on in your neighborhood?

How do you find out about these activities?

No I’ve only seen some exhibitions in De Hoven passage

Once I was crossing the place and there was a guy doing a beatbox and it was an event and i got caught there by accident

But it was funny there was a lot of people

Dont participate because dont have time and dont know where to

Would be interested in waste collection as a cause - to participate in these kind of events or activities

Have heard of only one event before - women's day - heard from someone about it. Otherwise I wouldn't know

Would like some events where people showing more about their bg, cos lots of diff cultural bg in this neighborhood.

To know more about people

This breaks the ice of the conversation, cos u are curious and people are willing to talk about their culture

Knowing about events: facebook is useful to know about these, whatsapp groups of students, communication from DUWO about events

4. Desired situation

If you could change something about your life in Delft and in your neighborhood in particular, what would that be? Why?

I would do something about the waste

Students leaving throw and leave stuff on the street

Like even furniture, treated like garbage

Can be used in another way or even help someone else

Appreciate a lot how the municipality takes care of gardens around city

Nice to see gardens made by community as well

And like to see more things about culture, food, dance, art events from people living there

And if all the communication is in dutch, even if i am learning dutch, i still feel intimidated. You just don’t feel invited if communication is in dutch. Cos we are an intl community

Part 2: Involvement with municipality

1. Involvement with municipality currently

How do you see your involvement with the municipality? (As a citizen and resident of Delft and this neighborhood in particular)

Do you feel the need to have a connection with the municipality?

If yes, In what ways?

If no, Why not?

Do you feel like you have a way of communicating with the government if you want to?

How do you feel that the government is aware and understanding of your problems and needs? In terms of your neighborhood and life there?

How do you picture the ideal relation with the municipality while you are living here?

I dont see any involvement with the municipality

Municipality takes care of city but dont feel any connection established directly with me

It would be nice to have connection. You feel a greater sense of belonging to the city.

You also get to know people that are not necessarily students, which is something hard to find

Joined course from municipality and started to see people from diff bg, was interesting and different

Its nice to meet new people, you dont have to know them personally, just positive feeling from both sides

Feeling a greater sense of belonging to the city:

Municipality sees me as an individual living in this city, not just a number registered somewhere. So in this sense I would feel i am treated as a person

2. Channels of communication

Can you think of the last time you wanted to discuss or approach the municipality about something?

How did you do it?

Are you aware of the ways to do this?

Also if they mention something about if I know of some activity or co creation sessions I would go to it, then ask – What do you think is the best way for the municipality to inform you about these sessions?

I have done this once when people were throwing garbage on the canals, so I wrote an email to municipality via website. But didn’t get any answers

I was like “cmon, don’t you care about that”

It would be nice to know if there was diff way to communicate with municipality

Garbage issue of RH municipality doesnt care of this issue, it is not a municipality building. But they could have a certain agreement with DUWO to maintain this

New containers outside AH for throwing container so it is nice municipality added that

Would be nice to know what municipality is oding for the city

Not a newsletter cos I dont think I would look at a newsletter

But maybe social media to communicate what they are doing

Let you know in easy way what is going on in the city

Would be interested to be involved depending on the issue

3. About general neighborhood development plans

How do you feel about developments that are happening/ have happened in your neighborhood in the past?

Why do you feel that way?

If you could change something about this, say for the next development that is going to occur, what would it be?

See a lot of construction going on, it is a bit hectic

Not well organized and not accessible

Try to make the path safer
Can be dangerous, like road where there is low visibility to see if cars were coming
Little issues - they dont test it or they are not aware of it.
They need to pay more attention
Suggestion: important to educate who is biking around the city, new people on bikes are not aware so nice to educate them on that
Educate people on the waste as well
Improve the communication with intl community.
Understand that it is
Motor of the city is TU Delft, which is intl university with a lot of course in english. So this shouldnt be involved
Website of gemeente has stuff in english which is very nice for a small city already. But they can improve the channels of communication.
People living for two years and destroying city - will have impact on the city
So they should work closer to the intl community
Most people come with positive mindset - study hard but having a nice time in your life
Taking tiny measures to involve this community
Basic rules about how does the city work, provide some link to TU Delft and uni communicates to people
Just to know what are the basic rules of you as a citizen of the city

Part 3: Participation
What does participation mean for you?
Can you recall any instance that you participated in some way here?
What is your desired way of achieving this participation?
(with the municipality)

It is a way of speaking and that you know someone is listening
Having a way to have an impact on your surroundings
Actively have an impact on your neighborhood or city
Desired way: partnership with municipality so also interaction with students and having some channels of communication
Would be nice to develop some projects for them, if they can communicate what they need
That would make me feel like I am contributing something

Part 4: Involvement & Inclusiveness
This is just to get an understanding of the users terminology and feelings around certain terms.
What does the term involvement mean for you?
What does inclusion mean for you?
How do you see these both happening, or not happening, in your daily life in Delft currently?

Inclusiveness it comes together with being accessible and also the way that you are treated around the city
I feel included when the city is communicating in english, makes me feel included
Municipality can make some attitude but they cannot

control that
If people treat you nicely it makes you feel included
Help you when you need, also makes you feel more included in the city
Currently: nice experience with people in the city, no problem speaking in english - they dont feel offended so that is nice
Like that the municipality has some communication in English as well
What I miss is the communication from my side to the municipality. Miss this side of the story
It is not so easy to communicate back - because I don't know what are the channels, how does it work if i need something.
I don't know how does the structure of the municipality work - what are the different departments they have (office for environment, or culture etc). I don't know them, if they have that, how should I get in touch with them.
I don't know how is the representation in the municipality, have no idea

Part 5: Discussing your photographs
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Positive : I like to see colours and the nature around
It makes me feel more happy, makes me amused about what I am seeing around. If i go out and all of a sudden the street is full of flowers. Can see diff seasons coming.
Also makes me feel better about where I am living, in a way that you have not been marginalised by the municipality, they still care about where you are living.

Positive
During construction time of AH lot of mess
The parking lot outside RH, not clear what they want to do with that area
But the animal is there so it feels that nature is being more respected in some way
Green makes me feel better

Positive
Cant read what is written
But like to see some text like this which is not your typical advertisement banners
Something intriguing, makes it more interesting

Positive
It was not like high level of artwork but is nice to see that people are involved in doing something
So kids going around and enjoying the elephants so it was nice
So it does not have to be something so well made for it to be nice, just something people can interact with, already makes it interesting
Makes me feel like it is not a dead area, something is going on
De hoven is close to RH so it is nice to see people around eve during the cold winter days

Negative
Took chairs for myself
This was the thing I tried to make municipality aware of
People were throwing even toxic things into the trash
They didn't care
I felt bad and irritated when I saw that
Doesn't take a lot of education to know how to treat your waste

Negative
Little bird and nest was cute but then you have the garbage there
Felt irritated due to the lack of respect

Participant – Leon

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Name: _____

Gender: M / F

Company: _____

Position: _____

Part 1: Life in your neighborhood

- 1. Way of life currently
- What area do you live in?
- How long have you been living here for?
- Why did you choose to live in this area?
- How does it make you feel to be part of your neighborhood?
- How have you experienced life there so far?

Lives close to RH
Since 8 years

Chose this because he needed something quick
But didn't check about neighbors etc before
But maybe I should have
Since all my neighbors are old people
I didn't have any trouble with them
But sometimes with older people you have to be careful about the noise
Involvement in neighborhood is low
Not social within the neighborhood
Maybe would be interested to organize some social events

Board of the apartment building he lives in (VVE), they meet once every quarter or so
And that is an open meeting and he can attend it if he wants
This board discusses the issues of the building
And if as a resident of the building I have an issue then I will present it to the board and they will take it up with the municipality
Me (resident) >> << VVE >> << Gemeente
So this board (VVE) is like a mediator between me and the municipality
"I don't really need the municipality"
"I trust the ones in charge"
With the VVE we have a bigger voice because the municipality will not care about the concerns of some people, but more voices the better

His neighborhood - De hoven - it gets a lot of attention, I like that! (physical and socially)
Participation: organizing events, sharing new ideas
Inclusiveness: including everyone

2. Involvement in neighborhood

What would you say is your involvement in your neighborhood?

How would you define involvement?

What is your ideal scenario for this? How would you ideally like to be or not be involved? Why?

3. Activities and events

Do you often participate in activities in your neighborhood?

Why or Why not?

Do you know what kind of activities are going on in your neighborhood?

How do you find out about these activities?

4. Desired situation

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Why?

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If yes, In what ways?

If no, Why not?

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2. Channels of communication

Can you think of the last time you wanted to discuss or approach the municipality about something?

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What is your desired way of achieving this participation? (with the municipality)

Part 4: Involvement & Inclusiveness

This is just to get an understanding of the users terminology and feelings around certain terms.

What does the term involvement mean for you?

What does inclusion mean for you?

How do you see these both happening, or not happening, in your daily life in Delft currently?

Part 5: Discussing your photographs

This is to get a feel of how the user views and experiences their life in their city and neighborhood. Focus from this is to understand the positive feelings associated with their neighborhood (those that make them feel good)

Can you show me the images that you feel best describe your feelings about your life in Delft and in your neighborhood?

Can you talk me through the photographs?

How do these make you feel?

Participant – Maurits

INTERVIEW INTRO

1. Interviewee number, day, time, name of interviewee and location.

2. Thank the interviewee for taking part in the interview.

3. Inform the interviewee about the usage of the data collected

4. Confidentiality: stress the possibility for anonymity if desired. If anonymity is not necessary, ask for consent of being quoted. If consent for quotation is given, ask if it would be necessary to share the transcripts and/or quotations

5. Ask for consent to be recorded.

6. Offer providing interviewee with the research findings once they are available.

7. Offer that questions after the interview are always possible. Provide mobile phone number and email.

8. Start off with first part of interview protocol.

INTERVIEW PROTOCOL [max 5 min]

Hello! As you know I am studying my masters in Strategic Design at the Industrial design faculty of TU Delft. For my graduation project I am working with the Design labs and the LDE hub with Tjerk. The area I have decided to focus on is about the way of working of the municipality in terms of involvement of local communities (the citizens). I am interested to hear your opinion and experience on this topic, also in relation to the Delft Zuid project and ambitions.

For the purpose of my report it will be really useful if I can quote some of the things you say today, in there. Is this okay for you? And would you like to remain anonymous if I quote you?

Can I audio record this conversation since I cannot make notes while we are talking!

Ok, lets begin! And feel free to interrupt me at any time if you need to. This should take about 45 minutes to one hour!

Name: _____

Gender: M / F

Company: _____

Position: _____

Part 1: Life in your neighborhood

1. Way of life currently

What area do you live in?

How long have you been living here for?

Why did you choose to live in this area?

How does it make you feel to be part of your neighborhood?

How have you experienced life there so far?

Live in Tantohof West

Near to a plus supermarket and turkish bakery

At that plein/square

Living there since 2010

Haven’t moved anywhere since

Found it from a friend

Chose this neighborhood cos there was a room available where I could get it, cos before had trouble getting a room

Not about the area, but that a room was available and was not too pricey

In last 9 years had couple of diff housemates

Belonging to neighborhood: Not really close to neighborhood

It is pretty individualistic

Even in my building i don't know my neighbours

Just know some people but it is fleeting talks

Made plan to eat dinner with person across the hall from me bt its been 2 years now and it still didn’t happen

It is quite noisy, every night at 4am and 7am there is a lorry

One at 7am stops below my window because it is for refilling the supplies of supermarket

And cos of turkish bakery lot of people come there for dinner

Sometimes it is annoying if people are shouting or having weird conversations that are not meant to be had outside your living room

Lot of police, ambulance and fire fighters in the neighborhood quite often

2. Involvement in neighborhood

What would you say is your involvement in your neighborhood?

How would you define involvement?

What is your ideal scenario for this? How would you ideally like to be or not be involved? Why?

Close to none

I live there, say hi to people in the building and that’s about it

Very convenient that there is a supermarket and places to eat in the neighborhood

There are not really my type of people

You have the students who live there and the rest the rest is on the low sides of education standards

I don’t have a problem with them, but there is a clash in personality and the things we like

Involvement: for me it would being friendly with the neighbors

It used to be a lot better before, i used to be good friends with my neighbor but then he moved

But since then I dont speak a lot to people

But it is what everybody does in the building

Room is my own but parts of it are shared - kitchen, hallway, toilet

Ideal scenario: I dont necessarily need a lot of involvement with the neighbors. but i hate it when a fight starts in the building and it becomes noisy

Sometimes knife marks, hammer marks, shouting late at night, banging on the walls - i dont like that

For me as long as the floor is okay and everybody just gets along there, says hi, doesnt get too rowdy then it is okay

3. Activities and events

Do you often participate in activities in your neighborhood?

Why or Why not?

Do you know what kind of activities are going on in your neighborhood?

How do you find out about these activities?

Not participated in activities

On ground floor of his building there is participatory living

Its people that need help (not disabled but they need help)

So they had open houses for that, i was like I am busy or I dont really need to get along with them

I see the people living there and they are quite normal for who they are so I don't feel the need to participate

They don't bother me, i dont bother them

Outside of the activities the primary school organizes for their students, i dont think there are many activities happening there

Or i am not aware that there has ever been one

Even when i was living with my parents, it was never larger than a street where everyone knew each other

The culture here is so different so I dont know if a bbq or events like that suits here

It is different here, diff type of people, diff way people interact with each other

Here it is groups of people together but they dont really intermingle

Compares to his parents place - playing with neighbors etc

If you go to shops people do talk to each other, specially in front of the bakery

People who become familiar with the same faces, they start talking

It has improved quite a bit since the regular bakery changed to the turkish bakery

Mothers talk to each after dropping their children to school

Students talk to each other

4. Desired situation

If you could change something about your life in Delft and in your neighborhood in particular, what would that be? Why?

Cleanliness of the inside of the hallway of my building

Cleaners once a week, but they dont clean that well

Fond of greenery but in the area near his building there is green patches already so that is fine

Climate control in the building

Recently changed trash container so that seems well oragnized

Part 2: Involvement with municipality

1. Involvement with municipality currently

How do you see your involvement with the municipality?

(As a citizen and resident of Delft and this neighborhood in particular)

Do you feel the need to have a connection with the municipality?

If yes, In what ways?

If no, Why not?

Do you feel like you have a way of communicating with the government if you want to?

How do you feel that the government is aware and understanding of your problems and needs? In terms of your neighborhood and life there?

How do you picture the ideal relation with the municipality while you are living here?

Not really

Received a questionnaire couple of times but it was 20 pages or so, so i just threw it in the trash

Even the one in website i opened it but didn’t complete

Don’t feel the need to involve myself at that level with the municipality

The dev i have seen in delft is quite okay

I have seen everything change from old train station to new one

How campus has changed, with tram line

Near de hoven used to be an intersection and now it is a roundabout

So all those improvements are nice

Specially since they start developing the spoorzone

So it is looking well

The municipality is doing quite a lot of good things, so i am quite happy

2. Channels of communication

Can you think of the last time you wanted to discuss or approach the municipality about something?

How did you do it?

Are you aware of the ways to do this?

Also if they mention something about if I know of some activity or co creation sessions I would go to it, then ask – What do you think is the best way for the municipality to inform you about these sessions?

Basic things like registry for where you live

Buying a passport

Nothing specific to this neighborhood

Politics are important but I kind of loathe them at the same time

The less i am involved the better

It feels..its a strange world

The concessions people need to make sometimes are so completely diff from the baseline or the direction in which they wanted to go..with the country or the neighborhood

I would go to participation depends on my direct involvement in it

If it directly involves the building I am living in then maybe

But otherwise it doesn’t really interest me

Suggestion: they need a way to communicate what is going to happen

Participant – Micha

I dont think i ever received something besides the questionnaire from delft municipality
So i don't know what they decide or how they decide
So if they want people to participate then this has to change
Directly asking for opinions if people are not knowledgeable about the situation doesn't help
Politics are really difficult
Best way to communicate: leaflet of imp points, and ways to look up more info about those specific topics, website, QR code
If people want to be informed, they can inform themselves, but nothing should be mandatory about those kind of things
Majority vote doesn’t result in best outcome, it is just based on how people think about that - democracy is flawed
Talks about elections of earlier this year
3. About general neighborhood development plans
How do you feel about developments that are happening/ have happened in your neighborhood in the past?
Why do you feel that way?
If you could change something about this, say for the next development that is going to occur, what would it be?

Part 3: Participation
What does participation mean for you?
Can you recall any instance that you participated in some way here?
What is your desired way of achieving this participation? (with the municipality)

For me if the city is doing well - there are shops where we can enjoy ourself, go out to drink and eat, there is something to do, then it is something municipalities can try to simulate but it is something organic that needs to transform and evolve itself
If that is going well, then I think my level of participation is good and enough

Part 4: Involvement & Inclusiveness
This is just to get an understanding of the users terminology and feelings around certain terms.
What does the term involvement mean for you?
What does inclusion mean for you?
How do you see these both happening, or not happening, in your daily life in Delft currently?

Freedom to be involved in something. You don’t have to, but if you want to you can
If people want to start a bbq for all neighbors then fine, people can go or not go, it is up to them if they want to join or not

Part 5: Discussing your photographs
This is to get a feel of how the user views and experiences their life in their city and neighborhood. Focus from this is to understand the positive feelings associated with their

neighborhood (those that make them feel good)
Can you show me the images that you feel best describe your feelings about your life in Delft and in your neighborhood?
Can you talk me through the photographs?
How do these make you feel?

Positive
Greenery outside makes me feel good

Positive
Makes it more lively

Negative
The chaos of the street with all the ambulance and firefighter cars (a week ago)
Feels weird that this happens so often

Positive
From room the other side of the road

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For the purpose of my report it will be really useful if I can quote some of the things you say today, in there. Is this okay for you? And would you like to remain anonymous if I quote you?
Can I audio record this conversation since I cannot make notes while we are talking!
Ok, lets begin! And feel free to interrupt me at any time if you need to. This should take about 45 minutes to one hour!

Name: _____

Gender: M / F
Company: _____

Position: _____

Part 1: Life in your neighborhood
1. Way of life currently
What area do you live in?
How long have you been living here for?
Why did you choose to live in this area?
How does it make you feel to be part of your neighborhood?
How have you experienced life there so far?

Spoorzone, railway zone
Area is being developed quite heavily under construction

Tunnel used to exit next to my building
I dont have trouble with the construction as long as they dont wake me at 6.30am
Living in same building since 4 years
One room for 3 years on inside, and now 1 year on room that is facing outside
Never lived anywhere else in Delft
It is pretty central location, close to shops, close to where all my friends live
Close to uni, central station
So pretty convenient
Wanted a studio, they were nice and new so I liked that
And I could park my car there, didn’t need a permit to park my car
And i have many cars so it is convenient to not have a permit
Parking space i checked before and i knew it is not like in AMS
Living here: it is nice
Compares to his gf. It is an apt with even non students living there
It is nice to have an interaction with non students
My building is student building so it feels enclosed
No people walking or biking near by as well
It is nice but I would like more interaction with normal people, non students but also with students

2. Involvement in neighborhood
What would you say is your involvement in your neighborhood?
How would you define involvement?
What is your ideal scenario for this? How would you ideally like to be or not be involved? Why?

Low, close to zero basically
If I would talk about neighborhood I would say my building is on the edge on the neighborhood
It is surrounded by business areas (AH, LIDL, before car dealer) and other small businesses
Dont feel like you belong to a neighborhood or anything cos u ae on the edge
Has upside that there is no one you bother
And in delft there is the problem of how residents in delft dont like students cos of loudness, drinking, parties
Which is why also you dont get involved because u are not part of the community
I feel part of the student community ofcourse but not of my neighborhood community
I often get a letter saying that there is an information night or discussion night about these new developments
But I dont really feel inclined to go there because I have the feeling I am only living here for couple of years, this will not be the place I end up hopefully
So why would my opinion matter?
It should be more for people living here long term who are affected and benefit from it more, their opinion should matter more
And also it costs time and effort and you have to get

informed about the topic to discuss it and have an opinion. You need to open to have a discussion with residents and already there is this friction with students. SO if i go there as a student will they listen or value my opinion, so i dont find it that important to be involved
If i lived here more permanently then I would be more inclined to be involved
Ideal way of being involved: cos i am only living her temporarily (not really cos been here 5 years already) But i am not really sure if I want to be involved that much
It depends also on what topic it is about
If it is about new buildings or new park etc. Then with bureaucracy in NL it takes long time to get these development done and I would have left Delft by then
But if it was more something short term then I would feel more the need to be involved
Cos then you can pick the fruits of whatever is being developed and also enjoy it
Eg. new Delftse hout in front of my door, then I would be interested to be involved
3. Activities and events
Do you often participate in activities in your neighborhood?
Why or Why not?
Do you know what kind of activities are going on in your neighborhood?
How do you find out about these activities?

