

# THE BOX

## Design Game Report

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Social Inequality in the City, Diversity & Design

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# 1 Introduction

The southwest of Den Haag, which consists of the neighborhoods of de Zichten, Dreven and Gaarden (ZDG), currently faces a number of challenges. When looking at the liveability of the neighborhoods, the current housing stock consists of social housing which is in great need of renewal (Gemeente Den Haag, 2021). Moreover, topics such as poverty, unsafety and a lack of social cohesion have led to an increasingly socially weak environment (Gemeente Den Haag, 2021). In comparison to the municipality of Den Haag in general, the neighbourhood of Dreven has a high share of social housing of 67,7%, which in this case is mainly owned by the housing corporation Staedion. Moreover, the disposable income of households in Dreven en Gaarden is noticeably lower than the average of the municipality: the average in Dreven en Gaarden is 32.700 euros per month, while 43.400 euros per month is the municipal average.

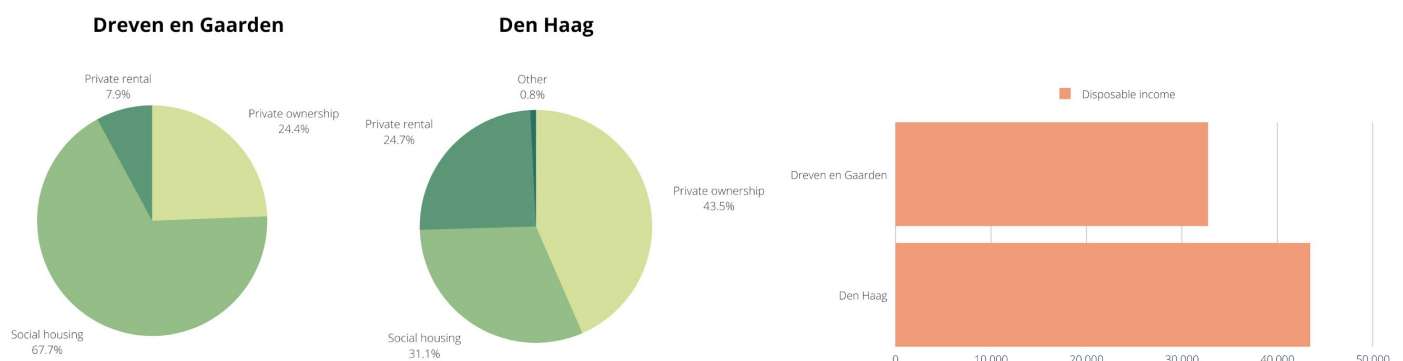
In order to improve the living situation of the residents of the ZDG area, Staedion is planning on replacing the aged dwellings with new dwellings that will improve the liveability of the residents. This plan consists of both spatial and less-spatial interventions, with the project's aim being beneficial for both the neighborhood and the individuals living in these neighborhoods in both the medium and long term.



Map 1: The Hague

Two examples of the goals of the neighborhood would be improving social cohesion among the residents, and improving the quality of the existing housing stock.

To improve the social cohesion among the residents, governmental parties generally aim to change areas in favor of social mixing (Lees, 2008). This leads to more residential diversity in terms of social class, income, household type. Social mixing can benefit neighborhoods, most notably, those with concentrations of poor and deprived residents (Kleinhans, 2004). However, social mixing can only be achieved with social interactions. However, research has shown that housing diversification programmes do little to promote





favorable social interaction. While the interventions focusing on social cohesion stated by the municipality make room for improvements, they will happen over the course of the coming two decades.

Similarly, projects for the renewal of the existing housing stock are spread out over a long time. These improvements are usually accompanied by regeneration of the surrounding physical infrastructure and public spaces. The development of public spaces has positive economic, human health, social and environmental effects on the neighbourhood such as the promotion of neighbourliness (Carmona et al., 2008). In spite of that, the current need for social encounters in the neighbourhood of de Gaarde is underrepresented in the reports by the municipality. There is a lack of investigation in interventions which are temporary, flexible, and that require minimal financial investment that can be implemented as the renovation of the neighbourhood evolves. This is why this report

seeks to answer the following questions:

*Which temporary and flexible interventions could create social encounters among the residents of de Gaarde while also increasing income and education? And which approach do the residents of de Gaarde prefer subjectively?*

This report begins by describing the approach used to investigate possible interventions. Secondly, an outlining of the neighbourhood changes on the basis of the literature and our observations and residents experiences is shown. Thirdly, a proposal for a meeting place including a stakeholders analysis and strategy for management and maintenance is given. Lastly, we will reflect on experiences, content, and analysis.

