A research for
AMS INSTITUTE

APPENDICES

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INDEX

TUDelft

IDE Master Graduation
Project team, Procedural checks and personal Project brief

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

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

⊙ **USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT**
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

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

family name	Tjebbes 5965
initials	J F given name Jaap
student number	
street & no.	
zipcode & city	
country	
phone	
email	j.

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

IDE master(s): ( ) IPD   ( ) DfI   (✓) SPD

2nd non-IDE master: _____

individual programme: ___ - ___ (give date of approval)

honours programme: ( ) Honours Programme Master

specialisation / annotation: ( ) Medisign

( ) Tech. in Sustainable Design

( ) Entrepeneurship

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

** chair	M. van der Bijl-Brouwer	dept. / section: MOD
** mentor	P. Jongerius	dept. / section: MCR
2nd mentor		
	organisation: AMS Institute	
	city: Amsterdam	country: The Netherlands

comments (optional): For P. Jongerius it his first time as mentor of a graduation project

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

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

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

Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

chair   M. van der Bijl-Brouwer   date   10 - 10 - 2022   signature

Mieke van der Bijl-Brouwer
Digitally signed by Mieke van der Bijl-Brouwer
Date: 2022.10.10 17:08:00 +02'00'

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

Master electives no. of EC accumulated in total: 39   EC

Of which, taking the conditional requirements into account, can be part of the exam programme   30   EC

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

(✓) YES   all 1st year master courses passed

( ) NO   missing 1st year master courses are:

name   C. van der Bunt   date   11 - 10 - 2022   signature

C. van der Bunt
Digitally signed by C. van der Bunt
Date: 2022.10.11 13:02:24 +02'00'

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

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

Content: (✓) APPROVED   ( ) NOT APPROVED

Procedure: (✓) APPROVED   ( ) NOT APPROVED

comments

name   Monique von Morgen   date   17 - 10 - 2022   signature

Initials & Name   J F   Tjebbes   5965   Student number   4486951

Title of Project   Designing an future Marineterrein using a transdisciplinairy approach

TUDelft

Designing an future Marineterrein using a transdisciplinairy approach   project title

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

start date   03 - 10 - 2022   01 - 03 - 2023   end date

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

Cities are complex systems subject to many influences, making them interesting cases for systemic design approaches. One of the main factors leading to urban evolution is technology. Advanced Metropolitan Solutions (AMS) Institute investigates, designs and experiments how technology can play a role in making our cities more future-proof. They call this 're-inventing cities'. The research portfolio of AMS institute revolves around six urban challenges that cover important urban transitions: Smart Urban Mobility, Urban Energy, Climate Resilient Cities, Circularity in Urban Regions, Metropolitan Food Systems, and Responsible Urban Digitization. AMS Institute's projects have an experimental approach and their researcher fellows work closely together with public & private partners and citizens. They use the city of Amsterdam to put their research into practice. Ultimately, their activity serves mainly as advice to the City of Amsterdam and other semi-governmental stakeholders.

Since April 2022 AMS institute has started a twofolded research project, called AMS City, in which a team of reseach fellows are going to explore what it means to combine the different solutions of their portfolio. Ultimately, the combining of knowledge (phase I) must lead to a design project (phase II) in which a vision is created for an technologically ideal future neighbourhood in Amsterdam: Het Marineterrein. This is an area that used to have a closed military function, but which is now being transformed by the municipality into a hybrid sustainable neighbourhood. This is an area that previously had a closed military function, but is now being transformed by the municipality into a mixed residential and working district. The Marineterrien serves as a great case study to create a design guide for other sustainable future neighbourhoods. There should be a balance between utopian visions and reality, for example by having different rounds in which more requirements or limitations are introduced, like budget, space, amount of people, conflicting interests or technologies etc. Synergy must be found between the various domains of AMS.

The idea is to involve different AMS teams in both phases. In the first phase interviewing the resource and validation team of each domain and reviewing the 160 completed project, will give input for the reflective analysis of the knowledge gained over the past years. This phase will be executed by team before September and has a internal purpose. In the second phase, the goal is to translate the insights from phase I into a coherent design for the Marineterrein. Using a Research through design method includig co-creation, the help of the AMS community will be enlisted. The final outcome can be, for example, an interactive model of the neighbourhood that serves as boundary object. The final results will also used for external consulting purposes aimed to inspire the municipality and other decision makers how the Marineterrein could be envisioned, using the capacity of AMS.

Since the AMS City team is working on a complex system, the application of systemic design can be very relevant. Systemic Design is a relatively new field of design that is intended to achieve large-scale complex societal change, such as designing a ideal future-proof neighbourhood. For bringing knowledge togheter, getting a common understanding of the challenge, and finding synergies transdisciplinary approach and design for emergence are proven tools within the field of systemic design (Van der Bijl-Brouwer, 2022) (Pendleton-Jullian & Sleesy, 2018). The lack of expertise on both of these two topics within AMS City team creates an interesting opportunity to design for.
_ van der Bijl-Brouwer, M. (2022) Design, one piece of the puzzle: A conceptual and practical perspective on transdisciplinary design, in Lockton, D., Lenzi, S., Hekkert, P., Oak, A., Sádaba, J., Lloyd, P. (eds.), DRS2022: Bilbao, 25 June - 3 July, Bilbao, Spain. https://doi.org/10.21606/drs.2022.402
_ Pendleton-Jullian, A. & Seely J. (2018). Design Unboudn: Designing for Emergence in a White Water World Volume 1. MIT Press. https://doi.org/10.7551/mitpress/10592.001.0001

space available for images / figures on next page

Initials & Name   J F   Tjebbes   5965   Student number   4486951

Title of Project   Designing an future Marineterrein using a transdisciplinairy approach

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TUDelft

introduction (continued): space for images

AMS CITY PROJECT PHASES & GOAL

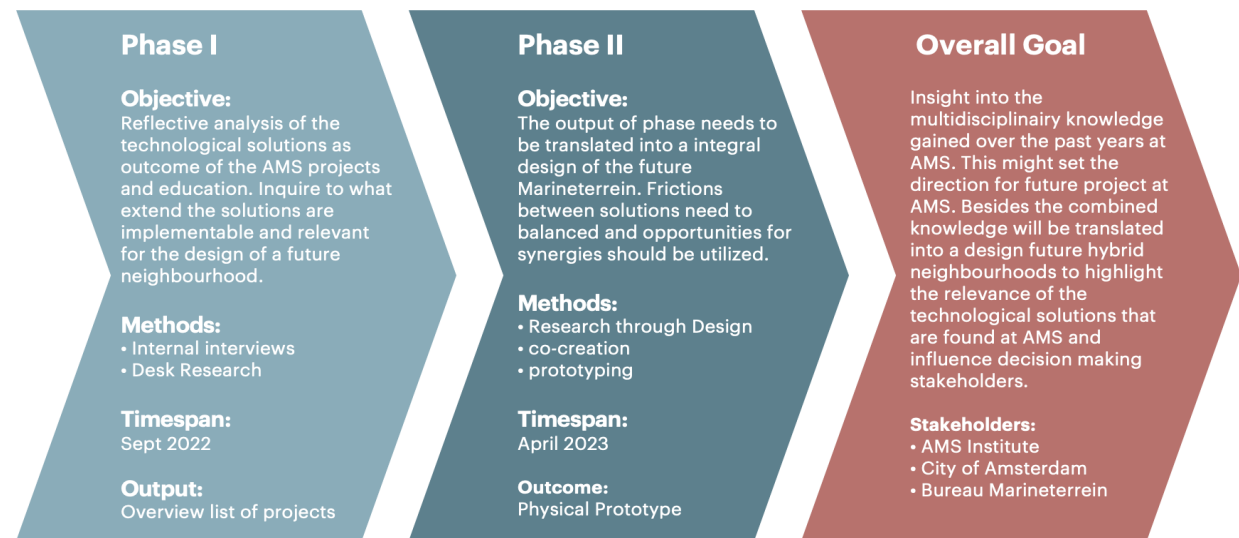| Phase I	Phase II	Overall Goal
Objective: Reflective analysis of the technological solutions as outcome of the AMS projects and education. Inquire to what extend the solutions are implementable and relevant for the design of a future neighbourhood.	**Objective:** The output of phase needs to be translated into a integral design of the future Marineterrein. Frictions between solutions need to balanced and opportunities for synergies should be utilized.	Insight into the multidisciplinary knowledge gained over the past years at AMS. This might set the direction for future project at AMS. Besides the combined knowledge will be translated into a design future hybrid neighbourhoods to highlight the relevance of the technological solutions that are found at AMS and influence decision making stakeholders.
Methods: • Internal interviews • Desk Research	**Methods:** • Research through Design • co-creation • prototyping	**Stakeholders:** • AMS Institute • City of Amsterdam • Bureau Marineterrein
Timespan: Sept 2022	**Timespan:** April 2023	
Output: Overview list of projects	**Outcome:** Physical Prototype	

image / figure 1:   AMS CITY project phases and goal

image / figure 2:   Aerial of Het Marineterrein Source: Marineterrein Amsterdam (2020)

Initials & Name   J F   Tjebbes   5965   Student number   4486951

Title of Project   Designing an future Marineterrein using a transdisciplinairy approach

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

My graduation project will be an additive research project that runs parallel to phase II. A challenge or the AMS City team is how to deal with complexity. Within AMS there itself has little to no expertise on transdisciplinary design approaches. This creates an interesting solution space for my project since transdisciplinary design is a successful strategy for working on complex societal challenges (Bjögvinsson et al. 2012). By bringing together various academic disciplines and non-academic stakeholders with experiential knowledge to design implement and test initiatives together, the complex system (in this case the future Marineterrein) can potentially shift towards a shared purpose (Buré & Van der Bijl-Brouwer, 2018).
Moreover, transdisciplinary approach highlights the importance of continuous social learning across different domains. By stimulating self-organising behaviour, systems evolve in a organic way which makes them more adaptive in relationship to their changing environments. Highly relevant from the design of future neighbourhoods. However, while there is a lot of theoratical knowledge about "emergence" from the field of system thinking, there is view knowledge about actual "designing for emergence" (Pendleton-Jullian & Brown, 2018). This is another interesting solution space for my project.

Concrete issues that should be addressed are:
Q1. How to map the complex system of the Marineterrein?
Q2. Which stakeholders should be taken into account for a transdisciplinary approach?
Q3. Which values and worldviews do this stakeholders have about the future Marineterrein?
Q4. How to collectively design a desired future vision for the future Marineterrein?
Q5. How to design interventions that enable continuous emergence to happen at the future Marineterrein?

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

This graduation project will investigate the following research question: How can we design a shared future vision for the Marineterrein that balances the current and emerging values present in the system. Answering this research question aims at generating a shared vision and concept intervention(s) that stimulate emergence in the future neighbourhood.

Although -especially- in the field of systemic design it cannot be determined in advance which intervention (e.g. products, service, systems, spaces, game, toolkits or events) will be designed as an output, I can speculate which outcomes are more likely. This project will provide a collective desired future vision for the Marineterrein, on which both academic and non-academic stakeholders have agreed. Besides I aim to deliver a prototype for an intervention that stimulates continuous "unplanned" social learning and interaction among system stakeholders (a "Thing" as described by Bjögvinsson et al. 2012). This will likely be a game, space, platform or event. Another potential outcome of this project could be a new design toolkit / template that is enriched with complexity and transdisciplinarity practices. This can be used by other research and design teams within AMS Institute that are engaged in complex challenges.

After the Explore and Reframe phase (See Planning) I can make up a design brief that clearly states the desired outcome of my project.

Besides the transdisciplinarity design approach and design for emerge are relatively new field and there are still a lot of questions about usefull design method. This project can also contribute to the growing body of research on the intersection of transdisciplinary approaches, emergence and design.

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

start date   3 - 10 - 2022   1 - 3 - 2023   end date
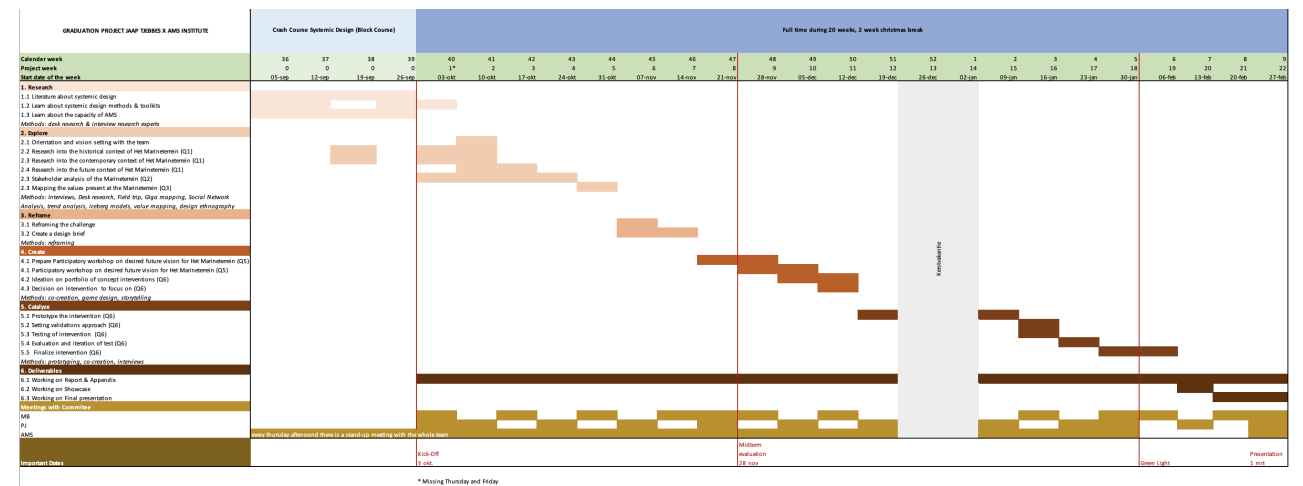
The above standing image demonstrates my expected planning and approach for my graduation project. The Systemic Design Approach (Design Council, 2022) will be leading during my project.

There are several decisions that need some further explanation:

• While my project starts in the first week of October, I will unofficially start my graduation project in September by following the block course "Design For Complexity". This has been recommended to me by my chair Mieke, who also teaches this elective. I call this an unofficial start because it is a full time course and therefore I will spend little time directly on my graduation project, however it is a course about systemic design and the knowledge I gain can be applied later during my project. I could only plan my kick-off two weeks after the end of this block-course, so the 2 weeks in between i will use to reflect on the block-course and specify my project brief based upon the new knowledge.

• I have planned phase 4 taking into account the planning of AMS City. They also want to start December with the actual co-creation of a future Marineterrein. I can take a leading role in this co-creation and use it for setting a shared vision.

Within my master's, wicked problems have always intrigued me. Especially when they take place in the realm of urban challenges. With urbanisation, growing inequality, digitalisation and climate issues, I think the future will bring a lot of difficult problems, but that is why I want to use my design skills and way of thinking to tackle these kinds of challenges. Since I would like to get a job in the field of social/urban design after my studies, it was inevitablie that my graduation research had follow this direction. However, I noticed that during my master eduation, I received very few concrete systemic design courses. Since I am convinced that systemic design methods belong to the core competences of a social designer, I want to use my graduation project to develop these competences.

I can also explain my choice for AMS Institute in particular. During orientation for future employers, I already came across AMS Institute. When I saw that they were already collaborating with the IDE faculty on graduation projects, I saw an excellent opportunity. An institute that has experience with graduation students, has an experimental design method and deals with wicked urban challenges is an ideal client for me to work on my systemic design skills. Moreover, as a native of Amsterdam, I particularly enjoy thinking about the future of "my" city.

The skills I want to apply during this project come from various educational and extracurricular experiences. During my master exchange at the Politecnico di Milano, I followed a studio in which we had to design a public service system combination to regenerate a deprived neighbourhood. During this studio, I made my first steps in systemic design, especially aimed at the urban environment. From my IDE education and my part-time job as a Strategy Consultant at Young Advisory Group, I also have some experience with co-creation and inter-disciplinary work in a professional setting. I think that this knowledge can help me acquire transdisciplinary skills. Through the block course "Design for Complexity", which I want to follow in early September, prior to my graduation project, I want to acquire basic systemic design skills.

In summary, the 5 concrete learning objectives for this project are:
- Broaden my design competencies with systemic design methods.
- Deepen my understanding of transdisciplinary approaches for complex challenges.
- Deepen my understanding of designing for emergence.
- Learn how to take on a guiding role as a strategic designer during collective design activities in which various experts/stakeholders are active.
- Investigate whether AMS Institute is a suitable company as a possible future employer.

B. BOS-DE VOS' FRAMEWORK FOR DESIGNING FOR DIVERGENT VALUES

Explanation Bos-de Vos (2020):
"The framework provides a first step towards helping designers successfully facilitate and participate in processes of designing for divergent values, by encouraging conversations and reflections about the values at stake in a project. By providing concrete examples of values that may play a role in the field of design, it provides inspiration and a comprehensive basis for actors to understand which values to discuss. The matrix structure of the framework allows users to focus on specific parts that are relevant to them, while being aware of the bigger context that they leave out.

On the vertical axis, the framework is subdivided into a section 'value as guiding principles' – which distinguishes between guiding principles that stem from human nature and principles related to social interaction –, and a 'values as qualities with worth' section, which includes values to be co-created for people and planet. As discussed in the theoretical background, the two sections of the framework are highly interconnected. Actions and decisions related to co-creating worth (bottom part of the framework) are continuously influenced by actors' guiding principles (top part of the framework) (Rindova & Martins, 2017). In turn, the guiding principles of actors are also shaped by the value creation opportunities and constraints that actors encounter in their work (Wright, Zammuto, & Liesch, 2017).

On the horizontal axis, the framework consists of three degrees of value-specificity, making a distinction between overarching value dimensions (left), underlying motivational goals (middle), and specific value examples (right). In this way, the framework provides designers and other actors with the means to recognize and discuss connections between higher level value-related issues and the specific design opportunities and constraints of a project. Although some scholars argue that specification of values may not necessarily be needed nor good, the framework helps students and practitioners to oversee what may be important based on concrete examples and then select, develop and customize the parts that are relevant to them."

C. TEAM ORIENTATION SESSION

Before you enter the pitch, you should know your team. It is important to understand the team members personal connections to the project, their motivation for the project, what drives them and what their dream outcome is. The AMS City team consist of a group of +/- seven research fellows of AMS Institute. The Research Fellows that are part of the team have various academic background and come from both Wageningen University & Research and TU delft. It is a multicultural team and varies in age. For all the team member this is a side project, and they spend roughly four hours per week on this project. Michel Handgraaf takes a leading role within the team.

SET-UP
During two of the weekly projects meeting, I organized an orientation session for the entire team. The aim was to reflect on the aspirations and context of the AMS City team. Using a self-made Miro template and Keynote presentation (see next page), we conducted the sessions. In the template, a mixture of individual assignments and group discussions were included. I was both facilitator and participant.

The setup of the first session focused on everyone's personal expertise, connection to the project, goals and values they would like to see reflected in the future Marineterrein. Between these sessions, I clustered the personal value inputs.

During the second session we discussed this clustering plenary and adjusted it if there was group consensus. During the second session, we also collectively decided the scope of the AMS City project, which had not been discussed until then.

FINDINGS OF TEAM ORIENTATION SESSION
Expertise & Personal connection
The team has a great variety of knowledge. Besides technical backgrounds (energy & civil engineering), urban planning, architecture and social sciences knowledge is also present. Team members have different motivations for participating in the project. The most frequently mentioned motivations are: Want to learn from colleagues (n=5), implement /apply technology (n=4), Curiosity about future (n=3), personal attachment to city of Amsterdam (n=3), skill development (n=3), and peer-pressure (n=3).

Aspirations
The wishes the team members had for the outcome of the project varied. The main reason was to inspire the municipality and get things started (n=4). Besides two team members find it important that the final output is a physical artefact (n=2). Another important aspiration is to have a good time and sense a certain personal development.

Shared values & Time frame
During the second workshop we looked at the different value-clusters and the following framework was suggested to map the clusters. The framework demonstrates much resemblance with the theory of renowned architect en proffesor N. John Habraken, who states that the built environment is universally organized by the orders of Form (or physical), Place (or biological) and Understanding (or social) (Habraken, 2000). Through an open discussion consensus was reached that the time frame of the AMS City project would be 2030-2035, including a strategic roadmap.

Measurement of values
Several team members advised me to be cautious when working with values, as the evaluation of value can be a difficult task. This is due to the fact that value is an abstract concept and is subjective, varying greatly based on an individual's perspective and context. Consequently, it can be challenging to accurately quantify the value of something and establish an objective prioritization of values.

Leading role
There is little design knowledge within the team. There is a lot of academic knowledge, but few team members are experienced in design processes. I will have to take a leading role in this area, especially considering that the time investment of the other team members is also significantly less. A good balance needs to be struck between helping on the AMS City project and my own graduation project.

I am curious to see how energy solutions I develop in my own track can be combined with other research results generated by my colleagues
- Máeva

We develop a plan or template for Marineterrein which is novel, and the project has helped me to explore whether my interest in a design-oriented career can be rekindled
- Martijn

The AMS city project is successful for me when it yields a cool product (interactive display, VR, etc.) that can visualise, inspire and help to implement solutions that are already available to create a viable future proof neighbourhood.
- Michel

sharing personal expertise and connection during session 1

discussing the framework during session 2

autonomy

confidence   purposeful   beauty

communal unity   innovativeness

physical safety

pleasure   **PEOPLE**   **PLACE**

physical health

unity with nature

self-development   sustainability

inclusiveness

mental-health

NATURE
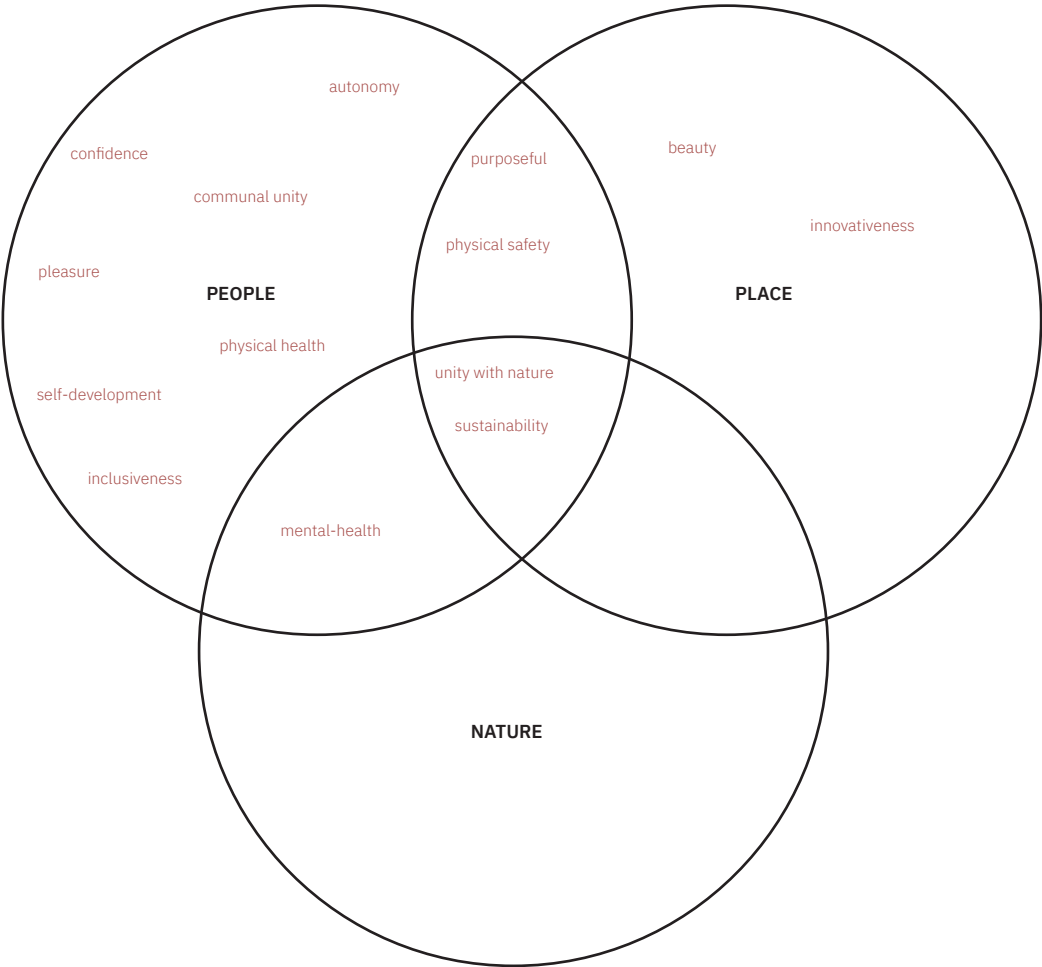
Framework describing the shared values that the AMS City Team deem important to be present in future neighbourhoods

PERSONAL CONNECTION BOARD

Michel

I like applying science | important that knowledge actually gets implemented

I care about climate | I love Amsterdam | expertise climate related behavior | curiosity

I want AMS to stay on Marineterrein | I'm excited to see what's possible | hope to influence policy in a positive way | care about the application of scientific knowledge

had to pick one | enjoy working with other disciplines | like the potential output | see a mix of potential, also for influencing other cities

Hungchu

(yellow post-its grid)

Elizabeth

(orange post-its grid)

Jaap

(light green post-its grid)

Write on your personal post-it: why you are here, what drives you and what expertise, experience or personal connection plays a role here?

