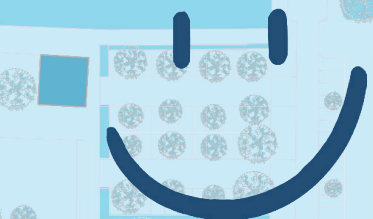


April 2023

REPORT

**HAPPY
MAP**

**FOR DE
ZICHTEN**



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INTRODUCTION

This report is the result of a 5-week long Design Game for the course AR0095 'Social Inequality in the City, Diversity and Design' at the Technical University of Delft. The aim of the report is to develop a proposal for the DesignArbeid foundation to implement at their cultural plinth, Toon, to help politicise the present and future community of The Hague Southwest as it undergoes a restructuring project over the next twenty years.

The research questions which guided this project are:

In this situation of 'constant temporality', how can space be created in which participatory art and culture can be used to politicise local communities? In terms of process, what role and contribution can different actors play and how do you ensure that the initiative is sustainable in the medium term?

Sub questions:

1. How does the design proposal create improved access to goods, services and other opportunities, in the context of the limited space in the Zichten/Ruimzicht ground floors and the courtyard garden?
2. How does the proposal create 'political skills' and facilitate a form of direct democracy (e.g. possibilities of participatory budgeting, decision-making in a self-organising structure)?
3. How do you deal with the constant temporality of 15 years (actors, strategy, timeline)? Which alternative uses are possible in the medium term, including use of temporary architectural constructions?

Introducing Toon:

Toon is a cultural production house created by DesignArbeid which focuses on education, innovation through collaboration, and support of local economies. They have been commissioned by Staedion housing association to enhance connection and political agency in The Hague Southwest as the neighbourhood experiences a state of 'constant temporality' during the regeneration project. Toon's work is based around participatory public art, as they believe artists can bring people together around a certain theme to form connections.

Make-Move-Meet:

The theme of Make-Move-Meet (maken, bewegen, ontmoeten) has been developed by the local authority, Staedion, and Heijmans, a developer, to guide their programming for the socio-economic redevelopment of the area. Staedion views these three concepts as interconnected. Local entrepreneurship ('making') can encourage people to get out and moving, while getting out allows people to meet others. Projects that align with this theme will hopefully create social cohesion, strength, and empowerment, instead of isolation and division during an era of uncertainty. Present issues and statistics of the neighbourhood which led to the creation of this theme will be further elaborated in Chapter 3.

Our Motivation & Positionality:

We adopted both Toon's belief of art's ability to form a collective and Staedion's theme of Make-Move-Meet as we developed our project proposal

to answer the above research questions.

We believe that the starting point to becoming a politicised entity is to come together, despite differences and/or disadvantages, with one common interest or purpose. The theme we focused on as a connector was 'happy places' – instead of thinking about what is wrong with the neighbourhood as residents experience everyday change and uncertainty, we wanted to focus on what is right, or valued. From this, residents can start discussions to find out what should be preserved, what should there be more of, and what brings people together and gives them a sense of pride. Ultimately, we hope these discussions will be used to foster political power among residents so that they may have an impact on the physical and social investments involved with community structuring.

It was vital that we acknowledge our position as outsiders to the community and highlight input from residents in order for this to be successful. One of our main motivations was to avoid developing another hierarchical intervention, but rather, we wanted to foster a co-created alliance which can enhance people's everyday interaction with their surroundings, as well as empower them with political agency.

Structure of Report:

The report is organised into five chapters, following this introduction as the first. Chapter 2. Approach, will outline the methodology and data collection strategies that we implemented to develop Happy Maps and to enrich our final proposal. Chapter 3. Context, will give readers more information about

the area of Bouwlust and Vrederust with a description of the realities of the neighbourhood as collected through observations, conversations, and municipality statistics. Chapter 4. Design Proposal, will explain our proposed project and a preliminary timeline along with a critical assessment. The fifth and final chapter will reflect on our experience with the Design Game.

APPROACH

We planned to use three key methodologies to gain insight into the realities of The Hague Southwest: interviews and group participation, active physical study of the neighbourhood, and (social) media analysis of publicly available information emerging from the neighbourhood. These three methods were tied together by the overarching principle of a 'place-led approach.' In its primer on Placemaking, the Project for Public Spaces outlines the key components of this approach:

A truly place-led approach relies not on community input, but on a unified focus on place outcomes built on community engagement. A place-led process turns proximity into purpose, and the planning and management of shared public spaces into a group activity that builds social capital and shared values. Local participants in this process feel invested in the resulting public space, and are more likely to serve as its stewards. (PPS, 2018, p.20).

We aimed to build active community engagement and investment through our series of interviews. Our preliminary questions (found in Appendix A) explored the felt needs of the residents. The key stakeholder, and future steward, of any project in this neighbourhood will be residents. As such, we hoped to group in the knowledge of those already interested residents (i.e. those that come to meetings with our team/DesignArbeid) as well as those that are less interested but no less invested in their neighbourhood. On top of the place-led approach, these conversations helped us to centre community-defined values at the core of our project moving forward.

The second type of interviews we conducted engaged with the other stakeholders in the neighbourhood: Staedion, DesignArbeid, and Nina

Cranen. They are important actors that will carry forward any place-led process beyond us and they have the resources to either enable or disrupt the development of the project. It was important to hear their perspective so that we could better consider how our ideas and proposed process interacted with their institutional structures, with our team aiming to ensure that they are willing to be stewards of the process in years to come.

With these stakeholder interviews guiding our values and process, we leveraged our own proximity to conduct physical observation of the area. Our team studied the spatial arrangement of the neighbourhood. Focus areas included accessibility and distance to facilities, use and typologies of public spaces where residents gather, housing quality and stock, and study of demographics of the area.

Our proposed idea was that observational insights, layered with those from our community discussions and municipality data, would help us to create a neighbourhood-scale 'Happy Map.' This concept, drawing upon the work of Daniele Quercia, Rossano Schifanella, and Luca Maria Aiello, recognizes that the algorithmically shortest way from Point A-Point B is often not the way people enjoy walking (Quercia, 2015). Instead, people often opt for routes that are 'beautiful, quiet and happy,' whether that be because they have pretty foliage, easier routes, or good memories (Quercia, 2015). By co-creating this Happy Map with residents, we hoped to build a resource to inspire generative engagement with the physical neighbourhood, as well as spark further investigation of the positive non-spatial components residents value.



Figure 1: Happy Map Concept

Source: own work

At first, the Happy Map was going to be used as a way to categorise our data, but through brainstorming, we realised that it could be developed into a unique tool for political engagement. As such, it became the heart of our design proposal. We conducted further observations; interviewed residents and visitors on the streets; had conversations with other stakeholders; and reviewed best practices to strengthen our plan, which is detailed in Chapter 4.

CONTEXT

Background of the area:

After the Second World War, there was a high demand for new houses in The Hague, and Southwest was chosen as a building area. Originally, the neighbourhood was characterised by its high degree of social cohesion (Gemeente Den Haag, 2022). This changed around the 1980s when a lot of original inhabitants moved to areas just outside The Hague. Gradually more people with lower incomes came to live in the more affordable social housing that was present in the area. From the 1990s onward, some renovation of the area took place, but was hampered by the economic crisis of 2008. In addition, an increasing number of vulnerable people came to live in the Southwest. This, combined with the population composition and socioeconomic status of the area has unfortunately contributed to a poor neighbourhood reputation, which can be significantly challenging to overcome (Kleinhans, 2012).

The Hague Southwest is one of most green neighbourhoods in the city, as it is home to numerous courtyards and parks. In addition, there is a good traffic structure. The spatial set up is clear with big roads for cars and enough space for bicyclists and pedestrians. Several trams and buses pass through the area, although improved connectivity-based policies are needed to shorten the travel time from Southwest to Central Station for easier access to trains. The area also has great economic potential and there is a variety of services available. Despite these possibilities, the area is facing challenges related to health, liveability, accessibility, poverty and unemployment. Almost half of the inhabitants of Southwest have a hard time making ends meet

(van der Helm & Kleinhans, n.d.). Another problem is that the existing housing supply is outdated and expensive (van der Helm & Kleinhans, n.d.), and most apartments are small, thus not sufficiently accommodating families (Gemeente Den Haag, 2022). Current inhabitants wanting to move to a bigger apartment or house now face limited choices and are forced to leave the neighbourhood to fulfil their desires (Gemeente Den Haag, 2022). The low opinion of residents also illustrated the need for neighbourhood changes—a recent survey found that people living in the area rate their neighbourhood a 6.8 on a scale from 1-10 (Gemeente Den Haag, 2021). These challenges, and the lack of social cohesion compared to other neighbourhoods in The Hague, contribute to an overall discontent and disengagement in the community (Gemeente Den Haag, 2021).

Planned neighbourhood changes:

In order to tackle the challenges these neighbourhoods are facing, the Municipality, in collaboration with Staedion and Heijmans developed a fifteen- to twenty-year development plan. The starting points for this project are the following:

- Renewal of the neighbourhood,
- More housing while still being a green area,
- Proper provision of opportunities for residents to become healthier and stronger,
- Enhanced space and opportunity for small businesses and meeting places.

The renewal plan's main goal is to build a mixture of housing types, from social housing to mid- and high-class rental housing. This is in hopes of giving

people an opportunity to grow and prosper within their own neighbourhood, which aligns with the place-based urban policy approach of regeneration (Kleinhans, 2012). The plan will support this social mixture of tenants by offering a variety of higher quality facilities. The project developers plan to improve the quality of public spaces and sports parks, along with space for care facilities, schools, and community centres (van der Helm & Kleinhans, n.d.) Above that, the plan will contribute to creating a more pleasant neighbourhood by preserving and improving greenery in the area, which is itself a key part of successful city transformation (Project for Public Spaces [PPS], 2018).