Additionally, it must be noted that even though the proposed interventions are temporary, this could eventually lead to more permanent interventions that are well-adjusted to the needs of the residents due to its flexible character.



Image 1: Playground and green space

# 2 Approach

In order to answer this research question, various methods of analysis were used to create a comprehensive understanding of the underlying processes in de Gaarde and how the proposed interventions can cater to the needs of the residents. We thus can distinguish two types of research methods: desk research and analysis, and field research.

### Desk research and analysis

Before our team went into the neighbourhood for physical observations, preliminary research was completed through analysis and review of policy documents about the ZDG area. This research primarily concerned the future plans for the neighborhood set by the municipality and the housing corporation Staedion.

This research also gave insight into the funds that the ZDG receives on a national level through the Region Deal and the Housing Deal, which contributes to setting the context for future developments in the ZDG area.

Moreover, statistics from the area Dreven en Gaarden were retrieved to gain insight into how this area relates to the municipal average of Den Haag. These understandings can thus be integrated into the future interventions of the neighbor-

hood, and will contribute to a more liveable neighbourhood.

### Field research

#### Observation

Observations were carried out in order to investigate what happens in the neighbourhood in its natural setting. The observations were structured, non-participant, veiled, and direct. Before the observations, our team determined some places and features that we thought would be important to note. (Such examples will be listed momentarily.) The observations were made from 'a distance', where we as observers were not partaking in the surveyed attractions. While participants from the neighborhood were aware that students from TU Delft were coming to the neighborhood that day to make observations, such participants were not acutely aware that they were being observed in that moment. This was done to create observations which are more natural and accurate than if observed in a controlled setting, such as would be done at the Buurtbakkie.

The observations were held on the 10th of March, from 9:00 to 11:00 am. The activity was divided into two parts: for the first hour, we walked around the neighbourhood including the periphery and



Image 2: Erasmusweg



Image 3: Seating next to garbage cans



any 'major' streets and courtyards of our target neighborhood. This was done to familiarise ourselves with the general layout of the area, and so we were able to take pictures. For the second hour, we focused on answering our observation questions, and carried out observation activities.

Some of the observation points were listed as open questions to be answered on location. Topics of these questions include: observed residents types, current meeting places, transportation options, playgrounds, seating options throughout the neighborhood, and exercise options. Other observation points were listed as turf schemes - stating how often a specific event occurred. Topics that were turfed were: the amount of different transportation passing by (e.g. cars, bikes etc.), and the amount of different food options (e.g. restaurants or grocery stores). It might be important to note here that no food service options were found in de Gaarde.

These observations not only resulted in a clearer image of the neighbourhood, such as pointing out that the residents loved the greenery and nature around the canal, but also allowed for the observers to narrow down specific questions that they wanted the other group members to ask during the Buurtbakkie. For example, one question was

## Interviews

Interviews were held from 17:00 to 19:00 in order to discover how residents experience sociability in their neighborhood as it is. In addition, the interviewers surveyed the residents about what kind of temporary and flexible interventions do they believe would create and improve social encounters in the neighborhood. These semi-structured interviews were held during the Buurtbakkie event. All of the interviewees lived in the area and were informed ahead of time about the Buurtbakkie by means of flyering. However, to attract more residents to participate in the interviews, students began going door-to-door to invite residents for a cup of coffee.

The interviews retraced the residents' living experiences and lifestyles. During the interviews, they were asked what they thought of the neighborhood, and how they envisioned the changes in the area. The construction of the interviewees' interests and passions was done systematically by asking which places in the area do they like to go to, what kind of activities do they like to do. Finally, interviewees were asked what they feel as though they are missing in the area. By asking these questions, commonalities and differences between preferences can be located. To further analyse these commonalities



Image 4: Streetview



Image 5: Playground and green space

and differences, the answers of the interviewees were used by means of the procedure of constant comparison. This led to the most common and preferred intervention by the interviewees.