Maéva

(green post-its grid)

Zhikai

- why am I here? | - what drives me | Expertise, experience | Personal connection

Make connections with other colleague | Learning from other contexts, cases cultural cities | Design who works with me in order in take a part of this project | Always put personal goal

A spirit of commitment in my working context | | | Personal goal

Mart-Jan

Why? | Drivers | Expertise and personal connections

(pink post-its) | |

| Eveline |

Martijn

why: | what drives you: | expertise / experience | personal connection

(purple post-its) | | | Live nearby (5min)

| | | design background

PERSONAL GOAL BOARD

Michel

..it yields a cool product (interactive display, VR, etc.) that can visualise, inspire and help to implement solutions that are already available to create a viable future proof neighborhood.

Hungchu

(yellow post-it)

Elizabeth

(orange post-it)

Jaap

The AMS City project is successful for me when I have commitment from one of the stakeholders (AMS, Gemeente) that they are going to implement on one of my concept design interventions.

Fill in the following sentence: "The AMS City project is successful for me when ...."

Maéva

The AMS city project is successful for me when I see pas/inspiring research solutions being developed at AMS being (1) synergistically integrated in a design (in a meaningful and impactful way) (2) that this vision is translated into actual implementation on the Marineterrein (with innovations being tested/monitored/showcased - with potential for scalability).

Zhikai

The AMS City project is successful for me when it becomes a part of my academic progress

Mart-Jan

i had a good time with my fellow research fellows and inspire others

Martijn

We develop a plan or template for Marineterrein which is novel, and the project has helped me to explore whether my interest in a design-oriented career can be rekindled?

PERSONAL VALUES BOARD

Michel

| | sentimental |

future proof | inclusive | sustainable | resilient

beautiful | functional | fun | green+blue (water)

carbon negative | safe | open | innovative

Hungchu

(yellow post-its grid)

Elizabeth

(orange post-its grid)

Jaap

open | democratic | inclusive | feel safe to be who you are

self-sustaining | meeting place | nature inclusive | mixed

sportive | cultural | |

Write on your personal post-it's what your personal values are about a future neighbourhood?

Note: one value per post-it, try to be specific

Maéva

(green post-its grid)

inclusive neighbourhood | a space where urban citizens can thrive | a learning space for people from different backgrounds/ ages/ segments | local food production

strong hope of food/water sovereignty | regulated with technology that enables continuous improvement/ waste energy | | sustainable energy

Zhikai

Free trams | Free coffee | Free health care | 24/7 safe

Free bike | Share kitchen | Rain and wind proof | Tranquility

More bridges (between milk and the museum?) | Clear water (swimming, sauna, etc) | | pleasure

Mart-Jan

good garbage facilities | Green/ nature | Access to public transport |

Exercise | Culture | Not too high buildings | Enough space

Focus on sustainable energy | Internet free zones (blocking signal) | Hang out spots | Car free zones

Martijn

Clean relation between nature and nature | Beautifully designed | Swimming and sports facilities | Space for creativity, artistic things, fun to be added

Circular, little waste as possible | Clear local identity | | Human scale centre

Focus on sustainable energy | Encourage a maximum lifestyle | |

SHARED SCOPE BOARD

2030-2100 | to be honest I have no clue.

2040 | 2030-2050 (uncertain)

15-30 years from now (ready in 30 years) | Maximal 5 years at the start. Improve over time, with a flexibel design.

First look in silence at the post-its of all the others. After that we can have an open discussion what a timeframe is we can all agree upon

timeframe of the projects

vision: somewhere in the future

needs a timeline showing AMS solutions to back it up

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D. LOCAL COMMUNITY ORIENTATION SESSION NEIGHBOURHOOD DAY

Understanding the end-user that you are designing for is essential for making a desirable and feasible design. This is the basis of Human-Centred Design. In systemic design their is a whole system of interrelated end-users with all sorts of relationships. During the project I have to connect disparate actors across the system, which would sometimes require me to adopt the role of mediator, but can also provides value way beyond the project itself. It is especially important to build a trustworthy and confidential relationship with the local community. Because of their -often- weaker power position, they may be reluctant to participate and false expectations can quickly arise. Nevertheless, finding allies within the local community is crucial for a project with a societal scope.

METHOD OF NEIGHBOURHOOD DAY OBSERVATION
On the 25 September, the Bureau Marineterrein, in cooperation with Buurtcomité Oostelijke Eilanden organised a neighbour brunch for residents from the surrounding neighbourhood. There were long tables at which lunch and conversations were held. The new neighbours, refugees staying at the Marineterrein, were also present. At the end of the lunch, I stopped by and started conversations with the attendees. For the interviews, I used a purposive sampling strategy (Miles, Huberman, & Saldaña, 2013) where I tried to speak to visitors of different ages and cultural backgrounds. I had a very simplistic interview guide with one demographic and two opinion & value questions:

Where do you live?
What does the Marineterrein mean to you?
What is your dream for the Marineterrein?

Follow-up questions emerged from the immediate context of the interview, so it was mostly an Informal conversation interview (Patton, 2002). Conversations took roughly five to ten minutes per person.

FINDINGS OF NEIGHBOURHOOD DAY CONVERSATIONS
Sensitive relationships
In general, the surrounding neighbours are not pleased with the plans of a new neighbourhood. The interviewees react emotional and express strong opinions. Overall, there is a low level of positive perception of the municipality. There seems to be a gap between citizens and municipality. Citizens have the feeling that the Marineterrein is a open space that they just 'received', but is now already taken away from them.

Limited facilities in surrounding neighbourhoods
The surrounding neighbourhoods don't offer a park space and are quite 'rough'. Marineterrein is a better place for kids to play. Even though the Marineterrein opened up only seven years ago it is a place that people have appropriated for themselves and creates value on many levels, Even though the program and facilities are relatively limited people actively use this spaces. Interviewees state that sport facilities are lacking in surrounding neighbourhoods.

Much doubt regarding new development plans
The individuals surveyed have expressed that the 17th century buildings possess a significant cultural heritage and are concerned that this heritage may be lost. There are concerns that the development of the Marineterrein may result in the creation of an exclusive space that caters primarily to the wealthy or students. The construction of high-rise buildings is generally not well received, as it is believed that such structures detract from the views and attract only wealthy individuals. In contrast, trees and green architecture are considered essential to preserving the park-like character of the area. There are fears that these elements may be removed to make way for additional buildings. While the potential for significant financial gain associated with the unique location of the Marineterrein is recognized, it is preferable that the municipality views this location as a unique opportunity for calm and relaxation in the densely populated city centre.

Importance Bureau Marineterrein
The Bureau Marineterrein is an important stakeholder that is actively working on making the Marineterrein a lively space together with local businesses and residents.

"It will be another one of those areas for rich people. Or one of those student campuses where they crammed them in like pigs. And then they will push price up to the limit of rent subsidy. Greedy bastards they are!" - **Marlene, 63 y.o.**

"I teach boxing classes. They had promised me that building over there as a gym. But you see. It still belongs to the Navy..." - **Mo, 44 y.o.**

"As residents, we finally had a place where we had some nice green space. And now it feels like they are taking it away from us again. Throw out the navy and take every building down!" - **Sjoerd, 38 y.o.**

"I get a bit tired of always talking about the future. So many great things are already happening here. Like this nice brunch we had today" **Sophie, 32 y.o.**

E. COMPREHENSIVE ANALYSIS OF THE MARINETERREIN

A NEW PIECE OF LAND 1642 - 1813

The Marineterrein finds its origin in the maritime past of the city of Amsterdam. Traditionally, Amsterdam has always been a city with a strong relationship to the water. Located on the banks of the Amstel river and with access to the North Sea and Zuiderzee, Amsterdam has been a major port city for centuries. Throughout its history, the city has relied on its waterways for transportation, trade, and economic development. The maritime industry has played a central role in Amsterdam's history and has shaped the city's culture, economy, and infrastructure (Gemeente Amsterdam, 2021). However, water has been both a blessing and a curse for the city of Amsterdam. Due to its direct connection to the open sea , the water always posed a most significant risks of flooding, In addition to the risk of flooding, Amsterdam has also faced historical risks related to naval attacks over water (Jalhay, 1988). To mitigate both of these risks, Amsterdam citizens developed all sort of infrastructural techniques to win back land from the swampy area, where they could build fortification and protect themselves from the water (Gemeente Amsterdam, 2021).

One of these infrastructure project was the land reclamation of Kattenburg. During the golden age, Amsterdam experienced a period of significant growth and expansion. In response to this, the city embarked on a project to protect the new eastern expansion by constructing two breakwaters in the river IJ, just north-east of the current Central Station, in 1642. These breakwaters were designed to also serve as defensive fortifications (Gawronski, 2021). Further land reclamation around the breakwaters eventually created an island named Cattenburgh, referring to the "cats," an old Dutch term for defensive fortification (Heijdra, 1999).

Due to the construction of new defensive fortifications around the entire city, the Kattenburg stronghold became obsolete. As time progressed, the number of shipyards on the island increased. In 1655, the former defensive fortifications were officially dismantled and the entire island was used for shipbuilding. In 1656, the Admiralty of Amsterdam acquired the island, including and shipyards, in exchange for Uilenburg and Rapenburg (Heijdra, 1999). The Admiralty of Amsterdam was one of the four admiralties established in the Dutch Republic in the 17th century, along with those of Rotterdam, Middelburg, and Enkhuizen. The Admiralty of Amsterdam was responsible for the admiralty responsible for the naval defence of the city of Amsterdam and its surrounding region. It's core tasks including the construction and repair of ships, the provision of sailors and officers, and the administration of naval affairs (Sicking, 1998).

The newly acquired Kattenburg island had to become the most prominent shipyard for the Admiralty, named "s Lands Werf". Immediately, after the transfer of the shipyards to the Admiralty, they appointed prominent architect Daniël Stalpaert, who was also the designer of the Royal Palace on the Dam square, to construct a new warehouse, to store cannons, sails, flags and other maritime equipment, on the south side of the island; 's Lands Zeemagazijn (Heijdra, 1999). This largest structure was built using the latest construction techniques and was characterized by its innovative solutions. Up to today, housing the National Maritime Museum, it serves as an important architectural and cultural symbol of Amsterdam's naval power and influence (Bureau Marineterrein Amsterdam, n.d.).

's Lands Werf was renowned for their progressiveness, often engaging in experimental shipbuilding techniques and the development of innovative nautical inventions such as ship camels and navigational instruments (Bureau Marineterrein Amsterdam, n.d.). These yards employed thousands of workers, including carpenters, mast makers, sawyers, and painters, who worked diligently to manufacture modern warships for naval battles with neighbour countries and to convoy Republic's merchant fleet on its voyages to the East (Bureau Marineterrein Amsterdam, n.d.). The flagship Hollandia, on which infamous lieutenant admirals Michiel de Ruyter and Cornelis Tromp served, was among the many ships produced in the yards of the Admiralty. As a result, the naval yard played a crucial role in the economic growth of the Dutch Republic, and the city of Amsterdam in particular, during the golden age (Gawronski, 2021).

The workmen and officers who were employed in 's Lands Werf found housing in the densely populated and narrow streets on the east side of the Kattenburg island. As early as 1660, the island had begun to be developed, and a significant proportion of its residents were supporters of the House of Orange (Bureau Marineterrein Amsterdam, n.d.). In May 1787, when the Amsterdam city council was expelled by Patriots, the residents of Kattenburg rose up in rebellion. On May 29, 1787, they pulled up the double drawbridge that connected Kattenburg with the rest of the city and looted the homes and stores of Patriot sympathizers on the island. This was not the only instance of the Kattenburgers exhibiting protest behaviour in response to events that they opposed. Kattenburg has always been a tightly-knit community, with a strong sense of pride and solidarity (Heijdra, 1999).

STEAM AND STEEL 1813 - 1915

The end of the 18th century in the Republic of the Seven Netherlands was marked by political turmoil and French occupations leading to stagnation in the shipyards (Bureau Marineterrein Amsterdam, n.d.). However, in 1813, the restoration of Dutch sovereignty marked the beginning of a new chapter for the shipyards on Kattenburg. With the return of the monarchy, the Netherlands regained an independent and centralized naval forces known as the Royal Netherlands Navy (Ministerie van Defensie, n.d.). These reoccupied the old shipyards and gave it the name Rijkswerf (Bureau Monumenten & Archeologie, 2011).

During the latter part of the 19th century, industrialization also took off in the Netherlands (Gawronski, 2021). The Rijkswerf is now surrounded by the Oosterdok dikes, designed to prevent the silting of the harbour though access to open water was still possible through the use of two large locks. In an effort to modernize its fleet, the Dutch Navy introduced English technology and launched its first steamships from the slipways in 1840 (Bureau Marineterrein Amsterdam, n.d.). The Rijkswerf underwent a period of modernization and experienced a second boom, especially after the opening of the North Sea Canal in 1876, which allowed for larger naval vessels to access the North Sea from the port of Amsterdam (Bureau Marineterrein Amsterdam, n.d.). The shipyard underwent significant changes as it adapted to the construction of iron and steel plated ships, which were seen as the future of maritime warfare. Wooden slipways were replaced with larger steel versions, and the workforce shifted from carpenters to stokers and blacksmiths, with the addition of furnaces, rolling mills, and a large floating steam crane known as "the Elephant." (Gawronski, 2021). Also Vincent van Gogh, who was living in the gatehouse as a student at the time, took notice of the increased activity in the shipyard and made several sketches of it (van Pol & Roos, 2022).

However, the process of industrialization also had negative consequences for the Rijkswerf shipyard. The increasing reliance on steam trains for transportation and hauling led to a decrease in the demand for shipping. This was already evident on the other two eastern islands of Wittenburg and Oostenburg, where former VOC shipyards had been replaced by steel halls for railroad and train equipment (Jayasena, 2021). The opening of the Central Station, a bit west of the Oosterdok, in 1889 further isolated the Rijkswerf from open water, as the new railroad embankment, allowing train traffic eastward, included only a narrow opening for ships. As a result, the number of ships accessing the Oosterdok decreased (Garwronski, 2021).

A NEW NAVAL PURPOSE 1915 - 2011
Eventually in 1915, the Royal Netherlands Navy relocated its shipbuilding activities to more easily accessible shipyards in Amsterdam-North and Den Helder (Bureau Marineterrein Amsterdam, n.d.). The Rijkswerf was repurposed into the Marine Etablissement Amsterdam (M.E.A.), which served as a centre for communication and intelligence for the Royal Netherlands Navy (Karremann, 2018).. The Verbindingschool at the M.E.A. served as a training ground for new recruits in signals, Morse code, and radio telegraphy (Bureau Marineterrein Amsterdam, n.d.)..

The departure of the shipyard created space on the eastern part of Kattenburg, which was used to build extra housing for the working class (Heijdra, 1999). The famine winter of 1917 led to the Potato Revolt where residents looted storage ships filled with potatoes, and the military responded aggressively, resulting in nine deaths and 114 injuries (Historiek.net, 2022). This event had a lasting impact on the relationship between Kattenburg residents and the Navy (Gemeente Amsterdam, 2019).

The current layout of the Marineterrein is owed to the construction of the IJ-tunnel in 1968. The southern part of the Marine Establishment Amsterdam had to be removed to make way for the entrance of this car tunnel (Amsterdam - Verzamelde Historische Filmbeelden, 2014; Bureau Marineterrein Amsterdam, n.d.). The soil excavated during this process was utilized to fill the dock on the north side, which allowed the navy to expand its administrative and training buildings, as well as a sports field, and a large congress centre (Bureau Marineterrein Amsterdam, n.d.).

After World War II, the former shipyards were impacted by two significant crises. The first was the Cuba crisis, which resulted in the construction of atomic bunkers on the naval grounds. In the event of an emergency, the Navy Yard was required to serve as a base of operations for surrounding neighbourhoods (Bureau Marineterrein Amsterdam, n.d.). From this period on the area also became a place for housing of crown witnesses and endangered politicians, such as Ayaan Hirsi Ali and Geert Wilders, and the area was obscured on public satellite images until 2005 (Heerma van Voss et al. 2015).

At the same time, Amsterdam experienced a major housing crisis in the 1970s and 1980s. In response, squatters moored boats on the newly-created land in the Oosterdok near the entrance to the IJ-tunnel, establishing Museumhaven, a site where houseboats remain moored to this day (Dekker, 2021). The municipality also decided to renovate the cramped and poor houses of Kattenburg in the functionalism architectural style, constructing spacious flats and few local amenities. Given the poor condition of the houses on Kattenburg and the strong support of the communist party for this renovation, the area development proceeded relatively smoothly. However, when it was revealed that rents were increasing and houses were being sold from the housing corporations to the free market, the citizens of Kattenburg started protesting again. This protest continued until the beginning of the last decade (van den Boomen, 2016).

OPENING THE GATES 2011 - 2023

Partly due to the financial crisis of 2008, the Ministry of Defence as heavily pressured to make budget cuts, in the early years of the previous decade. The ministry took a critical look at its real estate holdings and decided to concentrate defence units more (Ministerie van Defensie, Rijskvastgoed-en ontwikkelingsbedrijf & Gemeente Amsterdam, 2013). The Marine Establishment Amsterdam, with its beautiful location in the capital, was certainly an important eye-catcher for the navy, but from a military strategic perspective, it was not a necessary location. Furthermore, the area had a very high land price. Therefore, in 2011 it was decided that the Royal Netherlands Marine would vacate and sell the property.

The new availability of the ground of the Marine Etablissement Amsterdam presented a unique opportunity for the city of Amsterdam. A coalition of the Ministry of Defence, the National Real Estate Agency (Rijksvastgoedbedrijf) - the government agency responsible for the management of buildings and lands of the government and Defence -, and the municipality of Amsterdam was formed to coalition (Steering Group Marineterrein) to plan the transition. The 'Probing Phase', as I title it, ultimately resulted in the signing of the Marineterrein Strategy Note by former mayor Van der Laan and Defence Minister Hennis-Plasschaert. During this period, the process took place completely behind closed doors, with decisions being made devoid of input from any parties other than the coalition (Meijer-Skouratovskaja, personal communication, 22 november, 2022). The following key points were established (Ministerie van Defensie, Rijskvastgoed- en ontwikkelingsbedrijf & Gemeente Amsterdam, 2013):

• The land will be assigned a new function as an "Innovation district," a breeding ground for progressive companies in the field of sustainability and energy to work on developing new solutions that contribute to the city. The area should become an international attraction.
• The Ministry of Defence will completely relinquish control of the area. This will occur in a gradual manner.
• The area will create beneficial public use while preserving its marine cultural heritage.
• The municipality will help the National Real Estate Agency in the further elaboration of the development plans and, as a result, the municipality will be granted priority in the right of purchase.
• The area will get a new name: the Marineterrein.
• The national government and the municipality will initiate a joint area organization, Bureau Marineterrein Amsterdam (BMA), that will be part of the Steering Group Marineterrein and develop, manage, and maintain the Marineterrein.
• The vacant buildings and public spaces will be assigned new temporary functions, until the real estate program has been formalized and plans for demolition and new construction are submitted. It is anticipated that this will occur around 2027.

Upon the signing of the Strategy Note, the transition from conceptualization to implementation began. In 2015, a crucial milestone was reached with the first withdrawal from the Royal Netherlands Navy and the opening of the former historical gate on Kattenburgerstraat, which had previously kept the area hidden from the view of Amsterdam residents. The "Voorwerf" area subsequently became a location for residents to engage with the historical waterfront. One year later, Mayor van der Laan and Minister Blok (Housing and National Service) inaugurated a new slow-traffic bridge that linked the Marineterrein with the Dijksgracht on the northern end. This established a continuous path for both bicyclists and pedestrians, and improved connectivity between the area and the city. Subsequently, the second portion of the area, referred to as the "Kade", was made publicly accessible, and the initial innovative companies began to establish themselves within the former marine buildings (Bureau Marineterrein Amsterdam, 2016). In 2018, the "Marineterrein community", the name given to the network of companies present at the Marineterrein, got further established when AMS Institute relocated to building 27W. The previously closed military area transformed progressively into a publicly accessible innovation district (van Zoelen, 2018).

In the background, the urban planner for the national real estate company and the municipality of Amsterdam worked diligently on new plan products in order to facilitate subsequent decision-

making; the exploration phase (2013-2017). In July 2017, this phase ended, when the Principles Note was established by the college of mayor and aldermen and made publicly available. The Principles Note detailed the proposed developments and the subsequent planning process. The most relevant new proposals for the spatial design include:

• As per 1 July 2018, the Royal Netherlands Navy has completely withdrawn from the area.
• The area is divided 50% into developed and 50% undeveloped land. The undeveloped land is mainly located alongside the eastern waterfront in the form of city park which attractive green recreation, meeting and sport facilities. The developed land will be located more centrally on the island and will be accordingly divided: work and meeting spaces (50%), housing (20%), education (20%), social and cultural function (10%).
• It is planned to construct 700 new residential units.
• Construction of new buildings will start in 2021.
• The new innovation district will be car-free.
• Since innovation thrives through interactions between people and the exchange of knowledge, there will be spaces created for meeting others and socializing.
(gemeente Amsterdam, 2017) (gemeente Amsterdam, Rijskvastgoed- en ontwikkelingsbedrijf & Bureau Marineterrein Amsterdam, 2017)

The local community, comprising of tenants of the temporary buildings, residents of the Eastern Islands (Kattenburg, Wittenburg, Oostenburg) and other surrounding neighbourhoods, as well as cultural institutions in the vicinity of Marineterrein and Oosterdok, experts, and the city council, were given the opportunity to provide feedback on the principle note in the ensuing months (gemeente Amsterdam, 2017). However, this consultation procedure (see explanatory note) proved to be a futile effort when the Ministry of Defence announced, on June 19th, slightly more than a week prior to the planned departure on July 1st, that they intended to maintain present on a part of the Marineterrein (Kruyswijk & Keultjes, 2018). This development necessitated the discarding of the Principle Note and required the city and government to reconvene to explore potential avenues for combining this decision with existing development plans. Furthermore, it was necessary to reassess the possibility of granting the area a function as an innovation district, as there are minimal spatial requirements that must be met for such a designation (gemeente Amsterdam, 2023).

Upon the decision of the Ministry of Defence to maintain a presence on the Marineterrein, the plan making was temporarily suspended. However, in the year 2020, a breakthrough in negotiations between the municipality and Ministry of Defence officials was achieved. A consensus was reached regarding the dimensions and location of the proposed new barracks, which were to be situated in the north-eastern sector of the Marineterrein (gemeente Amsterdam, 2023). Given the relatively diminutive size of the barracks, enough space remained available to establish buildings and outdoor areas for residential, work, and educational purposes, thus allowing for the continuation of the previously envisioned initiative to transform the area into an innovation district (Meijer-Skouratovskaja, personal communication, 22 november, 2022). The municipality could proceed with the planning and decision-making process, but since the Ministry of Defence would remain a component of the Marineterrein, the plans needed to be slightly altered and as such, the surrounding community needed be consulted once more (gemeente Amsterdam, 2023).

During the fall of 2020 and early 2021, the municipality conducted plenary neighbourhood discussions and focus group meetings with neighbourhood collectives and sounding boards as

part of the consultation process. The written and verbal feedback received during the consultation was meticulously evaluated and analysed by the Steering Group Marineterrein to determine its feasibility for inclusion in the next key planning document, the concept Note of Starting Points (Nota van Uitgangspunten) (gemeente Amsterdam, 2023). Whenever I refer to this document, the abbreviation NvU will be used. The Steering Group incorporates the expertise of a diverse array of professionals in the project, including employees from different municipal departments, Atelier Rijksbouwmeester, a multitude of architecture firms, and a participation consultant for creating this plan document. Unlike the Strategy Note and the Principles Note, which only outlined the functions and aspirations of the Marineterrein in broad terms, the NvU provides a more comprehensive description of the spatial and programmatic framework. For instance, it details the street plan, maximum building heights, and gross floor area per function (Steering Group Marineterrein, 2021). In November 2021, the NvU was made publicly accessible by the project team for a two-month public participation period (see explanatory note). Given that the NvU represents the plans and objectives of the Steering Group Marineterrein it is essential that it be scrutinized to understand the jurisdictional boundaries within which a shared vision can be formulated. This document outlines the future of the Marineterrein and will be further discussed in Chapter 2.7.