-The proposed plan for Project Ruimzicht in particular includes the following points—

-Demolition of existing apartments up until its structure. That structure will then be used as a base for the new design.

-Eighty one units of social housing will be created.

-In the plinths public functions will be found that support the themes 'Make, Meet, Move.'

-Courtyards between the buildings will stimulate meeting between residents.

The idea of *placemaking* should be at the forefront of Project Ruimzicht. *Placemaking* is '... a collaborative process by which we can shape our public realm in order to maximize shared value' (PPS, 2018, p. 2) and reshape a community founded upon the intersecting identities that reside there. It is a concept in which community engagement is vital for creating valuable public spaces which benefit all residents and boost the livability of the neighbourhood (PPS,

2018). Project Ruimzicht has implemented pieces of this process by including citizens in the development of housing design and identifying core values of the diverse community (van der Helm & Kleinhans, n.d.). Here, they have taken steps to ensure 'disadvantaged' residents are heard, and Staedion has been transparent with households about the relocation and phasing process as they endure constant temporality (van der Helm & Kleinhans, n.d.). Continued collaboration between all stakeholders will be essential for this project to achieve its three main ambitions before 2040: pleasant coexistence (*prettig samenleven*); growth and development (*groei en ontwikkeling*); and a green, urban living environment (*groene, stedelijke leefomgeving*) (see Figure 2—'Het Kompas van 2040' from Gemeente Den Haag, 2022).

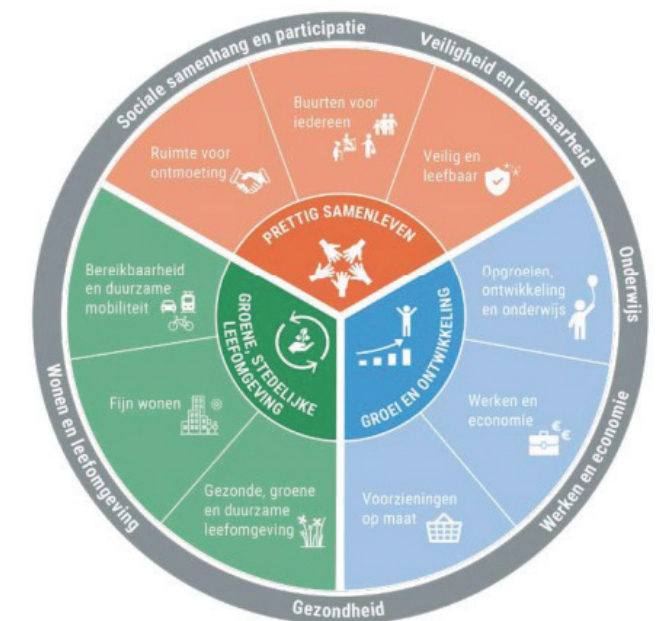


Figure 2: Het Kompas van 2040

Source: Gemeente Den Haag, 2022

OBSERVATIONS:

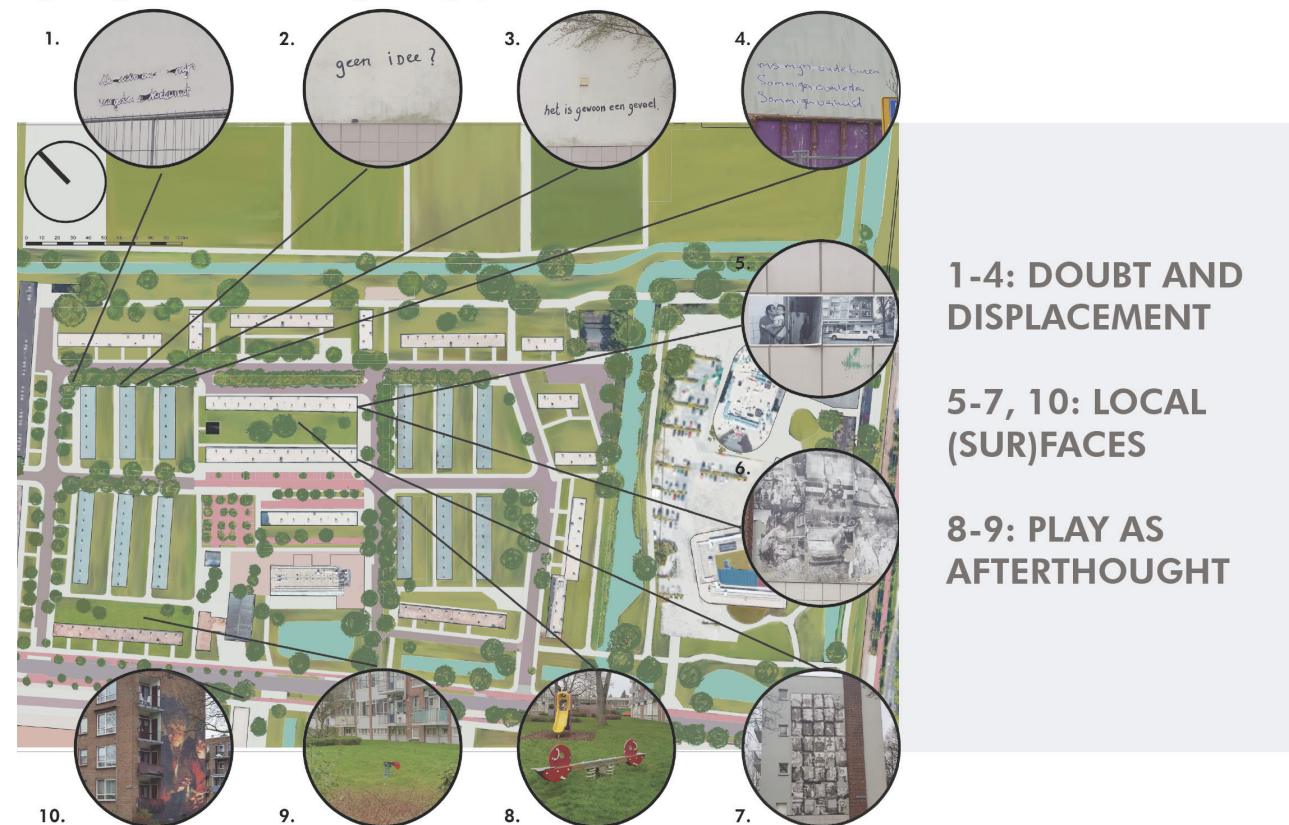


Figure 3: Map of Ten Walking observations

Source: Own work.

Ten observations of the area on foot:

1-4: Messages of doubt/displacement

We passed what appeared to be an earlier public art intervention on the walls of houses that were being torn down. These walls carried phrases in individuals' handwriting of notions of home, place, and the uncertainty of what will happen to them once they move. The weather already rendered some of these messages unreadable, but among the ones we could still read were 'waar mijn hart is,' and 'waar ik welkom ben,' which signalled sadness about leaving.

5-7, 10: Local (Sur)Faces

We also identified walls that had been transformed into gallery spaces by pasting photographs of local actors, taken within Bouwlust en Vrederust. These ranged from photos of parked cars to smiling residents, and even included a particularly photogenic goose on one of the end walls. One of the interes-

ting points of contrast between these deeply local images was with another mural intervention on Vrederustlaan (see #10 in Figure 3), which was an end-wall mural of Rubens's 'Old Woman and Boy with Candles.' This 17th Century piece, though beautiful, did not show the same sort of intrinsic connection with the area as the local faces. Indeed, the most 'local' part of the mural may just be that it is hanging in the Mauritshuis, a half-hour journey away.

8-9: Play as afterthought

Finally, the recurrence of uninviting play areas jumped out to each of us. In the green spaces between buildings, there were often one or two play pieces-- a single slide, a single see-saw, a single spring-rider seat. But very few of these (with the exception of a larger wooden installation by the sports fields) were in a big enough cluster that we could envision a group of children playing on them. The grass around each was, for the most part, perfectly healthy, showing no evidence of wear and

footpaths you see in a busy play area. This was further compounded by the absence of benches in most of these areas, making them uninviting for parents as well as children. Given the health challenges in the neighbourhood, the mismatch of greenspace to children's needs was one of the most striking things we observed (we expand on this point below).

Further observations on foot:

Following the second session, we got out in the neighbourhood to try and talk to people from the area. Although it was not possible to approach that many neighbours, the few that we interacted with gave us quite important input. Most of them agreed that the area offered enough spaces for children to play, like parks and playgrounds, and that the elderly also took advantage of the green spaces already. The main age group that cannot find much to do in the neighbourhood is the one in between--teenagers and middle aged people. For instance, when asked what part of the neighbourhood she liked, a girl from the area answered that she did not spend much of her leisure time there, but that she preferred to go to the city centre, or to other surrounding neighbourhoods (she mentioned De Uithof as the only place nearby where activities for young people are organised). Furthermore, we found that middle aged people also could not find many spaces for socialising. A couple of neighbours told us that they did not go out much in the area, and that they did not know any bars nearby. When talking to one of the organisers of KunstAcademie, she confirmed this feeling, and added that it was not possible to establish bars in the neighbourhood because of its category in urban planning, and thus, adults did

not have many options for socialising. This lack of interactive places for teenagers and adults contributes to feelings of loneliness.