### Intervention and Spatiality

ArcGIS was used to spatially analyse and select the locations that would be suitable for the temporary interventions. First of all, these locations were chosen based on the conversations with residents, which shed light on certain areas in the neighborhood that need improvement, or habits with regard to their use of public space. Secondly, it is essential that the selected locations have sufficient space for an intervention, as most of the public space in de Gaarde

already has a dedicated function.

Additionally, it must be noted that the transformation of the neighbourhood is phased. There will be residents moving in and out of the neighbourhood during this transformation which will span over a longer period of time. Thus, it is valuable to explore several locations, as the location is intended to be flexible.

Lastly, visibility is of importance when it comes to the success of the intervention. If the intervention is located at a spot that is not frequented often, or does not make sense with the way residents move throughout the neighbourhood, this could lessen the impact of the intended effects.

# 3 Neighborhood analysis

### De Gaarde 's Neighborhood Changes

Considering the challenges de Gaarde faces in terms of the state of the built environment and the increasingly socially weak environment, the municipality and Staedion have devised a plan to improve the neighbourhood. As mentioned before, this plan consists of both spatial and less-spatial interventions with the aim being beneficial in the medium and long term, for both the neighborhood and the individuals living in these neighborhoods. The project of Southwest Den Haag is, as the Housing Deal Zuidelijke Randstad describes, large-scale, multiple, long-term, and very urgent.

Within this area, in recent decades the middle class has moved away and there has been an influx of new groups, some that concern individuals and households of low-income and educational level. These neighborhoods have to deal with poverty, long-term unemployment, health problems and underprivileged young people who grow up in a socially weak environment (Gemeente Den Haag, 2022). Almost half of the residents have difficulty making ends meet, and people often do not feel safe in the neighborhood. To decrease the disadvantages this area and its inhabitants experience in terms of level of education, income and housing, the municipality and national government are currently developing a program which is in line with the housing deal 'Zuidelijke Regio'. It focuses on three pillars, encompassing different goals: society and participation, vital residents, and activating, learning and working.

Regarding society and participation, the municipality's main objective is to create meeting places where residents can ap-

ply their talents in forms of social activities, in combination with a joint approach to combat undesirable behavior by making residents more resilient. The aforementioned 'pillar of vital residents' includes the aim to increase the reach of the illiterate for language enhancement training pathways, as well as achieve a greater number of individuals progress to education. Additionally, this pillar aims to promote a healthy and vital lifestyle in a large number of families by creating sport accommodations available to all neighborhood residents, for example.

For the activating, learning and working pillar, the municipality wants to facilitate the first contact moment between employee, employer and possible partners. In addition, they want to monetize social work and create more paid jobs. It is striking that these goals are mainly overarching and perhaps less-spatial, thus it begs to question: what is the municipality really doing to achieve these goals?

Firstly, as part of a Region Deal, Den Haag Southwest recently received €7.5 million from the government to improve the socio-economic position of the district. This includes measures to improve the participation, job opportunities and social cohesion within the neighborhood (Gemeente Den Haag, 2019; Gemeente Den Haag, 2022).

Secondly, the current housing stock is dominated by people with a lower financial capacity, leading to limited opportunities to support amenities. To diversify the current housing supply the municipality will construct additional dwellings of different types. These houses will be available to a greater variety of possible residents such as students, elderly and larger families. This

will lead to the attraction of new residents, creating a more mixed neighborhood.

Beyond the socioeconomic ambitions, the neighborhood also has the ambition to improve the area physically by densifying and enlarging their housing stock by adding 3500 dwellings in the three neighborhoods. This is in line with the larger scale ambitions set by the municipality and the national government. These ambitions include densified, more space efficient mobility, and a sustainable living environment (Gemeente Den Haag, 2022).

Lastly, similar to other post-war modernist neighborhoods, this area is characterized by its abundance of green spaces and mid-rise housing blocks that currently are in dire need of renovation. Staedion has set the ambition to demolish 2.000 dwellings and rebuild in total 5.500 dwellings, of which 3.000 will be social housing. In other words, the amount of social housing dwellings will increase, there will be a larger mix of housing tenures, and the living conditions will improve.