Not involved in any activities
Voting?
In NL there is a day called burendag (neighborday)
So people in neighborhood or street organize a bbq or have games for kids, So something to get together with your neighbors and get to know them
It happens where my parents live but never seen it in Delft zuid cos i think here it is way less close community
Where my parents live people are on the same ladder of society that live in the same neighborhood
In delft there is a lot of diff kind of people living there, houses are diff too
There is a bigger variety and that causes often more disengagement between people
And way more people living in an area, big building with 300 people vs a street with 50 people
There is a youth center across my building but i have no idea what kind of activiites are happening there but i see people
But i wouldnt go there cos i dont know
And sometimes if u accidentally look at a poster about this, then you know
But otherwise not
Maybe an application where u can look it up
A letter u would throw it away, and too much paper
I would go if i see something interesting but not goon my own, would try to get couple of friends to go with me
Would go to an activity that is interesting for me: example plant swap or some car related activity, then I would be interested to go maybe

Maybe have a nice conversation with people who have the same interests in the neighborhood
But i wouldnt be drawn to it if it was only about the social aspect
If it is only about getting to know people, then I am not inclined
Not cos i am antisocial but I dont feel the urge to get to know people in the neighborhood
Having a general interaction is nice but not to sit down and have a drink and discuss his life problems

4. Desired situation
If you could change something about your life in Delft and in your neighborhood in particular, what would that be?
Why?

Part 2: Involvement with municipality
1. Involvement with municipality currently
How do you see your involvement with the municipality?
(As a citizen and resident of Delft and this neighborhood in particular)
Do you feel the need to have a connection with the municipality?
If yes, In what ways?
If no, Why not?
Do you feel like you have a way of communicating with the government if you want to?
How do you feel that the government is aware and understanding of your problems and needs? In terms of your neighborhood and life there?
How do you picture the ideal relation with the municipality while you are living here?

Recently got letter about Schieovers noord development (was a survey to fill out)
I think that was some kind of involvement
Got the feeling that they really wanted some opinions on how to develop it
The ideas were nice, like recreational areas or parks or for bbq
But you can give your opinion and then in the end?
Lot of people think that they give their opinion but in the end the municipality does what they really want so like your opinion is not really valued even though they make you feel like it is
I do realise if our opinion is economically not feasible then they won't do it
Trade off between satisfying people and making money
It said it will take 15minutes but at 15mins I was only 30% done so that was kind of annoying
Because it is 15mins of my time wasted and how they set up the questionnaire was really annoying
Eg, page one has details about some roads but he has to look on google maps to know what these roads are. And spends time. When u click on the next page they have a map there. So that was annoying why they didnt have it on the first page!

Some questions were tricky: should there be more student housing?
I am student so ofcourse i think yes, but then at the same time shouldn't there be more housing also for the normal people living here? In delft the need for housing is the highest in all of netherlands
So i have to make a tradeoff: do i fill student housing cos i am a student or fill normal housing cos it is more for the other people. So either way I am ignoring one of the two communities.
After filling this: like to see updates once every 3 months maybe, like what is happening now
If you involve people at a certain point, they always want to have feedback
Involvement with municipality affects you sometimes: gives example
Trees being removed, get letter, people were annoyed and they wrote to the municipality
After that the municipality sent the explanation of why that had to be done.
They should have informed well at the beginning then there would have been less resistance

2. Channels of communication
Can you think of the last time you wanted to discuss or approach the municipality about something?
How did you do it?
Are you aware of the ways to do this?
Also if they mention something about if I know of some activity or co creation sessions I would go to it, then ask -
What do you think is the best way for the municipality to inform you about these sessions?

Dont know what is the best or most effective way
But there are numbers and email ids so i guess you can use that
Gives example of wanting to contact them but didnt end up eventually cos he felt like forget it (car driving)
It is a bit unclear how you could best reach them
When i went for my drivers license i had to wait quite long, so that is also annoying

3. About general neighborhood development plans
How do you feel about developments that are happening/ have happened in your neighborhood in the past?
Why do you feel that way?
If you could change something about this, say for the next development that is going to occur, what would it be?

I don't get a feeling that they develop a lot of recreation or somethings
Ideal connection with municipality: not one ideal solution
If i have a problem and i want to communicate it, then there are couple of things i want:
(1)Communicate it quick so they understand - so phone is better cos in real time we can sort it
(2)Direct - so someone at the other end to respond.
Filling contact form on website is annoying cos it takes few

days to get response
(3)Feedback - if i give feedback or a comment to them, then I would like some feedback back (eg, thanks for the suggestion we will do it this way or get back to you in 2 weeks)
To know that they take you seriously
Not that you are only feeding in and not getting anything back
Most participation nights I think it is always the same group that are more involved and into this, and they really want their voice to be heard cos they think they are really important or having nothing else to do!
Advice to municipality: (1) Participation nights or info nights are nice, but if you dont go there then you are completely left out. So then you dont know what happens then and suddenly you see some development going on
(2) There seems to be a really high randomness. From my room I look over a road which has a huge plot filled with sand. If you make a time lapse of it you would see that the mountain of sand is just being relocated. Nothing else is happening from there. No clear structure or coherence. Suddenly new road to bike to TU Delft and then that road is not there anymore and it is all just so random. It is a miracle how this is happening!
When I moved into my last apartment, there was a leaflet that had an overview of the four year planning of this area.

Part 3: Participation
What does participation mean for you?
Can you recall any instance that you participated in some way here?
What is your desired way of achieving this participation? (with the municipality)

Participation is being able to take part in a community but not having the final decision
You can have inputs and feedback, comments, shout loud but the final decision is not in your hands
I wouldn't participate because I am a student living here for a short time so

Part 4: Involvement & Inclusiveness
This is just to get an understanding of the users terminology and feelings around certain terms.
What does the term involvement mean for you?
What does inclusion mean for you?
How do you see these both happening, or not happening, in your daily life in Delft currently?
Wide range of communities in Delft zuid
People in apartment blocks are of lower class or only one earning member, or elderly
Another community would be students
To include them is difficult
They have little time
Working class in DZ does not have a lot of money

Part 5: Discussing your photographs

Participant – Sebastian

This is to get a feel of how the user views and experiences their life in their city and neighborhood. Focus from this is to understand the positive feelings associated with their neighborhood (those that make them feel good)
Can you show me the images that you feel best describe your feelings about your life in Delft and in your neighborhood?
Can you talk me through the photographs?
How do these make you feel?

Negative
Typical of my neighborhood, lots of construction, trucks and tractors so was also late to uni once

Negative
Business area near his place, it is really ugly
The windows are shut with sheets of wood
Lot of cars, DHL vans and lots of scooters
It's just ugly

Positive
Really open road and overview from my room on the right
Really represents how quick you can get to the uni cos of the bike path
But it is annoying if I am by car cos I have to all around

Negative and Positive
Right across my building
Completely old and decayed building, lot of broken glass etc
One of few examples in NL that an old building is not torn down
Cos old buildings are always torn down

Positive
Its nicely done I like it

Positive
Inside of my building, i can park my car
It is also green cos of the grass tiles
They put some effort in it so that is nice

Positive
view from my room
Nice open view, lot of light, nothing blocking the light
At night can see car headlights driving around
The busy cycle path is nice to see - dutch biking fast and intl biking very slow
Moved to this room on the outside because of this view and light as well

In my neighborhood there is no recreational areas for people like us
Playground with slides and see-saw and soccer field, but basically more for kids that live in the neighborhood
If im in delft I'm usually indoors

The flyer that was in his room when he moved there:

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For the purpose of my report it will be really useful if I can quote some of the things you say today, in there. Is this okay for you? And would you like to remain anonymous if I quote you?
Can I audio record this conversation since I cannot make notes while we are talking!
Ok, lets begin! And feel free to interrupt me at any time if you need to. This should take about 45 minutes to one hour!

Name: _____

Gender: M / F
Company: _____

Position: _____

Part 1: Life in your neighborhood
1. Way of life currently
What area do you live in?
How long have you been living here for?
Why did you choose to live in this area?
How does it make you feel to be part of your neighborhood?
How have you experienced life there so far?

Near the small Jumbo (street is called focusland?)
10mins by bike from Delft zuid

Since 8 months
Living there cos i had to leave my previous accomodation and was doing an internship in Belgium But still had to figure out everything
Doing paperwork for both things at same time
Difficult to rearrange everything
Managed to talk to a classmate and get his place since he was moving out
Talked to roomies and settle down there
Areawise:
I think it is good some people say that "oh you are living in the ghetto" "it is very far" "you have to cycle a lot to get there"
But for me its like 15mins and its good because I like cycling and it is opportunity throughout the day to get rid of stress and think about stuff while going to uni etc

2. Involvement in neighborhood
What would you say is your involvement in your neighborhood?
How would you define involvement?
What is your ideal scenario for this? How would you ideally like to be or not be involved? Why?

Involvement: I don't think I am really involved. Also since I am an intl I cannot take part in all community events
I have seen in front of the Jumbo they put up inflatable tents for donation or blood collection - but everything is in dutch - so I am not sure how it works and how to take part
So I would say I am just living my life there, not taking part in the community
So I have no friends from dutchies or neighbours.
Involvement defining: You are engaged, you are taking part, you have an active role in that specific community
People here are more kind, more open, they switch to english but just for a couple of sentences. So language is definitely a barrier
Ideal scenario: organization of parades for kings day or so. Dutch events - something that you as an intl want to know, and if you take part in your neighborhood then you would get to know and celebrate
Or other activities like cycling or running. Then other people who like to do the same. Like what they have in the sports center (every sunday people go cycling)

3. Activities and events
Do you often participate in activities in your neighborhood?
Why or Why not?
Do you know what kind of activities are going on in your neighborhood?
How do you find out about these activities?

Just if i stumble upon something while walking around
Not from a newsletter or so
But i would like to know if it something i like such as cycling or something that I can help with
But i feel like they have their targets clear they want to target the dutch but not the intl

But the intl should also be a bit more involved in taking part and try to learn dutch

4. Desired situation
If you could change something about your life in Delft and in your neighborhood in particular, what would that be? Why?

Compares community involvement from back in his country. that is real sense of community
But here you are still a foreigner so it is tough to get to know people in that sense
They are still smiling and saying a couple of sentences but that doesn't mean that you are going to be a part of their life
If i get to know a part of the community because of an activity like cycling, then it would be nice to be part of that
Me as a designer can also help them then
At home is a really diff context, but you can build up in a diff way
Changing from student life - that you have to get used to what you have, not taking into account additional entertainment and stuff
But if you have more money and then you can have more stuff - like additional relationships, more space - something that conveys the feeling of home

Part 2: Involvement with municipality
1. Involvement with municipality currently
How do you see your involvement with the municipality? (As a citizen and resident of Delft and this neighborhood in particular)
Do you feel the need to have a connection with the municipality?
If yes, In what ways?
If no, Why not?
Do you feel like you have a way of communicating with the government if you want to?
How do you feel that the government is aware and understanding of your problems and needs? In terms of your neighborhood and life there?
How do you picture the ideal relation with the municipality while you are living here?

Just the three days in the beginning to do paperwork
So i don't think i am really involved
I am just complying to the rules and the regulations to be an intl student here
so the minimum thing you need to have, nothing extra
I would have connection with municipality if i find something that can add a diff value
Have some workshops like urban design or at IDE with gemeente rotterdam
That can be nice
If you are able as a professional to put your knowledge into something else and to support a project of the municipality then that would be nice

2. Channels of communication
Can you think of the last time you wanted to discuss or approach the municipality about something?
How did you do it?
Are you aware of the ways to do this?
Also if they mention something about if I know of some activity or co creation sessions I would go to it, then ask - What do you think is the best way for the municipality to inform you about these sessions?

When i was in BE doing an internship I had to change the address of my accommodation - register and deregister (issue with retrieving BSN number explained in detail in audio)
Messy - i was sending a lot of emails trying to get the BSN from them
Delayed but managed to do the paperwork eventually - long and stressful process
Municipality aware of problems: No i don't think so
Probably they are just complying to the things they need to do to keep everything going on
But i dont feel like they have an inclusive kind of program or activities
Because you are not aware of the things that are going on, unless you meet someone and someone tells you etc
But if municipality has diff activities you are not able to be notified or be aware of these activities
Looked in the website and happened to find some event related to biking
It was nice but it was also limited and seemed kind of dutchie but it was not in the media - you had to look it up
Sometimes i feel that the communication is missing
Example of BE where he feels they are more organized and letting community know what is happening
Having all those banners was effective for me because I was commuting everyday so i was looking around
And it was always up to date so that was very nice too and effective
It was interesting to see the city has diff plans for arts and culture etc
Ideal scenario: less stressful, more direct and clear in their communication
To understand the procedures you have to do, without trying too much
If you are doing events then to connect everything - like the universities events to the city or spaces - that would be nice
Even in the trains - using that to communicate

3. About general neighborhood development plans
How do you feel about developments that are happening/ have happened in your neighborhood in the past?
Why do you feel that way?
If you could change something about this, say for the next development that is going to occur, what would it be?

Not much dev, just a couple of buildings so it is fine
Some roads (de hoven passage) - that is the middle of my

journey from home
I like to change my routes sometimes
But that road is really annoying but you don't know what they are doing there. You are never aware of what is happening
Even the LIDL it kind of went away overnight
Suggestion to municipality: If you are commuting everyday you have your route and time and if you are going to a meeting, then you kind of know that you will make it
But now if a road is blocked suddenly you dont know if you are gonna make it on time, and you are stressed
So make it clear and straightforward and tell us what is happening

Part 3: Participation
What does participation mean for you?
Can you recall any instance that you participated in some way here?
What is your desired way of achieving this participation? (with the municipality)

That multiple parties are taking part in a project together, working towards something
They are sharing ideas and building stuff
Working on a specific scope together
But also accepting others opinions or ideas
And then building something for the common good
Getting to know stuff
We are still new, we are intl so to get to know things is a good opportunity
Participating with municipality: as a designer: to help to build a better connection with citizens and intl and tourists
Sometimes as an intl i think you are put aside cos you are there for temporary short period of time so they are not that interested in putting effort and sharing with you
Personally: understand better the dynamics of the neighborhood and discover new opportunities
Like if you have a bad road or something that you dont like in your community, then you can put it on the table and discuss with others in your community and see if something can happen and if something can be changed

Part 4: Involvement & Inclusiveness
This is just to get an understanding of the users terminology and feelings around certain terms.
What does the term involvement mean for you?
What does inclusion mean for you?
How do you see these both happening, or not happening, in your daily life in Delft currently?

Putting everything in english
making things more accessible
Some channels where info is shared, we as intl dont know so then it is nice if they tell us about it
So the language then it is the first channel on the website to find info and it is already closing for you - trying to find that
So then you realize that what you should do instead is to

try to find a dutchie or a friend that knows and can explain to you

Part 5: Discussing your photographs
This is to get a feel of how the user views and experiences their life in their city and neighborhood. Focus from this is to understand the positive feelings associated with their neighborhood (those that make them feel good)
Can you show me the images that you feel best describe your feelings about your life in Delft and in your neighborhood?
Can you talk me through the photographs?
How do these make you feel?

Negative
Intersection from my neighborhood to Schiedam and rotterdam
But at night the lighting is not so good
And there is a transparent wall, like a fence - it is kind of weird
During the night it is lonely and dark so spot I dont like very much
You just want to pass from there quick

Negative
Intersection that is not so good
Just go through there quickly
It is lonely and not very appealing

Positive
I am always trying to discover new places
Going around in the cycle and just come across this
It is really close to my house, and I really like it cos i like going around and finding diff routes
Before I was concerned when i see this, because the place where i live is noisy and very urban
But then later when I discover this I am happy because I find this
it is an interesting place

Appendix 3

Interviews

Municipality

Interview guide

INTERVIEW INTRO

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2. Thank the interviewee for taking part in the interview.
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For the purpose of my report it will be really useful if I can quote some of the things you say today, in there. Is this okay for you? And would you like to remain anonymous if I quote you?

Can I audio record this conversation since I cannot make notes while we are talking!

Ok, lets begin! And feel free to interrupt me at any time if you need to. This should take about 45minutes to one hour!

Name: _____

Gender: M / F

Company: _____

Position: _____

Part 1: Stakeholder analysis [max 15-20 minutes]

1. Involvement

- What is your overall role in the project?
- What is your role in organizing the participation aspect of the project?

2. Attitude to the development plans of Schieoevers (= project, not process)

- Attitude general [rate 1-4 + why]
- Which part of development is positive for you
- Which part of development is negative for you

- What are your main doubts with this?

3. Interest

- How important is the development of Schieoevers for you [rate 1-4 + why]
- Which part of the development is most important for you?
- What are your main interests with this project?
- Which stakeholder differs the most from your interest?

4. Territories

- What is the most important part of Delft South development according to you?
- What are your needs in this area
- Where are opportunities you see?

5. Power

- Do you have the feeling that you can influence the developments [rate 1-4+ why]
- Who are the main actors playing in this development? (the ones with the most power)
- How do you see the relation of the municipality with these different actors?

6. Dependence

- Most important relations
- Most important collaborations
- Most dependent on which stakeholder
- Who could ruin it for you/block you

Part 2: Participation

1a. How would you evaluate the (participatory) process up until now for this project, but also generally?

- How are you incorporating participatory dialogue in the project?
- What kind of of dialogue?
- What does a good communication with citizens in participatory processes mean to you?
- How do you see the municipality and involvement of citizens?
- Is this a part of the Delfts Doen method?

1b. About Delfts Doen

- What is your general experience with the Delfts Doen method?
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- Any positive outcomes from including participation yet according to you?
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2. Participation in ongoing project

- Did you experience tensions in the current project?
- About which issue?
- Which kind of opinions differ the most?
- Are there any challenges from the citizen's side that you

Participant – Fidan

- are aware of?
- What do you see as challenges in the method used?
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- >Flexibility in plan & clear frames, goals of meeting
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- >Trust: How do you perceive the level of trust of local communities towards developers (high or low)?

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- How are you incorporating the insights from the participatory process in your work?
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1. What does inclusiveness mean for you?
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Your role and involvement?

Project of de Stijl

Is area opposite IKEA delft

I was asked to do a project to develop that area

Started project in 2016

Project team here is multidisciplinary - people from diff departments are involved in the team

"What do we want as a city on that plot"

It was a crisis cos no one had money to build anything

So that was the moment for us to decide that we shouldn't make a list of what we want as a city, but we ask the markt

- developers to ask what would be a great idea to develop on that plot

They had to show that it would be a good thing on that plot too

And for this process we asked from the beginning to the end that the people living in the area to join us

The first time we go out was telling them which process we wanted to do

We also wanted input from there

In that first moment they ask us "isn't there some plan already? Can we see something?"