From the official participation procedure, a second document is drafted, the Response Note. This document provides responses to the opinions and recommendations of citizens that were received

during the participation process. Some of the opinions have also resulted in adjustments to the NvU. During the writing of this report, the Response Note has not yet been made public, but this may happen at any time. The revised NvU, the Response Note, and a participation plan form together the Project Note. This will be presented by the Steering Group Marineterrein for advisory request to the city district committee Centrum in early 2023. If they give a positive advice regarding the Project Note, it will be submitted for decision-making to the city Council. This is expected to occur in Q2 2023 (Gemeente Amsterdam, 2022).

TOWARDS AN INNOVATION DISTRICT 2023 - 2027
The Steering Group Marineterrein is developing various plan documents that outline the goals, objectives, and strategies for the Marineterrein area development. In 2021, the most recent and comprehensive plan document so far was published: the NvU. The NvU is the guiding framework that the Steering Group Marineterrein has established for the further development of the area. The document further elaborates on the ambitions, as noted in the Strategy Note and Principles Note, to make the Marineterrein an innovation district. Furthermore it describes the development strategy and approach. The most important new function of the NvU is that it sets-out an extensive framework for the spatial and programmatic implementation. Ultimately, this document forms the core of the project note, which the mayor and aldermen and the city council will make a decision on. If the decision is made, the feasibility phase of the project will be completed and the development phase will begin. In the development phase, further specifying documents such as a zoning plan and environmental plan will be developed by the municipality. If these documents are also established, expected in 2025 or 2026, the construction of the new Defence barracks can begin. When the barracks are ready, the rest of the area will be free to develop gradually. This is likely in 2027 or 2028. The transfer is expected to take place at that time. The participation process can then also start. Plans are already being made for the municipality to approach participation, and there can also be consultation and participation on new plan documents.

The NvU is a comprehensive document that spans nearly 200 pages. For the purposes of my research, the focus will be on programming and the design of public spaces. To that end, the following points are considered to be particularly relevant:

• The Marineterrein is being developed into a leading innovation district. It is an outstanding place where talent can develop in various ways and where innovative solutions for urban challenges are conceived, tested and applied. Innovation and learning through collaboration.
• The development phase is based on a phased adaptive development. During each new phase, lessons are learned from previous steps and adjustments can be made where necessary. However, the frameworks of the NvU remain the starting point.
• Efforts are actively being made to keep the site accessible to everyone and inclusive
• The innovation district has 3 sub-areas: the City Park along the water, the Dok - the living, learning and working programming in the centre of the island-, and the Defence Barracks on 10% of the island on the northeast tip of the island.
• The architectural main design of the Dok consists of a grid framework consisting of streets with intensively built-up strips of varying widths and a varied height. In the built-up strips, office, education, and residential programming are interspersed.
• Approximately 70% of the surface area of the Marineterrein is undeveloped and predominantly public space. 40% is green and undeveloped, and 30% is hard and undeveloped (roads, squares).
• A new central square for meetings will be created within the Dok.
• A permanent bridge for cyclists and pedestrians will be built over the Dijksgracht.
• The public space invites sports, play, and movement. A prominent part of this is a large sports field of Defence for shared use with residents, located on the Dijksgracht.
• All monuments at the Voorwerf and architectural interesting building in the City Park a remain intact. All the current navy buildings, except the Scheepsvaart Depot will be demolished.
•The wall will remain and the current openings will remain the access gates. However, an additional entrance for defence and direct access to an underground parking garage under the sports field will be added on the north side.
• It is a car-free area.
• The distribution between living, working, and learning in building is as follows: 40%, 40%, 20%. This means 800-900 houses, 2300 workspaces for companies & 1400 workspaces for research

and education.
• The total area of public facilities (social and commercial) is 7,500 m2 gross floor area.
• The plinths of buildings always interacts with the street and preferably has no closed facade.
• Roofs are given a useful functions, whether public or not.
• The maximum number of employees per company or institution in the Marineterrein is 250.
• Housing is intended for a mix of target groups. In any case, space will be available for target groups that are in line with the area concept: students, teachers, and employees of the companies.
• The housing construction program is in line with Amsterdam's policy: 40% social rental.

• The Marineterrein has good connections to the cycling and walking network in the area.
•Logistics and distribution (including construction logistics and waste) take place as much as possible via water. A mooring place will be created on the Dijksgracht for this purpose.
• The Marineterrein contributes to the enhancement of the city's ecological diversity and nature inclusivity.
• The flows of waste (and resources) eventually follow a circular pattern.
• The energy management is eventually climate-neutral in the long-term.

F. INTERVIEW GUIDE AND FINDINGS VERONIKA MEIJER - SKOURATOVSKAJA

INTERVIEW GUIDE

General:
- When was this model made?
- Who worked on it
- Which stakeholders?
- What was the goal of making this model?
- What is the timescale of this model?
- What is your contribution to this model?
  - and the development of Marineterrein?

Mission & Vision:
- In the Nota van Uitgangspunten the gemeente states that: Vernieuwing, Verbinding & Focus the central values will be of the new Marineterrein, how is this reflected in the model?
- What do you think of these values?
- Do you know how these vision is created for the Marineterrein?

Boundary Object:
- On the website of the gemeente I read that this model was used during consultation rounds with surrounding neighbours in December 2021.
- What where the overall reactions?
- Where there surprising reactions / reactions you did not expect?
- What is the overall public opinion about the Marineterrein plans?

Future:
- What is your dream for the Marineterrein?
- How would this model look like in 2050?
- What societal trends in Amsterdam are going to be relevant for the development of the Marineterrein?

Next steps:
- As part of my graduation I am working on a technological influence future design of the Marineterrein. Later on I might need more information and input from the gemeente, do you maybe know who is the most suited person to contact?
- In December I also plan to do a co-creation session involving a wide variety of stakeholders, both academic and non-academic to form a desired future for the Marineterrein, it could be usedfull to use this model as conversation starter would that be possible?

FINDINGS

Importance of NvU
If the city council and mayor and aldermen chooses to implement the Project Note, the prospective buyer, regardless of whether it is the municipality or not, must abide by all the provisions outlined in the NvU. This agreement has been reached by all members of the Steering committee. This notion emphasizes the significance of the NvU and the corresponding political decision regarding it.
Connecting is central aspect of the design.
The central premise of the urban plan is to enhance the physical and social connections between the city and the Marineterrein. To achieve this objective, the urban plan proposes the integration of hybrid buildings and the creation of communal spaces in parks and squares, with the aim of fostering greater interaction among various stakeholders, including business individuals, citizens, and visitors. The design of the streets has also been carefully planned to facilitate a more natural flow of traffic and to improve connectivity between the island and the city. The strategic placement of parks along the waterfront and buildings towards the centre of the area seeks to expand upon the existing connection with the city through the Voorwerf.

The reasoning behind the choice of a grid structure
The citizens have expressed their criticism of the grid structure, however, there are three compelling reasons to choose this chosen urban lay-out. Firstly, the grid structure enables optimal access to municipal services such as waste management and security services. Secondly, the existing pipe infrastructure is privately owned by the Ministry of Defence, and the law prohibits the use of private infrastructure in public areas, hence the need for replacement, once the Marineterrein is sold and becomes public. Adopting a grid pipe infrastructure is a more economical solution. Lastly, the grid structure offers the greatest flexibility for adaptive development, allowing for changes in programming to be accommodated with ease. The Kattenburgerstraat appears to be the most logical starting point to start the adaptive development. The municipality has considered various urban lay-outs, but the grid structure is deemed the most rational and efficient choice.

Programming of the main street
The current plan is for the main street adjacent to the park to primarily accommodate work facilities, with some smaller public facilities interspersed, as there are plans for larger structures to be constructed. This road is unlikely to feature a significant number of commercial establishments.

Importance of political context
The political wrangling in the city council regarding the decision on the project note has not yet begun. The Response Note is likely to be utilized by politicians as a tool to advance their personal political objectives. This highlights the importance of taking into account the political environment in which decisions are made. There is no assurance that the project note will be approved, however, Meijer-Skouratovskaja is optimistic due to the extensive consultation process that has taken place with a wide range of stakeholders and the fact that the project has already experienced delays.

Importance of socio-cultural trends
Three dominant socio-cultural trends have impacted the plans for the project: the desire for increased public space in the bustling city centre, the requirement for innovative educational facilities, and the pressing issue of housing scarcity.

New stakeholders
Meijer-Skouratovskaja provided insight into the new stakeholders that will play a role in changing relationships within the Marineterrein context. On the next page an visual representation can be found. Given the fact that most current stakeholders will remain important, they are also visualised in greyscale.

Specifics of the plan
If it becomes a public area, the current pipes and cables owned by Defence must be replaced for public sewers and cables. When planning shopping streets, efforts are always made to concentrate this as much as possible so that it does not drain other areas. Economic affairs makes the decision for that. Therefore it is not likely that there will be a big supermarket because they are already present in the nearby area. Only of the two highest spots (40m) is the exact building height fixed in the Nota van Uitgangspunten. The Nota van Uitgangspunten states that 150.000 m2 gross floor area (GFA's) needs to be created. The Nota van Uitgangspunten states that the grid framework needs to be present. The Nota van Uitgangspunten states that certain existing trees can't be removed. The Nota van Uitgangspunten states that plingheight is at least 4.5 m to guarantee hybrid usage of space at street level. The floors have an oversize so that function exchange is possible. The location of the tallest buildings can't be too much to the south, because then they could cause problems with unesco protected cityscape.

Gradual transition
The development of new buildings has a very strong adaptive/iterative character. Best practices from previous phases will be taken into account in subsequent phases. It seems most obvious to start developing from kattenburgerstraat. Different korrelgrootte to enable hybrid use has always been part of the plan.

Value of innovativeness
For the core value of "innovation", programming with innovative companies, housing and education should be mainly considered. The intention is that mainly small-scale (start-up, scale up) companies will settle on the site. No big multinationals.

Reactions of the public on the models
When looking at models, the public always find it hard to imagine that you can still add a lot of variation within a tight grid framework by playing with depth and height and programming of buildings. Playing with 'korrelgrootte' is important for this. All they see is rigid bands of blocks. People find it hard to tell from models / mass studies how green the area is actually going to be. For example, the disappearance of the current helicopter landing site, which is a relatively minor intervention, stands out, while enlarging the park is not recognized.

Concerns of public
Oostenburg's previous densification is something that is deterring the neighbourhood. They don't want to be " enclosed" even further

Next steps of the development
If the Nota has been approved by the municipal council, the next step is to make a zoning plan (bestemmingsplan) for the area. A zoning plan regulates exactly where you can build, how high it can be and what function it can have.

Design adjustments so far
The increase in the number of houses (at the initiative of the city council), the retention of the defence, the widening of strips -less streets, larger blocks-, and the creation of 1 larger square, have been significant changes from earlier plans.

G. INTERVIEW GUIDE AND FINDINGS GIAN LUCA VAN PUTTEN

INTERVIEW GUIDE

General:
  • What does your function "projectleider Marineterrein Amsterdam Living Lab" within the Bureau Marineterrein enhance?
  • What are current projects/solutions that the Marineterrein Amsterdam Living Lab is currently working on at the Marineterrein?

Values & Vision:
  • Looking at those activities why do you think these project are important at the Marineterrein?
  • Can you maybe derive values from this?
  • How are the values of the Bureau different from the values of other stakeholders?
  • The municipality formulated 3 key values: "Vernieuwing, Verbinding, Focus" for this terrein?
  • Does the vision of Bureau differ from this?
  • Does your personal vision differ?

Citizens Vision & Participation:
  • At your website it states that "Samen Innoveren" is important? Can you elaborate on that?
  • Do you think this is useful? How can this be optimized? What are the challenges?
  • To what extend are you or the bureau working togheter with citizens in "Samen Innoveren"?
  • Do you think this is useful? How can this be optimized? What are the challenges?
  • Do you know what citizens find important aspects / values of the Marineterrein?

Next steps:
  • Mid December I am planning to do a follow up "value" session with different important stakeholders. Are you, or do you know colleagues that would be interested in representing the Bureau?

FINDINGS

Difference Living Lab & Field Lab
Before an experiment becomes visible, a long period of preparation precedes it. In that preparation, "magical moments" of encounters, focussing and enrichments already happen. This is what the Bureau would like to make visible. Living Lab is different from a field lab. In field lab, technical feasibility is tested in a realistic environment. In a Living Lab, social feasibility is tested. A Field Lab is a more safe options when the risk of the technology are not yet known.

Urban Living Lab unique aspect
The presence of Marineterrein Amsterdam Living Lab (MALL) holds considerable importance, as they offer one of the limited spaces in Amsterdam where innovation and experimentation can be conducted within a relative safe social context. It is acknowledged that resolving the intricate challenges facing society cannot be achieved through simple means, however, the Urban Living Lab setting provides an initial step towards identifying potential solutions that can benefit the whole city. The Living Lab at Marineterrein tries to create moments of interaction; between innovators and citizens.

Important values of MALL
3 key values are: Inclusion, Ambitious and Courageous (to solve urban challenges), adaptiveness (reflexivity and accept complexity). However, we should not get into a definition discussion about values. A discussion on active action and everyone's responsibility to realize the values is more important. Silent actors should also be invited to this discussion.

The importance of citizen involvement in the success of Marineterrein development
van der Putten highlights the importance of informing and including citizens in the Urban Living Labs and the larger Marineterrein transition. Currently, citizens mainly visit the area to "consume", but van der Putten finds it crucial that they play a more significant role. The success of implementing new solutions in the Urban Living Lab approach depends on their effectiveness in fulfilling the needs and desires of end-users, and therefore the approach is built on including end-users in the process. To establish trust, it is crucial to educate citizens about the Marineterrein as an Urban Living Lab and to clearly communicate the experimental nature of the area. This openness to experimentation

and potential failure builds acceptance, which is essential as the outcome of the experiments can ultimately benefit the entire city. van der Putten argues that the two biggest challenges of innovating is to you create a sense of urgency for citizens' engagement and to ensure that citizens feel heard and have confidence in the process. "Samen Innoveren" comes from a place of necessity. The Bureau does not do it because it's fun. Complex innovations require "together".

Challenges of citizens involvement
The two biggest challenges of innovating together are to 1) communicate the urgency well with the right timing so that you get the right people at the table. Both with direct stakeholders and indirect stakeholders. 2) stakeholders feel they are heard and gain confidence in the process.

Take proactive steps to preserve the open character.
van der Putten echoed van Schiek's sentiment regarding the open character of the Marineterrein. While Marineterrein is currently an inclusive and approachable place, there is indeed a risk that it may become primarily a high-brow recreation spot, which is not conducive to inclusiveness. According to van der Putten, the four key values that characterize the Marineterrein are Inclusiveness, Ambition, Courage, and Adaptiveness. The Marineterrein is intended to be a space for a mixed range of stakeholders to collaborate on finding solutions to address contemporary and future urban challenges. The complexity and unpredictability of these problems demand a flexible and reflexive approach, making it challenging to predict the state of the Marineterrein in the future. Rather than getting into a discussion about definitions of (future) values, it is more important to focus on active action and everyone's responsibility to realize these values.

Tips for the value session
Important to show stakeholder map during the co-creation session to make it clear to everyone where actors are that are currently overlooked. Also interesting to think about what stakeholders are still to come. Can I already involve them in the session

LEGEND

- BUSINESS
- MOBILITY
- BIO
- ART
- SUSTAINABILITY
- TECH
- SOCIAL
- FOOD
- GOVERNANCE
- DEFENSIVITY
- SPORT
- PRIVATE TERRAIN
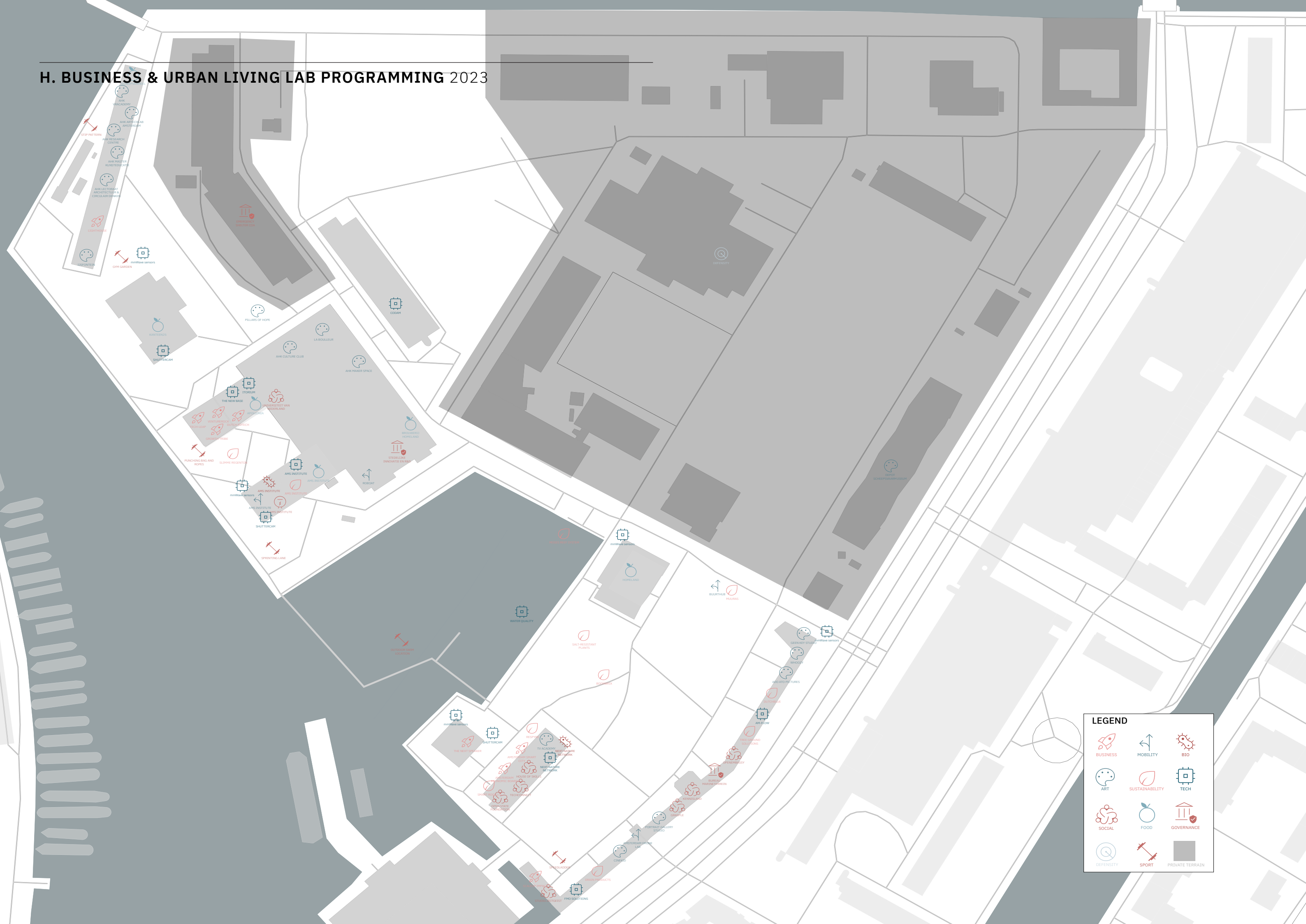
I. INTERVIEW GUIDE AND FINDINGS GEDI VAN SCHRIEK
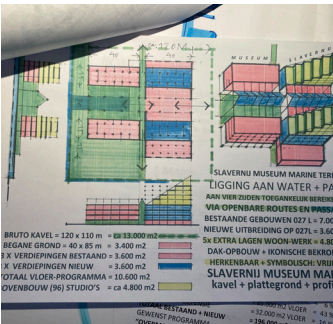
INTERVIEW GUIDE

General:
- Who are you, what do you do?
- What does the Marineterrein mean to you now?
- You are part of the Marineterrein development working group? What do you do?
- What is your role within the working group?
- What is your relationship with the Kattenburg neighbourhood platform?
- There is also a sounding board group that facilitates neighbourhood conversations, what is your relationship with that group?

Critique on NvU:
- In the explanation, there is a lot of criticism of model 1, which design is that based on?
- The Policy states that there is room for 40% undeveloped greenery. Your own calculation amounts to 27.6% greenery. Why is that?
- The Policy states that the gross floor area (GFA) will be 185,000, in your own calculations, you come up with 190,000 to 245,000. How do you think this difference came about?
- You also say that more consideration should be given to Kattenburgerstraat and that it should be included in the plan. How do you envision that?
     - Why do you think this is important?
- You are also afraid that strip development will lead to a boring Vinex-like residential area.
     - Why do you not want this to happen?
- Why do you think it is important to not demolish existing buildings?
- You say that the historical character will be lost. Quite a few historical buildings will remain standing, so why are you still afraid of this?
- Are there any good points to this design of the NvU?

Proposal of W.O.M.
- I have also seen the city's model, is it true that it has taken many points from your "intermediate version"?
- I must say that I am very impressed with your model. Can you explain it further?
- Why do you think it is important to have a central park?
- You mention a Slavery Museum, what is it and why do you want it to be there?
- What do the colors on the roofs mean?
- How is the historical character being brought back?
- Is it true that respect for historical, open character, the right to housing (lower building heights), and nature (city park) are important values for the working group?
- The values discussed in the policy are "innovative, connected, and focused", to what extent do you agree with them?
- Are there any values missing?

Citizens engagement
- How did the citizens engagement procedue go?
- How often could you provide input?
- Who was allowed to give input?
- Who attends these meetings?
- You state in your explanation: "The preceding participation procedures have been completely insufficient. The neighbourhoods (residents and stakeholders) feel inadequately heard and are insufficiently involved in the plans. No use has been made of the expertise present in the neighbourhood." Why do you state that?
- What are the problems with the current process?
- How can it be improved?
- How do you want to remain involved in the development in the future?

FINDINGS

Values of the Marineterrein
Unique part of Amsterdam because of:
- Open
- Inclusive
- Pleasure
- Physical well-being
- Cultural historical wisdom
- Unity with nature / mental well-being
- Relaxation
- Innovativeness
- Beauty
- Liveability

Role of W.O.M.
W.O.M. is leading citizen community group and represents and is composed by residents from multiple surrounding neighbourhoods. W.O.M. is the party that is most in contact with project team of the municipality. W.O.M. also seeks to influence the political vote on the NvU through conversations with city councillors. The Klankbordgroep was part of the citizens engagement procedure of the gemeente. It is a mixture of citizens and experts

Critique on NvU
The municipality says it will be a mix of buildings between 15 and 40 metres. However, the W.O.M. says all new buildings will be taller than 20 metres. Buildings between 15 and 20 metres are the already existing buildings. There is a big difference of 13% between the calculation of the number of hectares of green space by the municipality and the number the W.O.M. calculates. The W.O.M. feels that calculations are deliberately miscalculated in order to maintain the image of a large city park. The W.O.M. also doubts the accuracy of the number of B.V.O.'s. They think it has been calculated too low. Straight streets with tall buildings is uninspiring and does not do justice to the historical character of the area. Besides, it is going to create light, wind and noise problems. The W.O.M. would like to see a more playful orientation of the buildings and preservation of existing buildings. The level of detail in the NvU has been criticized. Such a document is meant to outline frameworks, not to already give details. For example, the fact that the municipality already describes what type of people who will live in the new buildings, is not appreciated. The W.O.M. sees the current NvU as a complete urban design. Housing in the plinths is not an option according to the W.O.M.. The building height is too high for that and there is too little daylight due to the high-rise buildings. Businesses or facilities should be placed there. The W.O.M. is critical of the shared use of the sports ground. They say it is too exclusive for the Navy anyway, as it is only available after 17h and on weekends. The W.O.M. is afraid that it will eventually be fenced, because defence cannot risk civilians using the grounds for other purposes or during their time-slots. The high-rise buildings (+30m) on the edges are very obstructive to the surrounding streets. This is going to create shade, noise and social safety problems, argues the W.O.M.. The W.O.M. is sceptical about public spaces on rooftops. Building owners are not keen on strangers walking people through the stairwell or making noise on the roof. W.O.M. fears that the Marineterrein will become a kind of second Oostenburg Island. This is where densification will take place and a high-density neighbourhood will emerge. When the plans for Oostenburgereiland were presented, the surrounding neighbourhoods were promised that the Marineterrein would remain a green area. The major road between the park and dock is going to lead to division in the area. Especially given the fact that the buildings face the road head-on.

Proposal of W.O.M.
All existing buildings are retained. This is more sustainable, cheaper, creates space for interconnected greenery and maintaining of existing trees, gives the option to wander around the area, and shows the history of the area. Low-rise buildings on the edges of the area (max 20m.). This will reduce shadow and noise problems for the surrounding streets and creates a more organic overflow with the surrounding building. Topping up of existing buildings located in the centre of the site. Fewer business buildings. There is more need for housing than new office space. The W.O.M. would rather see vacant office buildings used, or more offices at existing innovation hubs (e.g. the Science Park). The municipality refutes this by arguing that it is precisely in the city centre that there is a need for an innovation district. A central park in which citizens can exercise and relax. Green rooftops, mainly for garden usage for the people that live within the buildings. The Marineterrein would be a good location for the arrival of the new slavery museum planned by the municipality. Given its historical past as a shipyard for ships, some of which were also used as slave ships, it is a sensitive but also relevant place. Its central location in the city makes the museum easily accessible to schools. The W.O.M. sees the buildings on legs, within the waterfront park, as a possible location for this museum.