The regeneration policies implemented by the municipality of Den Haag show similarity with the trend of regeneration policies that have taken firm root in most European countries and the United States. It shows complexity and is multidimensional of character as it includes urban problems such as poverty, unemployment and deteriorating housing quality. While, as visible above, policy-makers mainly consider regeneration as beneficial, results of research on these benefits vary.

Housing programmes, like the one in Den Haag, usually aim to improve the general quality of the existing housing stock. This does have positive effects on the housing stock, as these improvements

are generally accompanied by regeneration of the surrounding physical infrastructure and public places. However, evidence on improved neighborhood quality also shows negative effects for those residents who are involuntarily relocated out of the area due to the renovations. The municipality claims to mainly create more (in quantity), and more diverse dwellings. This raises questions concerning the temporary displacement of the residents and whether the current residents will be able to return to a fitting dwelling.

The retrofitting of the area can strongly alter the tenure structure of the housing stock. The policy goal to attract middle and higher-income households is visible in the strategies implemented to offer more options for home purchasers. Increasing tenure diversity can be viewed as part of a strategy to improve housing and neighborhood quality. Research shows that owner-occupiers have different attitudes than renters, and are more likely to maintain and improve housing quality (Kleinhans, 2004). Renters on the other hand, tend to depend on housing associations, councils, or landlords for maintenance. The municipality should therefore actively lobby for solutions to local problems with owners, as well as estate managers and other institutions.

Strikingly, many regeneration programmes adopt broadly defined goals of 'social cohesion'. This is also visible in the housing deal 'Zuidelijke Regio', and seems to be part of a larger trend in the Netherlands, in which traditionally social housing dominated areas are slowly changing in favor of a social mix. The main objective is that more residential diversity in terms of social class, income, household type can



benefit neighborhoods, by and large those with concentrations of poor and deprived residents. This social mixing could only be achieved with social interactions. However, research has shown that housing diversification programmes do little to promote favorable social interaction. These interactions may help to create a basic level of trust and understanding between neighbours. Different strategies should be implemented to facilitate social interaction, for example using housing allocation strategies to 'select' households to move to certain areas or use intensive social management encouraging residents of estates to formulate 'living rules'. However, it is important to realize that effectiveness of such efforts are debatable as local context differs.

### Observations:

#### General description of the observation activity

Our group carried out the observation activity on Thursday, the 10th of March 2022, from 9:00 to 11:00 am. The activity was divided into two parts: for the first hour, we walked around the whole neighborhood, familiarizing ourselves with the general layout of the area and took pictures. We noted the existing public spaces and common facilities, the demographic and the distribution of residents, and the general situation on the streets. For the second hour, we focused on answering our observation questions, and carried out an observation counting activity. We also briefly visited one of the adjacent neighborhoods to perform comparisons. The advantages of the observation activities were that we got to know the general characteristics of

the neighborhood. Unfortunately, we did not see many people out on the streets as it was a weekday morning, and so we were unable to observe the use of many of the available public spaces.

#### General description of the Buurtbakkie activity

During the Buurtbakkie activity from 15:00 to 17:00, we spoke to various residents ranging from teenagers, aged 10 to 12, to adults, including parents and solitudes. During these conversations, the following topics came to our attention repeatedly:

First of all, there seems to be a great demand for more organised social activities within the neighborhood. One group of teenage boys was very adamant about how their main after-school activity was to get snacks and play football on their neighborhood football field. This football field was in a bad state, as the grass was badly maintained and thus, there were holes on the field. This made it hard for the children to play football. There is a Cruyff Court nearby, which is a new and very pleasant football court. However, the boys noted that this was about a 20 minute walk from their homes, which seemed to be a barrier for them. Additionally, the idea of a proper football tournament or a community house with regular activities sounded very attractive to the boys. The mothers on the other hand noted that there are no activities for them in the neighborhood. We spoke to several mothers and their main concern seems to be the safety of their children. Currently, there are plenty of playgrounds, but there are no gates or obstructions that prevent smaller children from crossing the streets.

Another topic addressed was the lack

of proper sitting areas. Even though there are some picnic tables and benches spread throughout the neighborhood, we noticed that this was still insufficient. At the football field, there were only some tree trunks where the children could sit. Moreover, it was a pity to hear that newer installations of benches were often quickly vandalised. The teenagers also mentioned how there was a lot of crime in the neighborhood, as bicycles often get stolen. Nonetheless, all residents responded that they generally feel safe in the neighborhood.