But there was nothing cos we just wanted to start the process and first share it with them and hear from them what they have to say about the process

Cos people always want nice things but not in my backyard

So on that evening these were the kind of things they told us

After the first step we selected three developers that they had a vision on the plot that we thought were nice

Municipality/ Developers/ Environment (people) - three groups involved so to say

My team had a vision (not that we want three houses or so specific)

But vision as a city and about how we should develop as a city and how that area can help develop Delft in the right direction

We explained this to the people and told them which process we will follow and we told them we will search for developers who can join us in that with good visions So first was to search developers - we got 11 - and we chose 3 to go with us to the next step Wlth those three we go to the environment We told the dev that they should tell people who live there, what they wanted to do with that plot That was first thing for dev cos they never did this Tender with a twist First them they had to present to the people in a room, with other two competitions also So one night ask them to present what they wanted what they thought was a great plan for the plot People who were there that evening told us they felt it was a great idea They could look in 3 visions and give input by each plan They told us there is one plan that if that would be the final one - they would be against it! That is all the time here But we heard it and we explained them that it is not a tender but as a city we have to go transparent and each party has to get equal chances Second round: we ask three dev to come back to the people with revised plans and why they did that Also invited the environment to come talk with dev Still that one plan was not good and they didn't like it but we saw it ourselves too that this one dev didn't listen to what people had to say, it was that city wants money so we have to go high and sky is the limit! We have the criteria on which we would select the plan The devs knew this and also the environment

How you came up with this criteria? As a city we cannot just sell the plot to the first one who knocks on our door (1) So we have to show this plan fits the city and environment (2) Show it is feasible and realistic, they have a solid business case that is viable (3) Show what they had done with the input they heard from the people

But people always say but we want to select But we explain this is not possible, because we have to look to the money as well That is a difficult point to explain I understand why they want to choose, But we have to explain to them that we use it as one of the selection criteria but thats what we can do

Making the criteria? Is the team at municipality that makes it But the municipality has to consider and report to many places: people, council, internal, jurisdiction rules that they have to comply to

How would i do this again?

In future if we do something like this again, then we would go earlier to people cos now we had a vision from our team - it didn't describe what we wanted, but still this step we should have done with the people who lived there How will you give people the voice? Because we have a lot of rules within which we have to operate, but how can we give them a voice in that setting? You have very little room within the current framework And other problem is that the neighborhood wasnt organized - so who do you invite? We did this by seeing the diameter of area and those people get letter at home, and message in the local paper so rest of the city also knows About 15 people turned up for first round Second round city council asked to invite whole city But someone living here didn't care much of what is happening in that area Currently sold the plot and it is being developed now Was the plan that the environment was also satisfied with

Other projects applied this to? Around 6 years ago there was a street next to which a plot was being developed The street needed to be redeveloped This is in 2012 But everyone in municipality was like no we won't do this with the environment I said we should do it with people But it was not possible in this building back then That was my first step in thinking of how can we get people into our project

Resistance towards involving people? Takes a lot of time Takes a lot of effort You have to show yourself vulnerable, that you don't know everything We always say we know the best and this is the best and we are going to do this But that is the mindset we have to change

Overcoming this resistance? That's the power of Delfts Doen The eyes of people are open now So no one can say we know the best People living in Delft are mostly educated they know how to do stuff so we have to acknowledge that "Two knows more than one" It takes a lot of time and effort but you get better results and projects if you do it with the people

Way of working of municipality currently in terms of participation? Mindset has changed now Everyone knows we have to involve the environment Question is..how will you do that? Will we give a blank slate and give them the chance to do it

themselves? Or tell them this is what we have thought and can you tell us how to improve it? Participation is not a choice anymore (also cos of Omsgevingswet)

Closing the participation loop? Currently the dev we sold it to, they are involving the people there in their process Explains about how development works People need to be okay with the change of plans

De stijl project 2.5 years from start till moment of selling the plot Had 3 sessions with people Emailed them the info they needed Had a website which they kept up to date through out

Resistance from side of citizens for participation There is always some people who want to participate and talk and give their opinions And we realize we are not reaching to some other ones. Just to let them know that there is a moment The ones who are usually speaking are the usual suspects But we also want to reach the unusual suspects

Why will reaching unusual suspects help? Variety of opinion Helps to develop Gives example of some project: Setting a meeting with all the people involved Power of that is that they can discuss it with each other and not anymore with me or someone else form this building If people together have a consensus then I can go with it. Because i do not have to know it better than them. That's Omsgevingswet! The city can decide for itself what is good for itself We can facilitate that How that makes you feel? This is a great development this mindset How many times we stand against civilians? Its not fine We all want the good thing for the city "Why should we know better than them, how they want to live?"

Most ideal way of working? Organize the environment The goals you get from insights share that with the people who live there and ask them if they wanna join the process with you to think what should we do & whats the best process together Erma (omsgeving manager) does that! Join them in their process, you get a lot of energy

Combating the issues? We as an organization have to think about which projects

we are doing like that and which projects we don't involve people? Cos it does take a lot of time and we do a lot at this moment But if we start following Delfts Doen for everything then I don't think we can do alot It is the balance between What can you do with what you have So you have to choose

Characteristics of good participation process? Transparency People have to know what the process is Most beautiful is the process is their process And in which step you make your decision, based on what? Who makes that decision? And if you don't know just tell them you don't know it - Honesty And you can't make everybody happy We hope 90% is happy but always some people who won't be And is okay

Inclusiveness? In my mind for an inclusive city you don't need us! Government only for basic stuff - for people who need care and basic stuff But all other things you can do it with each other? Delft will never get there! No one will Politics is so much part of our society otherwise there will be chaos We always need someone in charge Participation is a way to move towards this for sure

As an organization we still have that mindset that we come with a proposition, let us think first But we need to go with nothing and let them tell us what they want But, we are not used to that as municipality But also people are not used to this. De Stijl they ask us but show us a plan or something? and we said we don't have anything yet So the mindset of people living in the city has to change

Challenges for people? Awareness that they can take a chance to make something of the city they want to live in Eagerness - you have to want to learn it and know it And not everyone will join and that is fine But you have to make the choice

Green village - there lot of stuff about educating people to be a part of the process "What do you need to be able to join our process?"

>Municipality way of working with current projects >Participation in the projects Are these two working as two separate things?

Participant – Irma

Yes
I think we as PL have projects but they are little projects and Omsgevingswet takes all of that and look to the entire area and not in silos
We have to also internally change and work towards that but i don't know how
We are working on it - to be aware
So if we start a project we are looking now at what other projects are there in that city
So we can look together are we doing a good thing for the city?
Its like a puzzle

Benefits of everything working together?
Some things we just have to do
We can talk of how things could be nicer
But not everyone has to do participatory processes

Internal workshops (mention by Natasha):
At this moment it is based purely on being aware
Ask what's behind the question
And combining things - think about networking - if you hear the question twice from diff people then

For the people VS with the people:
That's what we want!
To get to the WITH part
We are not there already
I hear a lot of things going on, but then I am like...why are you doing that alone - at your desk?
Were not there but we are going that way
Biggest blocks to getting there?
Costs time
Awareness in each of us
In each thing we do - you have to think "How can I do it for the city"

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The government of Delft is doing a lot to involve people
On the other hand I know a lot of people who live here are very frustrated about the decisions the government makes
So there is a lot of friction
We do a lot, but you can ask if we do the right things in the right place but I am not sure about that
We say everyone has to join us, think with us, do with us, together we make the city. But the reality is that someone wants to replace a bench outside his home but he needs to talk for 5 hours to get it done
There is room for people to decide only if we want to give the room

We ask all kinds of participation from people and in the end there is nothing changed
Because I think we are really convinced that we know it better
When we talk about participation we only want to tell our own story and convince people that our story is the best story and that we know it better because we are equipped and knowledgeable
So if people are having arguments about the things we decide then we only listen to convince them that they are wrong
So if you really look at arguments then your plans and policies they really become better
If you really listen to people then you can understand what they really want and get the question behind the question and if you are convinced that makes your idea better then it is really diff how you approach people
Participation is about talking to lot of people and saying what do you want? And mostly everybody wants something but mostly they didn't get the right tools or knowledge to make a good thought about what we really need
When we don't invest in the relation and getting them on the same level of knowledge that we have, everything they are gonna say is stupid

I don't believe in participation with giving info to large group of people But if you take the time to tell people we are gonna make something happen together, but can you take the time to listen to another point of view, are you prepared to not think only about your point of view but look what is better for delft?

Are you willing to invest time, are you committed, do you trust us? Are you willing?

And you don't talk only with them but put the group together all your stakeholders, and make a journey together So we meet each other, trust each other get to know each other

We are here together to get the best results

Every argument is not about fighting for something but to learn from it and put it in your result to make it better

That is very intense process and project and takes a lot of your personal life also

But then it is possible to really make a group and connect with each other

But then I need trust of the government and my boss as well

So participation is all about trust

If you are trying to do a participation and after second or third meeting if there is no body - then it shows that it is not urgent for them, they don't like it or they don't need it right now, there is nothing it in for them right now. So then you have to stop it

Participation needs urgency for every stakeholder

Urgency

Trust

Commitment

Time

Examples of her projects

Example about safety dept and Horeca

Example about Prinsenhof petition

You have to have faith in the process and you have to have faith in me

So we make a group - but who do you think should be in the group?

We make a stakeholder analysis

We have to design the process also together

Also make the formal order together

The working group made all the decisions Not me, or people in the municipality

They are intelligent people they know better they can do it well themselves

Everyone pitches their point of view

If you are in a working group then you have to talk within that

People have to learn their new role, and that is the most difficult thing

So we argue about it with each other and talk about it with each other and look for a solution

When you want participation you also have to think what do you want from this participation?

For me I do participation in everything, it is very normal

for me

If there is a chance to connect and we don't use it properly, then that is a shame

You need different arguments to make a good plan

About other colleagues at municipality

They are afraid of being connected and being so involved

Sometimes they do PD just as a way of checking the box to say okay we did this

It is a bumpy ride

Sometimes my colleagues forget why we are here. We are here for the people of Delft!

Participation democracy vs Representative democracy

You can choose but you have to be clear

Now we want both and that is not good

Say as a government we have a dream, and no one's gonna stop me. You may have a vision and then you don't have to involve everybody, but then you keep your back straight and you go for it. You can't do both.

Deep democracy theory

Placemaking

Certain people to do things/ambassadors within the municipality

Part 2: Participation

1a. How would you evaluate the (participatory) process up until now for this project, but also generally?

- How are you incorporating participatory dialogue in the project?
- What kind of of dialogue?
- What does a good communication with citizens in participatory processes mean to you?
- How do you see the municipality and involvement of citizens?
- Is this a part of the Delfts Doen method?

1b. About Delfts Doen

- What is your general experience with the Delfts Doen method?
- What are the strengths and flaws of the DD method according to you?
- Any positive outcomes from including participation yet according to you?
- How do you think the municipality is using the DD or general participation method in their projects?

2. Participation in ongoing project

- Did you experience tensions in the current project?
- About which issue?
- Which kind of opinions differ the most?
- Are there any challenges from the citizen's side that you are aware of?
- What do you see as challenges in the method used?
- How would you solve that?

Extra// About specific aspects

- >Flexibility in plan & clear frames, goals of meeting
- >Transparency: of project goals, process, in thinking process (why certain steps are taken, effects of certain choices), what happens with input, when you can join in
- >Information provision, too much or too less, complexity of the case
- >Equality: in the conversations, is everyone invited to speak, proficiency, roles, taken seriously
- >Willingness: is there an openness for ideas, interest is shown, honesty, do you feel heard
- >Trust: How do you perceive the level of trust of local communities towards developers (high or low)?

3. Using insights from participation

- How are you incorporating the insights from the participatory process in your work?
- Do you feel that the insights from these participatory processes really influence the decisions and solutions you as a municipality come up with?
- How do you communicate to the rest of your team

4. Follow up, closing the participation loop

- How do you give a follow-up on the participatory process? How do you communicate outcomes to the participants?

(Transparency of the process after participatory process is over).

5. Omsgevingswet

- How do the new Dutch laws on Participation affect the current way the municipality is working?
- What is the vision for Delfts Doen given this new law will be in effect from 2020?

Part 3: Inclusiveness

1. What does inclusiveness mean for you?
2. How difficult do you think it is to make this (or other) project inclusive?
3. How do you think the municipality is trying to achieve this aim of "inclusion" currently?
4. How important do you think it is to follow participation processes to achieve inclusivity?
5. Are there other channels and ways for citizens to voice their opinions and concerns?
6. How is the municipality currently encouraging citizens to use these? (also in terms of spreading awareness)

Participant – Joris

INTERVIEW INTRO

1. Interviewee number, day, time, name of interviewee and location.
2. Thank the interviewee for taking part in the interview.
3. Inform the interviewee about the usage of the data collected
4. Confidentiality: stress the possibility for anonymity if desired. If anonymity is not necessary, ask for consent of being quoted. If consent for quotation is given, ask if it would be necessary to share the transcripts and/or quotations
5. Ask for consent to be recorded.
6. Offer providing interviewee with the research findings once they are available.
7. Offer that questions after the interview are always possible. Provide mobile phone number and email.
8. Start off with first part of interview protocol.

INTERVIEW PROTOCOL [max 5 min]

Hello! As you know I am studying my masters in Strategic Design at the Industrial design faculty of TU Delft. For my graduation project I am working with the Design labs and the LDE hub with Tjerk. The area I have decided to focus on is about the way of working of the municipality in terms of involvement of local communities (the citizens). I am interested to hear your opinion and experience on this topic, also in relation to the Delft Zuid project and ambitions.

For the purpose of my report it will be really useful if I can quote some of the things you say today, in there. Is this okay for you? And would you like to remain anonymous if I quote you?

Can I audio record this conversation since I cannot make notes while we are talking!

Ok, lets begin! And feel free to interrupt me at any time if you need to. This should take about 45minutes to one hour!

Part 1: Stakeholder analysis [max 15-20 minutes]

1. Involvement
 - What is your overall role in the project?
 - What is your role in organizing the participation aspect of the project?

2. Attitude to the development plans of Schieoevers (= project, not process)
 - Attitude general [rate 1-4 + why]
 - Which part of development is positive for you
 - Which part of development is negative for you
 - What are your main doubts with this?

3. Interest
 - How important is the development of Schieoevers for you [rate 1-4 + why]
 - Which part of the development is most important for you?
 - What are your main interests with this project?

- Which stakeholder differs the most from your interest?

4. Territories
 - What is the most important part of Delft South development according to you?
 - What are your needs in this area
 - Where are opportunities you see?
5. Power
 - Do you have the feeling that you can influence the developments [rate 1-4+ why]
 - Who are the main actors playing in this development? (the ones with the most power)
 - How do you see the relation of the municipality with these different actors?

6. Dependence
 - Most important relations
 - Most important collaborations
 - Most dependent on which stakeholder
 - Who could ruin it for you/block you

Your role and involvement:

Project leader for space nearby station Delft zuid, which we would like to develop

It is about 6000 sq meters in area

We are thinking how we can develop this plot and make use of the investments in railways, stations combining with developing the total area

So I was asked to make a study to think about how to develop this whole area combined

But i can't do it myself of course

But i have this lots of people around me, within municipality but also beuroes, city dev, advisors

The thing I do is combine all these disciplines to make a vision on how to develop this areas

After that i am asked to sell or market this plot itself

So we are looking for a dev who thinks with us based on what we are thinking about right now

So we are making boundaries within which we are looking for dev but we cant dev ourselves cos we are municipality But we are looking for dev for summer 2019 cos from that point we go into real planning and development of area And from that point we are looking for very intense participation with the surroundings and with the civilians of Delft and municipality

Station Delft zuid is near that plot

But we use it and we are looking at it within the total development of the station area

(He has drawn out a map in my paper to explain the different plots in that area)

There is station delft zuid in center, around it is 6000 sq mt plot, certitudo plot, schieovers noord, park and ride plot

The park and ride is at this moment but not necessarily to stay there

And also the tunnel to be from station to schievoers

6000 sq mt is the explicit plot for me, that we have to sell it

But we are asking the developer to think with us not only on this area but also the bigger picture

There are lots of stakeholders as well: NS, Pro rail, certitudo, social housers, owners of houses, municipality, business men

And everyone has his own willingness and thoughts of how to develop this area

And their own interests

Our goal is to get all these people on the same table with the same goal on the future looking for the same development of this area for the future

In first I was asked just to focus on the plot, but then soon we said to each other that if we just focus on the plot it wont work, we have to focus on a more integrated area Now PM for this plot but involved with total area dev

According to you most important dev that needs to happen:

Looking for intensity

Now is more open but looking for more mass on this plot Mixed use area with living, working, retail, entertainment

Within municipality we have agreements of the clustered shopping areas in the city of Delft, so now if we want to increase this then we have to make a discussion again to see if everyone is willing and this is possible

I think it's necessary to bring facilities over here but municipality has to make decisions here

In summer 2019 we would like to have the developer we select for this plot and with this developer we would like to have the planning more concrete

And what we are doing now as a municipality is defining the boundaries (boundary conditions) within which we are able to make this developments

And that is what we are doing with Marco Broekman (urban designer)

So with them we are deciding what we would like to have on these spots but not planned the details

Talks about the eight ambitions, i see these ambitions as the boundary conditions

So within these ambitions we are asking the developers we are selecting to visualize and make concrete with us, for the execution

Now we are very wide and visionary but at a point it has to go to execution

And this process to get to execution we want to get to with the developers and surroundings

"With us" what does that mean for you?

Originally the municipality decides we need schools, or we houses etc and then all these ingredients need to get placed in this area. And then later the municipality says okay here is where the school will be etc

But now we are looking for a developer who can tell us what they think, where it should be

Dialogue with developer and surroundings

Surroundings to think with us

Now if we have a white wall then we will have hundreds of ideas, that is why we think the 8 ambitions are necessary to set the boundaries

We want mobility for ex, but how it all fits in within this area then we work with the developer and surroundings to make that

Something that it ends up such that most people are happy with it

That it is a product not just of government but of everybody in this area

And that's what we are trying to do from this summer

Deciding now how do we get what partner selected

For selecting developer looking into things such as: Does the developer have skills, financials, experience etc to make that what he says he can make?

The difficulty of where we are now, the city council, the alderman - so we make the decision

I am asking my decision people to think out of their regular way of work

So the difficulty now is to tell city council, please do trust us we are making something great together here, we will inform during the process and there are few decision points where you can make your decision. But for now we ask you to give us your permission and trust us to make this way of work a success.

There are moments where they are like ok, why not. But then also moments of doubt.

So we have difficulties of decision making within the municipality as well

Citizens and people of the city, how do you see their involvement?

Very intense

City council made decision one year ago that every spatial dev within city of Delft needs participation

So they introduce Delfts Doen for this reason

So they say everything needs to be done with participation of your citizens

So Delft is a fore runner in this participation approach

So Delft has become kind of an example for this, and everyone in Netherlands is looking at us now because we started from scratch and now we develop this

Applied participation in any project?

Has not applied in his projects here because he is specifically working on this plot now

But gives example of previous project of another colleague De Stijl (?) (Fidan Bulut) did in a plot near IKEA

Its a plot from city Delft where they were developing something

There they involved citizens early on, to participate

In there they were thinking about the boundaries with the surroundings...to think with us what are these boundaries?

Pulled them early on in this process

So it did work out but it took quite a long time to get to concrete plans and with these plans we selected the developing partners

So here we thought (current project) we switch it around and do selection process with our developing partner
Mainly cos of time issue
Not that we think this best decision, but we are learning from it, what is the right moment and conditions to involve your citizens

Ideal Participation process for him?
We are aiming for involving all other stakeholders as well, in this project
But if you go to people and ask..we have a plot here, what do you want? Then everyone will say something...then the result of the participation will be very wide and you can't make plans that will cater to everybody and what everybody wants?
So i think the ideal is you give choices and you have to be clear and honest about what people can't participate on
For ex, we can say it is necessary to dev 200 apts on that plot. So that is one of the boundaries then. And we can say, this has to be combined with any function you can think of.
So we have options then like..make small homes, or high rise buildings etc. So then you can tell the surroundings there is one thing certain that we will have 200 apt but we ask you what kind of buildings you want?
So that is the way to participate, give people choices, So they know where they can and where they cannot participate?
Why choices? How does it help them?
There are individual needs and wants
And then there are collective needs and wants
And we as a municipality are responsible for collective needs and wants. And it can be that the collective needs and wants over shadow individual ones
That's what i mean by yes we give them choices, but we let them know what is being done for the collective good.... that this is necessary to develop. But within this, you can participate: it can be aesthetical choices, functional, or about program and process
It is more to direct the participation than to help the participants
I don't think you can or should give choices to help them (that it is either this or nothing)
But yes..good question..how do these participates experience this way of participation?