It is also important to note that it seemed to be difficult to include these age groups in neighbourhood activities, especially adults. In KunstAcademie they took advantage of children's activities to also contact parents through them. This gives us some useful insight on how to reach more isolated groups in the future.

Lately, when we talked about our idea of the Happy Map to several stakeholders, most answers had something in common--they emphasised how their happy places are not necessarily always physical spots. A main theme that kept recurring was that interaction between people equals happiness. This expresses a will from the citizens in the area to have spaces where they can spend quality time with other people, and although it is hard to reflect it in the Happy Map, as people did not show specific areas for that at the moment, it is something that should definitely appear in the new project for the area and that can be expressed through our idea of the Blank Canvas (explained below).

Statistical data for the area:

One of the main challenges in The Hague South-West is improving the wellbeing and liveability. According to the 'Structuurvisie Zuidwest', part of the solution is strengthening the local economy. Toward this end, the Municipality and its partners aim to give more space to entrepreneurship within the neighbourhood, and to help recognize the diversity and capacity of the residents. Residents need to



Figure 4a: Walking Observations

4a Translation: I miss my old neighbours. Some have died, some have moved.



Figure 4b: Walking Observations

4b: Uninviting playing area

Source: Own work.

be able to work in the area and use their talents for the improvement of the neighbourhood (Gemeente Den Haag, 2022). Related to this, Nina Cranen mentioned the fact that currently many people do not have the means to help themselves or others, and that a way to solve this is indeed to make room for businesses. However, she added that it is important to be selective with which entrepreneurs they welcome into the neighbourhood. They must be eager to truly participate in the neighbourhood and connect with the residents in the area. This should not only be in terms of products and services that they offer, but also in terms of social bonds. For example, there was a thrift shop that hosted a lot of social interaction between residents and passersby. This welcoming and including ambience was created by an open door, the owner walking in and out of the store (interacting with the passersby) and the little set-up with chairs outside the entrance where people could sit down for a bit. These few elements might sound to be minor details, but seemed to work well in inviting people over and facilitating connection. Several of the other business spaces in the plinths, however, seemed to be closed or even abandoned when we visited the area. These businesses helped show both the positive and negative effects local store fronts can have on the ambience of an area.

The municipality has collected data to develop a liveability circle (leefbaarheidscirkel) to compare

neighbourhoods of The Hague based on several quality of life indicators (see Figs. 5a and 5b below, from Gemeente Den Haag, n.d.). Bouwlust and Vrederust score worse than the rest of The Hague in the realm of social quality of life, particularly in 'health and lifestyle indicators.' Out of the population aged nineteen years and older in the neighbourhood, 21% feel severely lonely (compared to 16% in The Hague), 67% have a good health status (compared to 75% in The Hague), and only 41% get enough exercise (compared to 49% in The Hague) (Gemeente Den Haag, n.d.). The data about loneliness was not surprising after our first walk through the neighbourhood, as we observed that the streets were basically empty at lunchtime, curtains were drawn, and there were not many inviting outdoor meeting spaces. In addition to this, all of the playing equipment that we saw seemed like it was placed as an after-thought with no consideration of what would actually look fun for children. This connects to what Nina Cranen mentioned about children not having a lot to do in the area. There were also not any benches for parents to watch their children as they played, which Nina Cranen mentioned was a request of mothers in the neighbourhood. These factors could contribute to worse health and lifestyle for residents of all ages, especially as they are experiencing the ongoing stress of moving and the loss of neighbours and belonging.

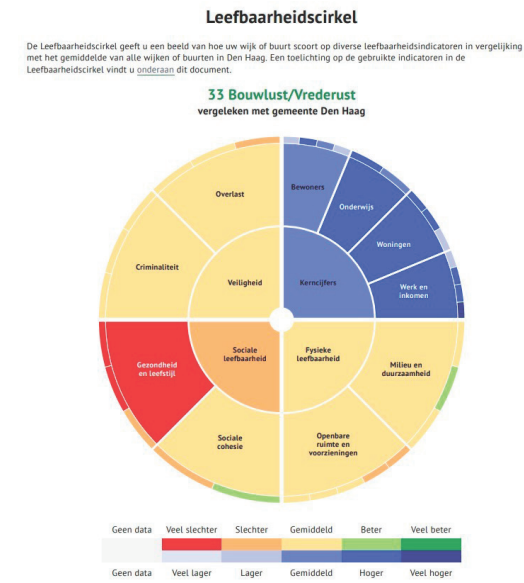


Figure 5a and 5b: Den Haag livability Circle

The statistics on quality of life underscore why the objectives of Sabra's Boot Camp and the redevelopment theme of Make, Move, Meet are so vital for the neighbourhood as it is undergoing regeneration. Sabra's work sits at the nexus of this by bringing people together to exercise for both physical and mental health.

There are other concerning statistics present in the key figures section of the liveability circle of the neighbourhood. 47% of toddlers and primary school pupils are at the highest risk of educational disadvantage, compared to 15% nationally (Gemeente Den Haag, n.d.). Anecdotally, Staedion mentioned they notice quite a few high-school drop-outs in the area, and attribute this to their home situations. For example, students may have to take care of family members, or are impacted by overcrowding in small homes. Further, the average disposable income of private households in Bouwlust/Vrederust is lower than that of the rest of The Hague (Gemeente Den Haag, n.d.). Nina Cranen and other stakeholders also mentioned these economic challenges. They pointed out that the majority of neighbourhood residents live in social housing, while there is a gap of access in the 'middle market' for people who do not qualify for social housing but cannot afford to buy a house at market rate.

Residents of the area are unsatisfied with several factors – safety, liveability, low economic status,



Source: Gemeente Den Haag in Cijfers

poor reputation, health, etc. – but there is also a lot to be proud of in the area (Gemeente Den Haag, 2022). This could be seen in small ways in the neighbourhood, such as in the collage of portraits on the walls of The Zicht (see Figure 6). You can truly feel the stories of the residents of the area when looking at these portraits and personal objects. The collage emphasises the richness and variety of different age groups, backgrounds and cultures that are located here. By prominently placing these 'faces of the neighbourhood' in the outdoor public space, this art helps a sense of pride emerge.



Figure 6: Portraits on the Wall (own photograph)

DESIGN PROPOSAL

To address the challenges we discuss above, we propose a Happy Map for De Zichten. This map will have one main goal: to give power and voice to the residents of the neighbourhood. This map, composed of chalk boards around the neighbourhood and an online portal capturing multimedia inputs, will allow people in De Zichten to document moments or locations that bring them joy. In developing this idea we consider the variety of perspectives from the different stakeholders, and we build upon several other best practices and case studies. In this chapter, we discuss the prior examples we draw upon, conduct a stakeholder analysis, outline our theory of change and future aspirations for the project, and provide a preliminary project timeline.

Case studies:

The first of these case studies is the Subjective Atlas of Amsterdam, a book that addresses different ways of subjective mapping in the city of Amsterdam (Subjective Editions, 2023). The Atlas shows several examples, not only on the possible themes that can be mapped, but also how to map diverse themes. In some examples the person who is mapping is in control of what needs to be mapped and to what degree, while in other cases local users of the area give input for the mapping. For creating our Happy Map, we propose to use the latter approach, beginning with a blank map and slowly filling it in with happy places based on input from locals. The Subjective Atlas also showcases different ways of displaying a collection of items or places, which gave inspiration for possible ways of representing the happy spots in De Zichten. For example, the Happy Map should use hand drawings and small sketches for the spots that deserve to be

highlighted.

The UN Habitat report *Mixed reality for public participation in urban and public space design* Towards a new way of crowdsourcing more inclusive smart cities addresses how mixed-reality maps (containing a combination of realistic visualisations and virtual imagination) can give residents more agency in local urban redesign activities (UN Habitat, 2019, p.57). The UN ran a “pop-up” public participation project’ that invited residents to design new public spaces with Minecraft (ibid.). This process led to designs that were more directly connected to residents’ vision than a generic architectural list, and ultimately helped the local public feel more comfortable lobbying for outcomes on their own behalf (ibid., pp. 57-61). A key insight we draw from the UN Habitat project is the need to keep the technology simple and open-ended. As DesignArbeid’s introductory lecture noted, framing things in overly complex language or architectural jargon can intimidate local residents, which is something we want to avoid in this project.