When conducting the interviews with adults in de Gaarde, a common saying was that the neighborhood used to be better. Residents were nostalgic about how in the old days chairs were placed in the green courtyards to drink a cup of coffee or tea together, or how they organised barbecues in the evening with neighbors. However, this is no longer the case. When asked whether there currently is a meeting place in the neighborhood, the answer is usually no. Residents reported that they occasionally run into each other on the street and chat for a while. Sometimes they visit one another at their houses and stay for a nice talk or a bite, but that seemed to be it. One resident said that there are many people in the neighborhood who are experiencing financial difficulties. Local residents, including herself, occasionally will cook extra to give to others who have it 'less'. As we debriefed after the observations were over and began to ponder meeting spaces, this concept became very attractive to us due to the fact that we would be able to enhance upon an already established tradition in the neighborhood.

## Residents/ Demographic of de Gaarde

During the observation, we paid special attention to signs that indicated what groups live in the neighborhood. We saw many playgrounds and brightly painted signs indicating that there are many children living in the neighborhood. We also noticed prams and cargo bikes in house entrances. On the street we primarily saw elderly people, which could also be attributed to the fact that there is a care home in the neighborhood. Therefore, our conclusion was that there are many families with children as well as elderly people living in de Gaarde. Statistics from 2021 (Gemeente Den Haag, 2021) confirmed our assumption. Compared to the whole city of Den Haag, more people under 19 or over 65 live in de Gaarde and Dreven.

## Existing public spaces in de Gaarde

Before the observation activity, we expected to find some existing public spaces available for residents to meet people, such as restaurants/ kiosks, benches, sports grounds, and bus or tram stops. The findings do not exactly align with our expectations. We found out that there are not many commercial spots, like cafes, where people can meet. Some benches are available, especially along the waterway of de Gaarde. The most prominent public spaces seemed to be children's playgrounds. Several are scattered across the neighborhood in the courtyards, and due to this, some are very close to each other (with only one row of buildings separating them).

## - Access & Linkages

De Gaarde is connected to the city center by several tram routes. However, all stops are located on the main roads (Melis Stoke-

laan/ Dedemsvaartweg), and there are no bus or tram stations inside the neighborhood. In other words, it takes five to ten minutes on foot to access public transport. Within the neighborhood, public spaces could be accessed on foot or by bike conveniently, with relatively well-paved roads for both and accessible in a reasonable time. The public spaces are located in places that are visible and open, often right outside the balcony of residential buildings or on the streets.

#### - Comfort & Image

The following is based on our observation of the facilities, but not with users.

We noted that the public spaces in this area should feel safe, since they are close to busier roads and apartments, and so there are always people around. Seating is available but not plenty. We observed that the maintenance of the public spaces were not done well - some benches are dirty with stains, graffiti, and bird droppings, or situated right next to rubbish bins and so they do not feel welcoming. The maintenance of the playgrounds vary, some have robust

facilities, whereas others are already broken and are obviously out of use. We also noted that while green space is available, they are not very usable, for example blocked in by bushes or litter. It did not seem like the green space needed much maintenance from the residents, even though this could be a great way of connecting people.

#### - Uses & Activities

While we noticed a lack of seating around the neighborhood, and that that did exist was not necessarily conducive to sociability, residents seemed to take charge despite the clear lack of social spaces. We observed a few walking groups with friends. At one time, we saw approximately 10 elderly women, some even with mobility aids taking a stroll along the obvious highlight of the neighborhood: the canal.

We were unable to observe many other facilities use during the time of our observations due to the time of day. However, during the Buurtbakkie activity we did see children using the public space, and hanging around the playgrounds or football

### Statistics on the neighborhood Dreven en Gaarden

In %	Neighborhood	Municipality of The Hague	The Netherlands
Experience loneliness	64.2	56.8	47.0
Experiences extreme loneliness	22.3	16.1	11.2
Emotional loneliness	42.6	38.4	28.9
Social loneliness	43.2	36.8	30.0
Volunteer work	15.2	18.8	24.6
Morbid obesity	21.6	15.8	15.6
Exercises regularly	35.5	47.3	48.9

Table 1: Statistics on the neighborhood Dreven en Gaarden (RIVM, 2020)

fields. Adults with older children, on the other hand, were mostly commuting from A to B, and not utilizing the public areas.