What are the challenges for the participants?
This is the difficulty of participation
You have to make sure that they have a feeling that they are participating on issues that make sense to them, gives them a feeling of this is what i need and what would be good for me
But how far can you go to make their individual goals part of the collective goals?
That's why i think it is necessary to make these specific for participants
This is kind of a grey area..because where is the shifting point for that?

Of course people have to get good feeling from the participation
But you can't give them everything, so looking for what's best and what suits for this area and how do we get that into the process?

The collective goals is the responsibility of the municipality to decide
In the city council meetings people get involved and they say I dont want this here or this there, and city council says that we do what we can to consider everyones views
But then we have to function as a city, as a dense area so some decisions have to be made

Involvement of citizens
You should involve citizens as early or as often as you can
Every decision the alderman and city council makes, gets published, so everybody can know what the decisions are
But in this transformation it is necessary to tell the plan who get involved, to know about the plans, think about the plans and participate on the plans
So what is the right moment? Dont know for sure
In a way this is a battle for us, because with Natasha and communication team they tell us..Joris isn't this a moment to involve citizens but I say it could be or no or yes!
From their perspective they think why not do some participation today for making these boundaries
But what I say is..these are the more collective issues and goals and within these we can do participation, once we have made our goals
Otherwise our goals go everywhere
"Let somebody think about what color we give the white wall, and you have lots of diff ideas"

Insights from participation
We are focusing on Delft zuid and also on Schieovers and we are in middle of participation process with the surroundings
We make notes of what comes out of this participation

But what we do is note everything that comes to us
So with that we need to answer those: what do we do with what people want or think
And there are lots of things we want to do and plant and implement in our planning, but also things we wont
So it is also a dialogue between municipality and citizens
So we do use the insights as and when we implement what people give us
But in some points we dont use it and then we tell those people why we dont use it, So we explain what we do with the inputs of those participation
So we are closing the loop somehow
The process is transparent and that's what has been decided by the city council as well
Shows the Delfts Doen roadmap visual
(At 44 mins in audio he explains this roadmap)
So we do try to connect and involve the citizens in all the

process of planning

Is it really followed like this?
Yes because there is a policy so city council needs us to do it
they always ask us..did you do x y z from delfts doen? and in what way? did you involve the citizens?
Yes, related to Omsgevingswet
This is what omsgevingswet prescribes so

Inclusiveness
Before I did this project and got invovled with LDE way of thinking, I had no idea with inclusiveness
I think inclusiveness helps plans be the best plans
My definition of inclusiveness is that city development where everybody has a good feeling with
As i experience the process of getting to real development now, what I am interested in is, when development is completed, and people are using that what we made with each other is that inclusiveness too?
Planning → Implementing → Using (he talks about this loop in some way)
And then in the future can the usage influence the planning somehow
How do we get guarantee that what we are thinking about now, really gets implemented and the way of using it is the way we are thinking about it now?

Connection between inclusiveness and participation?
I think inclusiveness is participation
But that is my personal translation of this
"Not as a goal as it is, but because you are sure this is the best way and best process to implement"
And inclusiveness is a plan you make with everyone included

The usual suspects and the unusual suspects
Also in delft they are thinking of ways to get to these unusual suspects
Lots of people have their thoughts about what is happening, but they dont or cant or are unable to speak out or dont have the channels to speak out

Channels?
yes, there are but he is not aware of what these are
usual suspects know their way to make their point (online, offline,media etc)
But do the unusual suspects know their ways as well?
But we are thinking of how we can involve them as well?
So yes we are trying to involve as much as possible
Looking for different channels to make that happen

Omsgevingswet was supposed to be implemented 2 or 3 years ago but every year they push the date because the government realises that there are lots of things we need to look at and make it work better, before we can get to it
Having multiple ways of participating, is that a problem?
Participation compass from Oms and also Delft doen, but

in delft it is DD that they use
And also for making the DD Oms was the leading way of doing it

Part 2: Participation
1a. How would you evaluate the (participatory) process up until now for this project, but also generally?
- How are you incorporating participatory dialogue in the project?
- What kind of of dialogue?
- What does a good communication with citizens in participatory processes mean to you?
- How do you see the municipality and involvement of citizens?
- Is this a part of the Delfts Doen method?

1b. About Delfts Doen
- What is your general experience with the Delfts Doen method?
- What are the strengths and flaws of the DD method according to you?
- Any positive outcomes from including participation yet according to you?
- How do you think the municipality is using the DD or general participation method in their projects?

2. Participation in ongoing project
- Did you experience tensions in the current project?
- About which issue?
- Which kind of opinions differ the most?
- Are there any challenges from the citizen's side that you are aware of?
- What do you see as challenges in the method used?
- How would you solve that?

Extra// About specific aspects
>Flexibility in plan & clear frames, goals of meeting
>Transparency: of project goals, process, in thinking process (why certain steps are taken, effects of certain choices), what happens with input, when you can join in
>Information provision, too much or too less, complexity of the case
>Equality: in the conversations, is everyone invited to speak, proficiency, roles, taken seriously
>Willingness: is there an openness for ideas, interest is shown, honesty, do you feel heard
>Trust: How do you perceive the level of trust of local communities towards developers (high or low)?

3. Using insights from participation
- How are you incorporating the insights from the participatory process in your work?
- Do you feel that the insights from these participatory processes really influence the decisions and solutions you as a municipality come up with?
- How do you communicate to the rest of your team

4. Follow up, closing the participation loop

Participant – Michiel

- How do you give a follow-up on the participatory process? How do you communicate outcomes to the participants?
(Transparency of the process after participatory process is over).

5. Omsgevingswet
- How do the new Dutch laws on Participation affect the current way the municipality is working?
- What is the vision for Delfts Doen given this new law will be in effect from 2020?

Part 3: Inclusiveness
1. What does inclusiveness mean for you?
2. How difficult do you think it is to make this (or other) project inclusive?
3. How do you think the municipality is trying to achieve this aim of "inclusion" currently?
4. How important do you think it is to follow participation processes to achieve inclusivity?
5. Are there other channels and ways for citizens to voice their opinions and concerns?
6. How is the municipality currently encouraging citizens to use these? (also in terms of spreading awareness)

(1)
How involved are you in the project?
Not as involved in schieovers as I would like to be
Involved through the talks that municipality Delft is organizing of redev of the whole area
Whole station area and scheiovers as well
Our interest is in creating more housing for students
Because there is a shortage of 3000 more units in next few years
We want it to be affordable as well
So we participate in lot of talks in redev of this area
Specially this area cos it is close to campus
And municipality has laid out in their vision that this is one of their main areas of interest
And it is not just about the housing but it is overall living, and municipality has prioritized these areas
Municipality wants student housing and specifically in schieovers and campus in direct surroundings

How do you see your role in this?
Contributing to the whole vision
Not just student housing but areas where students feel comfortable
With the right mobility etc as well
So we are interested and participating in thinking about the future of this area

What do you think about the plan?
It is a concept
There were long discussions about feasibility, and all aspects about this area
In the past schieovers was targeted for living but in latest election it shifted to it should be a combination of living working and recreation
So its become a bit more complex
Lot of developers are buying land in that area
We are not one of them yet
So it will be pretty hard to set foot in there. The real estate market it peaking again
The real estate market is looking for diff kind of dev
So we are looking for the municipality of delft to heclp us via their zoning plans to help us develop more affordable housing
We are trying to get a foot in the door with some of them but they are shutting us out for now
There are opportunities around the campus itself as well but then there the land belongs to the university itself
Near delft zuid as well there are lot of development happening but they are targeting higher price range as well
In my opinion it is interesting to live close to station for students and campus is very near by, So it is the perfect place for adding student housing, but real estate market now is looking for much larger ROI
Ambitions are high sustainability, inclusiveness and all that. But the municipality doesn't actually have any properties in that area.
Municipality of delft is a pretty poor municipality
There is a need to make money for the municipality so that

influences their decisions as well

You think you can influence this planning?
I hope so
And we have to, if we want to increase number of affordable student housing
If we leave it to the market then students of tomorrow will have problem
Municipality doesn't have much leverage in ownership

Which areas are most interesting?
All
Cant be too picky cos delft is a small town
If you zoom out then all these areas are so close to TU that they are interesting for us
Provided you can make accommodation that feels right for students
Currently in schieovers a student house wont feel right
You have to create an environment for living
And students are good pioneers, they are flexible type of tenants so they will put up with some stuff that normally wouldn't be accepted
For housing, around station area and then more towards the north side of the station area is better
On south is more for working spaces

Needs around building?
Mobility
Good wifi
Security
Security in mobility
Good connections to public transport
Bicycle paths etc

Spatial issues?
Safety
You are starting a redev which will take 10 to 20 years so you have to create a safe environment for the pioneers
Around the station

Dutch vs intl housing
Special housing for intl mandate from TU
They live one year and then find their own
In the long run we need more integration between the two
Dutch students are warming up to idea of having intl room mates
Language barriers will decrease cos TU courses are happening now in English more and more

From the 8 ambitions list which are imp for you?
Imp to create meeting spaces
Complexes but also squares such as this area...Prof S
Zoom in on station: safe and recognizable will be priority

Least imp?
Densification
Having a mix program
In our experience students do not mix very easily with

other target groups
Densification will be imp in redev of station eventually
Space for innovative production industry – these are already in delft and delft is already quite small
TU campus is already existing so why create another innovative hub?
Balancing all these ambitions is making it really hard to start with the development of this area already

Your position, when do you start?
Get in contact and try to get involved
Participate in all the different talks with municipality and other private owners etc to think about the futures of this area
Owners – main stakeholders we are dependent on
Municipality will back us up
It starts with getting foot holding in property in this area

Board of directors from TU
Eldermen from municipality
CEO of DUWO

Who is the blocker in your dev plans?
Real estate owners

What are your sustainable ambitions?
In long run it should last at least 15 years
We don't shy away from temporary housing, but ideally you would make something that lasts long and is also suitable for other groups
We can't foresee the future in 40 50 years about student housing
Be co2 neutral by 2050? (goal of municipality)
Technical university is thinking of creating geo thermal energy sources in campus
So challenge to create a gasless area

(2) Participation process

How would you evaluate participation process up till now?
Quite a large ambition, lot of interest, lot of stakeholders
So you should take your time, have only one chance to do it right
So take time to consult all stakeholders in rethinking about the future of this area
No positive outcomes from the participation stuff yet (ideally want to get a plot of land to build with)
Don't get stuff out of these participation nights
Earlier we used to, but not now

If we build something our self we also organize participation things to get all stakeholders on board
People living in and around these areas
TU
Municipality
All companies in this area

Tensions currently?

No tensions yet because plans are not so concrete yet
But there will be later on, specially in areas where too many companies and stakeholders are involved

Challenges from citizen's side?
Always citizens who don't want changes
Entrepreneurs who have problems with changes that pose problems with their companies

How do you deal with this not being open to new ideas?
Starts with a conversation
What are people afraid of?
What's in it for them? To show them the opportunity in it for them

You have to look for leverage and listen very carefully to stakeholders

What does a good conversation with citizens in participation mean for you?
Not hiding behind fake arguments
Being open and transparent
Everybody has their own agendas
But to make sure everyone puts these agendas on the table and not hide it
So, Honesty
Trust: if someone thinks I have an hidden agenda then what I am saying wont matter, so imp to talk to stakeholders to create an atmosphere of openness's. How? Keep in contact, listen, make them feel heard and then you are really connected.
They take their time, that helps. Don't put pressure on stakeholders.
It is important to have some kind of plan in place.

How do you prepare for complex situations when redev?
Start with a sketch
Talk to municipality to make a swot analysis and which stakeholders to consider?

Thoughts on inclusiveness
Don't know what inclusiveness is
Very broad concept
I think inclusiveness is also associated with sustainability
When I think of students it is a group which doesn't mingle very well with regular people
Not mix students in one building with other people that are working (cos of diff lifestyles)
It is bit vague
Maybe it is more about how to integrate and create community spaces for intl and dutch students

Thoughts on Delfts Doen
We are starting the process now with this
It's a good approach but you need to take your time
Communication and participation should be tailor made and design your own process
The schieovers is big redev so maybe DD is a good ap-

proach for that
Sometimes even small redev require a big participation process

If starting a participation process main things to consider
Do a good scan of risks
Interests of all involved
Urgency (are you in a hurry or able to take your time to consult all your stakeholders)
Money (do you think it is a viable business case?)

Participant – Natasha

INTERVIEW INTRO

- 1. Interviewee number, day, time, name of interviewee and location.
- 2. Thank the interviewee for taking part in the interview.
- 3. Inform the interviewee about the usage of the data collected
- 4. Confidentiality: stress the possibility for anonymity if desired. If anonymity is not necessary, ask for consent of being quoted. If consent for quotation is given, ask if it would be necessary to share the transcripts and/or quotations
- 5. Ask for consent to be recorded.
- 6. Offer providing interviewee with the research findings once they are available.
- 7. Offer that questions after the interview are always possible. Provide mobile phone number and email.
- 8. Start off with first part of interview protocol.

INTERVIEW PROTOCOL [max 5 min]

Hello! As you know I am studying my masters in Strategic Design at the Industrial design faculty of TU Delft. For my graduation project I am working with the Design labs and the LDE hub with Tjerk. The area I have decided to focus on is about the way of working of the municipality in terms of involvement of local communities (the citizens). I am interested to hear your opinion and experience on this topic, also in relation to the Delft Zuid project and ambitions.

For the purpose of my report it will be really useful if I can quote some of the things you say today, in there. Is this okay for you? And would you like to remain anonymous if I quote you?

Can I audio record this conversation since I cannot make notes while we are talking!

Ok, lets begin! And feel free to interrupt me at any time if you need to. This should take about 45minutes to one hour!

Part 1: Stakeholder analysis [max 15-20 minutes]

- 1. Involvement
 - What is your overall role in the project?
 - What is your role in organizing the participation aspect of the project?
- 2. Attitude to the development plans of Schieoevers (= project, not process)
 - Attitude general [rate 1-4 + why]
 - Which part of development is positive for you
 - Which part of development is negative for you
 - What are your main doubts with this?
- 3. Interest
 - How important is the development of Schieoevers for you [rate 1-4 + why]
 - Which part of the development is most important for you?
 - What are your main interests with this project?

- Which stakeholder differs the most from your interest?

4. Territories

- What is the most important part of Delft South development according to you?
- What are your needs in this area
- Where are opportunities you see?

5. Power

- Do you have the feeling that you can influence the developments [rate 1-4+ why]
- Who are the main actors playing in this development? (the ones with the most power)
- How do you see the relation of the municipality with these different actors?

6. Dependence

- Most important relations
- Most important collaborations
- Most dependent on which stakeholder
- Who could ruin it for you/block you

Inclusiveness in terms of?

Participation society which is more social inclusiveness?

And participation that people can participate in the dialogue?

We started this because of the Omsgevingswet

What we want to achieve is - everybody who wants to participate should be able to participate

We always talk about usual suspects they are really important and they are involved and enthusiastic who are always ready to give their opinion

But there are many other people who want to participate but don't have time, or don't know how or are too old

So we want to achieve that not an overall strategic participation but more with the niches

So making a specific approach for every target group

Example of current project: mass social media approach, street interviews to reach more diff kind of people

But also have a separate project for young people to get in contact with them

So we go to school we have co-creation sessions with them...to get information and their opinion on how the city of delft should develop

Make a special program for them to participate

Even with 80 + people because someday they will get sick and the city needs to know how to help them then

And then we use focus groups - pick them up and have a special meeting

All about making it possible for everyone who is important and those that want to talk to us, to give them that opportunity

That's how we try to include everyone with participation project

In what moment does the participation team get involved

in a project?

Main goal is to be involved at earliest stage of a project that is ideal situation

But that is not always the case. Sometimes they want to first build the business case

But then if we are not the ones who take the initiative, then we tell the dev that they have to start the process with DD

Cos we want people to participate

Nice to start at the point of the ambition doc

Ambition doc is never with a clean state because people think there is always a plan - which is true cos there is things like money involved, law etc which you are dependant on

So if we go with a clean slate then people don't trust you. Don't come with a white. They like the transparency, is the most important to being take serious. Then there's the democracy

When we developed DD they said don't come with a clean slate, just tell us the boundaries what can and cannot be talked about

They like the transparency

And most imp is they want to know that they are being taken seriously (one of the main issues)

And then eventually you can have democracy and go to a more formal way of making a decision if needed

Someone from Hoeghschool Utrecht.

She investigates the two participation projects there on the theory Personal Justice, is a theory in which people can be happy about the process but not agree on the outcome

And it's all about the way you treat people

If people are not feeling that they were not treated right or not being taken seriously, then it has a huge effect on how they will continue with us

Communication with citizens?

Open

Transparent

Honest

Should be as early as possible

Conflicts with colleagues?

People think it's still scary to talk to people

If people say yes or maybe then we are okay

but if people say no - then the municipality gets scared that why are they saying no, or why don't they like our plan?

We know what is best for the city

But thats why it is a change of attitude that is needed

And not every colleague is still there in that way

I can see that the attitude is changing towards a positive position

Because they see that it is not that scary

And even if people say no - it means you have engagement

If people don't want to engage anymore or react to anything then that is a very bad sign for you as a local government

Slowly the shift of attitude is happening

Omsgevingswet is designed to make more things possible

Now we say that's a great idea and we will find a way to make it possible

Earlier it was like but there is this and this and this law and rule to look into

So now more is possible

We are using serious gaming insights for colleagues too

With practical cases to make them talk about what would you do in this situation and how would you do it?

So mix group of colleagues and it opens the dialogue and makes people more conscious

To talk about it and how to deal with it

How do you see the involvement of municipality with the citizens?

We try to involve them in the most earliest stage

Delfts Doen, Right to challenge

We also have an Omsgevings manager - who knows everyone in one neighborhood

So she is the one connection between the environment and municipality - so everyone goes to her is something.

Minister said couple of months ago that municipality should work with the right to challenge initiative

We participate in their projects (Governmental participation)

Citizen participation

Example where participation didn't work so well?

Museum Prinsenhof

The city wanted to redevelop the museum to make it sustainable

But they wanted to remove a piece of the wall

But people said noo I was married there etc - so it becomes an emotional thing, there.

This summer 4000 people at the square of museum that people wanted to protest

That's really a large engagement!

What we did wrong: The participation started too late. It was not a real participation process even cos there was nothing else to participate, not much left to participate

Now we try to start the process from the beginning so that is better

How did you restore the trust?

They committed themselves to this project.

New perspectives, they will present to us, and then we have to see how serious we are going to take this input.

And it can be tricky because if we don't consider the insights then we lose trust

And the question is then that 35 people, does the city trust its people? Does this group trust us as local government?

So it's a really vulnerable process

What is the motivation to keep participating?