Other references we draw upon are Sander Veenhof’s augmented reality projects and Map as Identity from DesignArbeid. Veenhof’s projects use augmented reality to create new games and interactivity (e.g., Mirror Sports, Veenhof 2020), but they also raise ethical questions about the roles of technology and ownership of data (e.g., Futurotheque, Veenhof 2018, and Be Your Own Robot, Veenhof 2021). Map as Identity was a project in the informal settlement of Kliptown, outside of Soweto, South Africa. This settlement had not been formally mapped or appeared with good detail on Google Maps, so DesignArbeid asked 100 local artists to

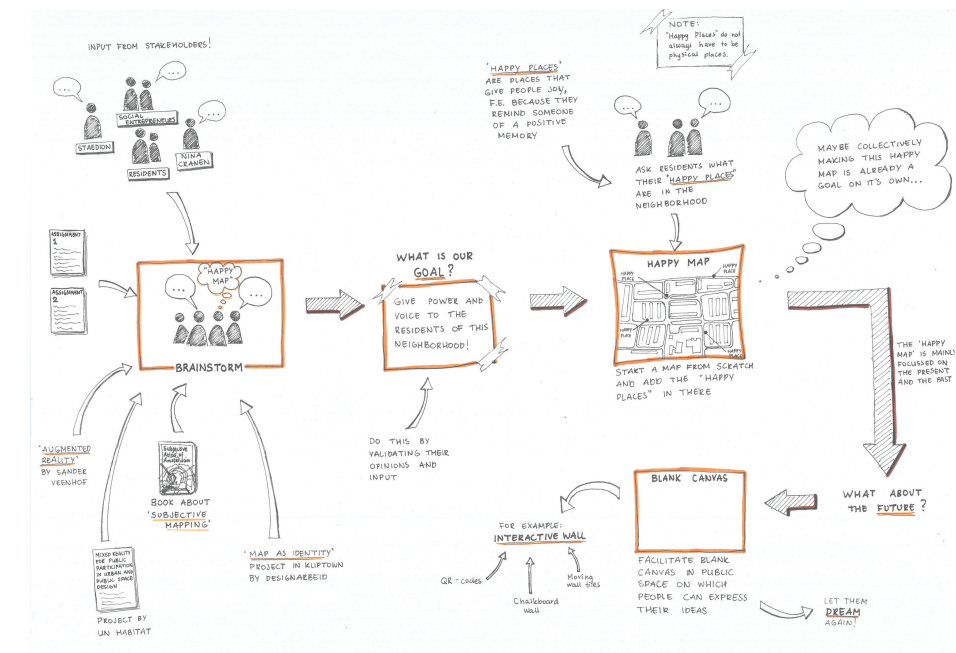


Figure 7: Brainstorming Map

Source: Own work.

draw their own maps of Kliptown on t-shirts. These were then all displayed together for a day, and given back to the artists afterward (DesignArbeid, n.d.). Much like the Map as Identity project, we aim to use the Happy Map as a tool to build power and voice among the residents. By validating their opinion and representing it in the Happy Map, they feel taken seriously and heard. We propose the Happy Map as a tool to counter loneliness, and spark discussion of shared experiences and hopes among the residents of De Zichten.

Creating a map is not an individual, but rather a collective process. Of course, people will first take a second for themselves to think about what they really love about their neighbourhood, something they are proud of or gives them a positive feeling. But in addition, they will find out the happy spots of their neighbours. Perhaps there will be many similarities, but maybe others will mark places some residents have never thought of themselves. What would be the story behind their happy place? By collectively creating a map that marks happy spots, conversations between residents will be encouraged, which will develop their shared sense of pride and give them new ways of expressing their love for the neighbourhood. The more people get involved into this conversation, the more the com-

munity will feel empowered and connected, which encourages a certain sense of ownership after all it is their neighbourhood. This process might even result in becoming more politically involved as a community.

For the Happy Map to reach these positive effects, it must be placed in several public spaces that are easily accessible for local people. Outdoor walls are a possibility, but also the thrift store 'De Kleine Beurs' or the community kitchen could be good locations for this map to be further developed. The community kitchen would be a great place to gain input for the Happy Map, as it can include people from different age groups. In addition, as the owner of 'De Kleine Beurs' told us, the store is a meeting point for children and young teenagers, so it would be a useful place to get to know their ideas about the neighbourhood. We also view children's playgrounds as an interesting location for these maps to be placed, since children might see it as a playful way to express their creativity, hopefully inspiring parents to join in. We propose that the placement and installation of physical walls for the Happy Map can occur over three different iterations, with more community ownership of the process at each stage (see Timeline below).

Stakeholder analysis:

(Based on data from conversations with stakeholders' and the creation of initial happy maps)

Residents: Moving up. At the moment, residents have, and know that they have, very little influence on the redesign process of their neighbourhood. Yet they are the most interested parties as they actually eat, sleep, and live here. We are of the opinion that the high interest of the residents means that they should have a high influence on the redesigning process of the neighbourhood. In an ideal situation, they would be the first stakeholder to have a say, and though this may not be realistic with the current arrangement of the process, it is necessary to take some steps in that direction. What needs to be taken into account here, is the power dynamics between the residents and the other stakeholders. This is especially so for the relations between Steadion and the residents, respectively the most influential and least influential actors at the moment. For a successful redesigning of the neighbourhood it is of great importance that each of the stakeholders becomes aware of these power dynamics and works actively to overcome them.

Since many residents have the feeling that nothing is being done with their input, getting them to engage is hard compared to the other stakeholders involved. Although it will take some effort, residents can become engaged with the creation of the Happy Map in several ways. We have noticed that walking up to people on the streets is not very effective. A better way is to just ring people's doorbell, which is also the strategy of DesignArbeid to get people to come to their activities. This leads us to another way of engaging residents by approaching them during the activities organised by DesignArbeid and starting conversations about their happy places. In addition, the social entrepreneurs can play a role as well by starting conversations with residents about their happy places.

Nina Cranen: Moving down and to the right. While Nina is currently quite interested and has a position of influence between residents and Steadion in this project, we believe that one of the best outcomes of this process would be for Steadion and the residents to not need as much direct influence from Nina (because they are in more direct communication, own their own processes, etc.). Of course, given the work she has put in, we don't expect her interest to decrease, just the amount of influence she has to use.

Social Entrepreneurs: Moving up and to the right. Right now, social entrepreneurs in the neighbourhood are very interested in what happens, in both economic and social terms. However, they do not have a huge amount of influence. In the future, we see them as one of the three backbones of an engaged and resilient community. They can provide space to create, organise, and imagine outside of feedback sessions with Steadion. Residents deserve a third space to help develop agency and participatory processes, and social entrepreneurs have a unique ability to support that.

DesignArbeid: Moving down and to the right. Currently DesignArbeid has a large influence thanks to its points of connection with Steadion, as well as its resources. But we see its interest as moderate. DesignArbeid has many projects across

the Netherlands, and its artists do not live in De Zichten. We hope to see DesignArbeid's artistic projects lead to closer ties to the neighbourhood, but more resident ownership of the projects themselves. The main role of DesignArbeid in the creation of the Happy Map is to keep facilitating activities where residents come together, like De Buurtkeuken. At these activities, residents can get acquainted with and start co-creating the Happy Map.

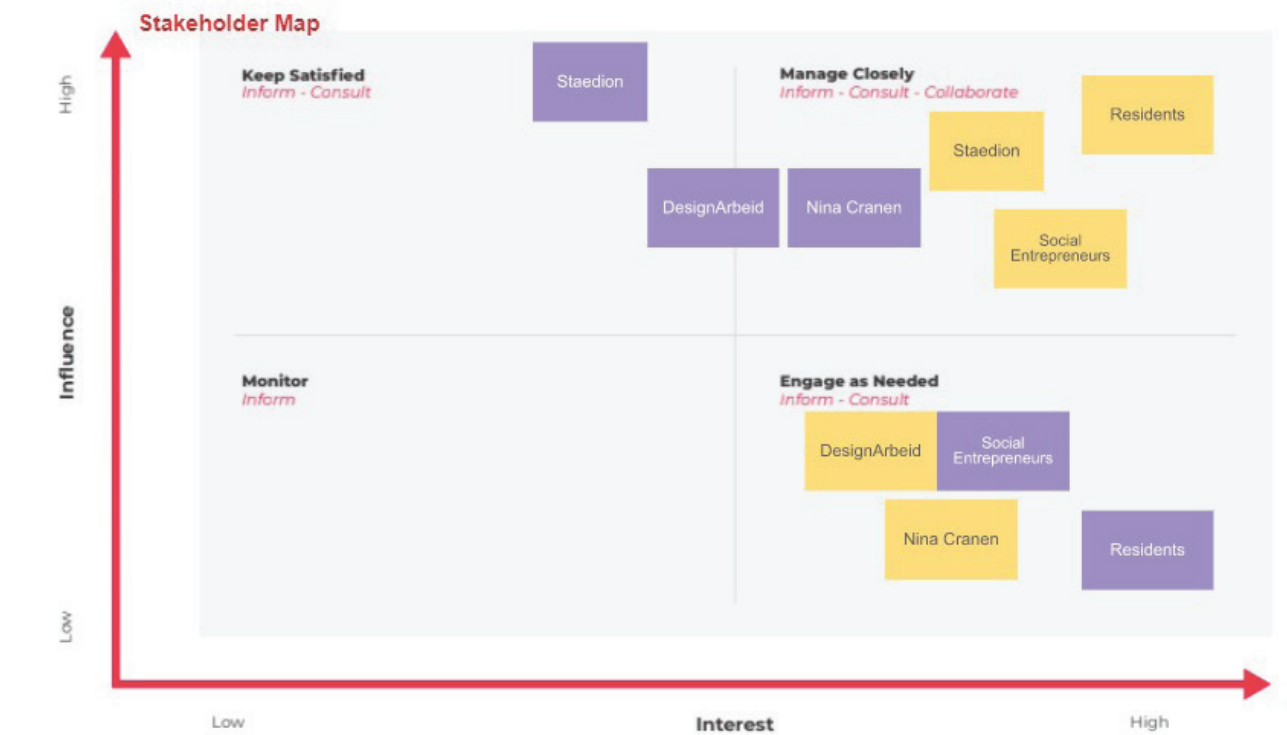


Figure 8: Stakeholder Map

Source: own work

the Netherlands, and its artists do not live in De Zichten. We hope to see DesignArbeid's artistic projects lead to closer ties to the neighbourhood, but more resident ownership of the projects themselves. The main role of DesignArbeid in the creation of the Happy Map is to keep facilitating activities where residents come together, like De Buurtkeuken. At these activities, residents can get acquainted with and start co-creating the Happy Map.