Points of agreements
Make the area a unique showpiece, we can be proud of as a city. Make it a mixed living/working/learning district. Build houses so that the housing shortage goes down. Create an innovative character with start-ups, experiments and living concepts. Despite disagreements over the plans, W.O.M. would rather see the municipality buy the site than another party.

Critique on citizens engagement procedure

The Klankbordgroep was part of the citizens engagement procedure of the gemeente, whose function was to set up communication to the field. It was a mixture of residents from the different neighbourhoods. The W.O.M. also had two representatives in the klankbordgroep. The Klankbordgroup was dissatisfied with their role. They were not allowed to interfere with the content of the development plants. In particular, they were allowed to hear the plans and co-decide on the information paper. The W.O.M. does not see itself as a party that just criticises; instead, they want to actively contribute ideas. They want to be taken seriously. Citizens really feel that the municipality is not honest and is deliberately tricking them. Presumably, this is a financial issue. They want as many commercial properties as possible and as high as possible so they earn back their purchase price. The W.O.M. is notably frustrated that they are not getting a substantive response to their criticisms. The municipality does not answer their "why-questions" and they often respond with "This is just the way it is and this is how we are going to do it". Despite disagreements over the plans, W.O.M. would rather see the municipality buy the site than another party. The W.O.M. feels unheard when it comes to seeking a combination between the two plans. Coming to a joint result in which both parties have been able to give input is what the W.O.M. would like to see. The citizens engagement process has been ongoing for several years. It started with an information evening where the neighbourhood was informed about the new plans and got the opportunity to give reactions to these via memos. Gedi feels that memos and other forms of input go straight into the trash bin. Subsequently, several meetings were held with the project team. Here there was room to ask questions and comment on misleading documents. However, responses were often lacking. The neighbourhood was informed through two information bulletins. As an alternative, the W.O.M. started contacting councillors directly and showed them around the marine area. During this meeting, neighbourhood concerns were shared with councillors. The municipality states that it has experimented with several alternative layouts, but the W.O.M. doubts whether there actually are any other options. A lot of ambiguity arises about the arguments that led to the choice of the straight urban layout. There is regular verbal quarrel and personal attacks at citizens engagement events. According to the W.O.M., insufficient use has been made of expertise from the neighbourhood. There has been no form of co-creation. At large consultation evenings, impressions and pretty sketches are shown to attendees. Many local residents do not have the knowledge or attention to critically analyse these. Estimating height on models is very difficult. Many people walk out feeling satisfied. The smaller, more critical, meetings are not heavily attended by local residents. The larger plenary meetings, where the with nice impressions are shown, are more crowded

Wishes for future citizens engagement procedure

Citizens engagement starts with honest information that is easy to understand. Instead of information evenings, when the plans have already been made, he W.O.M. would like to see co-creation during the design process where they can use their expertise. Citizens want to be involved in the early stages.
Responses from local residents need to be translated into actually actions and adjustments. Provide more clarity on the arguments on which decisions are been made. Developing the area in stages and taking new insights into account is an important first step. The role of ambassadors, who encourage participation and inform other local residents of their options, plays an important role. Media coverage of citizens engagement can also activate other citizens. Collaborations between different civic action groups is also important to be stronger and promote your views more widely. Space for internal discussions within civic initiatives is also important to ensure everyone feels welcome and heard. Clearly showing that you operate as a professional group is important to be taken seriously.

J. COMPREHENSIVE ANALYSIS OF THE CURRENT STATUS OF AMSTERDAM

STATUS OF AMSTERDAM

As advocated by systemic design theory, expansionism and examining the wider context is also essential in gaining a comprehensive understanding of the contemporary situation of a system. This approach emphasizes the importance of taking a broader perspective to understand of the interdependency and interactions that exist within the larger context (Ackoff, 1975). In this case, it was deemed necessary to not only analyse the Marineterrein, but also to conduct a comprehensive examination of the city of Amsterdam to provide a comprehensive outlook on the current situation.

To carry out this research in an organized manner, I conducted an in-depth study of the 2050 Environmental Vision 2050 of Amsterdam. This vision was prompted by an impending historical change in the Dutch built and natural environment, the Environmental Act (Omgevingswet). Despite the ongoing debate surrounding its implementation and its current delay (NOS, 2023), it is probably only a matter of time before this law takes effect. The Omgevingswet replaces all existing laws and regulations pertaining to the environment and unifies them into a single, comprehensive act aimed at simplifying the process of environmental management and planning and ensuring more consistent and efficient decision-making. Additionally, the Omgevingswet promotes decentralization to a great extent. Municipalities and provinces are granted increased autonomy in decision-making, with the hope of promoting faster and more feasible decision-making and contributing to a more sustainable Netherlands and greater citizen participation. Given their enhanced central role in planning and managing the built and natural environments, municipalities are expected to draft comprehensive environmental visions (Rijksoverheid, 2023). These documents should clearly outline the current state of the municipality and the problems it faces. The defined goals provide a clear indication of the municipality's intended direction (gemeente Amsterdam, 2023). Although the Amsterdam Environmental Vision was written in 2021, I still consider it a highly useful and trustworthy source. I utilized the DEPEST (Van Boeijen, A. et al., 2013) method to structure and identify information that is relevant to the Marineterrein.

EXPECTED GROWTH (2011):
860.000 citizens in   **2040**

REALITY:
860.000 citizens in   **2019**

Demographic status - Exponential and unbalanced growth

Amsterdam has undergone rapid growth since 2010, welcoming approximately 11,000 new residents annually and seeing explosive growth in employment and visitor numbers. This growth has been driven by the influx of talent from both domestic and foreign sources, the rise of the tech sector, and the growth of leading companies, resulting in Amsterdam's rapid internationalization. The city's success is rooted in decades of investment in the quality of neighbourhoods, public amenities, and public spaces, as well as its open and tolerant population and favorable investment climate. These local qualities have contributed to Amsterdam's strong international position, despite the economic impact of the COVID-19 crisis on the city. Nevertheless, Amsterdam's starting position remains strong.

Internationalization has resulted in a unbalanced pattern of growth in Amsterdam, with the local population is aging and decreasing. Despite its long-standing reputation as a multicultural city, the current influx of international residents is altering the balance and presenting new challenges for both the city and its inhabitants. This phenomenon holds significant implications for the social cohesion and it becomes harder and harder to guarantee that the advantages of internationalization are equitably distributed among all members of the community.

The development of the Marineterrein into an innovation district fits perfectly within the picture of Amsterdam as an international hotspot of the knowledge economy. The clustering of innovative and specialized companies stems from the fact that employees prefer to work in an attractive, lively environment with many suitable jobs. Conversely, companies in the connected world economy are drawn to the places where the best employees are. However, the downsides of this internationalization (see economic status & socio-cultural status) are becoming increasingly clear and the call to stop it is growing. This could have consequences for the companies and residents who eventually come to the Marineterrein. From various conversations with local residents, it has already become very clear to me that the surrounding neighbours are not at all looking forward to the Marineterrein becoming a place full of expats (personal communication 2022).

Economic status - Economic prosperity, but at what cost?

The economic landscape of Amsterdam has undergone substantial transformation since the 2008 Global Financial Crisis. The city's economy has undergone a prolonged period of growth, largely attributed to the expansion of its tourism industry, in part due to a significant increase in Asian tourism due to the tremendous wealth growth in Asia. Additionally, the transition to an urban knowledge-based economy has generated thousands of employment opportunities in recent years.

The movement of larger industries out of the city and the influx of fintech-, digital-, creative- and life sciences & health-oriented jobs has further contributed to Amsterdam's economic prosperity. The pursuit of constant economic growth within a capitalist system has drawn criticism for its potential negative environmental consequences. In response, the city of Amsterdam has established far-fetching goals of transitioning towards a circular economy. By embracing the doughnut economy, Amsterdam wants to be the first city in 2050 to have a complete circular economy. The Marineterrein should serve as a model and showcase for a circular living environment.

Despite a growing population, the rate of new housing construction has not kept pace with the demands of the market, exacerbating the already pressing need for affordable housing. This scarcity has resulted in a significant increase in housing prices and an enormous shortage of middle-income housing. This shortage presents particular difficulties for essential groups such as teachers, police officers, and caregivers, who play a critical role in the functioning of the city but face challenges in finding appropriate housing within Amsterdam, especially with the increasing competition from wealthier international buyers. The urgency for finding solutions to the housing crisis that address the needs of these important groups is becoming increasingly pressing. Given the housing crisis, it is understandable that the Marineterrein should also provide ample space for (affordable) housing. The 40-40-20 rule, which dictates that 40% should be regulated social housing, 40% should be medium-priced (for rent or purchase), and 20% should be expensive rental housing, is also applicable to the construction of housing on the Marineterrein. However, the limited space means that high-rise construction is also necessary.

Political status - A leftist stronghold
The city of Amsterdam exhibits a political landscape that can be characterized as relatively left-leaning and socially progressive. This is reflected in the composition of the city council, which is the highest governing body of the city, and the history of its mayors in recent decades. Since 2006, both the Labour Party (Partij van de Arbeid) and Green Party (GroenLinks) were represented the College of Mayor and Alderpersons, with the only exception of the 2014 municipal election. The latest city council, elected in March 2022, resulted in a coalition of the Labour Party, Green Party and Social Democrats (D66) Since the end of World War II, Amsterdam has consistently had either a Labour or Green mayor.

The College of Mayor and Alderpersons serves as the city's day-to-day administration and executes the policies set by the city council. The current alderman for land development and management, including the Marineterrein project team, is Reinier van Dantzig (D66). He holds ultimate responsibility within the municipality for the Marineterrein project team, which consists of a blend of personnel from the Sustainability and Space and the Project Management Bureau (gemeente Amsterdam, 2022).

The city of Amsterdam is further divided into local district committees. These district committees consist of residents from the district and address local issues. The district committees are the first point of contact for neighbourhood residents, and they provide advice and oversight to the city's day-to-day administration on such matters. The Marineterrein falls under the jurisdiction of the Central district committee, which consists of 11 members. The Green Party is the largest party (3 seats), followed by Labour, Social Democrats & conservative-liberal s(VVD) (2 seats). A Progressive left-wing (Bij1) and local party (Bewoners Amsterdam) complete the list with both 1 seat (gemeente Amsterdam, 2023).

Eventually, the decision on the project proposal and therefore the further development of the Marineterrein will become a political game. Neighbourhood groups, such as the W.O.M., are already actively lobbying politicians to push their ideas and vision about the development (van Schriek, personal communication, 5 november, 2022). Although the project team is confident that the project proposal will be accepted, especially since the project has already experienced significant delays and costs (Meijer-Skouratovskaja, personal communication, 22 november, 2022), given the left-progressive character of both the city council and district committees, issues such as more socially-fair housing, more community facilities, and sustainability & green spaces might still lead to discussions. Additionally, BIJ1 might be a supporter of the idea of accommodating the Slavery Museum, a desire of the W.O.M. (Het Parool, 2022).

Ecological status - Radical green transition
The impact of humankind on the planet is increasing. The degradation of the environment has a growing direct and profound effect on the urban living environment. Amsterdam is located in a vulnerable location. Sea level rise, drought, extreme precipitation and declining soil threaten

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THE AVERAGE SALES PRICE OF A HOUSE 2012 (Q3) IN AMSTERDAM:
€345.269

THE AVERAGE SALES PRICE OF A HOUSE 2022 (Q3) IN AMSTERDAM:
€831.517 (+140,83%)

(de Hypotheker, 2023)

MAYORS OF AMSTERDAM POST WWII
1945–1946 Feike de Boer **(Labour)**
1946–1956 Arnold Jan d'Ailly **(Labour)**
1956–1967 Gijs van Hall **(Labour)**
1967–1977 Ivo Samkalden **(Labour)**
1977–1983 Wim Polak **(Labour)**
1983–1994 Ed van Thijn **(Labour)**
1994–2001 Schelto Patijn **(Labour)**
2001–2010 Job Cohen **(Labour)**
2010–2017 Eberhard van der Laan **(Labour)**
2018-today Femke Halsema **(Green)**

CITY COUNCIL
2006 Labour & Green
2010 Labour, Green & Conservative
2014 Democrats, Conservative & Socialist
2018 Labour, Green, Democrats & Socialist
2022 Labour, Green, Democrats

HEAT STRESS
It is sometimes **+5°C** warmer in cities due to urbanization.

EXTREME RAINFALL
The chance of a extreme cloudburst (+60 mm in 30 min.) is **4 TIMES** higher than in 2007

(Koninklijk Nederlands Meteorologisch instituut, 2018)

AMOUNT OF TOURIST 2012 (IN NL)
11.700.000

AMOUNT OF TOURIST 2022 (AMSTERDAM ONLY)
+/- 18.000.000

(Het Parool, 2012) , AT5 (2022)

% OF CITIZENS VOTING IN MUNICIPAL ELECTIONS (2022)
46%, lowest ever measured

AT5/NH Amsterdam (2022)

AMSTERDAM'S RANK IN MOST VALUABLE TECH ECOSYSTEM OF EUROPE (2020):
3rd

(Startup Genome, 2020)

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the long-term liveability of the city. In the long term, a transition to a largely circular society is necessary. This has significant consequences for the living environment and the way the city develops. Upgrading resources, local production, and energy storage requires environmental space.

Despite the increase in green spaces in the city over the past several decades, there remains a need for additional and improved green spaces for various purposes, such as social interaction, recreation, sports and play, biodiversity, and climate change mitigation. The municipality recognizes the significance of the green areas on the outskirts of the city to the community, and has decided not to further develop these currently unoccupied lands. As a result, future city growth must occur within the municipal boundaries, with significant densification. Hence, creating new parks and enhancing the quality and accessibility of existing green spaces for all Amsterdam residents is a major challenge. The Marineterrein serves as a clear representation of this challenge, as it must fulfil the dual roles of both urban park and house and office space.

Socio-Cultural Status - Alien in your own neighbourhood
The rapid growth over the past decade has caused alienation in the city centre. It is overrun by tourists, with hospitality and tourist-oriented shops dominating the area, while expats and Airbnb rentals push out lower middle-income groups. As a result, the city centre has become a place primarily for visitors, causing the genuine residents to feel like they no longer belong. This centralization has also driven a divide between the centre and the rest of the city, leading to the potential disappearance of amenities and support for local economies in other neighbourhoods, putting a strain on their liveability. The unequal distribution of profits and losses has further widened the disparities between Amsterdam residents. The COVID-19 pandemic has exacerbated these differences, creating an even greater divide between the rich and poor and among those with differing beliefs. In increasing measure, Amsterdam residents feel as though they are losing their neighbourhoods, resulting in the erosion of social cohesion in communities. At the same time, the COVID-19 pandemic has emphasized the importance of one's own neighbourhood and community. Despite being international, the success of the city still largely depends on the extent to which its residents feel at home in their local community. Concepts such as the 15-minute city have gained immense popularity and the importance of local amenities has become very clear.

Amsterdam residents hold the municipality responsible for failing to intervene and for not adequately listening to the concerns and desires of Amsterdam residents. Given the prevailing left-leaning political climate in the capital city, it is difficult for residents of Amsterdam to comprehend the occurrence of such segregation and escalating disparities. Trust in politics has reached an all-time low. I had already experienced this sentiment during the Neighbourhood day (see chapter 2.1)

The socio-cultural status of the city has far-reaching implications for the development of Marineterrein and for my project. It is evident that it of high importance to establish a good connection between the Marineterrein and the rest of the city. There is a great opportunity for the public facilities at Marineterrein to become a place of community connection and social cohesion, but this requires the right design decisions to be taken. If Marineterrein, like the rest of the centre, acquires a strong international exclusive character, this could further alienate the residents of the surrounding neighbourhoods from the city. Besides, there is also a huge challenge in these times of political mistrust to jointly develop a vision for the area. The relationship between citizens and government is strained, which does not bode well for cooperation and participation. Perhaps forming a shared vision, in these times of political mistrust and high sentiment, is big of a task for this master's thesis.

Technological Status - Full focus on innovation district
Amsterdam is renowned for its legacy of being an early adopter of advancements and innovations. In the past decade, the number of technology-based businesses in Amsterdam has seen substantial growth. In 2019, there were approximately 4,700 tech companies in the city employing a total of 69,000 workers. (gemeente Amsterdam, 2022). The city faces a number of challenges, including urbanization, health, climate change, mobility, circular economy, energy, and digital transition, to name a few. Technology will play a critical role in addressing these challenges, but it also raises social concerns, particularly in relation to the growing influence of Big Tech in Amsterdam's society and the impact of digital technology on freedom of speech. Thus, it is imperative to ensure that access to the digital environment remains free and fair. Additionally, Amsterdam strives to be an inclusive digital city, where all residents have the opportunity to develop and participate in the digital environment.

To further encourage the development of innovative technologies that can tackle the city's urban challenges, Amsterdam is establishing an innovation district strategy. The city plans to convert eight different areas into innovation districts, one of which is the Marineterrein. The Marineterrein possesses relatively good characteristics (refer to chapter FIXME) to become one of the most successful innovation districts of the city.

STRATEGIC COURSE OF MUNICIPALITY 2023 - 2050

The Environmental Vision 2050 of Amsterdam outlines five strategic choices that establish the primary areas of focus for the city in the upcoming years. These choices have the objective of directing the city towards a more equitable, liveable, environmentally-friendly, and healthy, future, while tackling the challenges posed by the current situation. As these strategic choices will influence the decisions made for the further development of the Marineterrein, I will provide a concise explanation of them in the following section. One of the strategic options holds a particularly significant significance in relation to the development of Marineterrein and deserves additional focus.

Given the imbalanced state of the city, the objective is to transform the Amsterdam metropolis into one with multiple urban cores, to alleviate the pressure on the city centre and promote a more equitable distribution of wealth and resources across the city. This is attainable through the transformation of business parks into vibrant urban neighbourhoods and significant investment in urban infrastructure in peripheral areas such as New West, Southeast, and North. Additionally, the concept of multi-core development is not only being applied within the city but also to the broader region. This can be achieved through the promotion of better distribution of employment opportunities and the enhancement of the urban quality of centres such as Almere, Zaandam, Purmerend, and Hoofddorp. Housing and employment will be concentrated around transportation hubs, with a view to improving inter-transport connectivity.

1. MULTICORE DEVELOPMENT

The goal of the city is to accommodate at least 150,000 new homes for 250,000 residents and create 200,000 new jobs by 2050, while also considering sustainability. To achieve this, growth must be limited to within the current city limits, requiring the application of smart densification methods such as high-rise buildings near major public transportation nodes, the conversion of industrial estates into mixed-use areas, and densification in post-war neighbourhoods in New West, Southeast, and North. The focus on liveability remains a top priority in these densification efforts, with livable streets and squares and ample space for social interaction. In order to grow without exceeding the planet's capacity, the city should also be better designed for material reuse, and for increased self-sufficient energy generation through district heating, solar energy, and wind energy.

2. GROWING WITHIN LIMITS

In densely populated cities, it is important to utilize limited space in an efficient manner. To achieve this objective, the utilization of personal vehicles must be limited. The objective of the municipality with the car-free city threefold: to create more space, improve air quality, and promote healthy physical activity. Through the process of densification, residents should get better access to public facilities within close proximity of their home. In this way the facilities can be reached through walking or cycling. These neighbourhoods and city centres are connected through a network of safe bike paths and public transportation, fostering a closer community and promoting interaction.

3. SUSTAINABLE AND HEALTHY MOVEMENT

Besides improving facilities, the municipality also wants to combine the densification with enhancing greenery and reduce the amount of pavement. This can be partly be achieved by making the city car-free, but also requires the active involvement of the residents of Amsterdam. The green spaces in the city, including streets, parks, and squares, should be designed to serve as places for socializing, leisure, and recreation. Another critical goal is to address heat stress and increase the city's water storage capacity and promoting biodiversity. This can be accomplished through the implementation of circular agriculture, vertical gardens, green facades and green roofs.

4. RIGOROUS GREENING

The municipality needs to cooperate with other municipalities, national and regional partners because of their multi-core development goals. Due to decentralization, the municipality has more responsibilities than it can handle. There is a shortage of personnel to address all the complex problems in Amsterdam. Therefore, the municipality sees a shift from direct implementation to a more steering role. More participation from traditional partners like project developers and housing corporations and especially from citizens is needed. The municipality is offering more opportunities for residents to have an active role and say in area development, such as is happening at the Marineterrein. This can include cooperative self-building initiatives, managing facilities, generating energy, participating in local entrepreneurship. This can bring a sense of ownership and responsibility towards the city, and enhance social cohesion, inclusiveness and combat current neighbourhood alienation of residents. By increasing citizen engagement, it is hoped that trust and confidence in the future of the city and the municipality will be restored.

5. MAKING CITY TOGETHER

K. METAPHOR WORKSHOP WITH R&V TEAM

CREATIVE TOOLKITS
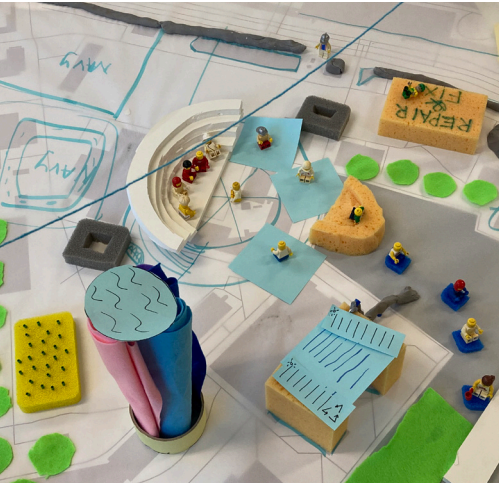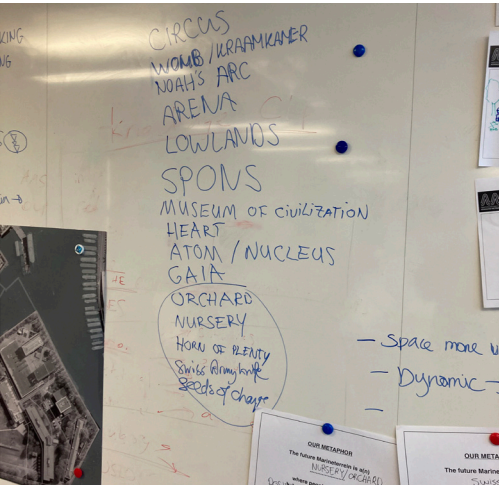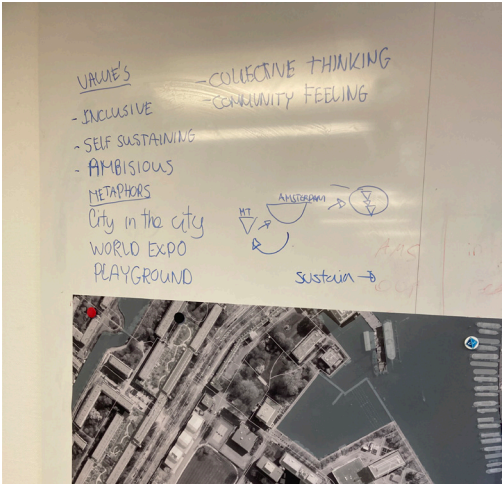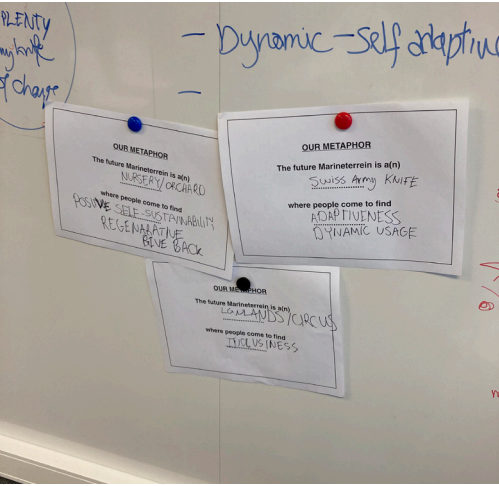
L. ANALYSIS OF THE CURRENT STATUS OF CITIZENS ENGAGEMENT IN THE NETHERLANDS

CURRENT STATUS OF CITIZENS ENGAGEMENT
Decreasing social involvement in the Netherlands.

The chapter on the status of Amsterdam (see chapter FIXME) highlights that there have been historically low voter turnouts in elections. The Central Bureau of Statistics (CBS) research also indicates a decline in the number of volunteers in the Netherlands. Ten years ago, 51% of Dutch associations and organizations utilized volunteers, but by 2022, this figure had dropped to 39%. (Centraal Bureau voor de Statistiek, 2022) (Although "citizens engagement" is distinct from this phenomenon, that is hard to measure, it is evident that the social involvement of citizens is on the decline.