Participation is a right not a duty
If you don't care then you don't have to come. It is not an obligation
You (municipality) have to facilitate the process
If there was a participation with less turn out - then maybe we didn't organize the process well? If it is at night people with kids can't come, so we have to facilitate the process better.
Tanthof example
The municipality felt that so many people want to participate so it is a bad sign. They were shocked that so many people don't agree with us and they want to say stuff
But for us, this is great engagement cos in tantof people living are those who live all their life there
So this is great engagement and you should embrace it
They don't have trust in the government.
If the whole city does not come at all then democracy is dead.
Lack of trust in the parties.
A shift on the type of parties. Is an expression of not being happy. Every two years we measure the confidence and trust of people in local government in delft and it is kind of low right now.
Do this using a survey
One of the things is that We were almost bankrupt, because we built the new station but then we got into a financial crisis and taxes were high, so the people don't trust the local government because they have to pay more now

Insights from participation - internally within municipality?
We give Internal workshops to different departments.
Do you have some cases from ur direct working experience on which we can try DD?
Let them experience how to use DD in their daily work
Cos it is direct and practical they get enthusiastic
Diff dept diff approach since their work is diff so I let them experience how they get enthusiastic. Every department is different, they have a different

Challenges?
It's costing a lot of money, people will still say no to the plans
They are scared a little
And it is new so people have to get used to everything that is new
Building trust
But you also see the change.
Made an escape room for omsgevingswet. Borrowed From Breda and they really liked it. To learn about it and learn about working together
If you use interactive tools then people get excited

Ideal scenario?
If we would use the tool of participation at the most earliest stage
And if we use it seriously.
After participation there should be some development

(before and after using participation) the plans should change
People must notice, if there is not difference ... then it is not well applied
people should see we did something from their input
Looking at the changes we can still make to give their input serious place in the plan

How do you give feedback?
Have an excel sheet where all the comments are written down
We put comments to their comments to say we use your input for...or didn't use ur input for....
Give feedback personally
And during 7th May wrap up meeting and discuss 5 dilemmas

How much room is there for change still?
It depends of the type of project
Schieovers is really large area and we don't own much ground there
We can directly influence parts that are ours
We are dependant of the business.
But some parts they will become apt flats (from certitudo)
We are gonna start participation process there now but after the business case was made and signed
The dev is making branding and marketing already
So then we told them that people won't take it seriously - cos they have images of what looks like brochure images
So people won't feel good if u have that and then ask them
If you are demolishing a building here then you have to give back something to them
They would properly do the placemaking.
To every project is different.
We want to put so many houses, because there are large companies. People will complain. But now we been talking about. It's a really long-term process. Be disruptive. It can be a simple thing, it depends on so many. It's a real political process.
You have to earn the trust from everybody
It can be one thing and then it can be totally disrupted suddenly

With businesses
If business is initiative taker we out that they have to use DD in the initial agreement
They are not used to doing that
Scary
People are always complaining
But I sit with them and tell them there are participation policies even if there is a business case
Sometimes you have to keep your back straight and say that the city needs this so we have to do it this way
As a government, because the city needs this
You have to show that this is a precarious process. More is possible.
They have to get used to it and experience what are the

possibilities and get a positive experience
So even with dev u see they are getting enthusiastic
It is a new way of doing and working for them as well
It's better to know the arguments against your plans at the beginning of the process that later
Also helps you get new ideas for your plans
We as city council often have blank spots But people outside, of the city, they have creative ideas that we never thought about
It can enrich your plans
If they see it is little extra effort but if it makes a diff then they are happy to work with it

DD is new so we help them to design the process
We learn everyday
Share our learnings with them as well
Example

Drawing the line with participation?
Participation is successful when you have many diff opinions
Not many diff people
But diff opinions
That enriches your plans
If you don't get diff opinions anymore then its enough

If participation is successful then is it also inclusive?
If we included many diff opinions then yes if not then no
Not get people being happy together - that is a consequence
Getting the input of many people - that is the goal (of participation)
If you participation process is right with the right information then people will get smarter cos they have more info
You educate them
Talk with them more about the consequences then

Diff between design for and designing with:
One is co creation and one is asking people to react to our plans
Different layers of participation
When you start a process it is imp to agree on which amount of participation you do
Whether you co create together or you give an advice and consider it
We don't do a lot of co creation right now (have done it for energy transition project)
Asked people what is imp for you? So they had a lot of influence on the total process
We don't do it as much as we would like to do
It is also a bit scary
You have to let go
Co creation it is equal - also in the decision making process
Just now we are the ones to decide what is a good plan or not
So have to figure out how equal are you and in what part

of the process
This is something we still have to figure out and learn and try

"We have to see first before we trust you"
I like to go out open to the people
But my colleagues sometimes think it is diff
They are scared cos they think people will get angry or it can get personal
Some example of having to make unpopular decisions as a municipality

What is the future of DD for you?
Currently discussion about how to use DD vs co creation vs Omsgevingswet vs Right to challenge
How do they work together or conflict ?
How much will it cost - monetary but also capacity wise cost
Even small project can become intense because of participation
Making a vision policy on how to use participation, what are the risks of not doing participation, reputation of the city council - are u trustworthy as local govt or not?
Ideally I think participation should be in the early stage of project and criteria is when it is obliged legally vs when it has impact on the city or local govt

Sustainability goals?
For sustainability goals of city of Delft also using behavioral sciences (with TU Delft) and lifestyle profiles (from Motivaction) to learn more about what are the intrinsic motivations of people in wanting to be sustainable

Conditions needed in municipality to implement insights from participation?
This needs to be organized in the start of the project
Can't promise that you can implement it if you have to checked this before
Knowing what are the boundaries - legal, financial, historical
Formal and informal conditions clear before you start the process
People want to have these conditions because then u know this is already been decided on and this is what I can decide on
Cos otherwise u have a problem if you can't measure these conditions and then things go wrong
Building capacity of colleagues to organize all this is also important

Part 2: Participation
1a. How would you evaluate the (participatory) process up until now for this project, but also generally?
- How are you incorporating participatory dialogue in the project?
- What kind of of dialogue?
- What does a good communication with citizens in participatory processes mean to you?

Participant – Sanne

- How do you see the municipality and involvement of citizens?
 - Is this a part of the Delfts Doen method?
- 1b. About Delfts Doen
- What is your general experience with the Delfts Doen method?
 - What are the strengths and flaws of the DD method according to you?
 - Any positive outcomes from including participation yet according to you?
 - How do you think the municipality is using the DD or general participation method in their projects?
2. Participation in ongoing project
- Did you experience tensions in the current project?
 - About which issue?
 - Which kind of opinions differ the most?
 - Are there any challenges from the citizen’s side that you are aware of?
 - What do you see as challenges in the method used?
 - How would you solve that?
- Extra// About specific aspects
- >Flexibility in plan & clear frames, goals of meeting
 - >Transparency: of project goals, process, in thinking process (why certain steps are taken, effects of certain choices), what happens with input, when you can join in
 - >Information provision, too much or too less, complexity of the case
 - >Equality: in the conversations, is everyone invited to speak, proficiency, roles, taken seriously
 - >Willingness: is there an openness for ideas, interest is shown, honesty, do you feel heard
 - >Trust: How do you perceive the level of trust of local communities towards developers (high or low)?
3. Using insights from participation
- How are you incorporating the insights from the participatory process in your work?
 - Do you feel that the insights from these participatory processes really influence the decisions and solutions you as a municipality come up with?
 - How do you communicate to the rest of your team
4. Follow up, closing the participation loop
- How do you give a follow-up on the participatory process? How do you communicate outcomes to the participants?
- (Transparency of the process after participatory process is over).
5. Omsgevingswet
- How do the new Dutch laws on Participation affect the current way the municipality is working?
 - What is the vision for Delfts Doen given this new law will be in effect from 2020?

- Part 3: Inclusiveness
1. What does inclusiveness mean for you?
 2. How difficult do you think it is to make this (or other) project inclusive?
 3. How do you think the municipality is trying to achieve this aim of “inclusion” currently?
 4. How important do you think it is to follow participation processes to achieve inclusivity?
 5. Are there other channels and ways for citizens to voice their opinions and concerns?
 6. How is the municipality currently encouraging citizens to use these? (also in terms of spreading awareness)

- INTERVIEW INTRO
1. Interviewee number, day, time, name of interviewee and location.
 2. Thank the interviewee for taking part in the interview.
 3. Inform the interviewee about the usage of the data collected
 4. Confidentiality: stress the possibility for anonymity if desired. If anonymity is not necessary, ask for consent of being quoted. If consent for quotation is given, ask if it would be necessary to share the transcripts and/or quotations
 5. Ask for consent to be recorded.
 6. Offer providing interviewee with the research findings once they are available.
 7. Offer that questions after the interview are always possible. Provide mobile phone number and email.
 8. Start off with first part of interview protocol.
- Stakeholder analysis [max 15-20 minutes]
- Involvement
- What is your role in organizing the (participation of the) project?
- 2.5 years ago with schieovers
- Start was weird
- Make a mix with the government so then we had to really make up our mind on what we want here
- It is an extensive area with lot of diff kind of stuff going on
- Not much employee per sq meter
- More housing in Delft
- The development plan started then around 2 years ago
- So now we have participation on this, the planning is just before summer to decide if it is okay and then we go ahead (11 July)
- In the two years we had elections the council changed
- So they made some other decisions in the planning and chose 4 areas in delft where they want to make the priority
- Schieovers is one, area with hospital, Delft zuid, New delft (central station)
- Delft zuid is part of the schieovers transitions
- Delft zuid is more living and schieovers in general is more working
- The development around the station can be independent of schieovers because of this they separated it. Why?
- Speed of development can be quicker is separate delft zuid as separate area
- Municipality is owner of few plots but that is in schieovers
- Boundaries of the COP we get a lot of questions about can we do something here? Or can we build something here?
- So now prices of these houses are going way high (the strip they bought – anne knows)
- They also need guarantee from the municipality that they will get the money from it, otherwise it is not really interesting from them to buy
- So now they have to wait till the main plan is decided before summer and then make arrangements with the other parties (such as Leo)
- Attitude to the development plans of Schieoevers (= proj-

- ect, not process)
- Attitude general [rate 1-4 + why]
- Which part of development is positive for you
- Leaning towards positive
- Which part of development is negative for you
- What are your doubts
- Interest
- How important is the development of Schieoevers for you [rate 1-4 + why]
- Which part of the development is most important for you?
- The square but the boundaries of it are not defined yet (Anne has it marked on the map)
- Where do we make the central point of the square?
- We want to dev our own plot so how does it all relate to each other?
- Also the tunnel but it will really far from the square so then when they leave the tunnel the way it is currently planned they come up into nothing
- We want the square like people can come together there to have coffee etc
- The tunnel project has been commissioned in Jan 2020 they start. So we still have sometime to stop them or make some changes to that...
- What can we do to open it up, or widen it to get people to come there
- Not just people that are travelling but also from voorhof or tanthof that they can come there and go to gym or do their groceries etc
- For now the square is one of our main challenges
- Square sounds easy, but its something that u have to make a lot of decisions before you can start thinking of this square
- Like do we want to develop this plot? Or make it into a park or something? So what to do with the tunnel? Does it make it too long to get to the station then? Where will the bike parking be?
- So really need to make a lot of decisions first
- And we have to think about what do we want in 30 or 50 years
- Trying to make “no regret decisions”
- Which stakeholder differs the most from your interest and which interests does he have
- All parties are thinking from another perspective
- Everyone has common goal of wanting to develop the place into something good and “magical”
- But then Certitudo (company from den bosch) wants to develop it fast because they want people in certain part cos they want development there
- And another org thinks same but in their side
- And Pro rail wants a tunnel and 4 tracks
- Can tunnel move? No..few years ago when decision was made the municipality didn’t have money. And now the plan is already better than it was before
- NS: wants to have good stations, partner in 4 track project but they are letting pro rail take the charge. Now it is not even 5000 travellers a day, so it is not so interesting for NS to think of installing shops etc there.
- Pro rail: installing and making tracks

Thoughts about sustainability: everyone wants to think of it but it is not their priority. When you look at the whole strip then it is interesting to think of this, but not if you think about just one plot. Want to reuse the schieholah? Everyone wants to do something with sustainability but they all are doing it in their own way...like Pro rail with the roof, and certitudo with circular demolishing... Leo the billboard near delft zuid, it is quite prominent and then it feels like it is coming there like tomorrow! And normal, regular people don't realize or know whats going on, because they don't read all these articles and documents about it Everyone was really negative about naming it campus, and that was the sentiment It was really negative and really small focused. They didn't ask other questions about like..how can we get there? Will there be elevators etc. Opinion on 8 themes, which are more important Which are most important to you + why Rate them Territories [show on map] What is the most important part of Delft South What are your needs in this area Where are opportunities + why Spatial issues at the place for you What would you like to see improved Power Do you have the feeling that you can influence the developments [rate 1-4+ why] Who are the main actors playing in this development? (the ones with the most power) Dependence Most important relations Most important collaborations Most dependent on .. stakeholder Who could ruin it for you/block you Is this a complete picture of the SH's? [Stakeholder scheme]

Participation [max 30 min] Back to the involvement How would you evaluate the (participatory) process up until now? Certitudo for example as developers have to do their own participation But we from the municipality have to think how we get people interested in the whole development process. And what is the best way to do that to get the right input Right input: for example, the square we have 15 people thinking about that what to do. But I think there are people living there that can rather tell us that. They have a lot of experiences we can use, but that is not happening yet. Why? Because it is scary, you are looking for the right moment always to share things so in which moment to show and share with people. Based on what you show people could have very extreme reactions. As a municipality we have so many choices and we didn't yet make up our mind.

Most important learning from DD was that people want to talk, but what are the topics we can talk about. The frame is needed to be given to people...to steer the conversation. And the agenda of the stakeholder (eg, dev) may not match what the people want. Eg, people want park but the dev has paid a lot for the plot so he wants to make something that gives him back the money. Some event on May 18 is happening where she is trying to ask the developers to be there and use the opportunity to ask the people. To be on speaking terms with the people. I have a lot of conversations with Natasha from DD and other communication colleague. When I tell them what people are thinking about, then they think I have already decided. Hence they have diff opinions on what is participation. You can have a talk with citizens about the urban environment how it should look like etc cos it is too abstract it will not be very productive. So something specific is better. But there are citizens that are more interested in having these discussion on abstract topics (these are like some expert kind of citizens who have some specialities?) Make a special group of citizens and have a long term relation with them, meet once a month or so and talk about progress and know what they think of. That might be nice definitely. Perceived trust between communities and municipality: is not so good. Why? They have a lot of expertise and ideas about how things should be, because a lot of people do that because they have a lot of passion and they want it to be good. But from the municipality not everything has to be an "A" or a "10". Sometimes its like the priorities are not matching. And sometimes when people do not get what they want, they are disappointed not because it is not good, but because it is not what they wanted. Or that their ideas were not used. But this area the discussion was more about how do we combine things. In campus and city center this part is more difficult. A lot of these kind of conversations have a lot of history. Openness from citizens and municipality to have a good conversation: sometimes from municipality you are living in your own world and you make a lot of steps, we decided a lot we are fully in the project. We have a year f history and now if we share with you, then it is not matching. It is a lesson for us, to share things in the right time. Just sharing is enough but also to take them along. Citizens having trust in other partners like the developers: everyone knows that what developers want in the end is money. So if the housing is simple and cheap the people don't like it. But if it is something nice with garden etc then it is fine. So there can be always this mismatch. It is their responsibility (talking about the developers) to share their plans with the people. Not of the municipality. As a municipality we have to make a clear judgement, we have to decide if you did the right things and if it fits in our frames. So for certitudo they have to do their own participation process.

Would you monitor this? Yes, when dev is organizing some event with people then people of the municipality are also there to check what is happening what are the main questions etc. The town hall also wants to know if you had a participation evening, what were the main points you talked about. We say this is an obligation but it is not a law. The story is if you don't do it you will have problems with the town hall later so... When the townhall decides about a project, then that is the frame decided and then you can work within that frame. So as a municipality we can organize what we want to do with that space or the square for example. So these are important participation moments for the municipality. My dream, I really want a caravan or container in the square and we sit there one day a week and people can come there and ask questions. Challenges: we are thinking about it, then we have to make it concrete, what do we want who will sit there, do we need license etc. So the planning of it. Can think of many ways why it doesn't work. Gives example of Schooemakerstraat: they have a special room there you can come, ask questions etc. have a coffee etc. And she wants to organize something like that in delft zuid Different strategies to involve people in this. How are you incorporating participatory stakeholder dialogue in the project? Types of dialogue? Is this a part of the Delfts Doen method? What are general flaws and strengths of the DD method? Evaluation in general Any positive outcomes from including participation yet? Did you experience tensions in the current project? About which issue? Which opinions differ the most? Are there any challenges from the citizens side that you are aware of? What do you see as challenges in the method used? How would you solve that? What do you see as barriers for a good conversation between the parties in this project? General: which challenges did you encounter during the collaboration What does a good dialogue with citizens in participatory processes mean to you? Aspects Flexibility in plan & clear frames, goals of meeting Transparency: of project goals, process, in thinking process (why certain steps are taken, effects of certain choices), what happens with input, when you can join in Information provision, too much or too less, complexity of the case Equality: in the conversations, is everyone invited to speak, proficiency, roles, taken seriously Willingness: is there an openness for ideas, interest is shown, honesty, do you feel heard Trust: How do you perceive the level of trust of local communities towards developers (high or low)? How are you incorporating the insights from the participa-

tory process in your work? How do you communicate to the rest of your team How do you give an follow-up on the participatory process? How do you communicate outcomes to the participants? Transparency of the process after participatory process is over. Do you use a sequence of dialogues and why? (iteration)

Inclusiveness [Malena/Ashni] +/- 10 min What does inclusiveness mean for you? In the end I hope this area can also mean something for voorhof and tanthof It has to be more, it has to stand together with also the campus. We ask people what they want to see or what they are missing, what will trigger them in come to this place. That can be a start. We as a municipality have to think and study what kind of programs will be good for what these neighborhoods need How are you deciding what they need: are you deciding with them or not? A bit of both, in one way we have our own policies (ex, for housing we know exactly what we need in the next 10 years so we decide base on that what program is needed). And on other side in tantof people live there all their life and are happy but elderly are living in old age homes. So then we already know that. Didn't do any studies to know what should come there, but based on "what we already know" Doing some study on seeing what kind of amenities are needed. How early should you involve the citizens? Depends on the situation, you have to let people chose themselves when they want to be involved. So let people decide when they want to get involved (in more abstract level or later more concrete) In general, in the municipality there is transparency but sometimes like when there was price negotiations happening with some developers it was then becoming the deciding factor.