Staedion: Moving down and to the right. Steadion is the most influential partner in the redesign process, due to their financial investment and ownership. They engage in some consultation with local communities, but most of their efforts are just informing residents of the changes coming to De Zichten. Even then, many residents feel out of the loop. Steadion owns one in seven homes in The Hague (Staedion, n.d.), so there is a great deal of competition for their attention. We would like to see Steadion commit more interest to this area and invest their efforts in collaboration with residents and social entrepreneurs in a trifecta of key actors.

Stakeholder that could be included:

Group of students/volunteers. A prerequisite for this project to be successful, is the engagement of residents. To achieve this, it might be good to gather a group of students or volunteers who are willing to invest their time into the process of co-creating the Happy Map. Especially at the beginning of the process this is needed to get the project running. Preferably, this group of volunteers consists of people living in The Hague who are willing to attend activities in the neighbourhood to meet residents and get them engaged with the Happy Map.

The goal of this project is to give power and voice to the neighbourhood residents. It has been driven with a vision of a politicised local community, connected through shared happy places, who recognizes their agency to shape the future of the neighbourhood. To achieve this, given the area's unique context of temporality, uncertainty, lack of equal collaboration, and low quality of life statistics, we have attempted to create opportunities for collective empowerment. The most important part

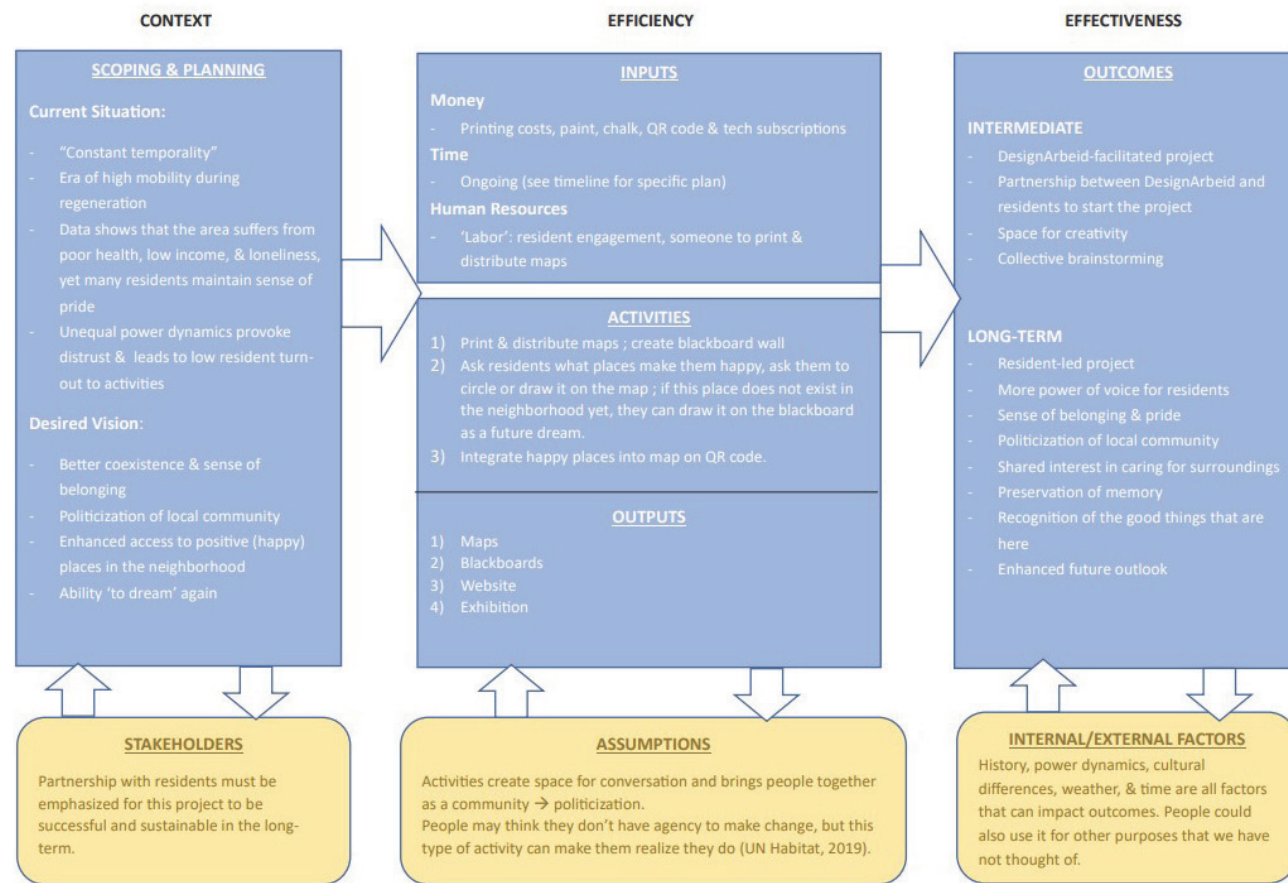


Figure 9: Theory of change

Source: own work

of turning this vision into reality is fostering resident engagement and partnership throughout the process. We do not want this project to feel like a hierarchical intervention, but rather it should feel like an alliance.

To get the project started, money, time, and human resource inputs are required. In terms of cost, exact amounts have not been determined, but this should be a budget-friendly project. We have tried to keep it simple, accessible, and approachable to all. The main start-up costs will be printing costs of maps and flyers; chalkboard paint; chalk; QR code and/or website subscriptions; and perhaps wall tiles or other decorative purchases. In terms of time, this is an ongoing project that will need fairly consistent engagement for years to come. Our current outlook is that the first six months will require time input from outside stakeholders as project leaders, such as someone from DesignArbeid, then from there it will be purely resident-led. For a more in-depth look at this, see our Timeline below. In terms of human resources, the biggest input will be a form of

‘labour,’ meaning active participation. Stakeholders will need to work to engage residents, collect data of happy places, encourage people of all ages to use the chalkboards, and to print and distribute the maps. People will also need to maintain the walls and website and organise meetings.

With the above stated inputs, the idea is that first, the project leaders will print and distribute maps and create a chalkboard wall in the neighbourhood. One idea is to put a blackboard wall in the courtyard garden of the Zicht/Ruimzicht (see Figures 10a & 10b for example). After that, residents will be asked what places in the area make them happy, and to circle or draw them on the maps. If a particular type of place that would bring them joy does not yet exist in the neighbourhood, they can draw it on the neighbourhood as a future dream. Of course, it is important to be aware of the current happy places in the area, but we should not forget to encourage residents to look at the future from a positive perspective, to let them dream again. For this future aspect we should not limit anyone to

the boundaries of a map, but we should facilitate a blank canvas on which they can express their ideas for a happy neighbourhood in the future. Whether they use words, drawings or other methods, a blank canvas will give them the space to use their creativity. In this way, the Happy Map can function as a first step towards starting the conversation and letting people realise what specific things or places make (or made) them happy. Afterwards, their creativity might be triggered, and they can express their future proposals, or even dreams for that matter, in order to paint a picture of a happy future neighbourhood for all. They can then come together to discuss shared places of happiness or perhaps disappointment; remember happy times; and ideas for the future. Later, the happy places will be integrated into online maps, accessible through the QR code. Thus, the physical outputs of the project will be maps, blackboards, a website, and hopefully an exhibition after 6 months of running the project (see Timeline for more detail).

Most important, however, are the intangible expected outcomes. We must note that these expected outcomes are rooted in assumptions that may not ring true in this context and that there are internal and external factors that may impact results. We aim to follow best practices and be adaptable to uncontrollable circumstances so that our expectations are realistic. With this in mind, our intermediate (i.e. first 6 months) expected outcomes are (1) a DesignArbeid-facilitated project, (2) creation of a partnership between DesignArbeid and residents, (3) space for creativity, and (4) collective brainstorming and discussion. In the long-term, we hope that there will be more transformative

outcomes, such as (1) a resident-led project, (2) more power for the residents, (3) a created sense of belong and pride amongst the community, (4) political agency, (5) collective care for the environment, (6) preservation of memory, (7) recognition of places that spark joy, and (8) enhanced future outlook. We want to foster each of these outcomes so that instead of loss and loneliness stemming from a context of ‘constant temporality,’ there will be preservation, collectivity, and power. Ultimately, we want the happy maps to be a tool to bring people together, create shared interest, and empower them to voice their perspectives so that they may have decision-making power for what is happening in their neighbourhood.

Of course, this is an idealised vision, and we must acknowledge that these outcomes may not be realised. For example, a major hurdle will be getting the project started in the first place. Many residents will likely not want to engage in such a project and may not understand its purpose. Other factors such as history, power dynamics, cultural differences, weather, and time will also influence outcomes. One of our thoughts is that because the outputs themselves do not require that much work or needed time (i.e. the happy maps are really a way to make an everyday commute more enjoyable), that the project will not be viewed as a chore. Despite this, it could still be unwanted by some. Lastly, there is always a risk that people could use the maps and boards for purposes that we have not thought of. This is not necessarily a bad thing, but should probably be monitored, especially for privacy risks and/or inappropriate graffiti. They should also be considered when measuring the effectiveness of the project.