## - Sociability

While we were seated on benches debriefing, passersbys often greeted us (mostly the elederly), so it seems that the neighborhood can be quite welcoming to strangers. (It might also be relevant that we were a group of three young women and did not seem threatening). We also saw some people running into friends on the street and striking up conversation. Or, as aforementioned, walking intentionally with friends.

## - Traffic in de Gaarde

We did a counting observation exercise to look at the use of public spaces as they are currently used in the neighborhood in order to begin assessing the neighborhood for potential meeting spots. We chose two

observation points to count the traffic in each area for 10 minutes each to determine if this location would be visible, accessible, and utilised by the neighborhood residents.

For the first exercise, for ten minutes, we sat at a bench along de Gaarde near the cross section at Zwaardve- gersgaarde (see images 1 and 2). On one side of the canal we were sitting in front of, the pathway was used by cars, bikes, and pedestrians (on the sidewalk) and on the side we were sitting on there was an unpaved walking pathway used almost exclusively by pedestrians (including those who utilized mobility aids). From 10:30-10:40 one of us used a virtual counter and another a pen and paper (to find an average and account for observation errors) and counted all 'movement' on both sides of the canal. Our findings were: 0 people on mobility aids for the selected time period (however, we no-

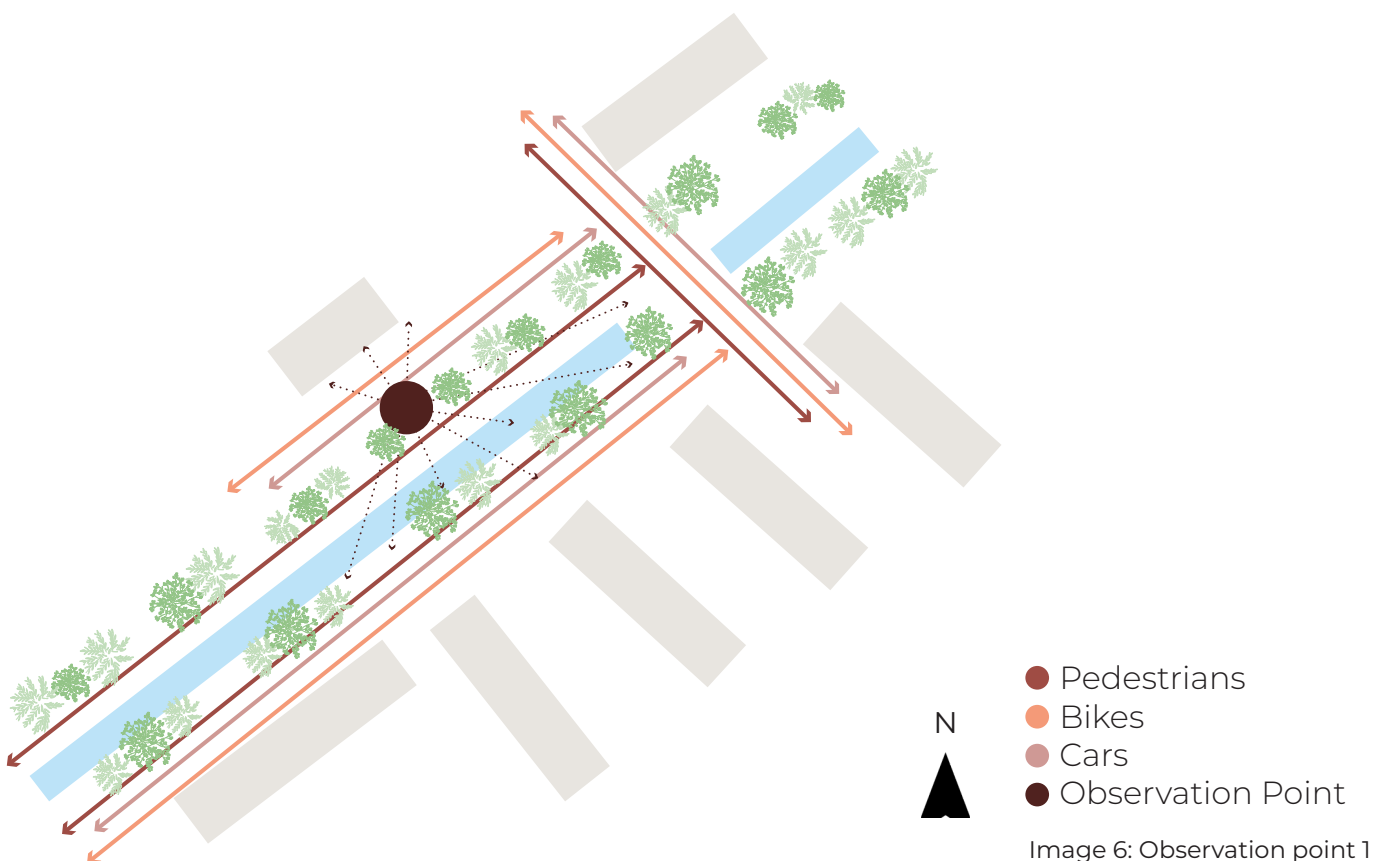


Image 6: Observation point 1

ticed many users before and after our time limit), 6 bikers, 12 pedestrians, and 8 cars. The second exercise was conducted from 10:50-11:00 in a courtyard off of Schrijnwerkersgaarde in de Gaarde (see images 3 and 4). This area just so happened to be the same location of the Buurtbakkie that evening. The courtyard was surrounded by three building complexes, two apartments and one that looked to be individual residences. The courtyard was one of the largest we had observed in de Gaarde and had one bench, three picnic tables, lots of foliage, trash cans, two perpendicular walkways, a few scattered pieces of playground equipment including a swing, ladders, and

fireman's poles. As we were seated in a courtyard, no cars could pass.

Therefore, the results are as follows: 4 bikes, 4 people, and 0 on mobility aids. Based on our observations, only people who lived in the apartments were passing by as we saw them either return home, or leave home. Of course, these people could have been visiting friends, or family members, thus we cannot assume all these people were residents.

While this observation was biased as we only counted for a limited time period at a specific time on one day, we hoped to get a sense of how utilized each area was to try to determine a populous place for a location for the mobile meeting spot.