How difficult do you think it is to make this (or other) project inclusive? How do you think the municipality is trying to achieve this aim of "inclusion" currently? Have a lot "evenings" in the different neighbourhoods so we have have these on diff themes as well (sustainability, mobility) and there people are encouraged to talk about these topics. How important do you think it is to follow participation processes to achieve inclusivity? Are there other channels and ways for citizens to voice their opinions and concerns? How is the municipality currently encouraging citizens to use these? (also in terms of spreading awareness)

Appendix 4

Codes & categories

Local communities

Categories

Theme	Categories	Code
Convenience	Less effort	3
	Lack of motivation	7
	Own convenience	3
	Personal interests	1
Responsibility	Balancing chaos in the city	18
	Trust the municipality	19
	Municipality has authority	4
Being informed	Ways to communicate	17
	Being informed	8
	Effective communication	8
Respect	Be heard	2
	Be taken seriously	2
Being competent	Decide for yourself	12
	Being aware	6
Having opportunities	Include everyone	5
	Opportunities to participate	15
Sense of fulfillment	Building excitement	9
	No returns on investment	13
Building a relationship	Sense of community	14
	Not inclined to be involved	7
	Dont feel part of community	11
Sense of connection	Sense of belonging	16
	Feeling disconnected	10
	Build a connection	14

Participant – Carolina

Carol ina	Important quotes	Codes	Categories	Main insights derived	Paradoxes			
	Feel like I am in side of city that is not touristy, you won't invite someone here to show them Delft	My side of the city	Convenience	Neighborhood is conveniently located	Be involved	Spend minimal time and effort on it	I want to be invovled in the neighborhood but I dont know how I can do that in a way that costs less time and effort	
	But i feel part of community of students in my building It is very diverse, diff bg, people wearing ethnic clothes that you don't see in other parts of city. See this in building but also in the neighborhood. People from diff bg speaking diff languages	Feel part of community	Community	It is more international so you get to see diversity	Role as a citizen	Lack of access to information	I want to know more about my role as a citizen of Delft after moving here but I dont know how to get this information in an easy and accessible way	
	Feel this location has been nice choice cos it is convenient - supermarket, shops, post office nearby	My neighborhood is diverse Convenient location	Diversity Convenience	Convenient	Municipality communication to citizens	Citizen communication to municipality	Currently the municipality communicates important things with me but I feel like I have no way of communicating back with them	The communication loop feels one sided
	No don't feel involved in the neighborhood My involvement has been going to the markets nearby but other than the students I know I dont know anyone in community	Dont feel involved in neighborhood	Dont feel involved	Dont feel involved in neighborhood Involved only in the student community	Contribute in meaningful way	Be efficient	I want to contribute to the neighborhood in a meaningful way but I am not sure what is the most efficient way of doing this	I want to be involved in the causes that matter to me
	People are nice but i dont know them	Dont know the people	Dont know people		Build a connection		I want to build a connection with the municipality but I dont even know how the municipality here works	
	Define involvement: if i was doing something for the neighborhood as well	Invovled if i am doing something for neighborhood	Involved if contributing	Involvement as contribution to the neighborhood	Collaborate	Lack of information	I want to collaborate with the municipality but I am not sure of what they really need	
	Ideal: would be interesting if there was a way to participate on the ways to improve somethings we perceive as negative issues going on in the neighborhood	Looking for ways to participate in neighborhood improvment	Opportunities to participate	Be involved in improving the negative issues going on in the neighborhood			I want to communicate with the municipality but the channels for doing this are not clear for me	
	And since it is intl neighborhood it would be nice to have something you can access even if you dont speak Dutch	Something you can access even if you dont speak dutch	Include everyone	Accessibility as an intl (in terms of language)			I want to feel enagaged by the municipality but currently I feel intimidated with all the communication that is happening in dutch	
	Know what is going on, who takes care of that part of city	Know whats going on	Be informed	Want to know what is going on Who takes care of what in the city				
	If there is a community who is involved and manages this	Know who is invovled	Be aware	Is there a community involved? There is a lack of information				
	When you arrive there is a way of participating in such things	Way of participating	Opportunities to participate					
	Easy way to participate Not having to go to meetings, but post suggestions on some forum or website Even if you are not frequently involved it is nice to know you can be heard in some way	Easy way of participating	Easy way to participate	Easy way to partiipate Less time Even if you cannot "commit" regularly, how can you be involved?				
		Be heard in some way	Be heard					
	Dont participate because dont have time and dont know where to	Dont participate because no time	Be time efficient	Lack of information				
	Would be interested in waste collection as a cause - to participate in these kind of events or activities	Interested in causes I care about	Personal motivations	Participate in causes that are important to me				
	And if all the communication is in dutch, even if i am learning dutch, i still feel intimidated. You just don't feel invited if communication is in dutch. Cos we are an intl community	Feel intimidated	Includes everyone	Communication in dutch				
	I dont see any involvement with the municipality	Dont see any involvement with the municipality	Dont feel involved	No involvement with municipality				
	Municipality takes care of city but dont feel any connection established directly with me	Dont feel connection with municipality	Building a connection	No connection				
	It would be nice to have connection. You feel a greater sense of belonging to the city.	Feel greater sense of belonging	Sense of belonging	Connection can help to feel a greater sense of belonging to the city				
	You also get to know people that are not necessarily students, which is something hard to find	Nice to have a connection Get to know people	Building a connection Builiding a connection	Meeting with locals				
	Feeling a greater sense of belonging to the city: Municipality sees me as an individual living in this city, not just a number registered somewhere. So in this sense I would feel i am treated as a person	Be seen as an individual	Be seen as an individual	Municipality recognizes me as an individual				
	I have done this once when people were throwing garbage on the canals, so I wrote an email to municipality via website. But didn't get any answers I was like "cmon, don't you care about that"	Didnt get answers from municipality	Lack of communication	Municipality didnt react in the past				
	Let you know in easy way what is going on in the city Would be interested to be involved depending on the issue	Know what is going on in the city	Be informed	Easy way of knowing Possibility of choosing on how to invest my time in participating with the municipality				
		Be involved depending on the issue Be involved depending on the issue	Personal motivations Opportunities to participate					

See a lot of construction going on, it is a bit hectic Not well organized and not accessible	All the construction work in delft seems bit hectic	Chaotic/confusing	Not well organized development work
Little issues like maybe they dont test it or they are not aware of it. They need to pay more attention	They need to pay more attention	Pay more attention	Need to pay more attention
But they can improve the channels of communication.	Improve channels of communication	Lack of communication	Improving channels of communication
So they should work closer to the intl community	Work closer to the international community	Include everyone	Intl community
Just to know what are the basic rules of you as a citizen of the city	Know rules as citizen of the city	Be aware	Basic knowlege as citizen of city - currently lacking this information
Participation is a way of speaking and that you know someone is listening Would be nice to develop some projects for the municipality, if they can communicate what they need That would make me feel like I am contributing something	Participation is knowing that someone is listening Want to feel like I am contributing something	Be heard Involved if contributing	Collaborate with municipality (as a citizen but based on my interests and expertise as well (as a designer))
Inclusiveness it comes together with being accessible and also the way that you are treated around the city	The way you are treated around the city	Sense of belonging	
I feel included when the city is communicating in english, makes me feel included	Feel included when the communication is in english	Include everyone	Communication barrier (in terms of language)
What I miss is the communication from my side to the municipality. Miss this side of the story	Miss the communication from my side to the municipality	Lack of communication	One sided communication - currently is from municipality to me But how can I communicate/enagage with them?
It is not so easy to communicate back - because I don't know what are the channels, how does it work if i need something.	Not easy to communicate back to municipality	Lack of communication	Channels of communication uncelar
I don't know how does the structure of the municipality work - what are the different departments they have (office for environment, or culture etc). I don't know them, if they have that, how should I get in touch with them.	Unclear channels of communication Dont know the structure of the municipality	Lack of communication channels Be aware	Structure and working of municipality Who works on what and how the diff depts look?
I don't know how is the representation in the municipality, have no idea	Dont know how municipality works	Be informed	No idea

Participant – Micha

Mich a	Important quotes	Codes		Main insights derived	Paradoxes			
	I dont have trouble with the construction as long as they dont wake me at 6.30am	Dont have trouble	Convenience		Share opinion	Value of sharing opinion	I want to share my opinion but I dont think that my opinion matters much	
	It is pretty central location, close to shops, close to where all my friends live So pretty convenient	Pretty convenient	Convenience		Participate	Spend minimal time and effort on it	I would be interested in participating in some ways but I want to do that in a way that costs minimal time and effort for me	
	My building is student building so it feels enclosed	Feels enclosed	Feels enclosed		Convenient	Be involved	No committment	I want to involved and as when it is interesting and possible for me but I want to be informed about things all the time
	It is nice but I would like more interaction with normal people, non students but also with students	Would like more interaction	More interaction	More interaction with diff people			To participate you have to be ok with sharing your opinion but not having a say in the final decision	Seeing the value you can add
	Low, close to zero basically If I would talk about neighborhood I would say my building is on the edge on the neighborhood It is surrounded by business areas (AH, LIDL, before car dealer) and other small businesses Dont feel like you belong to a neighborhood or anything cos u ae on the edge Has upside that there is no one you bother	On the edge of the neighborhood	Feels enclosed	His building does not feel like a part of the neighborhood	Participate	Benefit from it	I am open to participating in topics about the development of Delft but most of these developments will take very long and I wont be able to benefit from them	
		Dont feel like you belong No one bothers you	Sense of belonging Feels enclosed	Friction between residents and students in Delft Leads to weak sense of belonging and community for students				
	And in delft there is the problem of how residents in delft dont like students cos of loudness, drinking, parties Which is why also you dont get involved because u are not part of the community	There is a problem	Friction					
		Dont get invovled You are not part of the community	Dont feel involved Dont feel part of community					
	I often get a letter saying that there is an information night or discussion night about these new developments But I dont really feel inclined to go there because I have the feeling I am only living here for couple of years, this will not be the place I end up hopefully So why would my opinion matter?	Dont really feel inclined to go	Lack of personal motivations	Why would my opinion matter?				
		I am only living here couple of years Why would my opinion matter	Sense of belonging Be heard	Costs time and effort to get yourself invovled Have to be informed about the topic and be willing to discuss it				
	And also it costs time and effort and you have to get informed about the topic to discuss it and have an opinion. You need to open to have a discussion with residents and already there is this friction with students. So if i go there as a student will they listen or value my opinion, so i dont find it that important to be involved	Costs time and effort	Be time efficient					
		You have to get informed Have an opinion Need to be open to have a discussion Friction between residents and students As a student they dont listen or value my opinion	Be informed Have an opinion Be open Friction Be valued					
	But i am not really sure if I want to be involved that much It depends also on what topic it is about	Dont find it that important to be involved Not sure if i want to be involved that much	Personal motivations Personal motivations	Depends on topic				
		Depends on what the topic is about	Personal motivations	Something short term - that i can directly benefit from Then would think of getting involved				
	But if it was more something short term then I would feel more the need to be involved	Something short term then more inclined to be involved	Personal motivations					
	Not involved in any activities	Not involved	Dont feel involved					
	It happens where my parents live but never seen it in Delft zuid cos i think here it is a way less close community	Here it is a way less close community	Dont feel part of community	Less closer sense of community in Delft Zuid				
	In delft there is a lot of diff kind of people living there, houses are diff too There is a bigger variety and that causes often more disengagement between people	Lot of diff kind of people in Delft	Diversity	Higher disengagement due to diversity				
		Bigger variety Causes more disengagement	Diversity Disengagement	Interesting for me				
	Would go to an activity that is interesting for me	Activity that is interesting for me	Personal motivations					
	If it is only about getting to know people, then I am not inclined	Not inclined only to get to know people	Not inclined to be involved					

Recently got letter about Schieovers noord development (was a survey to fill out) I think that was some kind of involvement Got the feeling that they really wanted some opinions on how to develop it	Feel like they wanted some opinions	Opportunities to participate	
Lot of people think that they give their opinion but in the end the municipality does what they really want so like your opinion is not really valued even though they make you feel like it is	In the end the municipality does what they want	Municipality does what they want	Opinion is not really valued In the end the municipality does what they want to do
	So it is like your opinion is not valued	Be valued	
	They just make you feel like your opinion matters	Be heard	
Trade off between satisfying people and making money	Trade off	Balance	Trade off between satisfying people and making money
If you involve people at a certain point, they always want to have feedback	People want to have feedback	Lack of communication	Getting feedback
They should have informed well at the beginning then there would have been less resistance	Should have informed well at the beginning	Be informed	Being well informed
	Less resistance	Be open	
It is a bit unclear how you could best reach them	Bit unclear	Pay more attention	Unclear how to best reach the municipality
If i have a problem and i want to communicate it, then there are couple of things i want: (1)Communicate it quick so they understand - so phone is better cos in real time we can sort it (2)Direct – so someone at the other end to respond. Filling contact form on website is annoying cos it takes few days to get response (3)Feedback – if i give feedback or a comment to them, then I would like some feedback back	Communicate it	Lack of communication	Communicate directly and give proper feedback
	Communicate quickly	Lack of communication	
	Give feedback	Give feedback	
	Be direct	Be direct	
To know that they take you seriously	Need to know that they take you seriously	Be taken seriously	Want to be taken seriously
Not that you are only feeding in and not getting anything back	Not getting anything back	Not getting anything back	
Most participation nights I think it is always the same group that are more involved	Same group involved everytime		Same group more invovled - usual suspects
Advice to municipality: (1) Participation nights or info nights are nice, but if you dont go there then you are completely left out. So then you dont know what happens then and suddenly you see some development going on (2) There seems to be a really high randomness in the developments happening around Delft	If you dont participate you are completely left out	Include everyone	Be involved without committing
	Really high randomness	Chaotic/confusing	
Participation is being able to take part in a community but not having the final decision	Take part in community	Be part of community	Being ok with sharing your opinion but not having a say in the final decision
	Not having the final decision	No say in final decision	

Participant – Sebastian

Sebas	Important quotes	Codes	Categories	Main insights derived	Paradoxes		
	I think it is good some people say that “oh you are living in the ghetto” “it is very far” “you have to cycle a lot to get there” But for me its like 15mins and its good because I like cycling and it is opportunity throughout the day to get rid of stress and think about stuff while going to uni etc	For me it is good	Convenience	Enjoy the commute	Community identity, interests	Personal identity, interests	I am not interested in all the causes that the neighborhood organizes events for but would participate if there are events that I am interested in
		Good opportunity to get rid of stress while cycling	Convenience				
	Involvement: I don't think I am really involved. Also since I am an intl I cannot take part in all community events	Dont think I am really involved	Dont feel involved	Not involved because of being intl Language barrier	Complying to basic, mandatory rules	Doing more, contributing more, being more invovled somehow	I want to contribute more than just complying to the mandatory rules of the municipality, but I am not sure how I can get more involved
	So I would say I am just living my life there, not taking part in the community	I am just living my life there	Living my life there	Just living life there Not a part of the community			
		Not taking part in the community	Dont feel part of community		Contribute because it is mandatory	Contribute because I can actually add some value	Dont want to contribute just becuae I have to, but rather to add value
	Involvement defining: You are engaged, you are taking part, you have an active role in that specific community	Younare engaged and you are taking part	Be part of community	Engaged Active role			
	People here are more kind, more open, they switch to english but just for a couple of sentences. So language is definitely a barrier	Language is definitely a barrier	Include everyone		Cultural exchanges Events Common interests and causes		I am unaware of all the developments going on but I would like to be informed about those that affect me
	Ideal scenario: organization of parades for kings day or so. Dutch events - something that you as an intl want to know, and if you take part in your neighborhood then you would get to know and celebrate Or other activities like cycling or running. Then other people who like to do the same.	Organizing cultural events is nice	Personal motivations				
	But i would like to know if it something i like such as cycling or something that I can help with	Something I like that I can help with	Personal motivations				
	But i feel like they have their targets clear they want to target the dutch but not the intl But the intl should also be a bit more involved in taking part and try to learn dutch	They have their targets clear	Municipality does what they want	Who does the municipality want to target			
		Internationals should be more involved	Include everyone				
	If i get to know a part of the community because of an activity like cycling, then it would be nice to be part of that	Get to be part of community because of common interests	Common interests	Be part of a community that I connect with (not becuae I am living there, but maybe cyclists because I like that and identify as a cyclist myself)			
	Me as a designer can also help them then	Me as a designer can also help	Involved if contributing	Use my capabilities to contribute			
	But if you have more money and then you can have more stuff - like additional relationships, more space - something that conveys the feeling of home	Something that conveys the feeling of home	Sense of belonging	Feeling of home comprises of many things (all related to security and comfort in some way)			
	I am just complying to the rules and the regulations to be an intl student here so the minimum thing you need to have, nothing extra	Just complying to the rules and regualtions	Living my life there	Complying to rules Nothing more			
		The minimum thing you need to have and nothing extra	Living my life there		Adding value		
	I would have connection with municipality if i find something that can add a diff value	Connection with municipality if I can add value	Building a connection				
	If you are able as a professional to put your knowledge into something else and to support a project of the municipality then that would be nice	Be able to put your knowledge into something else	Involved if contributing	Use my capabilities, knowledge to contribute			
		Support a project of the municipality	Involved if contributing				

Probably they are just complying to the things they need to do to keep everything going on But i dont feel like they have an inclusive kind of program or activities Because you are not aware of the things that are going on, unless you meet someone and someone tells you etc But if municipality has diff activities you are not able to be notified or be aware of these activities	Just complying to things	Living my life there	Unaware of what is going on
	Dont think they have an inclusive program You are not aware of all the things that are going on Not able to be notified or be aware of these activities	Include everyone Be aware Be informed	
Sometimes i feel that the communication is missing	Feel that the communication is missing	Lack of communication	Lack of communication
Ideal scenario: less stressful, more direct and clear in their communication To understand the procedures you have to do, without trying too much If you are doing events then to connect everything - like the universities events to the city or spaces - that would be nice	More direct and clear communication	Be direct	Direct and clear communication Less effort to be involved
	Easily understand the procedures you need to do Connect everything	Be informed Balance	
But that road is really annoying but you don't know what they are doing there. You are never aware of what is happening	You are never aware of what is happening	Be aware	Unware of what is going on (in terms of development of roads that directly affect you on a daliy basis)
Suggestion to municipality: If you are commuting everyday you have your route and time and if you are going to a meeting, then you kind of know that you will make it But now if a road is blocked suddenly you dont know if you are gonna make it on time, and you are stressed So make it clear and straightforward and tell us what is happening	Make it clear and straightforward	Be direct	Direct and clear communication Inform on what to expect
Participation – But also accepting others opinions or ideas And then building something for the common good	Tell us what is happening Accepting others opinions or ideas	Lack of communication Be taken seriously	Building for the common good
Sometimes as an intl i think you are put aside cos you are there for temporary short period of time so they are not that interested in putting effort and sharing with you	Building something for the common good Put aside because you are there for temporary short period	Opportunities to participate Be taken seriously	Intl not integrated in society very easily
Personally: understand better the dynamics of the neighborhood and discover new opportunities	Not that interested in putting effort and sharing with you Understand the dynamics of the neighborhood	Not getting anything back Dont feel involved	Discover new opportunities Where can I add value?
Some channels where info is shared, we as intl dont know so then it is nice if they tell us about it	Discover new opportunities Tell us about channels where info is shared	Opportunities to participate Lack of communication channels	Channels where info is shared - awareness and easy access to info
	As international often we dont know	Be informed	

Participant – Maurits

Maurits	Important quotes	Codes	Categories	Main insights derived	Paradoxes		
	Chose this neighborhood cos there was a room available where I could get it, cos before had trouble getting a room	There was a room available	Convenience	Convenience Availability	Share opinion	Be knowledgeable about the situation	You can share your opinion but if you are not aware of the situation then that opinion is not very useful
	Belonging to neighborhood: Not really close to neighborhood It is pretty individualistic Even in my building i don't know my neighbours	Not really close to neighborhood	Dont feel involved	Individualistic neighborhood	Dont want to be involved	Directly affected	I dont want to involve myself unless it is about a situation, development that directly affects me
		Pretty individualistic	Individualistic				
		I dont know my neighbors	Dont know people				
	There are not really my type of people	Not really my type of people	Dont know people	Dont feel a connection			The municipality should ensure that people have knowledge about the situation they are participating for but people should have the freedom to inform themselves about it
	For me as long as the floor is okay and everybody just gets along there, says hi, doesnt get too rowdy then it is okay	As long as everybody gets along it is ok	Not inclined to be involved				
	Not participated in activities	Not participated in activities	Not inclined to be involved				
	On ground floor of his building there is participatory living Its people that need help (not disabled but they need help) So they had open houses for that, i was like I am busy or I dont really need to get along with them I see the people living there and they are quite normal for who they are so I dont feel the need to participate	I dont feel the need to participate	Lack of personal motivation	Dont feel the need to participate			
	It is different here, diff type of people, diff way people interact with each other Here it is groups of people together but they dont really intermingle	Different way people interact with each other		Diff groups of people that dont intermingle			
		They dont really intermingle	Disconnect				
	Received a questionnaire couple of times but it was 20 pages or so, so i just threw it in the trash Even the one in website i opened it but didn't complete	It was 20 pages so I threw it away	Be time efficient	Costs too much time and effort			
		Didnt complete it	Be time efficient				
	Don't feel the need to involve myself at that level with the municipality The dev i have seen in delft is quite okay I have seen everything change from old train station to new one How campus has changed, with tram line	Don't feel the need to involve myself at that level with the municipality	Not inclined to be involved	If everything seems okay, then dont feel the need to get involved with the municipality			
	So all those improvements are nice Specially since they start developing the spoorzone So it is looking well	All those improvements are ncie		Developments seem fine in Delft			
		It is looking well					
	The municipality is doing quite a lot of good things, so i am quite happy	Municipality is doing lot of good things so I am happy	Trust the municipality	Feels like municipality is doing a lot of good things			
	The less i am involved the better	The less i am involved the better	Less involved is better	Less invovled - the better			
	I would go to participation depends on my direct involvement in it If it directly involves the building I am living in then maybe But otherwise it doesn't really interest me	Participation depends on my direct involvement in it	Personal motivations	If the topic affects me directly - then would be bit more inclined to participate			
	I dont think i ever received something besides the questionnaire from delft municipality So i don't know what they decide or how they decide So if they want people to participate then this has to change Directly asking for opinions if people are not knowledgeable about the situation doesn't help	I dont know what they decide or how they decide	Municipality does what they want	- If they want people to participate they need to be clear in the why and why them - People need to have some knowledge about the situation else the opinions are not very useful			
		If they want people to participate then this has to change	Lack of communication				