Figure 10a: Current courtyard. Before and after



Source: own work



Figure 10b: Courtyard with blackboard wall. Before and After



Source: own work

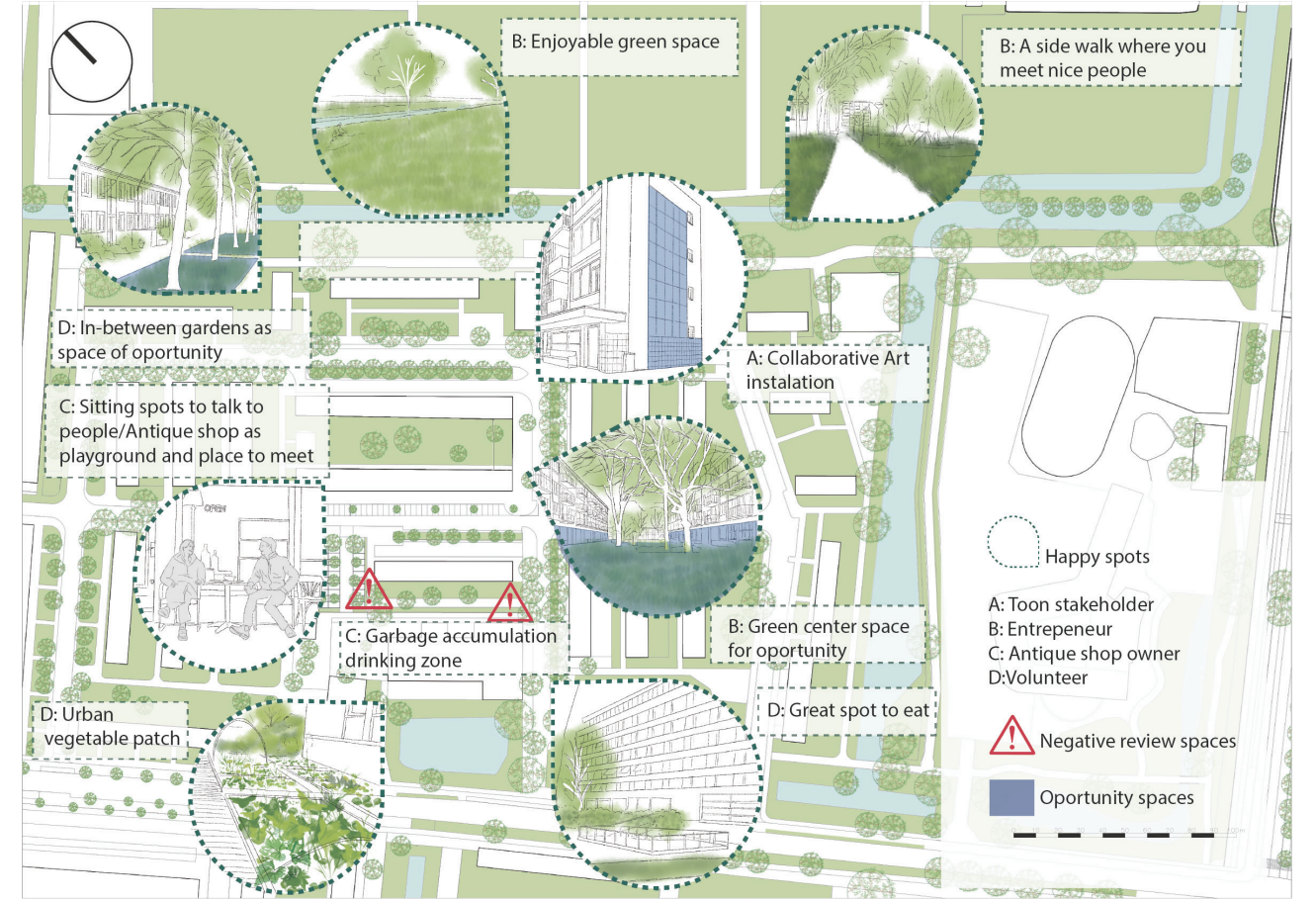


Figure 11: Happy map

Source: own work

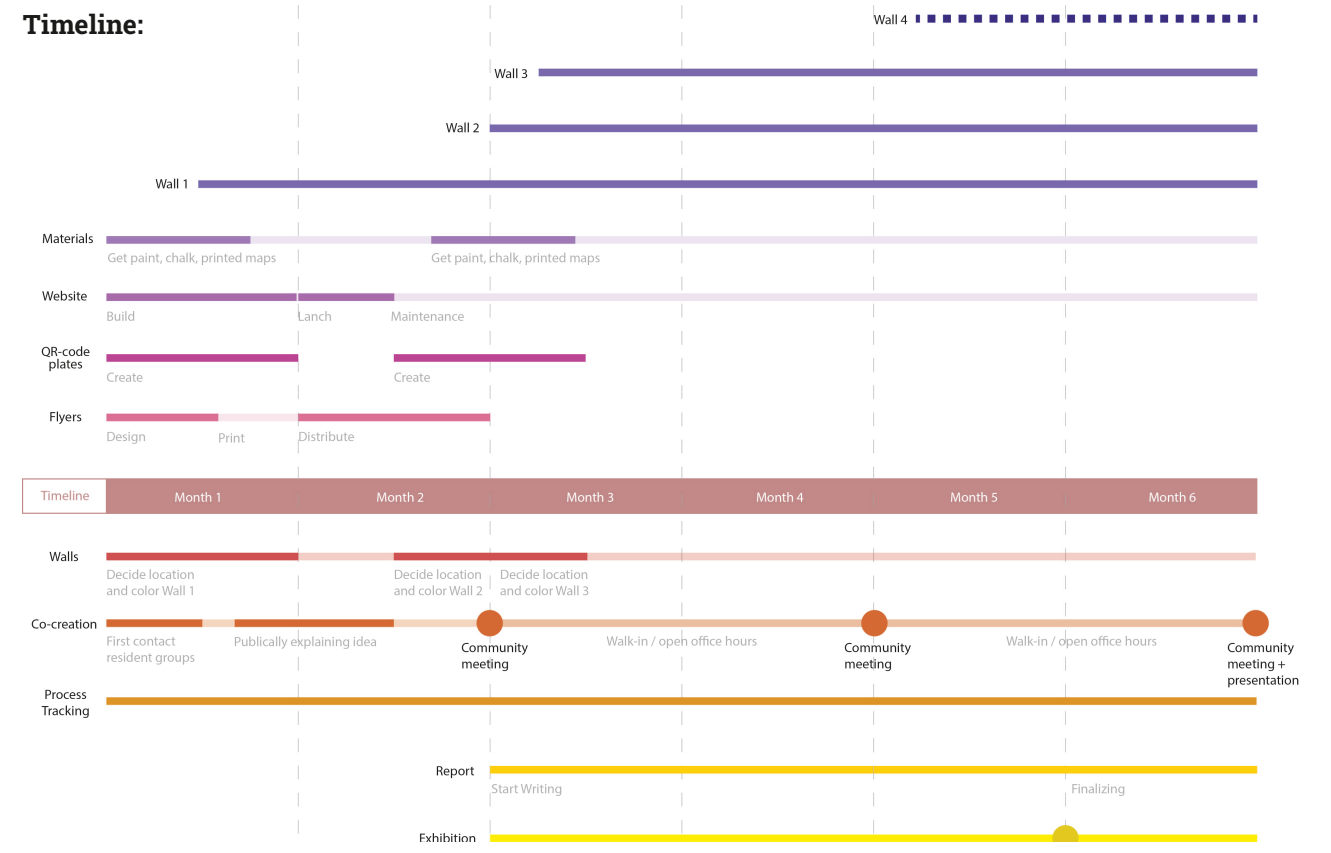


Figure 12: Timenline

Source: own work

Our team scoped out a six month initial process for this project in De Zichten. We divided our project timeline into two areas: the materials and physical resources created during the project (top of the timeline); and the planning, feedback and engagement processes (bottom of timeline). For simplicity of explanation, we outline each of these steps by month.

Month 1

The first month of project implementation centres on the foundations for the project, working toward setting up Happy Wall #1. It relies mainly on internal processes, though these will shift to more collaborative modes of operation as the project continues. The project team must first decide on the location and colour of the Happy Wall (we identify potential locations in our maps below, and recommend a brighter colour than the standard black chalkboard). The project team also needs to source paint, chalk, and printed maps of the neighbourhood, and design flyers explaining the project.

For the digital component, the project team should build a website (proposed mock-up in Figure 13 below), secure site hosting, and set up a QR-code to direct smartphone users to the website. We also suggest at this stage creating a dedicated WhatsApp channel so that residents can more easily send notes/pictures/voice messages to be populated on the site without needing to load the full website. In parallel with the technical set-up of the QR code, we believe that the project team should use the first month to design a physical QR code intervention, something more durable than a piece of paper, with a form factor closer to a tile. One sug-

gestion we have at this stage is to partner with the social entrepreneurs at the Xarage workshop, and that these physical QR tiles could be designed in collaboration with this team using reclaimed pallet wood. The first month will culminate in setting up Happy Wall #1, and beginning outreach to explain the idea to stakeholders.

Month 2

Month 2 will use Happy Wall #1 as a proof of concept to build community involvement in the processes. After Happy Wall #1 has been up for a few weeks as a blank canvas, with project staff recording the writing and drawings on the wall, the website can launch, with the digital map pre-populated with some of these inputs. The project team will distribute flyers with local social entrepreneurs, community boards, and spaces like the church for broader community exposure, and involve this team in conversations on the design and colour of Happy Wall #2. At this stage, we still imagine this project building up via organic/spontaneous involvement, but want to engage with social entrepreneurs or especially active residents to prepare for a more complete community involvement (short project pitches and setting up more formal meetings for later on). This combined team will determine the colour and materials for Wall #2, and create more QR code tiles to accompany the wall.



Figure 13: Happy map Website

Source: own work

Month 3

With two months of organic inputs and collaboration with local ambassadors (social entrepreneurs, interested residents), Month 3 will begin with the unveiling of Happy Wall #2 and a community meeting to more formally introduce the concept to the De Zichten's residents. This event can showcase the organic work that the staff recorded from the physical maps alongside media submitted to the website from the previous two months to centre residents' own contributions to the Happy Map project.