Unbalances representation in the citizens engagement

The phenomenon of citizen engagement is difficult to measure due to its varying levels of involvement, ranging from information provision to co-designing. There is a lack of recent statistics from the Central Bureau of Statistics (CBS) on citizens engagement specifically. However, there is a substantial amount of literature on the representation of target groups in citizen engagement in Western societies, which reveals a clear pattern of overrepresentation of the senior, highly educated, white male demographic (van der Meer & van Ingen, 2009; Head, 2008). Critics of citizen engagement argue that it can result in undemocratic and non-inclusive outcomes, as there is a lack of representative participation, and certain "dominant voices" can control the process (Voorberg & Maarse, 2017). This leads to the exclusion of the more silent voices in the community. A case study research found that W.O.M.en and immigrants were underrepresented in decision-making processes, with the conclusion that policy makers struggle to value the contributions of ethnic minorities and lower-income families (Dekker & van Kempen, 2009). There have been several Dutch reports aimed at involving marginalized groups, such as young people, migrants, and ethnic minorities, in the participation process (ACB Kennisinstituut, 2008; Nederlandse Jeugdinstituut, 2021; Tetrium, 2023), which highlights the need for inclusive participation. The findings from this literature review align with the observations of the civil service or municipality of Amsterdam and The Hague; that participation in the Netherlands is not inclusive.

Reasons why people are not getting involved in citizens engagement

It is remarkable that there is a substantial amount of literature available on the over representation of primarily highly educated, white, senior men, in citizen engagement, but relatively limited knowledge on why other groups are more likely to stay away. This latter point is crucial. I was able to locate one study (Jacquet, 2017) that conducted research on this issue in Belgium, a fairly comparable country to the Netherlands. This source concluded the following six factors for people staying away:

REASON 1. **LIMITED FREE TIME**

The first reason for low participation in citizen engagement is due to the demand on people's free time. Especially People with full-time jobs may prefer to spend their scarce free time on their private life. For seniors who are retired, this is less of a problem

REASON 2. **AVAILABILITY ISSUES**

Even if someone is willing to sacrifice some free time, that does not automatically mean that they are available at the exact time. Especially for dedicated citizens engagement event this argument is the case. This group is relatively limited.

REASON 3. **PERSONALITY BARRIERS**

A third group of personal motives is related to the personality of the citizens. Some citizens are afraid of large groups and/or are very shy. The format of citizen engagement play a crucial role for convincing these people.

REASON 4. **INTERNAL EFFICACY**

Some citizens have the feeling that lack knowledge or understanding about the specific topic, hindering their involvement in civic engagement. Organizers of civic engagement can influence this factor by making the topic tangible and relevant to the public.

REASON 5. **EXTERNAL EFFICACY**

Another motives is related to what is called external political efficacy: the feeling that participation has no impact and that the process is only for show. In other words, citizens have the idea that they are not taken seriously.

REASON 6. THE DISTRUST PARADOX

A last group is motivated by distrust in politics. Citizens engagement is often organized to give distrustful citizens a chance to voice their opinions. However, this is the paradox: distrustful citizens are not visible, as their distrust leads them to not participate. This group of citizens is very difficult to convince,

Reasons why people get involved in citizens engagement
Besides understanding why people don't participate in citizen engagement, it's also crucial to identify what motivates people to actively participate. Again there is not much literature on this topic, but two sources have given a overview of motivational factors (Streeter, 2018) (NVCO, Institute for Volunteering Research, & Involve, 2011) (Verba, Schlozman, Brady, 1995) &. I have attempted to fit these factors into Dan Pink's framework of motivation. Dan Pink is a well-known author on human motivation and behaviour, In his book "Drive: The Surprising Truth About What Motivates Us" (2009), Pink asserts that there are three key elements that drive human motivation: Autonomy, Mastery, and Purpose. Autonomy is the desire for control and self-direction, Mastery is the drive to improve one's skills, and Purpose is the desire to contribute to something larger than oneself and have a sense of meaning and fulfilment. These three elements create a framework that helps to comprehend and predict human motivation in various contexts, including citizen engagement.". Notably, all these motivators have an intrinsic origin. According to Pink, intrinsic motivators are more effective in fostering lasting habits. On motivational factor, monetary incentives, could not be placed within this framework.

THREE KEY ELEMENTS
(DAN PINK, 2009)

1. AUTONOMY

2. MASTERY

3. PURPOSE

MOTIVATIONAL REASONS FOR CITIZENS ENGAGEMENT

1. PERSONAL BENEFIT
2. FEEL THAT YOU HAVE INFLUENCE
3. STRONG OPINIONS ON A CERTAIN TOPIC
4. PERSONAL INTEREST IN CERTAIN TOPIC

1. PERSONAL INTEREST IN TOPIC
2. MAKE MYSELF USEFUL IN MY SPARE TIME
3. LEARN NEW INFORMATION OR SKILSS

1. COMMITMENT TO NEIGHBOURHOOD
2. BE PART OF SOMETHING
3. HELPING OTHERS / ALTRUISM
4. DEVELOP RELATIONSHIPS
5. RECOGNITION/APPRECIATIONS

BENEFITS OF CITIZENS ENGAGEMENT IN AREA DEVELOPMENT PROJECTS

BENEFIT 1. FITS MODERN LEGISLATION
The Dutch politics are about to adopt a new Environmental Law. As a result, significantly more responsibility will be given to municipalities for designing and making decisions about area developments. The municipality will therefore face a significant shortage of staff and will be forced to actively rely on citizens and other private parties (also refer to Appendix FIXME).

BENEFIT 2. ENHANCE SOCIAL COHESION
Participation has the potential to foster a sense of community, as citizens, neighbourhood initiative leaders, and civil servants come together in the process. Even though participation might sometimes lead to relationship tension it remains a social activity. (Dekker & van Kempen, 2009) .

BENEFIT 3. ENHANCE TRUST BETWEEN GOVERNMENT & CITIZEN
When citizens feel that governments are attentive to their wishes and concerns, it enhances mutual trust. Active collaboration also fosters better mutual understanding and a sense of connectedness. (Tjeenk Willink, 2022)

BENEFIT 4. ENHANCE OWNERSHIP & COMMITMENT
Engaging citizens in area development project, can result in an increased identification with their environment. By actively influencing the design process, citizens gain a sense of ownership and commitment over their surroundings (Dekker & van Kempen, 2009; Hoefnagels, 2018).

BENEFIT 5. BETTER RESULTS
Citizen participation in policy making can lead to improved plan quality by leveraging the expertise of citizens on their own living environment, allowing them to identify unforeseen challenges (Schram, van Twist & van der Steen, 2018).

BENEFIT 6. BUILD PUBLIC SUPPORT AND SAVE MONEY
When citizens are provided with the opportunity to shape the development of their local area, they are likely to be more open to the proposed plans. In exchange for incorporating some of their demands, they may be willing to make compromises on their own preferences and accept features that do not align with their wishes. This can result in an increase in public support and a more sustainable area development. Additionally, greater public support can help reduce delays, thereby saving costs in the long run (Schram et al., 2018; Movisie, 2015).

CITIZENS ENGAGEMENT TOOLS & INSTRUMENTS OF THE MUNICIPALITY OF AMSTERDAM

Tools and instruments
The Participation Policy Framework (2021) outlines a summary of all the tools and instruments used by the municipality of Amsterdam in citizens' engagement. The figure below provides a concise overview of which tools are used for each level of participation. Additionally, you will find an estimate, based on my own assessment, of the percentage of the population that participates in each level of citizens' engagement.

Low   High

• Right to challenge
• Right to plan
• Neighbourhood budgets
• Binding votes

1%

CO-DETERMINE
• Citizen council
• Advisory council
• Design workshop
• Participatory budgeting
• Neighbourhood councils
• Co-creation spaces/centre

COLLABORATION
• Consultation meeting   • Map or form for response
• Informal gathering   • Expert session
• Online workshop   • City conversation/debate
• Survey/poll   • Inspection/safari
• Focus group   • Advisory referendum
• Digital platform for input • Community board/advisory council
                                citizen panel

2%

THINK ALONG

• Information meeting   • Info boards for projects
• Information letter/email   • App.
• Information through (social) media • Live streams

12%

INFORM

85%

NOT INVOLVED

High   Low

% OF SOCIETY INVOLVED (ESTIMATION)

TIME INVOLVEMENT

M. OBSERVATIONS NEIGHBOURHOOD CONSULTATION MEETING AANPAK AMSTERDAMSE VOLKSHUISVESTING

NEIGHBOURHOOD CONSULTATION MEETING

MONDAY 14 NOVEMBER
19:30-21:30

COMMUNITY CENTRE MEEVAART
Balistraat 48A

INSTRUMENT
Consultation meeting (Think Along)

ATTENDEES
28

ESTIMATED AVERAGE AGE
58

ESTIMATED # ETHNIC MINORITY
2

ESTIMATED GENDER RATIO
50/50

LANGUAGE SPOKEN
Dutch

Poor visibility
My personal interest in the housing crisis, combined with my residency in the district of Oost, did not result in any visible indications of the event. It was through coincidence that a roommate, who was involved in the organization of the event, brought it to my attention. Without this chance occurrence, I would have been completely unaware of the event. The venue for the event was somewhat remote and its presence was not immediately recognizable from the outside.

Time-consuming
The duration of the consultation meeting was three hours, which although ample time for a thorough exploration of the topic, represented a significant commitment of personal time for individuals. The allocation of a substantial amount of time can be seen as both a positive and negative aspect of the consultation process, as while it provides an opportunity to delve deeper into the subject matter, it also demands a significant investment of personal time from those who participate.

Internal efficacy
The issue of housing is intricate and presented challenges for individuals such as myself who do not possess a specialized knowledge of the subject. The municipality supplied some preliminary information regarding the housing crisis in order to prepare, however, this information still required a thorough reading and prior knowledge. This created a less than ideal scenario, as a majority of the other participants possessed a more comprehensive knowledge, resulting in an uncomfortable feeling. I did not feel that I was able to contribute effectively, which was demotivating.

No clear goal
The municipality's approach lacked specificity with regards to the utilization of the input gathered during the consultation meeting. Despite the civil servants' emphasis on the importance of sharing opinions, making recommendations, and involving the community in decision-making, there was no clear information provided on the process of considering and incorporating the input. A clear goal for the evening, was not defined. It is surprising that the municipality links a few clear goals to different levels of citizen engagement in the policy framework for citizen participation, but that these goals are not communicated on an evening like this. This caused a lack of motivation among some attendees, including myself.

Idea generation through collaboration.
Additionally, there was a positive aspect that caught my attention. There was ample opportunity for exchanging ideas and moments of reflection. This "idea generation through collaboration" is a well-established design mechanism that can enhance both the quantity and quality of ideas and stimulate creativity. At this event as well, I observed that this was an effective way of inspiring people.

Sensible distrust
Distrust between citizens and the municipality is evident. The moment people are asked to identify themselves from the municipality, there is a disapproving response, with one attendee saying, "Oh how scary". Citizens look around carefully to identify who are from the municipality. It is also emphatically said that there are no "undercover officials". During the smaller group discussions, an attendee also explicitly asks who is a municipality employee and then calls them "the wrong side". During the whole night there was a clear sense of division and a municipality that almost feels guilty. Municipal officials talk too much in "you" and "us". This increases the distance between the two parties and creates visible displeasure among citizens

Homogeneous group of participants
The participants present are not a representative representation of the neighbourhood society. There are mostly senior citizens and white people present. Young people, people with children and immigrant neighbourhood residents are heavily under represented.

Rushed procedure
The participation process is done on short notice. Municipality officials are already writing extensively on the policy because this needs to be submitted to the college of B & W for decision before 1 January. So while they are writing, they have to reflect on the participatory process. Afterward the meeting, a freelance employee also stated that the municipality is short of hands and needs to work incredibly hard. It was already clear at the beginning of 2022 that a new vision had to be in place by 1 January, and it was only in May that it was decided to set up a participation process. The feedback report is released on the same day as the actual feedback meeting. People have little time to read
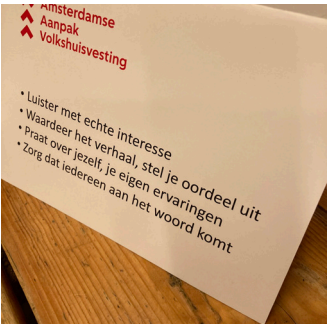
up, especially if you have to work or study during that day. One attendee is already talking about "surprise" that will take place. Once again, it becomes clear that trust between the municipality and citizens is lacking.

Importance of analogue communication
One attendee complains that she has to sign up through a link and cannot just sign up over the phone. Another indicates that the times do not match what was communicated in the neighbourhood newsletter. For older people, analogue communication is still important.

Not enough transparency
It is clear from the group interviews that many internal procedures and operations lack transparency. Citizens have no idea how, for example, the control of 40-40-20 rule is enforced and strongly doubt whether this is done at all.

Abundance of civil servants present
Many people from the municipality are present and detailed minutes are taken. The moment the note-taker has misheard something, she also asks the speaker to repeat themselves. The discussion leader is well able to summarise the conversation from his notes. Overall the input is accurately documented

Appreciation of contribution
It is often repeated that it is "fantastic" and "good to see" that citizens are present. It seems that activating citizen presence does not come easily.

Good structure to gain latent knowledge
The conversation is set up following Sanders and Stappers' (2016) "path of expression" theory. First, we have to introduce ourselves and tell our perspective (Immersion), then we are allowed to talk about our personal experiences. Then dreams are discussed to finally brainstorm together on recommendations and new ideas. This theory works well in practice.

N. OBSERVATIONS INFORMAL GATHERING W.O.M. & MUNICIPALITY OF AMSTERDAM

Breach of trust is acknowledge by municipality
The municipal authorities acknowledge that the participatory process has not progressed smoothly and has resulted in a loss of trust among citizens. The municipality is eager to re-establish this trust and sees this mediation conversation as a valuable opportunity to do so. They hope that through an open and honest dialogue, any misunderstandings can be cleared and a better understanding of the decisions 'made can be regained. The municipality places great emphasis on improving its relationship with citizens and moving forward in a positive direction. During the follow-up phase, citizens will have greater opportunities to provide input and co-create the programming for Marineterrein.

Constraints of an Innovation District
The project team is significantly limited by the political decision made in 2013, as outlined in the Strategy Note, which dictates that the Marineterrein is to be developed into an innovation district. The designation of an innovation district imposes strict requirements (see next section) and limits the potential for functional or programming changes. The WOM argues that requirements of the innovation district could have communicated more effectively and expresses dissatisfaction with the lack of citizen involvement in the decision-making process of 2013.

Communication and expectation management is key in participatory processes
The WOM has expressed disappointment over their perceived lack of representation and being unheard in the decision-making process. This has resulted in a significant amount of uncertainty regarding the ongoing process. The fact that the municipality has yet to purchase the area has only added to the stress and concerns of WOM. Despite the criticism expressed by WOM towards the municipality, they would prefer that the municipality purchase the area rather than a private party. It is so important to get the expectations right . Citizens feel that they can improve their plans after this evening and that they actually have a chance of changing the municipality's mind. However, that chance is incredibly small. The municipality's investment has already been too great. This is most likely going to lead to disappointment (again). It is important to give citizens long-term certainty. A strong role of government and laying things down legally are desired from citizens. Citizens are very cynical that private investors / developers will still go for financial gain and find loopholes in the plans. Citizens are totally unaware of the further course of the procedure and are surprised at some points. This is a concerning situation.

Be transparent on the working procedure and decision making
It is important for the municipality to provide insight into their selection and working process. It is good to show what steps they have taken and what alternatives they have considered. Especially when difficult choices are made. This will only increase citizens' understanding. Full information openness is essential if a municipality strives for useful participate/co-design. All limitations and requirements must be made clear, otherwise there will be few useful ideas. Especially in complex issues like area development, this is essential.

Involve citizens at the beginning of the project
The governance agreement to create an innovation district was largely made behind closed doors. This ensures that a kind of show participation trajectory has taken place. There is a need to have participation as early as possible in the process of area developments. If the vision/mission is already fixed, you need to communicate it better.

Finances are a tricky issue for participation.
 It is understandable that this is kept somewhat secret, but does not contribute to citizen confidence towards the government.

Be clear about jargon definitions
it is important to give a clear definition to more abstract terms such as "innovation district". This is essential for understanding choices. interpreting a term differently can lead to confusion.

Importance of enough civil servants present
Ensures enough people from the municipality are present. This way, people feel heard and taken seriously. can provide explanations from different areas of expertise. Asking questions in between meetings works well because it gives citizens a chance to express their concerns directly. This gives the municipality an immediate sense of where the bottlenecks are and the citizens present are better able to keep their attention on the conversation.

Pro's & Con's of informal gathering
An open conversation is a bold strategy because there may be surprises for the municipality. But it also has many advantages. It reduces differences and it shows that civil servants are also just people. This is essential for narrowing the gap. Giving a presentation is comfortable because it allows the municipality to keep control to itself, but it can also take too long. Then it feels like it becomes too monotonous a conversation and time is stretched to postpone difficult questions. It is important to create enough time for discussion. It is important to have one central conversation. Individual talks are more likely to lead to conflict.

Use of mediator
The role of Danny, a mediator, is proving positive. On the moment of a 'yes-no' situation, he can intervene and get the conversation back on track.

Reading in on proposals from citizens
As a municipality, you need to take good notice of citizen participation/plans. It is striking that the municipality does not want to respond substantively and specifically to the WOM's vision. Perhaps to avoid hurting people, but also perhaps because they have too little knowledge of citizens' plans.

Importance of visuals & boundary objects
visualizations are essential for conversations. This helps enormously to make things clear and only in this way are details discussed. Words can cause a lot of confusion. People like to be able to point things out concretely.

Still room for citizens engagement later on in the process
There is still a lot of room for citizens engagement during adapteive development. In any case, it will be another five to six years before construction starts, as the navy itself has yet to start designing the barracks. As long as nothing new is built, nothing will be removed. All that time can be brought about the environment plan and zoning plan. This largely determines infill of public space and programming.

Citizens are also not unanimous
There are also varying opinions and desires within citizen collectives. This comes out during conversations and leads to uncomfortable situations.

Knowledge Coalition will probably remain
the AMS, CODAM and AHK are successful in their attempt to influence the municipality. The municipality lists them as important major companies. The chances of them staying on the site are high.

Municipality works in a very linear way.
The municipality still works in a very linear way which is contradictory to participation. Investments and decisions weigh too heavily, leaving little room for iterations.

End with a central closing
It is good to start a participation event by stating personal expectations. However, it is also important to check at the end of the meeting whether expectations have been met.

O. OBSERVATION PUBLIC INFORMATION MEETING RESPONSE NOTE

THURSDAY 29 NOVEMBER
19:15-21:30

ECA-COMPLEX
Marineterrein, Building 030

INSTRUMENT
Information evening (Inform)

ATTENDEES
+/- 120

ESTIMATED AVERAGE AGE
60

ESTIMATED # ETHNIC MINORITY
3

ESTIMATED GENDER RATIO
50/50

LANGUAGE SPOKEN
Dutch

Visual Representations as Boundary Objects
At the informational market, demonstrations were given of the physical model of the Marineterrein and several prototypes of the new buildings. Additionally, a new video was shown, which depicted the aspirations of the Marineterrein in a narrative fashion. It was evident that these two visual representations effectively served as boundary objects, attracting many people and eliciting significantly more discussion, also among attendees, than the information booth, which primarily featured textual data.

Communication is key for attendance
Attendance was higher than expected. While the demographic of attendees was still homogeneous, the amount of attendees was at least sufficient. I asked some attendees how they were aware of this event, and it turned out that the municipality had sent an invitation letter to all surrounding neighbourhoods, even as far as the Artis neighbourhood. The theme also seemed to be of interest to many people, and some were also drawn by their acquaintances. In order to effectively engage with stakeholders, it is crucial to invest in clear and effective communication strategies.

The importance of a social atmosphere
During the info-market, a significant amount of interaction among the attendees was observed. For some individuals, this event provided an occasion to reconnect with their neighbours. This highlights the significance of fostering a social atmosphere, as it allows individuals to socialize and build connections, ultimately leading to increased attraction and engagement in the event.

P. MATERIALS & RESULTS TRANSDISCIPLINARY CO-CREATION SESSION

PARTICIPANT SELECTION
Amount of participants
I made the decision to limit the number of participants in the creative workshop for multiple reasons. My primary objective was to establish an environment that fostered creativity and generated ideas. Reducing the number of participants created a more intimate setting, leading to a more comfortable sharing of ideas. Moreover, a smaller group size ensured that I could provide more personalized attention, thereby ensuring that every participant could participate well. Therefore I also asked the assistance of a colleague student, to serve as an additional facilitator. This allowed for more efficient and effective assistance for participants, as well as a second set of eyes and ears to collect and validate data.

Participant sampling
I sampled the participants for creative session based on their relevance and connection to the Marineterrein development. Through the exploration phase of the study, I identified several stakeholder groups that had high levels of influence and engagement with the project (also see page 60). I had build a relationship with representatives of most of these groups through interviews or meetings, so I conveniently used these representatives for sampling. I also employed a snowball sampling technique to identify additional relevant participants. This approach allowed me to select a diverse group of participants who were well-connected to the project and able to provide valuable insights into the research questions. Additionally, this group was transdisciplinary, consisting of a mix of academic, public actors, private actors, and citizens, bringing a range of perspectives and expertise to the prototype test.

RULES & MATERIALS

Rules
During the creative session, participants were reminded of some important rules to help ensure a productive and positive experience:
• No discussion on the content of the plans and vision for the Marineterrein
• Listen to what other people have to say wit honest interest
• Appreciate the conversation, defer judgement
• Make sure everyone gets a chance to speak
• Elaborate on ideas of others
• Be present and attentive

MATERIALS
Several materials and equipment were needed for to host the transdisciplinary creative session. I designed several of the materials myself. On the following pages I will show the materials.
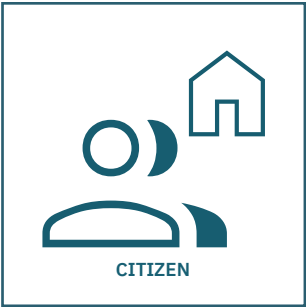
TIMETABLE
• 13:15-13:30 Walk-in
• 13:30 - 13:40 Goals & Agenda
• **13:40 - 14:00 Introduction round**
• 14:00 - 14:10 Presentation Part I
• 14:10 - 14:30 Mapping expertise & wishes
• 14:30 - 14:40 Presenation part II
• **14:40 - 15:00 Brainstorm I: How Tos**
• 15:00 - 15:10 Break
• **15:10 - 15:25 Brainstorm II: The Museum**
• **15:25 - 15:45 Brainstorm III: Guided Serendipity**
• **15:45 - 16:15 - Idea pitches & collective feedback**
• **16:15 - 16:30 - Feedback**
• 16:30 - 17:15 - Drinks

MATERIAL LIST
Borrowed or bought:
Chairs, Monitor, Tables, Flip-over, Markers, Foam, Push-pins, Post-it's, Pencils, Tape, Rope, Coloured paper, Name stickers, Enveloppe's, clipboards, Pencils, Playlist, Food & beverage

Designed:
Presentation slides, Stakeholder cards, Inspirational Visuals, How-To cards, Survey, A5 ideas templates, A0 MAP & Facilitator guide

CITIZEN

NAME:

BRIEFLY DESCRIBE YOUR EXPERIENCE WITH
PARTICIPATION:

ON WHICH LEVEL WOULD YOU LIKE TO PARTICIPATE:

GET INFORMED	SHARE MY WISHES	THINK ALONG / CONSULT	COLLABORATE / CO-CREATE	CO-DETERMINE	OWNERSHIP

MULTIPLE BOXES CAN BE CHECKED

HOW MANY HOURS PER WEEK WOULD YOU BE WILLING TO PARTICIPATE?

BRIEFLY DESCRIBE THE EXPERTISE/INPUT YOU HAVE THAT CAN
BE INTERESTING TO SHARE WITH THE URBAN DEVELOPMENT PLANNERS:

WHAT ARE THEMES YOU WOULD LIKE TO SHARE "INNOVATIVE IDEAS"
ON? (EXAMPLE: PROGRAMMING OF PUBLIC SPACE, MOBILITY EXPERIMENTS, GREEN INFRASTRUCTURES)

WHAT DOES PARTICIPATION MEAN TO YOU?

AMS RESEARCHER

NAME:

BRIEFLY DESCRIBE YOUR EXPERIENCE WITH
PARTICIPATION:

ON WHICH LEVEL WOULD YOU LIKE TO PARTICIPATE:

GET INFORMED	SHARE MY WISHES	THINK ALONG / CONSULT	COLLABORATE / CO-CREATE	CO-DETERMINE	OWNERSHIP

MULTIPLE BOXES CAN BE CHECKED

HOW MANY HOURS PER WEEK WOULD YOU BE WILLING TO PARTICIPATE?