Participant – Leon

Leon	Important quotes	Codes	Categories	Main insights derived	Paradoxes
	oard of the apartment building he lives in (VVE), they meet once every quarter or so And that is an open meeting and he can attend it if he wants This board discusses the issues of the building And if as a resident of the building I have an issue then I will present it to the board and they will take it up with the municipality Me (resident) >> << VVE >> << Gemeente So this board (VVE) is like a mediator between me and the municipality	Mediator between me and the municipality	Easy way to participate	Does not need a constant relationship or connection with the municipality. Only as and when needed Trust in the system and in those who are in charge	
	"I don't really need the municipality"	I dont really need the municipality	Disengagement		
	"I trust the ones in charge"	I trust the ones in charge	Trust the municipality		

Participant – Bernadette

Bernadett	Important quotes	Codes	Categories	Main insights derived	Paradoxes		
	It is difficult to get people out of their homes Difficult to get them out of their comfort zones	Difficult to get people out of comfort zone	Lack of personal motivation		Interest	Involvement	The municipality is interested in a lot of ideas but they don't want to make the effort to get involved and contribute to those The municipality is encouraging but not giving in terms of resources There are a lot of initiatives going on in the city, yet people and the municipality are not aware of all of it There is no clear view on all the different initiatives
	People are interested to meet new people but then don't have the skills to really communicate with foreigners	Interested	More interaction				
		Lack skills to communicate	Lack of communication channels				
	If you find a way to talk to them it will be very interesting	Find a way to talk to them	Lack of communication channels				
	The way I see it is that they don't have money, they have their own problems	Don't have money					
		Have their own problems	Personal motivation				
	When you tell them an idea they are always excited and like oh nice nice But if you ask something, then they don't give you	Excited about ideas	Excited about ideas				
		Don't give anything	Not getting anything back				
	So it feels like they really want to take but not help or give	They want to take but not give	Not getting anything back				
	So they are encouraging but they don't actually help or contribute	Encouraging	Encouraging				
		Don't actually help or contribute	Not getting anything back				
	So even about the taalcafe I ask them if they will come here or something But they say they are interested, but no one of them is actually coming here for this to experience it themselves	They say they are interested	Interested				
		Don't actually come here to experience it themselves	Not getting anything back				
	Because there is a lot of things happening in Delft but it is also very separated it And I think that is a pity	Lot of things happening in Delft	Opportunities to participate				

	It is very separated That is a pity	Friction
So it feels like the municipality thinks these ideas are nice and they are interested but they are still not actually getting involved somehow	Municipality thinks these ideas are nice	Excited about ideas
	Not getting involved	Municipality does what they want
So they are interested if it doesn't cost them time, money or whatever	Interested if it doesn't cost them time and money	Convenience of municipality
And then if things go well, the municipality takes the credit for it then! That is not nice	Take credit if things go well	Not getting anything back
	That is not nice	

Appendix 5

Codes & categories

Municipality

Categories

Theme	Categories	Code
Working together	Making the city together	8
	Working together with people	7
	Including everyone who wants to be included	23
	Making it possible to involve everyone who wants to be involved	13
	Better results from involving people	29
	Strong collaborations between municipality and people	8
Earlier is better	Better sooner than later	1
	Involving people early on in the process	1
	Important to get the timing right on participation processes	24
Embracing vulnerability	Fear of disagreement from people	27
	Accepting vulnerability of the process	57
	Learning to let go control of the process	57
	Using the outcome of participation process	31
	Allowing people to decide the participation process themselves	40
Sense of connection	Fear of being too connected with people	47
	Using participation to create an impact	33
	Viewing engagement of people as a good sign	32
Finding balance	Balancing the motives of all stakeholders involved	46
	Including the point of view of all stakeholders	6
	Aligning priorities	61
	Understanding personal motivations of everyone involved	11
	Finding balance	5
	Aligning many different perspectives	6
	Agreement	42

Shared future	Working towards a common goal	5	Building a relationship	Taking the input of people seriously	20
	Thinking together about the future	2		Valuing the input of people	20
	Establishing alignment and common understanding of goal	5		Listening to people	48
	Working towards a desired outcome	18		Making people feel heard	48
Knowledge sharing			Authority	Open the conversation with people	38
	Sharing learnings from participation with everyone	17		Building a strong relationship with people	21
	Mismatch in information shared	30			
	Awareness through out the process	45		Defining a plan	62
	Learning everyday	54		Having a clear vision for the future	3
Sense of fulfillment			Culture change	Making decisions	16
	Building excitement within people regarding plans of the municipality	43		Defining clear boundaries	59
	Gaining as much as possible from following a participation process	56		Having clearly defined goals for the future	3
	Create a feeling of wanting to participate	51			
Being competent	Fulfilling a duty by undertaking participation	52	Changing role/ Acceptance	Need for a change of mindset within municipality	26
				Finding ways to incorporate participation in current way of working of municipality	14
	Convince people of municipalities plan	34		Good internal communication within municipality	47
	Participation processes require a lot of effort	35		Limitations of the current way of working for using participation in all projects	14
	Take risks	55	Responsibility		
	Dealing with uncertainties	25		Role of municipality as a facilitator of the process	12
	Investment of time to follow participation	60		Role of municipality as organizers of the participation process	10
	Friction	39		Learning your role in the new way of working	44
	Bumpy ride	53			
Be trustworthy				Municipality has the responsibility to decide	4
	Gaining the trust of people in the municipality and their processes	22		Managing expectations	36
	Being honest	15		Using the expertise of the municipality	4
	Being transparent about the process with everyone	9		History and past decisions	49
				Making context and project specific approaches	19
				Discussions	50

Participant – Irma

Irma	Important quotes	Codes	Categories
	The government of Delft is doing a lot to involve people	Doing a lot	Effort
	On the other hand I know a lot of people who live here are very frustrated about the decisions the government makes	Frustrated	Frustrated
	So there is a lot of friction	Friction	Friction
	We do a lot, but you can ask if we do the right things in the right place but I am not sure about that	Doing a lot	Effort
		Not sure	Uncertainty
		Right things in right place	Timing
	There is room for people to decide only if we want to give the room	Only if we want to	Personal motivation
	We ask all kinds of participation from people and in the end there is nothing changed	Nothing has changed	Create impact
	Because I think we are really convinced that we know it better	We know it better	Expertise
	When we talk about participation we only want to tell our own story and convince people that our story is the best story and that we know it better because we are equipped and knowledgeable	Tell our own story	Personal motivation
		Convince people	Convince people
		We know it better	Expertise
	So if people are having arguments about the things we decide then we only listen to convince them that they are wrong	Convince people	Convince people
	When we don't invest in the relation and getting them on the same level of knowledge that we have, everything they are gonna say is stupid	Invest in relation	Building a relationship
	Are you willing to invest time, are you committed, do you trust us? Are you willing?	Invest time	Investment of time
	We are here together to get the best results	Here together	Here together
	Participation needs urgency for every stakeholder	Participation needs urgency	Urgency
	Urgency		Timing
	Trust		
	Commitment		
	Time		
	People have to learn their new role, and that is the most difficult thing	Learn their role	Learning your role
	When you want participation you also have to think what do you want from this participation?	What do you want from this	Desired outcome
	If there is a chance to connect and we don't use it properly, then that is a shame	Dont use it properly then it is a shame	Making most of the process
	They are afraid of being connected and being so involved	Afraid of being connected	Fear of being (too) connected
		Afraid of being involved	Fear of being (too) connected

Sometimes they do PD just as a way of checking the box to say okay we did this

It is a bumpy ride

Sometimes my colleagues forget why we are here. We are here for the people of Delft!

Way of checking the box

Bumpy ride

Forget why we are here

We are here for the people

Fulfilling a duty

Bumpy ride

Personal motivation

Here together

Expertise

Participant – Natasha

Natas ha	Important quotes	Codes	Categories		Main insights derived	Paradoxes			
	What we want to achieve is - everybody who wants to participate should be able to participate	Everybody who wants to should be able to	For everyone		Participation is for everyone who wants to participate			We know what is best for the city but we still want to ask people for their opinions	We = Municipality
	So we want to achieve that not an overall strategic participation but more with the niches	More with niches	Include everyone		Involvement of the unusual suspects			The need for involving citizens is coming from the law of Omsgevinswet, but citizens dont see this as a goal	
	So making a specific approach for every target group	Making specific approach	Making specific approach		Customizing participation process	Right	Duty	People should be willing to participate but not obligated to	
	All about making it possible for everyone who is important and those that want to talk to us, to give them that opportunity That's how we try to include everyone with participation project	Making it possible	For everyone		Giving everyone the opportunity to participate			The municipality wants people to participate and be involved but people often do not know the consequences of their participation	
		Give the opportunity Include everyone	For everyone Include everyone						
	Main goal is to be involved at earliest stage of a project that is ideal situation	Be involved at the earliest stage	Be involved at the earliest stage		Participation is most beneficial at the earliest stage of project	Encouraging participation	Lack of information	The municipality wants to encourage participation in their projects but the people are often lacking with information regarding the topic	
	But that is not always the case. Sometimes they want to first build the business case	First build the business case	Have a vision			Open	Assertive	We want to be open and transparent with people but we have to make certain decisions as the government and cannot ask for opinions on that	
	So if we go with a clean slate then people don't trust you.	People dont trust you	Gaining trust		Being clear, open and transparent with people	Law (Omsgevingswet)	Current mindset and attitude within municipality	The law now mandates participation in all projects yet the municipality is not internally ready for that	
	When we developed DD they said don't come with a clean slate, just tell us the boundaries what can and cannot be talked about	Dont come with a clean slate	Have a vision		People are aware that the municipality will not blindly do what they say So it is best to have the boundaries defined and clearly communicated				
		Tell us the boundaries What can and cannot be talked about	Honesty Transparency						
	They like the transparency And most imp is they want to know that they are being taken seriously (one of the main issues)	Like the transparency	Transparency		Being taken seriously				
		Being taken seriously	Being taken seriously						
	And it's all about the way you treat people	All about the way you treat people	Treating people well		Treating people well and respecting their opinions				
	If people are not feeling that they were not treated right or not being taken seriously, then it has a huge effect on how they will continue with us	Being taken seriously	Being taken seriously						
		Being treated right	Treating people well						
	People think it's still scary to talk to people If people say yes or maybe then we are okay but if people say no - then the municipality gets scared that why are they saying no, or why don't they like our plan?	Scary to talk to people	Fear of being connected		Currently within the municipality – Scared to talk to people If people are against something there is worry and panic				
		Gets scared Why are they saying no							
	We know what is best for the city But thats why it is a change of attitude that is needed	We know what is best for the city	Expertise		We know what is best for the city Need a change in attitude about this mindset				
		Change of attitude needed	Change of attitude						
	I can see that the attitude is changing towards a positive position Because they see that it is not that scary	Change of attitude needed	Change of attitude		Gradual change in attitude towards participation				
	If people don't want to engage anymore or react to anything then that is a very bad sign for you as a local government	Engage with people	Building a relationship		Engagement of people is a good sign				
		Bad sign	Fear of being connected						
	Omsgevingswet is designed to make more things possible	Make more things possible	Create impact						
	We are using serious gaming insights for colleagues too With practical cases to make them talk about what would you do in this situation and how would you do it?	Gaming insights			Gaming as a way to educate colleagues				
		How would you do it	Learning your role						
	We participate in their projects (Governmental participation) Citizen participation	We participate	Here together		Two kinds of participation – – Government participation – Citizen participation				
	This summer 4000 people at the square of museum that people wanted to protest That's really a large engagement!	Large engagement	Embracing enagement						
	The participation started too late. It was not a real participation process even cos there was nothing else to participate, not much left to participate Now we try to start the process from the beginning so that is better	Started too late	Be involved at the earliest stage		Starting too late means that there is not much left for people to participate in				
		Not a real participation process Not much left to participate	Making most of the process						
		Start the process from the beginning	Be involved at the earliest stage						

New perspectives, they will present to us, and then we have to see how serious we are going to take this input. And it can be tricky because if we don't consider the insights then we lose trust	New perspectives	Different perspectives	Not considering the insights from participation means losing the trust of people
	Take this input Can be tricky Losing trust	Being taken seriously Gaining trust	
And the question is then that 35 people, does the city trust its people? Does this group trust us as local government?	Does the city trust its people	Gaining trust	Trust in the government
So it's a really vulnerable process	Trust the local government Vulnerable process	Gaining trust Vulnerable process	Vulnerable process
Participation is a right not a duty If you don't care then you don't have to come. It is not an obligation	A right not a duty	Personal motivation	Participation as a right not a duty
You (municipality) have to facilitate the process If there was a participation with less turn out - then maybe we didn't organize the process well?	Not an obligation Facilitate the process	Personal motivation Facilitating the process	Municipality as a facilitator of the process
The municipality felt that so many people want to participate so it is a bad sign. They were shocked that so many people don't agree with us and they want to say stuff	Organize the process Bad sign	Organizing the process Fear of large engagement	Afraid
But for us, this is great engagement cos in tantof people living are those who live all their life there So this is great engagement and you should embrace it	Shocked that people dont agree Great engagement	Fear of disagreement Embracing enagement	Embracing engagement
If the whole city does not come at all then democracy is dead.	Embrace it Democracy is dead	Embracing enagement	
Every two years we measure the confidence and trust of people in local government in delft and it is kind of low right now.	Measure confidence and trust of people	Gaining trust	Currently - low trust in government of Delft There is a lot of history there
We give Internal workshops to different departments.	Internal workshops	Learning your role	Educating colleagues
Let them experience how to use DD in their daily work Cos it is direct and practical they get enthusiastic	Using in their daily work	Way of working	
It's costing a lot of money, people will still say no to the plans They are scared a little	Get enthusiastic They are scared	Building excitement Fear of disagreement	Money investment Time investment
And it is new so people have to get used to everything that is new	Have to get used to everything that is new	Learning your role	Have to build trust in something that is new (DD)
If you use interactive tools then people get excited	Get excited	Building excitement	Interactive tools are exciting for people
After participation there should be some development (before and after using participation) the plans should change People must notice, if there is not difference ... then it is not well applied people should see we did something from their input	Development		Before (participation) and After (participation) scenario of the plans should be different The added value of participation should be visible and clear for all
Sometimes you have to keep your back straight and say that the city needs this so we have to do it this way As a government, because the city needs this	People must notice Do something with the input Keep your back straight	Create impact Making most of the process Expertise	Sometimes have to take a stand, as a government
It's better to know the arguments against your plans at the beginning of the process that later	Know that the city needs this Know the arguments	Expertise Expertise	Being informed at the beginnning is better
We as city council often have blank spots But people outside, of the city, they have creative ideas that we never thought about It can enrich your plans	Better sooner than later Enrich your plans	Be involved at the earliest stage Create impact	Creative ideas
If they see it is little extra effort but if it makes a diff then they are happy to work with it	Little extra effort can make difference	Effort	
We learn everyday Share our learnings with them as well	Learn everyday	Learn everyday	Learning through the process
Participation is successful when you have many diff opinions	Share learnings Successful with different opinions	Share learnings Different perspectives	Many different opinions rather than many different people
If we included many diff opinions then yes if not then no	Many different opinions	Different perspectives	
Not get people being happy together - that is a consequence Getting the input of many people - that is the goal (of participation)	Getting input of many people	Different perspectives	People being happy is a consequence of participation Getting the input of people is the goal

If you participation process is right with the right information then people will get smarter cos they have more info You educate them Talk with them more about the consequences then	People will get smarter	Learning your role	Educating and informing people
	Educate them Talk about consequences Agreement	Educate Consequences Agreement	
When you start a process it is imp to agree on which amount of participation you do Whether you co create together or you give an advice and consider it			Co creation is also about equality in decision making
	Co create together Dont do a lot of co creation right now Dont do it as much as we would like to	Here together Here together Not doing enough	
We don't do a lot of co creation right now We don't do it as much as we would like to do It is also a bit scary You have to let go			You have to let go
	It is scary You have to let go Ones to decide	Vulnerable process Expertise	
Just now we are the ones to decide what is a good plan or not So have to figure out how equal are you and in what part of the process This is something we still have to figure out and learn and try			Deciding how equal you are (as municipality and citizens)
	Figure out how equal are you Learn and try Discussions	Learning your role Discussion	
Currently discussion about how to use DD vs co creation vs Omsgevingswet vs Right to challenge How do they work together or conflict ?			Different participation approaches
	Working together Conflicting Intense because of participation	Working together Friction Bumpy ride	
Even small project can become intense because of participation Making a vision policy on how to use participation, what are the risks of not doing participation, reputation of the city council - are u trustworthy as local govt or not?			Resource, time and financially intense
	Risks of not doing participation Are you trustworthy Conditions	Risks Gaining trust Knowing boundaries	
People want to have these conditions because then u know this is already been decided on and this is what I can decide on			Being clear with people - this is what has been decided upon and this is what we still have to decide
	Knowing boundaries	Knowing boundaries	

Participant – Fidan

Fidan	Important quotes	Codes	Categories
	“What do we want as a city on that plot”	What do we want	Have a vision
	So that was the moment for us to decide that we shouldn't make a list of what we want as a city, but we ask the markt - developers to ask what would be a great idea to develop on that plot	Moment to decide	Desired outcome
	And for this process we asked from the beginning to the end that the people living in the area to join us	Ask what is a good idea From beginning to end asking people to be invovled	Different perspectives Working together
	In that first moment they ask us “isn't there some plan already? Can we see something?”	Is there some plan already?	Have a vision
	But vision as a city and about how we should develop as a city and how that area can help develop Delft in the right direction	Vision as a city	Have a vision
	But the municipality has to consider and report to many places: people, council, internal, jurisdiction rules that they have to comply to	Develop Delft in the right direction Consider	Here together Working together
	In future if we do something like this again, then we would go earlier to people cos now we had a vision from our team - it didn't describe what we wanted, but still this step we should have done with the people who lived there	Report Go earlier to people	Be involved at the earliest stage
	How will you give people the voice? Because we have a lot of rules within which we have to operate, but how can we give them a voice in that setting?	Vision from team Should be done with people Give people a voice	Have a vision Working together Facilitating the process
	You have very little room within the current framework	Rules within which to operate Little room within current framework	Way of working Way of working
	And other problem is that the neighborhood wasnt organized - so who do you invite?	Who do you invite	Organizing the process
	But someone living here didn't care much of what is happening in that area	Didnt care much	Consequences
	Takes a lot of time Takes a lot of effort You have to show yourself vulnerable, that you don't know everything We always say we know the best and this is the best and we are going to do this But that is the mindset we have to change	Investment of time Investment of effort	Investment of time Effort

The eyes of people are open now So no one can say we know the best	Have to show yourself vulnerable We don't know everything Change mindset Eyes of people are open now	Vulnerable process Learn everyday Change of attitude/mindset Learning your role
"Two knows more than one" It takes a lot of time and effort but you get better results and projects if you do it with the people	No one can say we know best Two knows more than one	Embracing engagement Working together
	Takes time and effort	Investment of time Effort
Mindset has changed now Everyone knows we have to involve the environment Question is..how will you do that?	Better results with people Mindset has changed	Better results with people Change of attitude/mindset
If people together have a consensus then I can go with it. Because I do not have to know it better than them. That's Omsgevingswet! The city can decide for itself what is good for itself We can facilitate that	How will you involve the environment People have consensus together	Organizing the process Working together
We all want the good thing for the city "Why should we know better than them, how they want to live?"	City can decide for itself We can facilitate that We all want good for the city	Desired outcome Facilitating the process Here together
Join them in their process, you get a lot of energy	Why should we know better than them Join them in their process	Expertise Making most of the process
Cos it does take a lot of time and we do a lot at this moment But if we start following Delfts Doen for everything then I don't think we can do a lot It is the balance between What can you do with what you have	Lot of energy Investment of time	Building a relationship Investment of time
Characteristics of good participation process? Transparency People have to know what the process is	Can't do a lot Balance Transparency	Not doing enough Balance Transparency
	People have to know what the process is	Covince people

As an organization we still have that mindset that we come with a proposition, let us think first
But we need to go with nothing and let them tell us what they want
But, we are not used to that as municipality
But also people are not used to this.
So the mindset of people living in the city has to change

Still have that mindset

Change of attitude/mindset

Awareness that they can take a chance to make something of the city they want to live in
Eagerness - you have to want to learn it and know it