During this meeting, we also want to continue the process of giving the residents more say over the planning and outcomes, by engaging them in discussions of where to place Happy Wall #3. This wall will be the first where project staff act only as facilitator, answering questions about materials, explaining the prior decision-making processes, and helping to negotiate details about the installation of the wall, but nevertheless putting the residents in the driver's seat. The goal of Happy Wall #3 is to have residents experience the process of installing a Happy Wall determined by their own desires with some support, so that in the coming months they can install future walls on their own (see Wall #4 in Month 5).

Finally, during Month 3, we recommend that the Project team begin collecting stories and insights for a report on the project itself. We envision this report as a synthesis of many of the Happy Places and stories shared by the residents, which will be presented to Staedion with recommendations to preserve happy places or carry the lessons learned from this process into the next stage of the neighbourhood's development. Project staff should also begin preparations for an exhibition at the end of Month 5 (securing space, initial outreach to potential media partners, etc.).

Month 4 and Month 5

The fourth month of the Happy Map Project has fewer individual tasks than the first three, but is essential to setting up the long-term sustainability of the maps. We recommend that project staff do several informal 'office hours' around Happy Maps, perhaps during childrens' days off school or other high-traffic times, to answer questions about the maps without residents needing to attend formal meetings. This could also be a valuable time for project staff to reach out to community members who have been unable to interact with the Happy Maps thus far. In particular, we are thinking of residents with disabilities or limited mobility that may not be

able to leave their houses. Project staff could visit, or share flyers with the QR code for the website, so that all members of the community have a chance to contribute to the Happy Map process.

We tentatively mark the implementation of Happy Wall #4 in Month 5, though this will be a wall entirely dictated by the community. We recommend that to support this full community ownership, the project team prepare documents outlining the design and installation of the previous walls and budget for at least two additional walls. The community will be free to use these materials or not, but it will ensure that they have the material support to develop their own processes.

These 'office hours' will build up to another community meeting at the end of Month 4 or beginning of Month 5 to gain feedback from residents two months after the introductory meeting. Residents will have an opportunity to discuss impressions of the project so far, what is working, what is not, and what else they would like to see in the maps. Project staff should also continue to prepare for a Kick-Off of the Exhibition at the beginning of Month 6.

Otherwise, much of these two months will be focused on maintenance. Maintenance and occasional touch-ups of the Walls should occur beginning with the installation of Happy Wall #1, but the experience of these few months will help the project team to iron down a longer-term maintenance cycle for Walls, QR Codes, and topping up supplies of flyers. The website too, will have ongoing hosting costs from its launch in Month 1, but these are expected to be fairly minor. We also anticipate some staff time being needed for moderating the posts to the

happy map, to make sure that nothing uploaded to the website violates privacy or is otherwise intended to be harmful content.

Month 6

We plan for Month 6 to centre around an exhibition of the first six months of the Happy Map project. The goal of this exhibition is to disrupt the categories that previously existed in the project, ephemeral chalk, digital space on the website, and make these more enduring and physical. The format of this exhibition is more open-ended, depending on requests from the residents, but we have a few proposed activities. First, posters to go up during this month highlighting drawings, individual faces, and individual places from the project so far. These will help reimagine the scale of the Happy Map from a collection of many small details to a collection of points that tell a larger story, and make the washable chalk last longer than the period between rain showers. And drawing on the example of the DesignArbeid Map as Identity project, we suggest having a workshop allowing participants to create their own Happy Maps on something physical they can take home (t-shirts, postcards, printable posters, etc.).

During these activities, we also want to create a space for discussions on how the community wants to carry this project forward. From a political lens, what did they identify while doing these mappings that they want to raise to Staedion to preserve or integrate in future designs for the neighbourhood? Perhaps they have a circle to tell their stories, or lead a walking tour of the community to see the Happy Walls and the places residents highlighted.

During this, we hope there can be discussion and connection between residents that might not see themselves as connected, but may share a common happy space.

The residents can use the inputs from the Happy Map to collectively speak up regarding their current happy places and future proposals for the area, something that would have been more difficult without the process of creating this map. Traditional modes of citizen participation can be intimidating for some neighbours, as they are more formal and mostly focus on top-down information sessions. Something like the creation of a Happy Map, on the other hand, offers a much more casual and open way of citizen participation. It can also help include other groups of people in the process, like children and teenagers. The marked spots on the map will express ideas for the future, and they will need to be valued by the other stakeholders. Hopefully, to some degree, Staedion can guarantee the retention and creation of positive places during the development of the neighbourhood.

The Exhibition and these workshops will be the last input to the project report, creating the recommendations for Staedion moving forward. We recommend that the project team present this report to Staedion at the end of Month 6, in a meeting where the community is also invited to share their impressions and speak directly with the Staedion staff. We also want this to be a chance for a formal handoff of the project to the community, giving them the paint and chalk to take on maintenance of the Happy Walls and feed them into the Happy Map website. Project staff should still budget for hosting fees, replenishing chalk and

flyers, and the occasional bucket of paint, but these materials will be given directly to the community members who adopt this project as their own, and relocate Happy Walls as buildings are torn down and built. We also recommend project staff engage the community during Month 6 in discussions of how to continue moderating the website to keep it safe and respectful. That moderation could remain with project staff or be community-led, or some other potential hybrid.

All of this would be done with the goal of promoting collaboration between the community of the neighbourhood and Staedion. However, as it has been explained in the stakeholder analysis, there is still a power imbalance between the two parts, as Staedion currently has more influence over the project and the decision-making process. In order to counter this situation, we would like to offer community members a space where they can keep discussing their neighbourhood's issues in an independent way, away from other stakeholders. This could be achieved by having access to a location once a week or every other week, purely for self-organisation. The use given to the space would be decided by them, but they could include a variety of activities, from drafting new proposals for the neighbourhood's development, to organising events for neighbours, but also collaborating with political organisations in the area to provide new ideas of citizen participation or different ways to increase their power vis-a-vis Staedion and public institutions. Hopefully, this would help the goal of politicising the community, and could help neighbours find alternative ideas not just for the redevelopment of the area, but also to face other

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problems that affect their lives collectively. The end goal is for the community to become more resilient, by coming up with new approaches to existing problems, but also to increase their power and confidence when confronting policies and measures that they consider inappropriate.

Though the project timeline concludes after six months, we want this to be the start of an ongoing process, where the Happy Map through walls and the website continues to invite engagement with and reimagining of De Zichten. For both the residents and Staedion, we hope that this project, the processes, and the report help fuel deeper discussions about what the present of the neighbourhood is, and that the new space for self-organisation allows neighbours to decide what their future can be.

Looking back on the Design Game, we can truly state that we have learned a lot. We really liked the process we went through as a multidisciplinary group of students, each with their own backgrounds, skills and knowledge. Everyone contributed to the group work equally and everyone was given the space to give input and suggestions throughout the entire process. It was very interesting to work with a varied group of students on this collaborative project, learning more about each others' perspectives, approaches and working methods.

Outside of our team's composition, it was incredibly interesting to work on site for four weeks. We really got to experience the neighbourhood in its purest moments, which really gave us a lot of insights for our project. For example the current quality of the green spaces, the black and white portraits on the side of the two buildings but also the conversations we had with some of the locals. Without our site visits we wouldn't have gotten the same insights and our project might have gone into a different direction. The site visits also gave opportunity to talk to a variety of important stakeholders throughout the weeks, for example DesignArbeid and Staedion, who could really provide us more context on the current situation. This gave helpful input for the further development of our Happy Map project. It also gave insight into how development processes in neighbourhoods like De Zichten, are going in practice. The power dynamics between the different stakeholders came to light and also the consequences to their relationship. We have, for example, noticed that Staedion and the municipality are the biggest decision makers in the process,

but residents do not feel included and heard at all. For them it feels like these external parties came to their neighbourhood to impose their own ideas, without the residents having a voice in this. Staedion on the other hand, has tried to organise community meetings in order to get the local people involved, but it did not work out as they hoped. We felt the attitude of scepticism among the locals, since they do not trust any party that comes into their neighbourhood and talks about 'development'. Some of the social entrepreneurs, like DesignArbeid, also had to deal with this mindset. We have learned that it is complex situations and power dynamics like these you will have to take into account when working in developing neighbourhoods like De Zichten.

Reflecting on our project approach we have generally followed our proposed structure and methodology throughout the weeks, but sometimes some flexibility and re-evaluation was needed. For example, we had to cut the third proposed method of gaining input from social media analysis. In the first week of the project we expected to find a lot on platforms like Facebook and Snapchat regarding events and activities in the neighbourhood, which could also give a better image on where these events would take place and finding out some potential happy spots. We did start on this methodology but soon realised it was questionable how many insights it would actually generate for us in a project with a relatively short time frame. Therefore, we decided to 'pick our battles' and for these weeks mainly focus on the conversations and interviews with stakeholders. If the project were to actually be developed, perhaps a social media

analysis could be used by project leaders in the future if they decide to implement this proposal.

Throughout the weeks we realised that the Happy Map was mainly focussed on the present, or even past, situation of the neighbourhood. We are very glad we gained this insight on time, giving us the chance to come up with the idea of providing a 'blank canvas' (parallel to the Happy Map) on which residents could express their ideas for their future neighbourhood. This would allow them to look further than the present and give them the opportunity to dream again. In this way our project touches upon the past, present and future, which we think is very unique but relevant for these kinds of developing neighbourhoods.