BRIEFLY DESCRIBE THE EXPERTISE/INPUT YOU HAVE THAT CAN
BE INTERESTING TO SHARE WITH THE URBAN DEVELOPMENT PLANNERS:

WHAT ARE THEMES YOU WOULD LIKE TO SHARE "INNOVATIVE IDEAS"
ON? (EXAMPLE: PROGRAMMING OF PUBLIC SPACE, MOBILITY EXPERIMENTS, GREEN INFRASTRUCTURES)

WHAT DOES PARTICIPATION MEAN TO YOU?

BUREAU MARINETERREIN

NAME:

BRIEFLY DESCRIBE YOUR EXPERIENCE WITH PARTICIPATION:

ON WHICH LEVEL WOULD YOU LIKE TO PARTICIPATE:

GET INFORMED	SHARE MY WISHES	THINK ALONG / CONSULT	COLLABORATE / CO-CREATE	CO-DETERMINE	OWNERSHIP

MULTIPLE BOXES CAN BE CHECKED

HOW MANY HOURS PER WEEK WOULD YOU BE WILLING TO PARTICIPATE?

BRIEFLY DESCRIBE THE EXPERTISE/INPUT YOU HAVE THAT CAN BE INTERESTING TO SHARE WITH THE URBAN DEVELOPMENT PLANNERS:

WHAT ARE THEMES YOU WOULD LIKE TO SHARE "INNOVATIVE IDEAS" ON? (EXAMPLE: PROGRAMMING OF PUBLIC SPACE, MOBILITY EXPERIMENTS, GREEN INFRASTRUCTURES)

WHAT DOES PARTICIPATION MEAN TO YOU?

MUNICIPALITY

NAME:

BRIEFLY DESCRIBE YOUR EXPERIENCE WITH PARTICIPATION:

ON WHICH LEVEL WOULD YOU LIKE TO PARTICIPATE:

GET INFORMED	SHARE MY WISHES	THINK ALONG / CONSULT	COLLABORATE / CO-CREATE	CO-DETERMINE	OWNERSHIP

MULTIPLE BOXES CAN BE CHECKED

HOW MANY HOURS PER WEEK WOULD YOU BE WILLING TO PARTICIPATE?

BRIEFLY DESCRIBE THE EXPERTISE/INPUT FROM THE OTHER STAKEHOLDERS CAN BE VALUABLE DURING THE DEVELOPMENT:

WHAT ARE THEMES YOU WOULD LIKE TO RECEIVE "INNOVATIVE IDEAS" ON? (EXAMPLE: PROGRAMMING OF PUBLIC SPACE, MOBILITY EXPERIMENTS, GREEN INFRASTRUCTURES)

WHAT DOES PARTICIPATION MEAN TO YOU?

NAME:

BRIEFLY DESCRIBE YOUR EXPERIENCE WITH PARTICIPATION:

AHK

ON WHICH LEVEL WOULD YOU LIKE TO PARTICIPATE:

GET INFORMED	SHARE MY WISHES	THINK ALONG / CONSULT	COLLABORATE / CO-CREATE	CO-DETERMINE	OWNERSHIP

MULTIPLE BOXES CAN BE CHECKED

HOW MANY HOURS PER WEEK WOULD YOU BE WILLING TO PARTICIPATE?

BRIEFLY DESCRIBE THE EXPERTISE/INPUT YOU HAVE THAT CAN BE INTERESTING TO SHARE WITH THE URBAN DEVELOPMENT PLANNERS:

WHAT ARE THEMES YOU WOULD LIKE TO SHARE "INNOVATIVE IDEAS" ON? (EXAMPLE: PROGRAMMING OF PUBLIC SPACE, MOBILITY EXPERIMENTS, GREEN INFRASTRUCTURES)

WHAT DOES PARTICIPATION MEAN TO YOU?

NAME OF IDEA:

DESCRIPTION OF IDEA:

SKETCH:

TARGET GROUP

HOW CAN YOU STIMULATE CHILDREN TO PARTICIPATE?

TARGET GROUP

HOW CAN YOU STIMULATE TEENAGERS TO PARTICIPATE?

TARGET GROUP

HOW CAN YOU STIMULATE PEOPLE WITH A MIGRANT BACKGROUND TO PARTICIPATE?

TARGET GROUP

HOW CAN YOU STIMULATE PEOPLE WITH DISABILITES TO PARTICIPATE?

TARGET GROUP

HOW CAN YOU STIMULATE LGBTQ+ COMMUNITY TO PARTICIPATE?

TARGET GROUP

HOW CAN YOU STIMULATE PEOPLE WITH YOUNG CHILDS TO PARTICIPATE?

TARGET GROUP

HOW CAN YOU STIMULATE LOW INCOME PEOPLE TO PARTICIPATE?

TARGET GROUP

HOW CAN YOU STIMULATE LOW SKILLED WORKERS TO PARTICIPATE?

LEVEL OF PARTICIPATION

HOW CAN YOU INFORM PEOPLE IN A GOOD WAY?

LEVEL OF PARTICIPATION

HOW CAN YOU LET PEOPLE SHARE THEIR WISHED IN A GOOD WAY?

LEVEL OF PARTICIPATION

HOW CAN YOU CONSULT PEOPLE IN A GOOD WAY?

LEVEL OF PARTICIPATION

HOW CAN YOU CO-CREATE WITH PEOPLE IN A GOOD WAY?

LEVEL OF PARTICIPATION

HOW CAN YOU CO-DETERMINE WITH PEOPLE IN A GOOD WAY?

LEVEL OF PARTICIPATION

HOW CAN YOU GIVE PEOPLE OWNERSHIP IN A GOOD WAY?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A (CYBER) SAFE WAY?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A LEGAL WAY?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU MAKE SURE PARTICIPANTS HAVE ENOUGH KNOWLEDGE TO PARTICIPATE

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A TIME EFFICIENT WAY?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A AFFORDABLE WAY?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A ASSET EFFICIENT WAY?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A WAY THAT DOES NOT REQUIRE TO MUCH ADMINISTRATIVE CAPACITY?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A WAY THAT EASILY INTEGRATES WITHIN THE CURRENT WORKING METHOD OF THE MUNICIPALITY?

PRINCIPLES OF ACCESSIBILITY

HOW CAN YOU MAKE A PARTICIPATION TOOL FLEXIBLE IN USE?

PRINCIPLES OF ACCESSIBILITY

HOW CAN YOU MAKE A PARTICIPATION TOOL SIMPLE AND INTUITIVE TO USE?

PRINCIPLES OF ACCESSIBILITY

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT COMMUNICATES INFORMATION EFFECTIVELY?

PRINCIPLES OF ACCESSIBILITY

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT REQUIRES LOW PHYSICAL EFFORT?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A WAY THAT DOES NOT REQUIRE MUCH SPACE?

PRINCIPLES OF ACCESSIBILITY

HOW CAN YOU MAKE A PARTICIPATION TOOL HAS A BROAD COVERAGE?

PRINCIPLES OF ACCESSIBILITY

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT IS ROBUST?

REQUIREMENTS OF PARTICIPATION

HOW CAN YOU PARTICIPATE IN A WAY THAT GIVES DATA THAT IS EASY TO ANALYSE?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT IS PLAYFUL?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT IS REWARDING?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT EVOKES CURIOSITY?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT GIVES A SENSE OF ACHIEVEMENT?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT STIMULATES SENSE OF COMMITMENT?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT GIVES PEOPLE A SENSE OF CONTROL?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL TRIGGERS FEELING OF BELONGING TO A GROUP?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT SATISFYING BASIC PHYSIOLOGICAL NEEDS?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT MAKES PEOPLE FEEL RECOGNISED?

MECHANISMS TO MOTIVATE

HOW CAN YOU MAKE A PARTICIPATION TOOL THAT STIMULATES ALTRUISM?
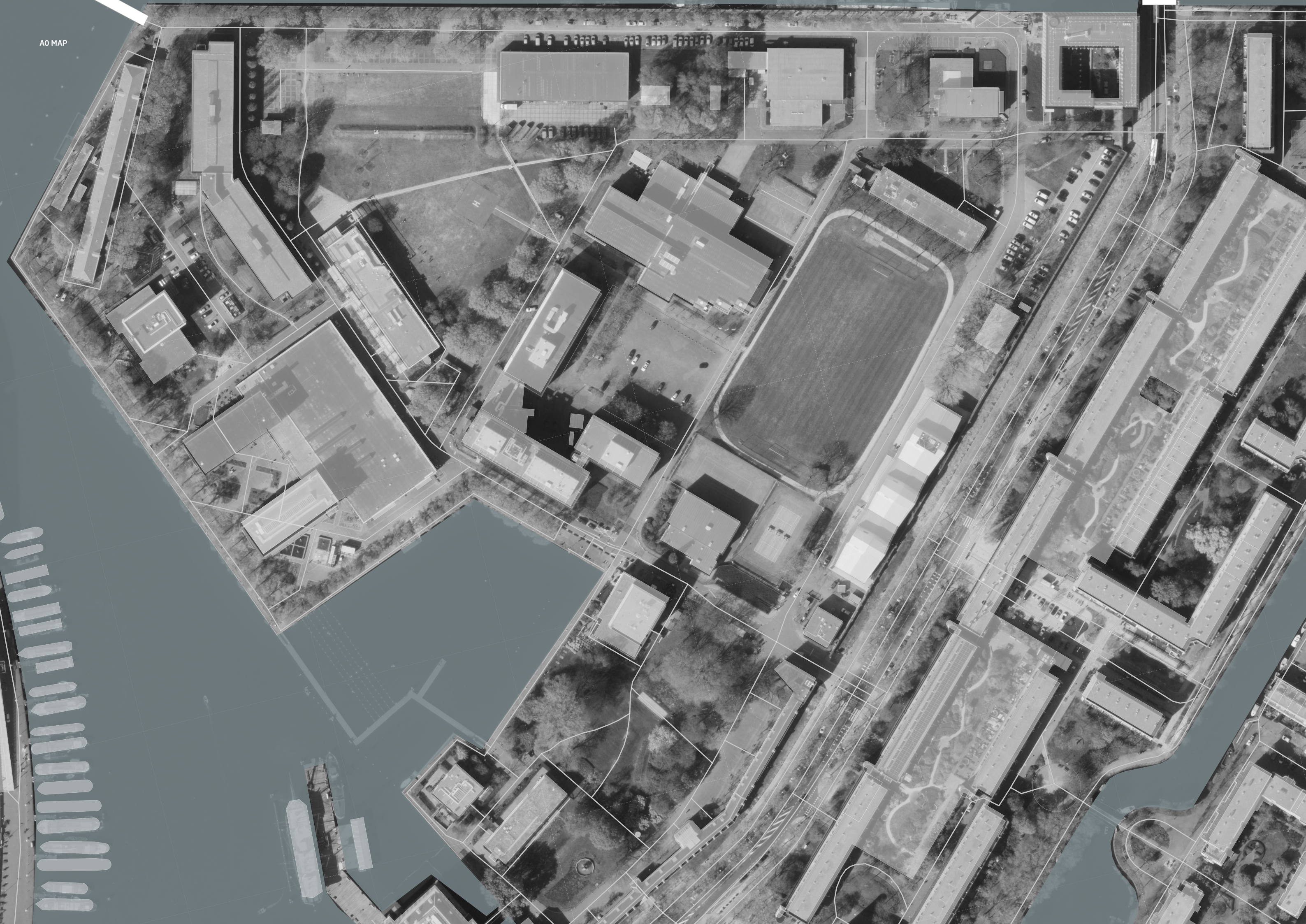
FACILITATOR GUIDELINES

GOAL:
• Figure out which mechanism for informing and inspiring works best.
• Get a better understanding of the wishes of different stakeholders
• Let the participants ideate on new concept for "participation" tools that stimulate visitors of the Marineterrein to share their innovative ideas in a accessible way.

PARTICIPANTS

Deelnemerslijst	Bedrijf	Opmerking
Juanita Devis	AMS	
Irene Luque - Marin	AMS	
Fabian Geiser	AMS	
Elizabeth Migoni Alejandre	AMS	
Matthijs ten Berge	AHK	Zoekt mogelijke vervanging
Sophie van Opstal	Bureau Marinetterein	Sluit vanaf 14:00 aan
Tessel Putter	Gemeente	Nog niet helemaal zeker
Luca Vogel	Gemeente	
Danny Konings	Gemeente	Sluit vanaf 14:45 aan
Gedi van Schriek	Buurtbewoner	
Bart Uitdenbogaart	Buurtbewoner	
Petra Catz	Buurtbewoner	Nog niet helemaal zeker
Annelies Boen	Buurtbewoner	Nog geen bevestiging

TIMETABLE

TIME	ELEMENT	EQUIPEMENT
13:15 – 13:30	Walk-inn	Catering, chairs, name stickers
13:30 - 13:40	Goals & Agenda	Monitor, Presentation slides
13:40 - 14:00	Plenary Introduction round	Flip-over, markers
14:00 - 14:10	Presentation I	Monitor, Presentation slides
14:10 – 14:30	Mapping your expertise & wishes	Big table, A0 Map, Foam, Push-pins, Stakeholder cards, Pencils
14:30 – 14:40	Presentation II	Monitor, Presentation slides
14:40 – 15:00	Brainstorm I: The guidelines	Inspirational Visuals, Tape, Clipboard, A4 templates, Pencils, Post-its
15:00 - 15:10	Break	Coffee
15:10 – 15:25	Brainstorm II: The Museum	Envelope, tool-cards, different tables, Pencils
15:25 - 15:45	Brainstorm III: Guided Serendipity	Rope, post-its, A4, markers, tape
15:45 - 16:15	Idea pitches & collective feedback	Flip over, chairs
16:15 - 16:30	Survey	QR-code, chairs
16:30 - 17:00	Drinks	

EQUIPEMENT LIST

PRESENT AT LOCATION	Chairs, Monitor, Tables
PRESENT AT AMS	Flip-over, Markers, Foam, Push-pins, Post-it's, Pencils, Tape, Rope, A4 papers, Name stickers, Enveloppe's, Plastic bags
TO BUY	Snacks, Beer, clipboards, A4, Present Mila, prints
TO DESIGN	Playlist, slides, Stakeholder cards, Inspirational Visuals, tool-cards, survey, QR code, name template, A5 ideas templates, A0 MAP
TO PRINT	Facilitator guide 2x, Stakeholder cards, Inspirational visuals, tool-cards, A5 ideas templates

INTRODUCTION ROUND – 13:40-14:00
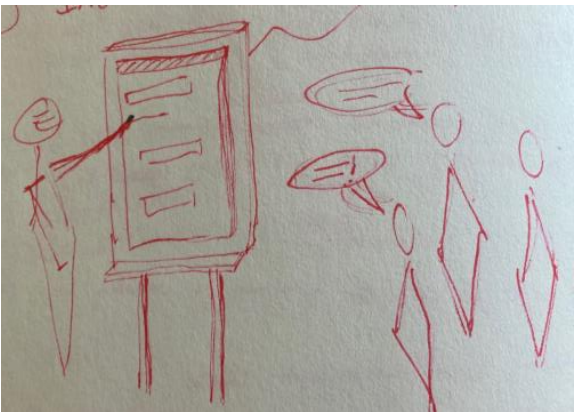
All participants are asked in turn to introduce themselves using several questions:
The following questions need to be answered:

- *WHAT IS YOUR NAME?*
- *FROM WHICH PERSPECTIVE ARE YOU PARTICIPATING TODAY?*
- *WHY DID YOU CAME TODAY?*
- *WHAT ARE YOUR DREAMS OF TODAY?*
- *WHAT ARE OBSTACLES THAT CAN HINDER THIS DREAM?*

Task Jaap: Guide the questioning
Task Mila: Write down the answers on the flip-over

MAPPING YOUR EXPERTISE & WISHES – 14:10 – 14:30
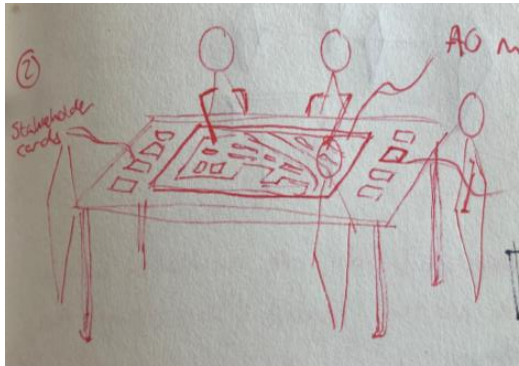
All participants are standing around a big A0 map of the Marineterrein. They pick a corresponding stakeholder card on which several questions are asked:

- *WHAT IS YOUR NAME?*
- *BRIEFLY DESCRIBE YOUR EXPERIENCE WITH PARTICIPATION?*
- *ON WHICH LEVEL WOULD YOU LIKE TO PARTICIPATE?*
- *HOW MANY HOURS PER WEEK WOULD YOU BE WILLING TO PARTICIPATE?*
- *BRIEFLY DESCRIBE THE EXPERTISE/INPUT YOU HAVE THAT CAN BE INTERESTING TO SHARE WITH THE URBAN DEVELOPMENT PLANNERS?*
- *WHAT ARE THEMES YOU WOULD LIKE TO SHARE "INNOVATIVE IDEAS" ON?*
- *WHAT DOES PARTICIPATION MEAN TO YOU?*

For people from the municipality the questions are slightly different. Everybody fills in their personal stakeholder card and pint it on the map. Two people are asked to further elaborate on their stakeholder card to round of this exercise.

> Task Jaap: Help people out with questions, pick people to elaborate on their stakeholder card.
> Task Mila: Help people out with questions

BRAINSTORM 1 : THE GUIDELINE – 14:40 - 15:00
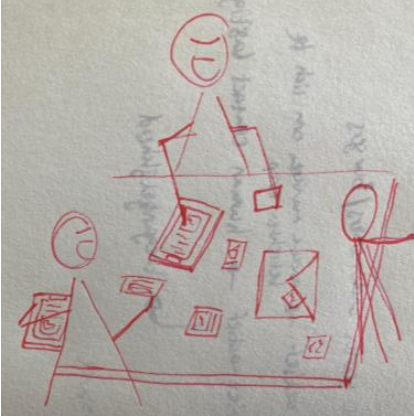
The group is divided in groups of +/- 3 person. The groups are multi-disciplinary. Each group sits down at a table and receives a "guideline" envelope. In the envelope several tool-cards can be found. The tool-cards help break down the big problem of "design a participation tool" into smaller bits and pieces. Based on these tool-cards people might get inspiration for participation tools which they can write down on their personal clipboard with idea-templates.

> Task Jaap: Help people out with questions
> Task Mila: Walk around and take notes on the general vibe and potential frictions, around 14:50 start making some first coffee for during the break.

BRAINSTORM 2: THE MUSEUM – 15:10 - 15:25

We take the participants upstairs to a room full of inspirational visuals of innovation districts, participation tools & the Marineterrein. In this immersive room the people can walk around individually, and once new ideas emerge, they can write them down on their clipping board. They also receive some green and red post-its which they can put on visuals that either inspire or bore them.

> Task Jaap: Help people out with questions, around 15:20 start preparing the last brainstorm
> Task Mila: Help people out with questions, take notes on the general vibe and potential frictions

BRAINSTORM 3: GUIDED SERENDIPITY – 15:25 - 15:45
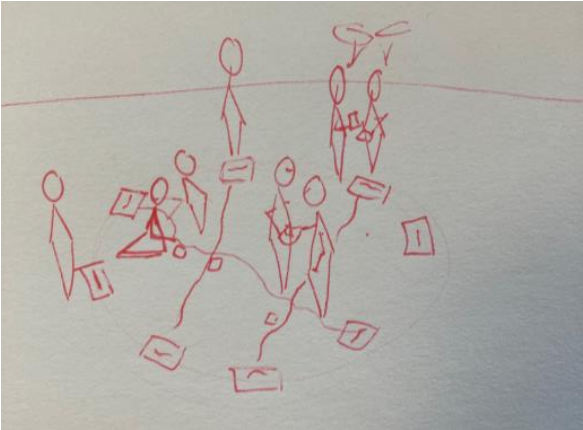
The participant stand in a circle behind their own name indicator. They walk up to another participant and both share their 'best' idea for a participation tool that came up during the previous two exercises. Together they elaborate on these ideas and try to come up with an new idea. Once they found a new idea they pick a piece of rope, put in between their two name indicators and put a post-it next to the rope, describing their common idea.

> Task Jaap: Help people out with questions, make sure that every 7/8 minutes people rotate partners

Task Mila: Help people out with questions, take notes on the general vibe and potential frictions

IDEA PITCHES & COLLECTIVE FEEDBACK 15:45 - 16:15

We sit down again around the stage and one per one participants are asked to enter the podium and pitch their idea for a participation tool that they are most proud of. After every pitch there is time for a small discussion.

Task Jaap: Guide the collective discussion, invite participants on stage
Task Mila: Take notes on the general vibe and potential frictions

SET UP

scan the QR to see the anonymized raw survey results:

AVERAGE SCORE HOW WELL THE VARIOUS BRAINSTORM ACTIVITIES INSPIRED FOR A RICH QUANTITY OF IDEAS (N=8)

AVERAGE SCORE HOW WELL THE VARIOUS BRAINSTORM ACTIVITIES INSPIRED FOR A RICH QUALITY OF IDEAS (N=8)
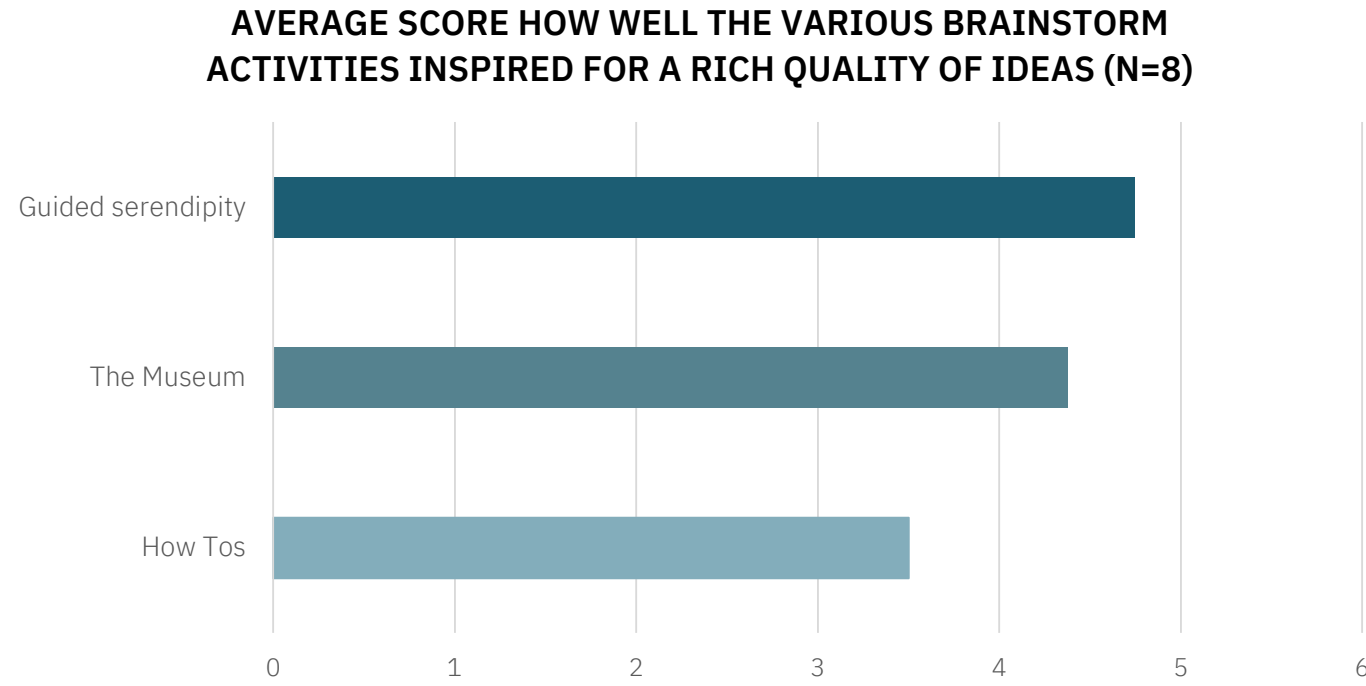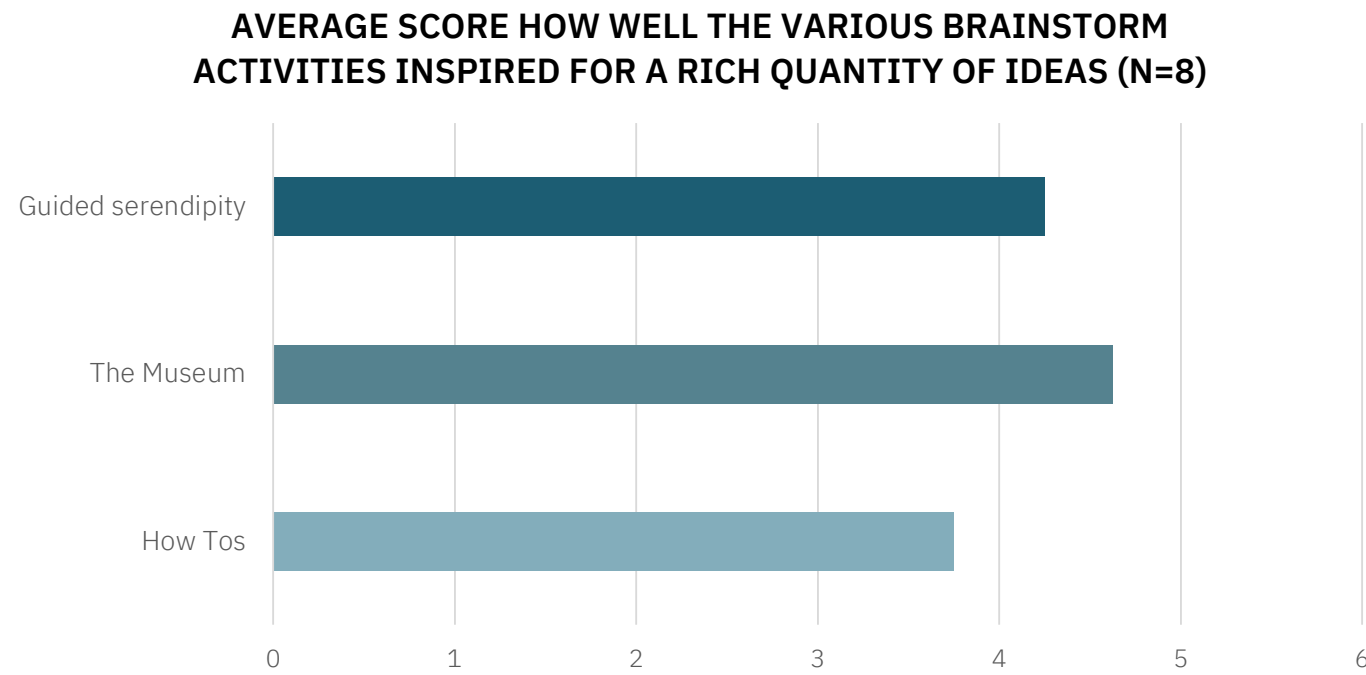
BRAINSTORM ACTIVITY THAT WAS MOST ENJOYABLE