Let us think first
Need to go with nothing
Let them tell us what they want
Not used to that
Mindset has to change
Awareness

Have a vision

Working together
Vulnerable process
Change of attitude/mindset
Awareness

So if we start a project we are looking now at what other projects are there in that city
So we can look together are we doing a good thing for the city?
Its like a puzzle

Take a chance
Make something of the city you want to live in
Eagerness
Have to want to learn it and know it
What other projects are there

Vulnerable process
Here together
Building excitement
Learn everyday
Awareness

For the people VS with the people:
That's what we want!
To get to the WITH part
We are not there already
I hear a lot of things going on, but then I am like...why are you doing that alone - at your desk?
Were not there but we are going that way

Look together
Its like a puzzle
Thats what we want

Internal communication
Bumpy ride
Personal motivation

Biggest blocks to getting there?
Costs time
Awareness in each of us
In each thing we do - you have to think "How can I do it for the city"

Get to the with part
Not there yet
Why are you doing that alone
Going that way
Investment of time

Working together

Internal communication

Investment of time

Awareness
Think how can I do it for the city

Awareness
Here together

Participant – Joris

Joris	Important quotes	Codes	Categories		Main insights derived	Paradoxes			
	But i can't do it myself of course	Cant do it myself	Working together		It is important to involve and manage multiple stakeholders in a city level project	Collective needs, goals	Individual needs, goals	We want to focus on the collective goals that we have as a city but also incorporate the individual goals and needs of the people	We = Municipality
	The thing I do is combine all these disciplines to make a vision on how to develop this areas	Combine all disciplines	Different perspectives			Getting from too broad Diverging	Finding something concrete, specific Converging	We want to create a big picture vision but also want to have specific actionable items or plans that lead to execution	
	And from that point we are looking for very intense participation with the surroundings and with the civilians of Delft and municipality	Make a vision Looking for intense participation	Have a vision Embracing engagement					We want to include everybody but we cannot cater to the needs and wants of everybody	
	But we are asking the developer to think with us not only on this area but also the bigger picture	Think about bigger picture	Desired outcome		Surroundings – encompasses all the different people and partners that are affected or using that plot of land and neighboring areas Thinking with us – using the expertise and experience of others to move from planning to execution	Responsibility	Freedom	Knowing what is best for the city is our responsibility but we also want to give people the chance to express themselves	
	Our goal is to get all these people on the same table with the same goal on the future looking for the same development of this area for the future	Get all these people on the same table	Working towards a common goal		Aligning the vision of everyone who has a stake in the project/development			We want to involve citizens as early as possible but we also want to be time efficient in our processes	
		Same goal of future Development of this area for the future	Working towards a common goal Working towards a common goal			Usual suspects	Unusual suspects	We want to continue encouraging those that are willing to participate but also want to involve those are unable to or dont want to	
	Talks about the eight ambitions, i see these ambitions as the boundary conditions So within these ambitions we are asking the developers we are selecting to visualize and make concrete with us, for the execution	Ambitions as boundary conditions	Knowing boundaries						
		Visualize within these ambitions	Knowing boundaries						
	Now we are very wide and visionary but at a point it has to go to execution And this process to get to execution we want to get to with the developers and surroundings	Wide and visionary	Have a vision		Moving from a wide, big picture vision or plan to something specific and narrow that can be executed				
		Need to get to execution	Create impact						
	Dialogue with developer and surroundings Surroundings to think with us	Dialogue with surroundings	Internal communication		Communication and dialogue is important				
		Think with us	Embracing engagement						
	That it is a product not just of government but of everybody in this area	Product of everyone in this area	Better results with people		Everybody should feel like they did this together				
	So the difficulty now is to tell city council, please do trust us we are making something great together here, we will inform during the process and there are few decision points where you can make your decision. But for now we ask you to give us your permission and trust us to make this way of work a success.	Trust us	Gaining trust		Gaining trust of the higher authorities				
		Inform during the process Make your decision Get permission Make this way of working a success	Awareness Desired outcome Agreement Way of working						
	City council made decision one year ago that every spatial dev within city of Delft needs participation So they introduce Delfts Doen for this reason So they say everything needs to be done with participation of your citizens	Spatial dev within city of Delft needs participation	Fulfilling a duty		Participatory processes in Delft also arises from a need to comply with the national government laws				
		Introduce Delfts Doen Everything needs to be done with participation of citizens	Fulfilling a duty						
	So Delft is a fore runner in this participation approach So Delft has become kind of an example for this, and everyone in Netherlands is looking at us now because we started from scratch and now we develop this	Delft is fore runner in participation approach	Expertise		Delft as a good example of city conducting participation processes in the Netherlands Feeling of pride				
		Everyone is looking at us	Way of working						
	In there they were thinking about the boundaries with the surroundings...to think with us what are these boundaries? Pulled them early on in this process So it did work out but it took quite a long time to get to concrete plans and with these plans we selected the developing partners	Thinking about boundaries with the surroundings	Thinking together		Takes too long to get from big picture to specific, concrete, actionable items - while participation with citizens				
		Think with us Early on in process Took long to get to concrete plans	Thinking together Be involved at the earliest stage Making most of the process						
	We are aiming for involving all other stakeholders as well, in this project	Involving all other stakeholders	Different perspectives						
			Personal motivation						
	then the result of the participation will be very wide and you can't make plans that will cater to everybody and what everybody wants?	Result of participation	Desired outcome		Cannot cater to the needs of everybody				
		Wide Cannot cater to everybody	Working together						
	So i think the ideal is you give choices and you have to be clear and honest about what people can't participate on	Give choices			Being honest and transparent about participation				
		Be clear and honest What can and cannot people participate on	Honesty Transparency						

There are individual needs and wants And then there are collective needs and wants And we as a municipality are responsible for collective needs and wants. And it can be that the collective needs and wants over shadow individual ones	Individual needs and wants	Personal motivation	Setting the boundaries of what they can and cannot participate in
	Collective needs and wants Responsibility of municipality Collective needs overshadow individual ones	Working towards a common goal Expertise Working towards a common goal	
It is more to direct the participation than to help the participants	Direct the participation	Facilitate the process	Direct the participation to get the desired outcome that was intended Empowering citizens (participants)
You have to make sure that they have a feeling that they are participating on issues that make sense to them, gives them a feeling of this is what i need and what would be good for me	They have a feeling that they are participating	Feeling of participating	
	Makes sense to them This is what I need	Convince people	
But you can't give them everything, so looking for what's best and what suits for this area and how do we get that into the process?	Cant give them everything	Way of working	Municipality has the responsibility and knows what is best
	Looking for whats best How do we get to that in the process Collective goals are responsibility of municipality to decide	Expertise Way of working Expertise	
The collective goals is the responsibility of the municipality to decide			
You should involve citizens as early or as often as you can	Involve citizens as early and often as you can	Be involved at the earliest stage	Early involvement of citizens is most beneficial
From their perspective they think why not do some participation today for making these boundaries But what I say is..these are the more collective issues and goals and within these we can do participation, once we have made our goals Otherwise our goals go everywhere "Let somebody think about what color we give the white wall, and you have lots of diff ideas"	Perspective	Different perspectives	Municipality has to direct the participation based on the desired outcome they want Something too open ended does not help Eventually you need concrete actionable items, goals to act upon and to work with
	Make our own goals and then do participation What do we do with what people want	Have a vision Consequences/outcome	
What do we do with what people want or think And there are lots of things we want to do and plant and implement in our planning, but also things we wont			Converting participation insights into something tangible
	What do we implement in our planning What do we omit from planning Use insights people give us	Organizing the process Organizing the process Working towards a common goal	
So we do use the insights as and when we implement what people give us But in some points we dont use it and then we tell those people why we dont use it, So we explain what we do with the inputs of those participation So we are closing the loop somehow			Feedback loop of participation process is important
	Explain what we do with the inputs Close the loop Getting to implementation	Share learnings Share learnings Working towards a common goal	
How do we get guarantee that what we are thinking about now, really gets implemented and the way of using it is the way we are thinking about it now?			Learning and understanding what the people really want, and how the developments fit into their daily life is important Need to incorporate that into regular practice of the municipality
And inclusiveness is a plan you make with everyone included	Inclusiveness	For everyone	
The usual suspects and the unusual suspects	Usual suspects Unusual suspects	Include everyone Include everyone	Usual suspects vs Unusual suspects

Participant – Sanne

Sanne	Important quotes	Codes	Categories	Main insights derived	Paradoxes			
	Make a mix with the government so then we had to really make up our mind on what we want here	Really make up our mind	Decide	Making tough decisions is important for the municipality Cant shy away from decision making Changing councils can cause hindrances to the process, make it slower	Peoples opinions	Municipalities vision	We want to hear the opinions of people but we also want to fulfill the goal,vision, ambition we set for ourselves	We = Municipality
	In the two years we had elections the council changed	Change in council	Uncertainty		Peoples opinions	Municipalities vision	People have a lot of ideas about how things should be, but this does not always align with the vision, ambiitons of the municipality	
	They also need guarantee from the municipality that they will get the money from it, otherwise it is not really interesting from them to buy So now they have to wait till the main plan is decided before summer and then make arrangements with the other parties (such as Leo)	Need guarantee	Uncertainty		Leverage personal experiences	Control the experiences shared	We want to hear from people about their needs and opinions but we dont want that to interfere with what we have already planned	
	Like do we want to develop this plot? Or make it into a park or something? So what to do with the tunnel? Does it make it too long to get to the station then? Where will the bike parking be?	Wait till main plan is decided	Uncertainty				Paradox of choice? Decidophobia? For the municipality in terms of making decisions?	
	So really need to make a lot of decisions first And we have to think about what do we want in 30 or 50 years Trying to make "no regret decisions"	Need to make decisions first	Decide	Future thinking No regret decisions	Abstract	Concrete	Like having too many decisions to make but not knowing fully how it affects the larger community within the city? We want to gain input on the bigger, more abstract vision we are creating but people often prefer to think in more specific terms	
	All parties are thinking from another perspective	Think about what do we want in future Making no regret decisions Perspectives	Thinking together Have a vision Different perspectives					
	Everyone has common goal of wanting to develop the place into something good and "magical"	Common goals	Working towards a common goal	Everyone thinks from their own perspective Aligning multiple visions toward a common goal	Future thinking	No regret decisions today	We want to create a vision for the future of Delft but also want to ensure that we dont regret any decisions we make today about that We want to involve people in our process but we dont know what is the right moment and way to do this that also works in favor of our ambitions	
	But then Certitudo (company from den bosch) wants to develop it fast because they want people in certain part cos they want development there And another org thinks same but in their side And normal, regular people don't realize or know whats going on, because they don't read all these articles and documents about it	Stakeholder specific goals People dont know whats going on	Personal motives Not being well informed	Everyone has a common goal but different interests along the way				
	Everyone was really negative about naming it campus, and that was the sentiment It was really negative and really small focused. They didn't ask other questions about like...how can we get there? Will there be elevators etc.	Negative sentiments	Fear of disagreement	Personal interests of different stakeholders				
	But we from the municipality have to think how we get people interested in the whole development process. And what is the best way to do that to get the right input	Small focused Getting people interested	Have a vision Building a relationship	People are not well informed				
	But I think there are people living there that can rather tell us that. They have a lot of experiences we can use, but that is not happening yet. Why? Because it is scary, you are looking for the right moment always to share things so in which moment to show and share with people. Based on what you show people could have very extreme reactions. As a municipality we have so many choices and we didn't yet make up our mind.	Getting the right input People living there can tell us	Learn everyday Embracing engagement	People can get too caught up in the details and then we lose the goal, focus of the participation study				
		Experiences we can use It is scary Looking for the right moment Reactions of people Too many choices Need to make up our mind	Listening Fear of disagreement Timing Fear of disagreement Way of working Decide	Getting the "right input" is the most important Ways of encouraging citizens to get involved			Identifying the right moments for involving citizens Paradox of choices	
	Most important learning from DD was that people want to talk, but what are the topics we can talk about. The frame is needed to be given to people...to steer the conversation.	People want to talk	Listening	Using the experiences of people				
		Topics that can be talked about Steer conversation	Discussion Working towards a common goal	Steering the conversation with citizens to get to the desired outcome				

And the agenda of the stakeholder (eg, dev) may not match what the people want. Eg, people want park but the dev has paid a lot for the plot so he wants to make something that gives him back the money.	Agenda of stakeholders	Personal motives	
When I tell them what people are thinking about, then they think I have already decided. Hence they have diff opinions on what is participation	Mismatch in agenda Different opinions on participation	Different perspectives Different perspectives	Managing difference of opinions internally within the municipality
You can have a talk with citizens about the urban environment how it should look like etc cos it is too abstract it will not be very productive. So something specific is better.	Something specific is better	Making a specific approach	Getting from abstract to concrete Best results, productivity is more, when people are able to understand what you want them to do
Perceived trust between communities and municipality: is not so good.	Perceived trust	Gaining trust	
Why? They have a lot of expertise and ideas about how things should be, because a lot of people do that because they have a lot of passion and they want it to be good. But from the municipality not everything has to be an "A" or a "10".	Expertise and ideas of people	Expertise	People have a lot of expertise and ideas about how things should be People are passionate about things, developements in the city and their neighborhoods
Sometimes its like the priorities are not matching. And sometimes when people do not get what they want, they are disappointed not because it is not good, but because it is not what they wanted. Or that their ideas were not used.	People have lot of passion and want it to be good Municipality wants everything to be 10 out of 10 Mismatch in priorities	Building excitement Listening Expectations Mismatch in priorities	Priorities dont match or align and this can result in resentment in people
A lot of these kind of conversations have a lot of history.	Disappointment when ideas are not used Lot of history	Consequences/Output History	A lot of history exists in these conversations
Sometimes from municipality you are living in your own world and you make a lot of steps, we decided a lot we are fully in the project. We have a year of history and now if we share with you, then it is not matching. It is a lesson for us, to share things in the right time. Just sharing is enough but also to take them along.	Municipality living in their own world	Expertise	Municipality is living in their own bubble sometimes Finding the right moment to involve participants Finding the right moment to share the insights
As a municipality we have to make a clear judgement, we have to decide if you did the right things and if it fits in our frames.	History Mismatch in amount of information shared Important to take people along Make clear judgements	History Not being well informed Thinking together Decide	Ensuring at all times whether participation and involvement of citizens fits within the plan defined by the municipality Dont want hindrances on the way because of citizen involvement
When the townhall decides about a project, then that is the frame decided and then you can work within that frame. So as a municipality we can organize what we want to do with that space or the square for example. So these are important participation moments for the municipality.	Decide if we did the right things Working within a frame	Decide Working towards a common goal	Working within the defined frame is necessary
We as a municipality have to think and study what kind of progams will be good for what these neighborhoods need	Organize within given frame Participation moments for the municipality Think what will be good for needs of these neighborhoods	Organizing the process Making most of the process Thinking together	Responsibility and expertise of municipality to make decisions
Didn't do any studies to know what should come there, but based on "what we already know"	What we already know	Expertise	
You have to let people chose themselves when they want to be involved. So let people decide when they want to get involved (in more abstract level or later more concrete)	Let people choose themeselves when they want to be invovled Let people decide on participation	Let people decide Let people decide	Giving freedom to people to be involved when they see it best

Participant – Michiel

Michiel	Important quotes	Codes	Categories	Main insights derived	Paradoxes			
	So we participate in lot of talks in redev of this area	Participate	Working together		Active participation	Valuable contribution	We want to participate in shaping the future of the area, but we dont know how we can contribute	We = DUWO (as a partner on the project)
	Contributing to the whole vision Not just student housing but areas where students feel comfortable	Contributing to the whole vision	Working towards a common goal	Contributing to the big picture vision	Strong ambitions	Lack of concrete plan	We want to participate in shaping the future of the area, but we dont know what to expect from that as an outcome	
	So we are interested and participating in thinking about the future of this area	Interested in thinking about the future of this area	Thinking together	Interested and willing to think together about the future of the area				
	Ambitions are high sustainability, inclusiveness and all that. But the municipality doesn't actually have any properties in that area.	Ambitions are high	Have a vision	No clear direction of how the municipality plans to achive their ambitions				
	<i>Municipality of delft is a pretty poor municipality</i>							
	There is a need to make money for the municipality so that influences their decisions as well	Need to make money	Expectations	Municipality is under financial pressure and this influences their decisions				
		Influences their decision	Decide					
	If we leave it to the market then students of tomorrow will have problem Municipality doesn't have much leverage in ownership	Problem for future students	Consequences/Outcome					
	If you zoom out then all these areas are so close to TU that they are interesting for us Provided you can make accommodation that feels right for students	Providing what feels right for students	Working towards a common goal	Important to make something that feels right				
	You have to create an environment for living	Create an environment for living	Desired outcome	Important to consider that the environment is for living				
	You are starting a redev which will take 10 to 20 years so you have to create a safe environment for the pioneers	Create safe environment	Desired outcome	Planning anf thinking about the future is necessary				
	In the long run we need more integration between the two Dutch students are warming up to idea of having intl room mates	More integration	Desired outcome	Integration between dutch and international student communities				
	Having a mix program In our experience students do not mix very easily with other target groups	Mix program	Desired outcome					
	Balancing all these ambitions is making it really hard to start with the development of this area already	Balancing ambitions is difficult	Balance	Balancing and prioritizing ambitions				
	Participate in all the different talks with municipality and other private owners etc to think about the futures of this area	Participate	Working together					
	We can't forsee the future in 40 50 years about student housing	Cant forsee the future	Risks					
	Quite a large ambition, lot of interest, lot of stakeholders	Large ambition	Have a vision	Aligning the vision of different stakeholders				
		Lot of interest	Personal motivation					
		Lots of stakeholders	Different perspectives					
	So you should take your time, have only one chance to do it right	Take your time	Making most of the process	Take your time and make sure you are doing it right				
		Only get one chance to do it right	Timing					
	So take time to consult all stakeholders in rethinking about the future of this area	Rethinking future of the area	Thinking together					
	No positive outcomes from the participation stuff yet (ideally want to get a plot of land to build with)	Waiting for positive outcome from participation	Desired outcome	Unclear of what the outcome of the participation is				
	No tensions yet because plans are not so concrete yet But there will be later on, specially in areas where too many companies and stakeholders are involved	No tensions yet	Balance	Managing the expectations and individual interests of different stakeholders is important				
		Too many stakeholders involved	Different perspectives					
	Always citizens who don't want changes Entrepreneurs who have problems with changes that pose problems with their companies	Citizens who dont want changes	Embracing engagment	Convincing and getting citizens on board is important				
	Starts with a conversation What are people afraid of? What's in it for them? To show them the opportunity in it for them	Starts with a conversation	Starts with a conversation					
		Whats in it for them	Personal motivation					
		Show the opportunity	Opportunities					
	You have to look for leverage and listen very carefully to stakeholders	Listen carefully	Listening	Listening				
		Leverage needs of stakeholders	Different perspectives					

Not hiding behind fake arguments
Being open and transparent

Not hiding behind fake arguments

Honesty

Open and transparent

Everybody has their own agendas
But to make sure everyone puts these agendas on the table and not hide it
So, Honesty

Being open and transparent
Own agendas

Transparency
Personal motivation

Be open about personal interests in the project

Keep in contact, listen, make them feel heard and then you are really connected.
They take their time, that helps. Don't put pressure on stakeholders.

Put it on the table
Honesty
Listen carefully

Transparency
Honesty
Listening

Make everyone feel like they are being heard

Manage the time and pressure

Make them feel heard

Listening

Being taken seriously

It is important to have some kind of plan in place.

Connect
Don't put pressure on stakeholders
Important to have plan in place

Facilitating the process
Having a plan

Important to have a plan in place

Don't know what inclusiveness is
Very broad concept

Inclusiveness is too broad

Communication and participation should be tailor made and design your own process

Communication and participation hand in hand

Internal communication

Communication and participation needs to be tailor made

Do a good scan of risks
Interests of all involved
Urgency (are you in a hurry or able to take your time to consult all your stakeholders)
Money (do you think it is a viable business case?)

Tailor made process
Risks

Making specific approach
Risks

Interests of all stakeholders involved

Different perspectives
Listening