It was unfortunate we did not get to talk to a lot of residents throughout the weeks. However, for our design approach we mainly focussed on creating a framework and strategy for the near future, in which the community would be actively involved throughout this future process. We were not already designing the actual happy map and its infill, since that would have had to be based on community input. And so, although every piece of direct input from locals would have been incredibly valuable, it was not crucial to gain a big amount of input in order to further develop our design proposal during this course.

Needless to say however, if we were to actually develop the Happy Map project in practice, it would be necessary to involve the community in the idea development of the project. Do they believe in the Happy Map and Blank Canvas bringing people together and increasing the (political) engage-

ment within the neighbourhood? How would they approach it? Conversations and engagement with the community would be necessary to answer these questions.

Above that, it would have been helpful to have more conversations with other stakeholders later in the process of our project. We did get the opportunity to talk to Ruben on a regular basis, but we also would have been curious what Staedion or Nina Cranen would have to say about our idea. Would they have been open to reading a report and listening to residents regarding their happy places? Would there have been ways to implement the findings of the Happy Map project into the development process? Or would the developers not have given the local people any more of a voice?

If we were to know the answers to these questions, we could have estimated how realistic our goal was of letting residents have influence and ownership of the development project and the preservation of their happy spots. Looking back now, we regret not taking more initiative into reaching out to these stakeholders and listening to their point of view about our project.

We as a group are very proud of the result of our Happy Map project and we are very curious to imagine what the project could actually accomplish within such a neighbourhood. We see our bottom-up approach as a very realistic one, since there are relatively low costs and complexities involved. The fact that the community will, at some point throughout the process, take most of the lead in the project does reduce our control over what goals will actually be achieved. It would be up to them in

the end into what this project will result, but in our opinion that is how it should be. This leaves the future impact of the project, even with our proposed outcomes, with a degree of uncertainty. But we should not forget that in the worst case scenario, if we do not achieve any of the bigger goals, we just facilitated some conversations between residents and gave the children some chalk and a wall to draw on. However, the risk in this would be further distrust and scepticism from residents due to yet another 'failing' initiative that was supposed to 'help' the neighbourhood.

On a last note, it is also fair to say that the design proposals from other groups were incredibly interesting to see. It says a lot that a design exercise with very specific context, regarding location and current situation of the neighbourhood, can still achieve a great variety of outcomes. And perhaps it is interesting to look at these proposals in relation to and combination with each other, rather than perceiving them as separate designs.

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APPENDIX A

Interview questions

1. Questions for the residents

- a. What is your name?
- b. What gender do you identify yourself with?
- c. What is your age?
- d. How many people are living within your household?
- e. What is cultural background, regarding religion etc.?
- f. What does your daily routine look like?
- g. What are the main problems you see in the area? What are the aspects you like?
- h. Have you heard of any ideas for activities/programmes to carry out in the area that you liked? What activities are already in place, and what is your opinion on them?
- i. What are your preferred recreational spaces?
- j. What are your expectations for the neighbourhood renewal? (Are they being met in any way?)
- k. To what degree did you feel included in the development plans of the neighbourhood?
- l. Do you feel taken seriously/heard by the institutions? Do you participate in political activities?
- m. If you have any complaints about the area who can you talk to?
- n. Do you feel like living in this area limits you in

any way? How can these limits be taken away?

o. Do you feel included? If not, is it related to social isolation in general, to incidents of discrimination, or what could the causes be?

p. Were there any projects you encountered that seemed like a good idea at first, but turned out to be a nuisance? Or any that seemed negative but turned out to be good?

q. Where are your favourite places to go/sights to see in your neighbourhood?

2. Questions for Staedion

- a. What are the main problems you see in the area? What are the aspects you like?
- b. What are your expectations for the neighbourhood renewal?
- c. What institutional mechanisms does your company have to maintain involvement as the population changes?
- d. Do you think about these projects across your portfolio? Or on a case-by-case basis?

3. Questions for DesignArbeid

- a. What are the main problems you see in the area? What are the aspects you like?
- b. What are your expectations for the neighbourhood renewal?
- c. How do you evaluate the success of your projects?

d. What lessons has DesignArbeid learned from its other projects? How much is context-agnostic vs. context specific?

e. What safety valves are in place if residents grow unhappy with projects 3-5 years into a 15-20 year development plan? How can you course-correct without losing past investments of effort and resources?

4. Questions for Nina Cranen (independent process manager, expert in placemaking, hired by The Hague, Staedion and Heijmans)

a. What are the main problems you see in the area? What are the aspects you like?

b. What are your expectations for the neighbourhood renewal?

c. What lessons have you learned from your other projects? How much is context-agnostic vs. context specific?

d. Who does this project get handed off to, once DesignArbeid leaves?

e. What safety valves are in place if residents grow unhappy with projects 3-5 years into a 15-20 year development plan? How can you course-correct without losing past investments of effort and resources?

5. Question / approaches for interviews with residents when exploring the neighbourhood

a. What are the main problems you see in the area? What are the aspects you like?

b. [While working on Happy Map] What part of this makes you happy?

Nieuw tabblad

Happy Map project - De Zichten

About

- De zichten
- Happy Map Project

Story archive

- Pictures
- Videos
- Audio
- Text

Happy Routes

Team

Calendar

- Community meetings
- Exhibition
- Other events

Contact

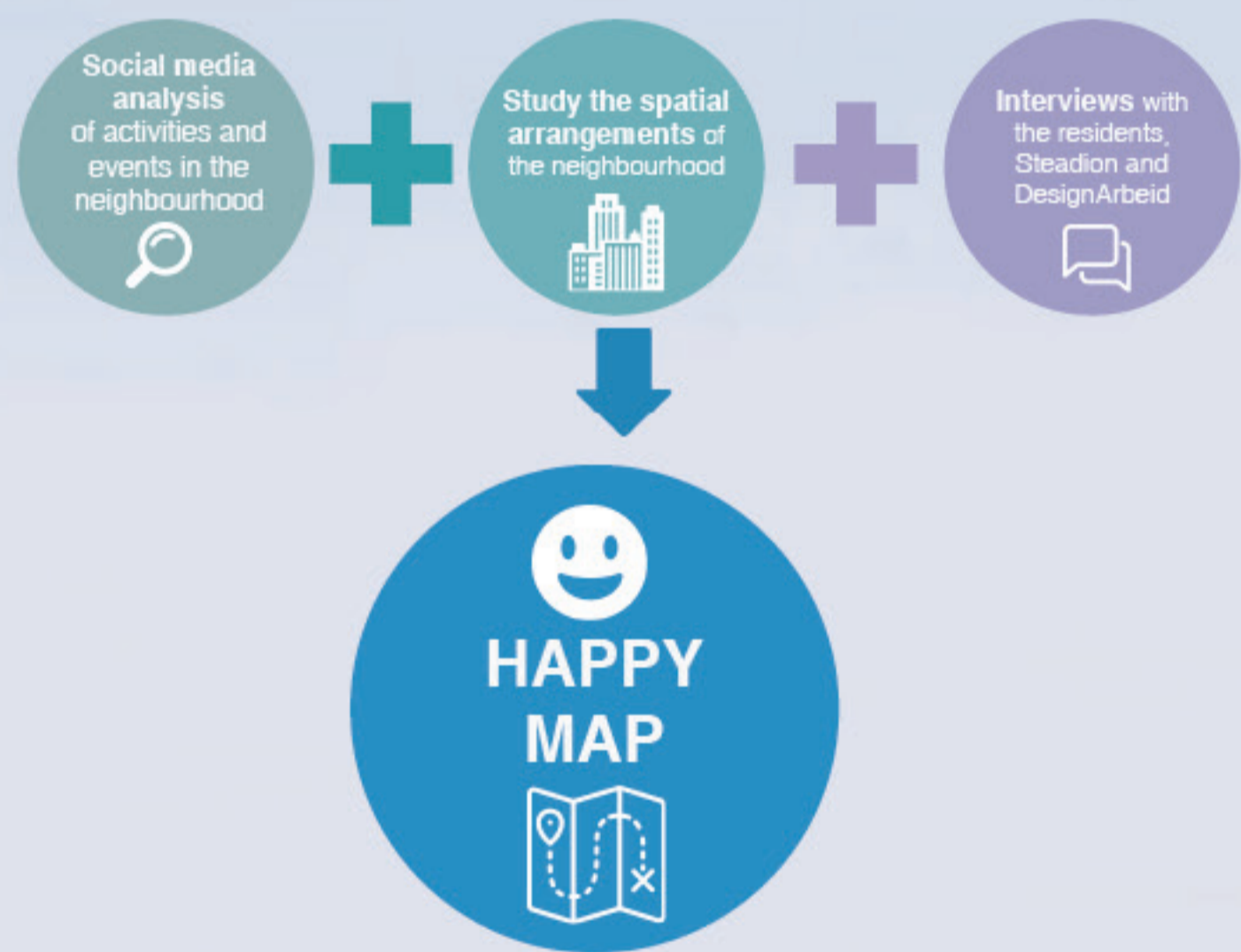
What are your **Happy Places** in this neighborhood?

Include your happy place in the map!

- Mark 'happy place'
- Upload picture
- Upload audio
- Upload video
- Upload text

14:03 18-3-2023

HAPPY MAP FOR DE ZICHTEN



Scenarios



A wall where they can express ideas for a happy neighbourhood in the future



We want residents to dream again on a blank canvas

By co-creating this Hapy Map with residents, we hope to build a resource to inspire generative engagement with the physical neighbourhood, as well as spark further investigation of the positive non spatial components residents value.



Timeline: Materials, setting up wall/ Planning Processes