How Tos
13%

Guided serendipity
50%

The Museum
37%
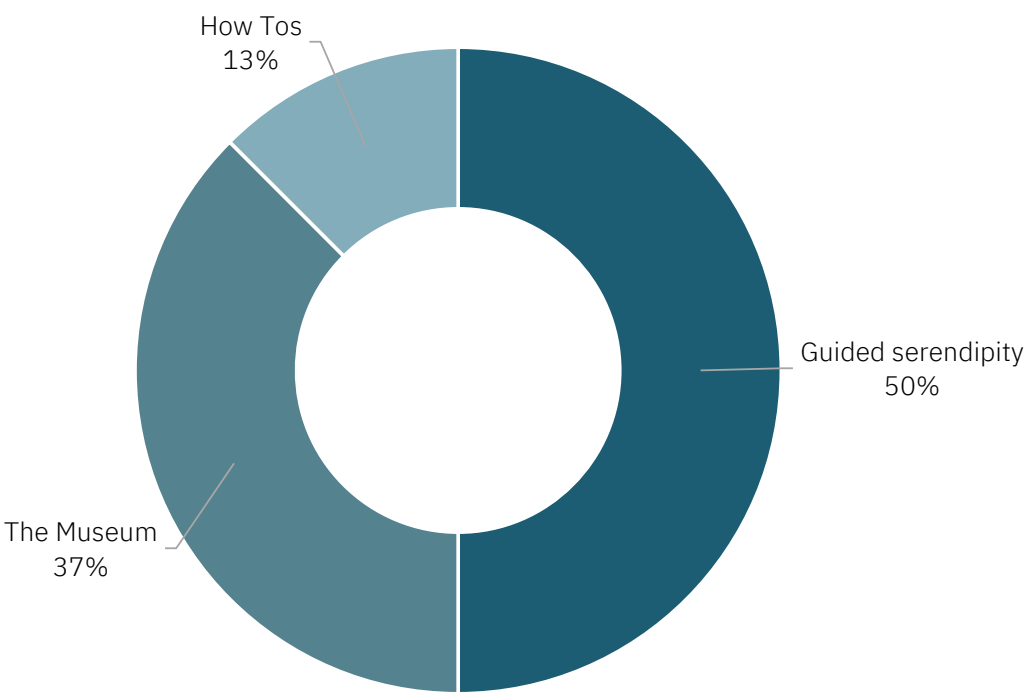
ADDITIONAL OBSERVATION FINDINGS

No language boundaries
The international participants expressed a strong appreciation for the bilingual (Dutch and English) communication. They noted that as expats, they are often excluded from participating in citizen engagement, despite feeling like members of Dutch society. While the bilingual communication helped to make the event more inclusive, some difficulties did arise during the creative sessions when participants preferred to use their mother tongue, making the discussion and collaboration more challenging. Nevertheless, providing the option to participate in one's preferred language contributed to the event's inviting character.

Quantity over quality
Reducing complexity can rapidly inspire creative thinking, as I also experienced with during the creative session. The How To questions might have been too much of a deep dive into the topic, blocking the creative abilities of participants. It might have been smarter to start with the museum activity which was cognitively less exhausting. After this exercise, and seeing real-life examples of citizens engagement tools, the ideation went much smoother. This is also especially relevant for open innovation since the complexity of innovation can scare most people. It is important that my interventions should break down the problem is small comprehensible part and that quantity of ideas is stimulated over quality. Eventually quantity breeds quality.

Q. JOURNEY MAP OF THE MARINETERREIN CITIZENS ENGAGEMENT PROCEDURE

2017   2018   2019   2020   2021   2022   NOW

co-creation through BMA*

ACTIVITIES

info rally (on- & offline)

consultation (city-wide)

ministry of defence decides to stay

focus group Marineterrein established

consultation (city-wide)

info rally concept NvU (online)

regular public participation

follow-up dialogues

mediation conversations

processing of consultation & regular public participation in NvB

info rally concept NvU & NvB (offline)

co-creation as described in Participation Plan

Informing
Consultation
Placation
Co-create

STAKEHOLDERS

neigbourhood residents

residents groups

M.T. community & entrepreneurs

Amsterdam residents

advisors & experts

BMA

M.T. community & entrepreneurs

residents groups

TIMING

note: always during week days

LANGUAGE

Dutch

TOOLS & METHODS

Informing
information rally
informatiom brief
information mail
information newspaper
information by social media
information by livestreams
information boards

Consultation
consultation rally
informal gathering
survey
soundboard group
digital platform for input
expert session

Placation
informal gathering

* Ongoing activity since 2015

R. INTERVIEW GUIDE & TRANSCRIPT SYLVIA BLASIUS

FRIDAY 10 NOVEMBER
10:00-11:00

MUNICIPALITY OF AMSTERDAM
Weesperplein 8, Amsterdam

INTERVIEWEES
Sylvia Blasius
Luka Vogel

INTERVIEW GUIDE

General
- Who are you and what is your role in the Marineterrein project team?
- Who else is part of the Marineterrein project team?
- What does the Marineterrein mean to you now?

Validation of stakeholder map
*Show stakeholder map *
- Are there any important stakeholders missing?
- Are there any stakeholders that are new to you?
- With which parties does the project team have an intensive relationship (please draw lines)?
- Which relationships do you consider important (put asterisks)?
    - Why?
- With which stakeholders would you like to have a more intensive relationship?
- How will this stakeholder map develop in the coming years?
- Which stakeholders will be added?
- Which stakeholders will have a more dominant role?
- Which stakeholders will have a less dominant role?

Citizen engagement procedure
- What is the role of INBO in the participation process?

show Journey map template
- What kind of activities have taken place and can you organize them based on the level of participation?
- Who is present during these participation activities?
- At what time and days (weekend or weekdays) do these participation activities take place?
- Which language is spoken during the participation activities?
- What tools and methodologies do you use during these sessions?
- What is going well in the participation process?
- What is going less well?
- In general, what are the major challenges in participation processes for new area developments?

Citizens engagement Procedure thus far
- How did the citizens engagement procedue go?
- How often could you provide input?
- Who was allowed to give input?
- Who attends these meetings?
- You state in your explanation: "The preceding participation procedures have been completely insufficient. The neighbourhoods (residents and stakeholders) feel inadequately heard and are insufficiently involved in the plans. No use has been made of the expertise present in the neighbourhood." Why do you state that?
- What are the problems with the current process?
- How can it be improved?
- How do you want to remain involved in the development in the future?
- I also spoke with Gedi van Schriek on behalf of the W.O.M. Marineterrein. They have 3 points of criticism on the participation process: 1) citizens are only involved when the plans are already in place, their expertise is not utilized 2) there is insufficient substantive response to the input given 3) it is unclear on what basis choices are made.
On which points do you agree with this and on which areas less?

Future Citizens engagement Procedure
- An important pillar of the 2050 environmental vision is Together City-making. You also speak of adaptive area development at the Marineterrein. Will citizens still be involved when the development phase starts?
- Do you have plans for this?
- How do you plan to approach this?
- What experiences do you have from other participation projects in development phases?
- What works well and what are the challenges? How can it be improved?

Invitation for informal gathering
- I heard from Gedi that there is a meeting between WOM and your team on the 21st or 22nd. I would love to be present as an objective observer to see how these types of participation meetings are conducted. This is purely for inspiration to improve participation design. I have permission from Gedi and WOM to attend, would it also be possible to get permission from the municipality?

FINDINGS

Stakeholders
Bureau Marineterrein is in constant participation with the business community at Marineterrein. The municipality says it has spoken sporadically with most citizen collectives and local residents. With the WOM is the most frequent contact. The municipality knows how to find organised citizens' groups well. They would like to improve their ability to hear the quieter voices of individuals and develop a strategy of keeping in touch on an ongoing basis. It is also difficult to include future stakeholders in the participation, simply because you don't yet know who they are. This group is, however, relevant to fulfilling the ambition of the Marineterrein

Citizens engagement thus far
Citizens engagement is not possible at the Marineterrein because the municipality does not own the site. In the participation for the NvU, the aim was to capture citizens' interests. This was delineated according to certain pillars (public space, green, water, etc.). The participation had to take place within the framework of the NvU. Increasing control or substantive cooperation on policy was not the objective of the participation. Regular public participation is something that is mandatory for every policy decision and is already seen by Sylvia as a form of participation (although the municipality website indicates otherwise). Consultation, as has now been done at the Marineterrein, is already an additional form of participation. The Bureau Marineterrein is an instrument for continuous co-creation. Together with the community, they are creating a DNA for the area. Co-design on the framework for the urban development plan, outlined in the NvU, is not going to happen. The municipality wants to draw up the plan of participation in consultation with user groups. This is a new and unique approach. Most mediation calls are demand-driven. If citizen groups indicate they want a conversation then the municipality will act. Prior to large public participation meetings, the municipality is already seeking contact with citizen collectives to prepare them for what is to come. Policy states that within spatial plans, the working language is Dutch. This applies to both documents and participation artifacts & meetings. The Klankbordgroep was only active during the consultation process. They had a guiding role here and made sure the right groups were reached. Their role was not on content but on process.

Citizens engagement in the future
Since the ambition is for the Marineterrein to become an innovation district, calls for innovation (Invented, tested, applied) and co-creation will become more dominant in the future, once the project decision is adopted. It will also be a space for social learning, where safe to fail interventions for complex societal challenges can be tested.

SHARED FACILITIES

SHARED COMMUNICATION

SHARED ACTIVITIES

T. COLLECTIVE BRAINSTORMING RESULTS

DIGITAL TWIN / VR SPACE

SPECULATIVE DESIGN

SHOWCASE SCENARIO DESIGNS OF THE FUTURE

CREATE A SHARED FUTURE VISION + BACKCASTING

SMART SENSING TOOLS

(RESPONSIBLE) SENSING PEOPLE'S DESIRES & WISHES THROUGH SENSORS / PARTICIPATION THROUGH DATA

SPECULATIVE AUDIO TOUR

AUDIO TOUR

ROUTES

KNOWLEDGE ROUTES

SENSES TOUR

INFORMATIVE QR CODE ON BUILDINGS

SHARED PLAYGROUND

SHARED KITCHEN

COMMUNAL MEETING FACILITIES

SHARED MARKET

SHARED SPORT FIELDS

SHARED CHILDCARE

PARTICIPATION BASED ON DESIRE/URGENCY

SHARED ART PROJECT

SHARED SPORT & PLAY EVENT

NETWORK BUILDING ACTIVITIES

SHARED MUSIC EVENT

LOCAL NETWORK BUILDING ACTIVITIES

PARTICIPATION GAME

LOCAL REPRESENTATIVES /DELEGATES

REPRESENTATIVE DEMOCRACY INSTRUMENTS

EXPECTATION MANAGEMENT TOOL

ADAPTIVE PARTICIPATORY PROCESS

DIGITAL PARTICIPATION PLATFORM

DIGITAL NETWORKING PLATFORM

COMMUNICATION BOX

DISCUSSION PLATFORMS

PUBLIC ADDRESS SYSTEM AROUND AMSTERDAM

AGORA FOR PUBLIC DISCUSSIONS

11 INNOVATION ROUTES*

BUSINESS	MOBILITY	BIO
ART	SUSTAINABILITY	TECH
SOCIAL	FOOD	GOVERNANCE
HISTORICAL	SPORT	

*these are a few examples
how routes could be laid out

W. SERVICE BLUEPRINT MY.I.D.

DESIGN FUNCTION
framework of effective citizens engagement

INVITE →	INVITE / INFORM ⓘ	INCITE ♡	INFORM/ INSPIRE 💡	INCITE ♡

PHASES

BEFORE		DURING MY.I.D. WALKING ROUTE					AFTER		
1. AWARENESS	2. INQUIRY	3. REGISTRATION	4. NAVIGATION	5. SENSITIZATION	6. INTERACTION	7. COMMENT	8. SHARE	9. CONNECT	10. FOLLOW-UP

Phases 4 through 7 repeat several times during the route

PHYSICAL/DIGITAL TOUCHPOINT

Website / exploration station / exploration station / Pop-up point / Inspiration point		Journey starter	LED wayfinding / App	App	Inspiration point	Idea catcher	Website / App	Website / App	App / Guided tours

GOALS

Familiarize the citizens of Amsterdam with My.I.D. and introduce the 11 walking routes.	Inform what innovation is going on at the Marineterrein and the different walking routes. Demonstrate real-life the input of other visitors to stimulate participation.	Let users pick a route that matches their interest	Guides users along the route they have chosen towards various inspiration points.	Let visitors already think about the next story they will hear.	Informs the users on the innovation and ask concrete questions for input	Facilitates users to engage in open innovation with their own ideas & opinions	The crowdsourced data is returned to the companies for review.	Enables companies and citizens to establish further contact in order to develop ideas further.	Keeps users informed of updates of routes and special events.

USER ACTION

01. Patrick notices the inspiration points and the exploration station	02. Patrick uses the exploration station to learn more about the Marineterrein community and the different walking routes. He sees a pop-up of someone leaving an new idea at the Voorwerf	03. Patrick uses the journey starter to pick the route that matches his preference, in this case the art-route.	04. Patrick follows the blue LED's as instructed by the journey starter. On his phone he also gets extra guidance	05. On his phone, Patrick receives a pop-up notification with a question regarding the next point of inspiration.	06. Patrick takes place in the inspiration point and clicks on the display indicating "art-route" to start the video story. The same question that he received on his phone is asked at the end of the video.	07. Patrick leaves uses the idea cather to leave an idea at one inspiration point an opinion at another. He also scrolls through the ideas that other visitors have given and gives a kudo to one of those ideas	08. Patrick shares with his colleagues the VR-art company form which he had seen a video during the route.	09. Patrick 's colleague seeks out contact with the VR-art company for further introduction	10. Through the app, Patrick gets a notification that next month new stories are uploaded in the art route and for this opening a guided tour will be organised.

Line of visibility

ACTIONS BACKSTAGE

• Content creation of website • Decisions being made on new strategic positions for pop-up points	• New input from the inspiration points is real-life displayed at exploration station	• Crowdsourced data is stored and available for Marineterrein community	• Based on GPS location of the users smartphone the LED's go on. • Based on the GPS location of the users smartphone the navigation is adjusted	• Companies deliver the content for questions • Based on GPS location of the users smartphone the sensitization pop-up questions are send	• Companies deliver the content for the stories	• New input from the inspiration points is real-life transferred to exploration station	• Crowdsourced data is stored and available for Marineterrein community	• Content creation of website	• Guided tours are prepared • Content creation of update text

Line of internal interaction

SUPPORT PROCESS

• Design, installation and maintenance of the various touchpoints • SEO • Website hosting • IT management and maintenance	• IT management and maintenance • Update of new companies and changes in walking routes • Digital data transfer system	• Design, installation and maintenance of the various touchpoints • IT management and maintenance • Digital data transfer system • Update of changes in walking routes	• Design, installation and maintenance of the various touchpoints • IT management and maintenance • Update of changes in walking routes • GPS tracking system	• IT management and maintenance • Update of changes in walking routes • GPS tracking system	• Update of stories • IT management and maintenance • Update of changes in walking routes	• IT management and maintenance • Digital data transfer system • Update of changes in walking routes	• Digital data transfer system • IT management and maintenance	• IT management and maintenance • Website hosting • IT management and maintenance	• IT management and maintenance

To better emphasize with the experience journey I have created the following Persona:

NAME: Patrick

PROFESSION: Architect

NEIGHBOURHOOD: Vogelbuurt (Amsterdam North)

FAMILY STATUS: In a relationship, father of one girl (1 y.o.)

PASSION: Cross-fit, Cooking, Travelling, Music

CHARACTER TRAITS: Original, Practical, Social, Conflict-Averse, Easily Bored

SOCIAL CAUSE: Racial equality, Inclusiveness

DREAM ABOUT AMSTERDAM: The city should be a hodgepodge where different subcultures can meet and learn from each other

PATRICK'S EXPERIENCES WITH MY.I.D.

Patrick is quite familiar with the Marineterrein. During the corona crisis, he started training at the outdoor gym on the Marineterrein. Not it has become a corona habit that has stuck with him. He knows that there are some start up-like companies on the Marineterrein, but he has no clue what they are working on. Patrick is primarily interested in innovations related to architecture and art. Recently, he has noticed various bright coloured installations on the Marineterrein and he saw that there is a new information board places near the entrance bridge. After a workout session, Patrick decides to take a look at the information board and discovers that the coloured installations are part of my.I.D. walking routes. Since he had no further plans for the afternoon, as his wife is taking care of the kid, Patrick decides to walk the "art" innovation route. During the route, he hears different stories about drone art, VR art, and new filming techniques. The VR art story particularly interests him because the architecture firm where he works is also setting up a VR architecture branch. On Monday, he will definitely tell his colleagues about this company.

X. INTERVIEW GUIDE & MATERIALS END-USER VALIDATION

INTERVIEW GUIDE

Check-In
* Before participants begin the user test, you will be testing the prototype*
• To begin, please scan this QR code and answer two questions. Based on your answers, you will be guided further through the prototype. I am very curious about how you will experience it and I would like to ask you some questions afterwards. Is it okay if I record that conversation and take pictures of you while you are testing the prototype? This data is purely for educational purposes and will be treated as confidential.

Evaluation Questions
* After users have tested the prototype and left their post-it input on the A0 map of Marineterrein *

General
• Which story did you watch/listen to?
• Did you place a post-it on the map? If yes, what type of message did you leave?
• Did you take a flyer with the map? If yes, from which project/company?

Methodology
• Why did you wanted to try out this prototype?
    • Why/Why/Why…
• What, in your opinion, was the goal of this prototype?
• Was this goal achieved for you personally?
• How well are the current innovations that take place at the Marineterrein demonstrated in your opinion?
• Is this a good way for you to get information about the innovations taking place at the Marinetterein?
• Why? / What would be the ideal way for you to get information?

Willingness for further interaction
• If there were multiple permanent installations of this kind on the marineterrein, would you use them?
    • Why or why not?
• How frequently would you use this type of installation?

Interest in citizens engagement
if a person placed a post-it
• Why did you leave a message on the map?
    • Why/Why/Why…
• What specifically inspired you to leave a message?
• What is a good way for you to get you involved in the innovations that take place at the Marineterrein?
• May I share your message with the team/company working on similar projects? They would appreciate the feedback.
• May the team also contact you if they are inspired by your message for a new project or collaboration?

if a person did not place a post-it
• Why did you not leave a message on the map?
• How could I ensure that the installation inspires you better?
• What is a good way for you to get you involved in the innovations that take place at the Marineterrein?

Physical design
• How did you experience the prototype?
• What emotions did you experience during the testing of this prototype?

Usability
• How well did you understand how to use the prototype?
    • What made it understandable? / what made it vague? / What can be improved?
• How easy was it to get the prototype working?
    • What worked well? / What can be improved?

Comfort
• How comfortable was it to use this prototype?
    • What made it comfortable? / What made it uncomfortable? / What can be improved?

Information transmission
• How well did you understand the information that was transmitted throughout the prototype?
    • What worked well? / What can be improved?
• How long would you ideally want to listen/watch an audio/video fragment?

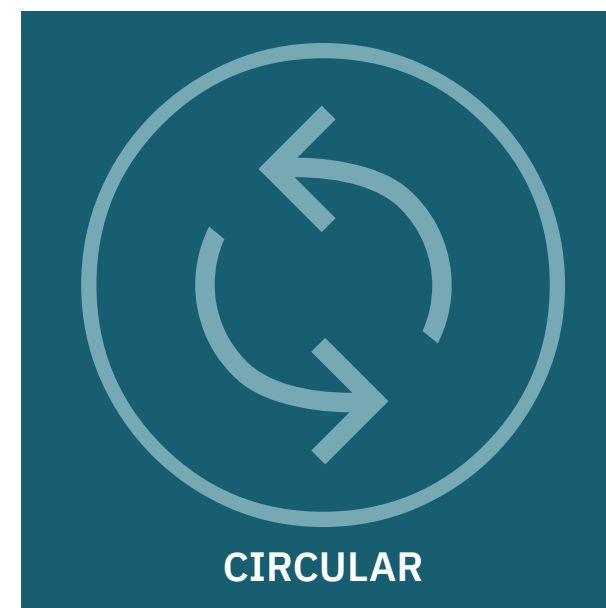## MATERIALS

CAMPAIGN POSTERS

NEDERLANDS

ENGLISH

Scan de QR Code, beantwoord de 2 korte vragen en start jouw persoonlijke gebruikerstest!

Scan the QR Code, answer the two small questions and start your personalized user-test!

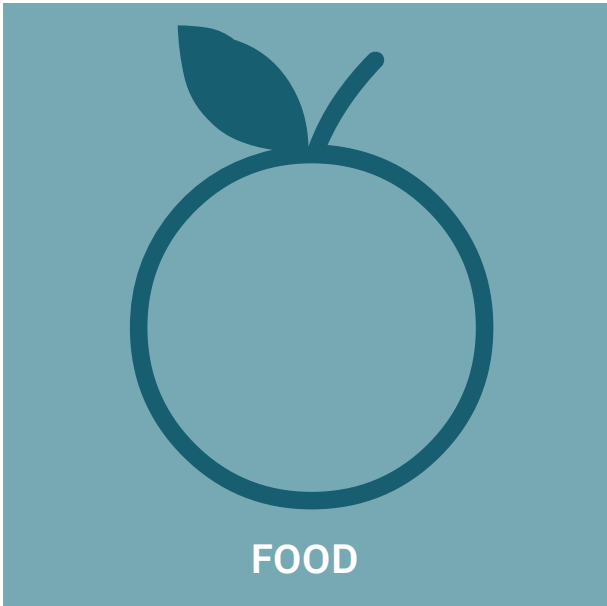HEAD-PHONES INSTRUCTIONS

CIRCULAR & DIGITAL

CIRCULAR

DIGITAL

U CAN USE THIS HEADPHONE TO LISTEN TO THE FRAGMENT ON CIRCULAR INNOVATION
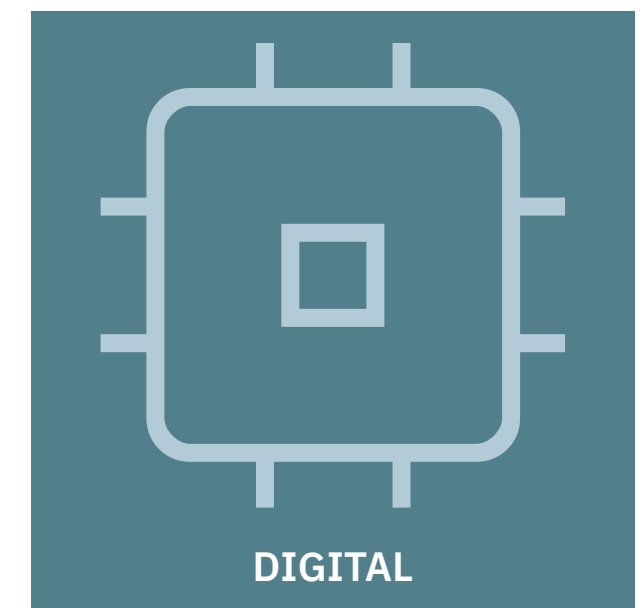
U CAN USE THIS HEADPHONE TO LISTEN TO THE FRAGMENT ON DIGITAL INNOVATION

FOOD & HISTORICAL

FOOD

HISTORICAL

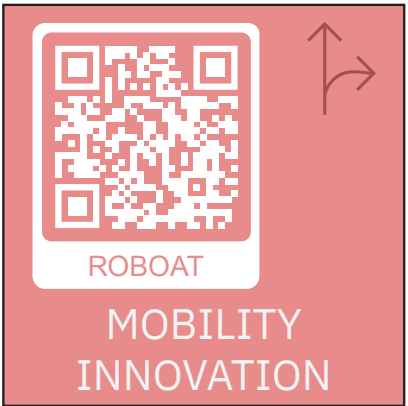**U CAN USE THIS HEADPHONE TO LISTEN TO THE FRAGMENT ON FOOD INNOVATION**

U CAN USE THIS HEADPHONE TO LISTEN TO THE FRAGMENT ON HISTORICAL INNOVATION

SET-UP

MORE INFORMATION ON A PROJECT? OR CONTACT DETAILS?

REEFSYSTEMS
ECO-INNOVATION

SHUTTERCAM
SOCIAL INNOVATION

RE-PLEX
CIRCULAIR INNOVATION

LAADPAAL
DIGITAL INNOVATION

CULINAIR ERFGOED
FOOD INNOVATION

ROBOAT
MOBILITY INNOVATION

HISTORIE M.T.
HISTORICAL INNOVATION

ROUTEBESCHRIJVING!

WILT U DE INNOVATIEVE EXPERIMENTEN IN HET ECHT ZIEN?

SCAN DE QR VOOR EEN ROUTEBESCHRIJVING NAAR DE PROJECTEN!

INFORMED CONSENT [ENGLISH]

You are invited to participate in a research study titled "User Testing Prototype My.I.D." This study is being conducted by Jaap Tjebbes of TU Delft for his master's thesis for AMS Institute.

The purpose of this study is to evaluate the usability and effectiveness of the prototype and will take approximately 10 minutes to complete. The data will be used for the master's thesis, the report of which will be publicly released. You will be asked to view audio or video fragments, write your reaction to these fragments and complete an evaluation interview or survey. You may also voluntarily seek more information about the fragments.

As with any online activity, there is a risk of data breach. We will do our best to keep your answers confidential. We will minimize risks by collecting data anonymously and minimizing the amount of personally identifiable information. To the best of my ability, the data will be securely stored. Quotes will only mention gender and age. The data will only be used for educational purposes.

Your participation in this study is completely voluntary, and you may withdraw at any time without giving reason. You are free to not answer any questions.

You can contact the researcher at: j.f.tjebbes@student.tudelft.nl

Signatures

I have read and understood the above information about the research study. I have had the opportunity to ask questions about the study and my questions have been satisfactorily answered. I agree to this explanation and voluntarily agree to participate in the study.

_____   _____   _____
Name of participant [printed]   Signature   Date

_____   _____   _____
Name of participant [printed]   Signature   Date

_____   _____   _____
Name of participant [printed]   Signature   Date

_____   _____   _____
Name of participant [printed]   Signature   Date

_____   _____   _____
Name of participant [printed]   Signature   Date

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Name of participant [printed]   Signature   Date

_____   _____   _____
Name of participant [printed]   Signature   Date

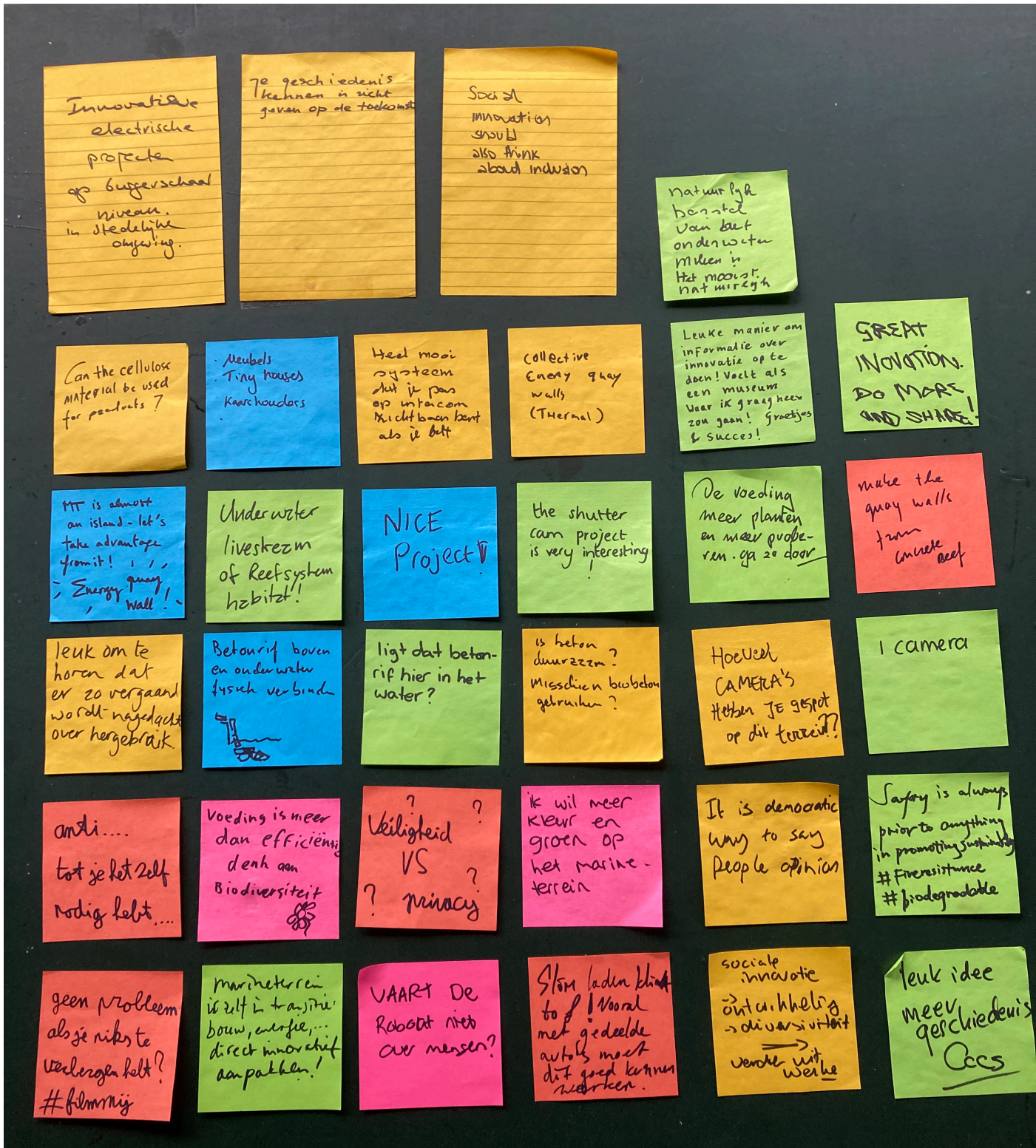_____   _____   _____

Y. RESULTS END-USER VALIDATION

IDEAS & OPINION POST-ITS LEFT BEHIND
(colour of post-it does not matter)

SURVEY RESULTS

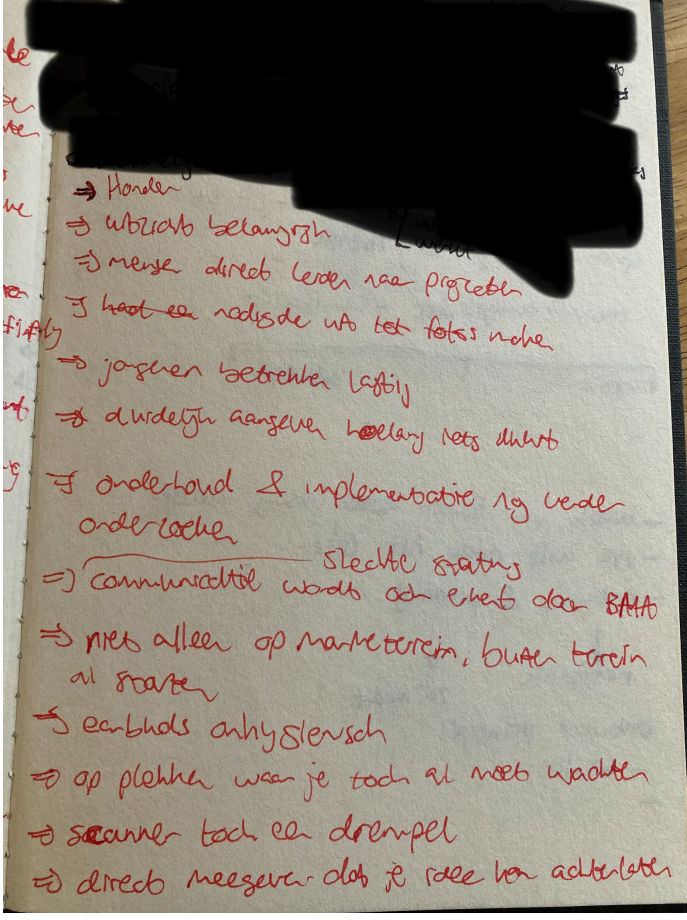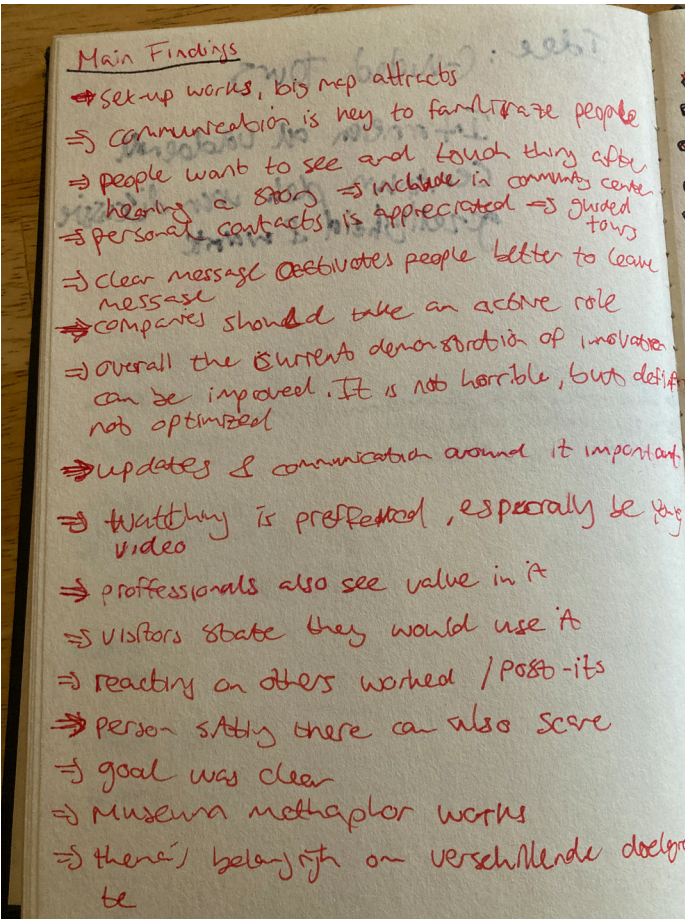scan the QR to see the anonymized raw survey results

english survey results

english survey results

OBSERVATION RESULTS
notes taken during the end-user validation

INTERVIEW RESULTS

Reason why people want to participate:
• Normally the container is closed. I was curious about what was inside.
• I was actually looking at the map, because I found it interesting to see where the experiments at the Marine terrain take place.
• That's fun, let's take a look. Curiosity. Initially looked at the map.
• There is never anything in this container.
• It's fun to hear and see something. Extra information is always interesting, I always read the text about buildings, for example.
• If you see people outside and busy, you want to join it. People will be interested.
• Collecting material to preserve things, so that no houses will be built here.
• Yes, I often walk here, so something new is always fun.
• I was in the commander building and saw that container and you from there.
• I was curious because I saw other people.
• At first it was a bit confusing, what's happening here? The map does show something, the box and chairs do show what's happening but don't speak for themselves.
• The container is normally closed, so I was curious about what's inside.
• For old people, social interaction is important, so it's nice that you are here.
• I want to participate in innovation.
• If people put effort into something, I like to help.
• I saw you sitting there for a while, thought you were painting, something is happening, random people are often doing things here.
• The easel caught my attention, thought what is this? Something artistic is happening?
• Want to learn more about what's underwater.
• Curious, saw nice lights.
• Saw those Post-its on the map.
• Thought, here I can do something fun and interactive.
• Colleague told me about it.
• I felt sorry for you sitting outside in the cold.
• Curiosity.
• Found the setup itself interesting.
• The big map and the whole setting looks funny.
• A bit mysterious is actually fun

What participant perceive as the goal of this prototype
• Becoming aware what is happening, get participants or contributors, or motivate people
• Good to learn the history of the area, then you see connections. Ignorance of people is extremely dangerous. We learn nothing, we are stupid animals.
• Making people aware of developments in the city, and where you are unaware (camera)
• Learn more about innovation
• The goal was to discuss area development
• Collect input for museum, test museum setup
• Tell about the innovations of the Marineterrein
• Learn more about the knowledge of the Marineterrein
• As I experienced it, conveying enthusiasm, sharing what is happening and I think it is also just entertaining and fun.
• Clarify the history of the area
• Give people more information about the place where they live, that is important!
• Inform people about what is going on, robot boats (cool)
• Express the ideas of innovations into our generations
• Fun, try something new
• Polling what residents want with the Marineterrein.

Extend to which participant are familiar with innovation at the Marineterrein
• "Oh all that difficult technology"
• Oh no, not really, there's a green roof and some grass fields and temperature
• Little knowledge about specific projects
• In the vicinity of the AMS building there is a lot, sauna, sports fields, roboat, farm at homeland
• Would like to get more information about the companies that are here, it all sounds interesting
• I see a lot of innovation here
• There is a lot of hospitality, university, NEMO, not really aware of small businesses
• They should demand that companies also make a plan to involve citizens in innovation
• Yes, this area is very specific, I don't know a lot of people that come here though
• I am a bit aware, not everything interests me but some things like computer and milling work are interesting
• It would be good if more small businesses come for the residents, artisanal businesses for the

neighbourhood, before it fills up with software golems, connection with the neighbourhood is important. Neighbourhood is changing a lot, only highly educated people are coming.
• More information is always better
• First time I understand a bit what's going on here.
• No idea at all
• I am not aware of the knowledge development that is happening here. It's a shame because innovation is a great theme and I like to listen to it.
• Many people cannot be convinced that innovation is necessary, it's good to show what is possible and what can be achieved.

Extend to which participant think the innovation is properly demonstrated at the Marineterrein
• Communication on the innovation is not the strongest point of Marineterrein. Cool ways are useful, and we have been talking about an exhibition for people.
• No, it's very poor.
• I have little idea about the experiments. I know more about the greenery, and that they are working on water storage, biodiversity, and art projects.
• I read signs occasionally, so I know there is a lot going on. However, I have the impression that the signs are sometimes outdated, which could be solved with this naturally.
• There are too few demonstrations.
• It is shared to some extent, but not much on Instagram.
• We need to demonstrate better. It's a super cool place, super central, but it could be made much more attractive. It's pretty dull now.
• We would need more space where you can view it or displays near buildings.
• Poor. I would like to do something innovative with my volunteer work for the terrain, but I'm not sure where to go with it.
• Yes, there are names of companies with logos on buildings. However, only a few of them know a little bit about what they are doing. We can still do a lot more.
• Wayfinding should also be set up for innovation, not just commerce.
• Communication remains a difficult point. We are also working on it. With 750 years of Amsterdam, they want to have at least 10 major outdoor experiments that are really eye-catching for the area. When you enter the gate, you should have a "wow" feeling (Director of Bureau Marineterrein).
• It should be much more interactive. We need to take a step towards Kattenburg. It should be more of a window for the neighbourhood (Head of Communication at Bureau Marineterrein).
• Not good. As a society, we need to search for a combination between tradition and innovation, which should be balanced and debated. Innovation has a cultural impact.
• There are some companies, but they need to be more visible outside in the city and show what is happening here.
• More publicity is important. People need to see that something is happening here. They say it, but showing that technology is important is good for people in the neighbourhood to know what is going on.
• Poor. It's good to prepare people for the future.
• I would like to know more, there are very interesting things happening here for the future. An enclosed place is where a lot can happen because it is enclosed. People don't know they can come here, so it's good to share it.

To what extend the prototype is an effective way to better inform participants on innovation
• Innovations are always interesting because they can improve things and solve problems.
• Listening well works for me in my job.
• It's nice to hear a story.
• Well, what I read on the website is often out-dated. Last time I was here, there was nothing in the container.
• I think it's the right approach. Physical space is important, enjoying a video, immersing oneself in it, headphones for audio and video work, and also the entire reception. With that map, it shows where it happens, location is important.
• It would be valuable. I am also trying to organize something on the site, which seems difficult, as you have to take everything with you when you are done.
• I'm not from Amsterdam myself, so social media is a good way to make developments known in busy places, and also good to present to the neighbourhood.
• I think you can benefit from the factoid about the history of this site.
• This is nice, cozy, and videos are always fun to watch.
• Hearing stories is a fun way to learn more, although the story was a bit technical.
• This is good, nice and concise, sound doesn't cost much power, but the image does.
• Can also be used for spoken word, or artists.
• Good communication and updates are important, attractive communication, clear targeting of the target group, funky texts, bright colors, branding of the container.
• Think carefully about the homeless, won't they sleep in the container?
• It was easy to understand, which is very important. If you want to attract a young audience, it's

important to present well and attract attention.
• The box provides good focus.
• Personal contact with you is also important to provide more background information.
• That's nice, it can help to come up with cross-overs between companies or graduation projects with students.
• I learned more about the innovation, so I think it works well.
• It's a good way to listen and see, seeing those organizations makes you curious.
• Clearly indicate where I can see the projects in real life.
• Yes, fun, I want to listen to multiple stories at once.
• Good, but how do you ensure low maintenance? You don't want to keep people waiting all the time.
• It shouldn't become a madhouse here either.
• Yes, I prefer video.
• You want to get a direct route to the places of the stories.
• Yes, we should do much more with movies and social media.
• Yes, people pick up information through visuals, people are visual learners, showing the product. A good way to get a picture in your own head without thinking. A good way to demonstrate the purpose and impact of innovation.
• More visuals make it easier to get engaged.
• Not really informed, don't have a real idea how I can be helpful.
• I liked it, short and concise, played well into my interest.
• VR-like experience works well, stimulates the imagination.
• Talking to you makes it clearer, the larger goal of AMS is clear.
• Also good for companies among each other, they can strengthen each other.
• Yes, in a very short time I learned something again.
• I think it works well because it's short, just listen briefly, keeps the attention.
• Nice that the information is bundled, multiple stories at the same time, different things side by side, lots of variety.

Willingness to use a permanent version of the prototype more often
• I would use them when there is new content, communication on updates is important, and it is important to have something to show the updates.
• I have a lot of interest in the medical field, as I am a donor and come into contact with it. Learning about new innovations is important.
• I am a complete alpha, so this is challenging, but I do enjoy learning more about it.
• Don't necessarily think twice, after hearing a story once, you'll understand it.
• I would use it if it becomes a place where you can really relax.
• Yes, I also use it to make developments in the area known, perhaps also something with participation, for example, a connection with Pakhuis de Zwijger.
• Would be cool, important that it gets updated every quarter.
• Clear communication when there are new updates.
• Communication about the walking route / installations is important to convince me.
• Advertise it more in the city center.
• Yes, fun, would use it often, updates are important.
• Yes, it would be useful when, for example, waiting in line at Homeland.
• Definitely in the summer.
• No, it shouldn't be made bigger than it is, one-time is fine.
• Definitely, how accessible and non-committal it is important.

Reason why people left an comment
• Because a social issue was addressed, the question triggers a response.
• I left a message because I thought it was expected. I was particularly triggered because I wondered if this is also visible at the Marineterrein.
• Was invited to leave a message with the question.
• Take some time to look at other people's stories, want to respond to them.
• Audio fragments encourage more idea exchange, and they also end with a slightly more concrete question.
• You need to focus more on leaving a message: give a clear instruction.
• It's funny to see what other people are saying.

Good ways to get participants engaged in open innovations
• Provide more information at the beginning of the test and explain how people can continue working on their ideas. This is especially important for people who work here, as they would likely use it frequently after new updates. It could also be linked to social events for the Marineterrein community.
• Take the audience on a journey through storytelling and make it relatable for people. Don't only show the end result, as it can scare people from getting involved. Instead, show the resources and supporting mechanisms to stimulate people's interest.

• Nowadays, social media is often the first thing that comes to mind, and it could be used in the summer when there is more activity.
• It is important to always emphasize that we can stop wrong developments. Unfortunately, when it comes to development, money is often the only thing that counts.
• By making the project relevant to visitors' personal interests and ensuring content is available in both English and Dutch, we can make it more accessible.
• Democratizing innovation is important.
• I would like to participate and be involved in innovation, even though it may be challenging. I don't believe every innovation is a good development, so I would like to be involved in the decision-making process.
• While I didn't learn much new information, the idea has sparked my interest, and I would find it interesting to see it come to fruition. Including physical samples or objects could also be an engaging addition.
• Creating a separate route for children and offering guided tours would also be beneficial.

Overall experience of prototype
• focused, zoned-out, really nice
• Given the fact that it works, it's good. I got immersed in an experience that helps me focus.
• The video works well, the Roboat video was cool.
• The use was good, but I had to bend my head up a bit.
• It still feels very prototype. With the construction tape, plates, and container.
• The box was a bit scary, not very comfortable, but visually strong, better than auditory.
• The makeshift feel is actually charming. It has a bit of a prototype vibe.
• Well done, you have to be creative to come up with something like this.

Usability of prototype
• Quite straightforward, only it is quite hard to find the start button on the video
• Ease of use was fine
• Easy to understand
• Had to search for the right screen on the box and not immediately clear where to press
Had to search for the button, still had to press it myself
• Was user-friendly and comfortable
• Have difficulty focusing on historical stories
• Time is an important decision moment, clearly indicate how long something will take
• User-friendly
• Nice because it doesn't look too flashy

Comfort of prototype
• Feels a bit like an escape room but that is mainly due to the container environment. Unfortunately, one audio did not work.
• Okay comfort, but the box is a bit small.
• The seat is nice, a bit old-fashioned.
• Nice cushion.
• Pleasantly comfortable, nice cushion.
• Box too small, sitting too close.
• Too small, so need to look up.
• Box a bit low.
• Comfortable enough, standing museum also nice.
• Near-sighted problem with screen close to your head.
• Adjustability of the box is important.
• Hard to use because it's too small.
• One earbud did not work properly.
• Better quality headphones.
• Subtitles were useful.
• Went smoothly, earbuds unhygienic.
• Fantastic view, enjoyed listening comfortably.
• Comfortable, nice little view.

Ease to understand the stories
• Clear message
• Clear message
• Genuine information
• Couldn't always follow the audio story well, the video was clear

Z. RESULTS EXTERNAL EXPERT VALIDATION

DISCUSSION RESULTS

Desirability
In terms of aesthetics, the experts state that everything looks great and that is definitely positive. Additionally, they state I have found a spot-on an very urgent issue. They agree with the need of open innovation in the innovation district. How can citizens in Amsterdam be part of the innovation and come to the Marineterrein with their ideas? On this issue there is also a lot of interest from a political perspective. Overall they state that I My.I.D. is a cool concept with a good name.

Feasibility
There is a lot of money available for solving this issue. In any case, the area development is one where the municipality is going to invest millions. Technologically speaking, the experts don't see any major problems.

Viability
The experts foresee more challenges in this regard. How can we ensure that a real step is taken from sending information to actively involving citizens in innovation? How do we make participation in innovation playful? Wayfinding is partially in place, so it must be a value-add in the sense that people are not just informed. Capturing learning needs is a good first step, but there is still a gap between encouraging visitors to innovate on their own. That's the real crux. The pillars and information boards are not challenging enough for this. They should also be sexy and attractive, perhaps presented as artwork or with lights. It should entice visitors. Also, the names I have chosen may not necessarily be attractive to the average citizen. The design should be more designer-like. An intelligent screen is already a hurdle for visitors. Visitors must have continuous fun to ensure that everyone participates in the innovation.

SURVEY RESULTS

scan the QR to see the anonymized raw survey results