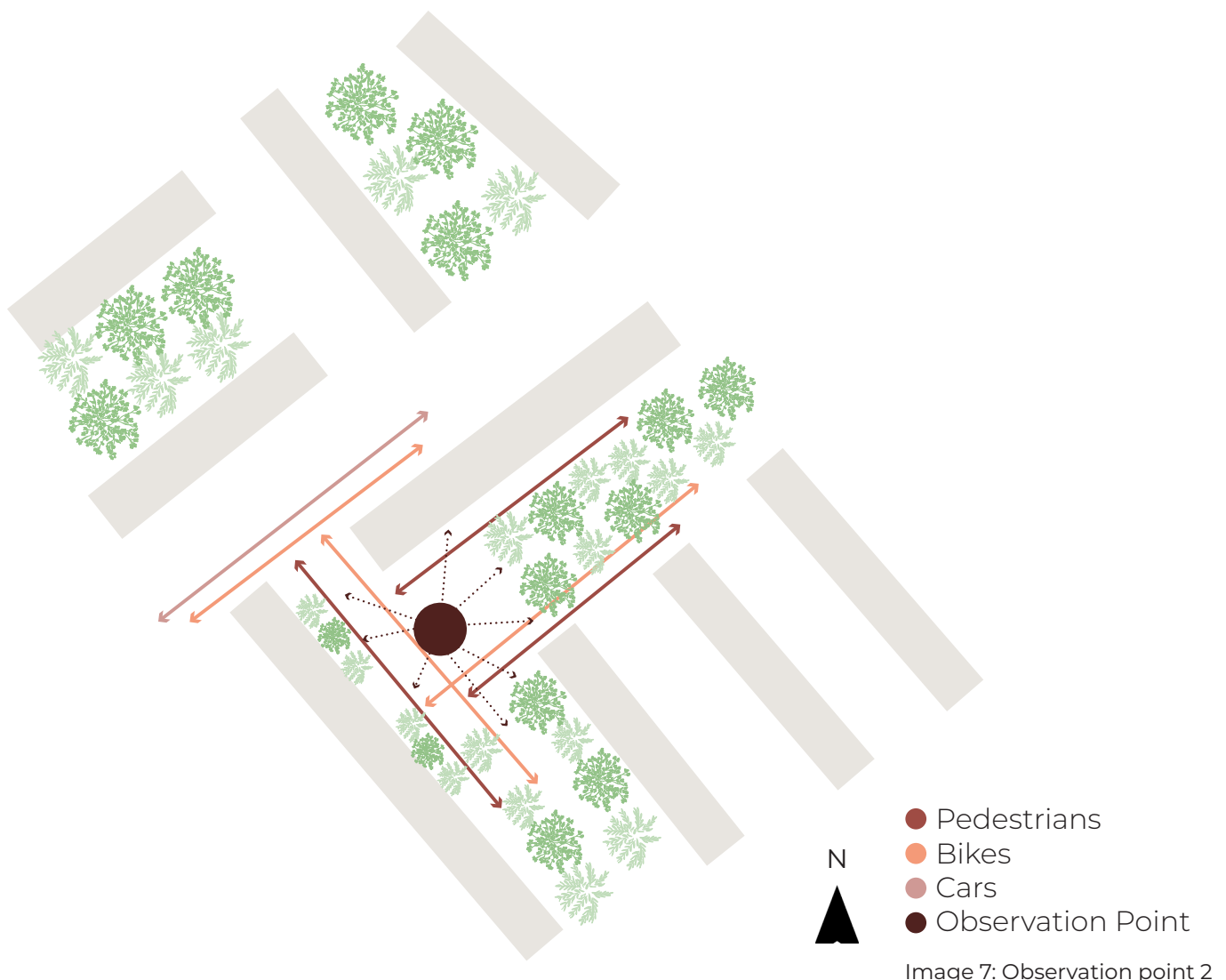


Image 7: Observation point 2





Image 8: Observation point 1



Image 9: Observation point 2

# 4 Proposal

Stakeholder analysis  
Policy programme theories



## Proposal - The Box

### Public space character

According to the dimensions of public space defined by Carmona et al. (2008), we came up with a definition of the public space character of de Gaarde. Carmon et al. used three dimensions for their description, they are as follows:

- The '**kit of parts**' can be seen as the – mainly physical – key elements that create the public space and the use of it. Such elements are the surrounding buildings, landscape, and infrastructure. In the case of de Gaarde, the buildings are mainly characterized by walls, windows and entrances, while the infrastructure is predominantly roads with car parking space, pedestrian paths and street lighting. The landscape, however, is characterized by trees and green areas in general, some canals, children's drawings close to playgrounds, some benches and some garbage cans. When it comes to the 'use' part, living is the major part. Even though there are quite a lot of playgrounds, they predominantly address younger children and their parents. Other than that, there are not a lot of other things to do in the neighborhood since the streets seem mostly as a space to move from one location to another. Since buildings, infrastructure and landscape - which play a major role in creating locations and settings for people's actions and activities – are improvable, the incentive to use public space during leisure time is not very high.

- The '**qualities**' of public space are responsible for its beneficial impact on human activity. In this context it has to be mentioned that necessary activities such as

going to work, school, or the supermarket are little influenced by the quality of public space since they have to be done anyways. Optional activities, however, are the ones people choose to do, such as spending time outside in their neighborhood during their free time and are therefore strongly influenced by the 'qualities'. In de Gaarde, 'qualities' of public space can be found in the multiple playgrounds around the neighborhood, the amount of greenspace around buildings or the walking path next to the water. However, we believe that these 'qualities' are a good starting point but not enough to create long-lasting benefits for the community. By creating a meeting point in the neighborhood where people cannot only meet during activities but also at other times to sit outside together or have a chat, we promote social activities that only take place when other people are present. The 'quality' is additionally also influenced by the factors such as access and linkage, uses and activities, comfort, image and sociability. We want to reach access and linkage by making the meeting space accessible by foot, in a wheelchair or with any other kind of walking device. We will not only install written signs, but also paint colorful footprints on the sidewalk and mount boards with Braille so that the place can be easily found by as many target groups as possible. There will be a number of activities held at the meeting space, therefore giving people a reason to come. By placing inviting seating and having the children themselves do the artistic design of the exterior walls (with help from some professionals), a certain level of comfort is to be achieved. The image of the meeting space will be created by offering activities that have added value for the participants



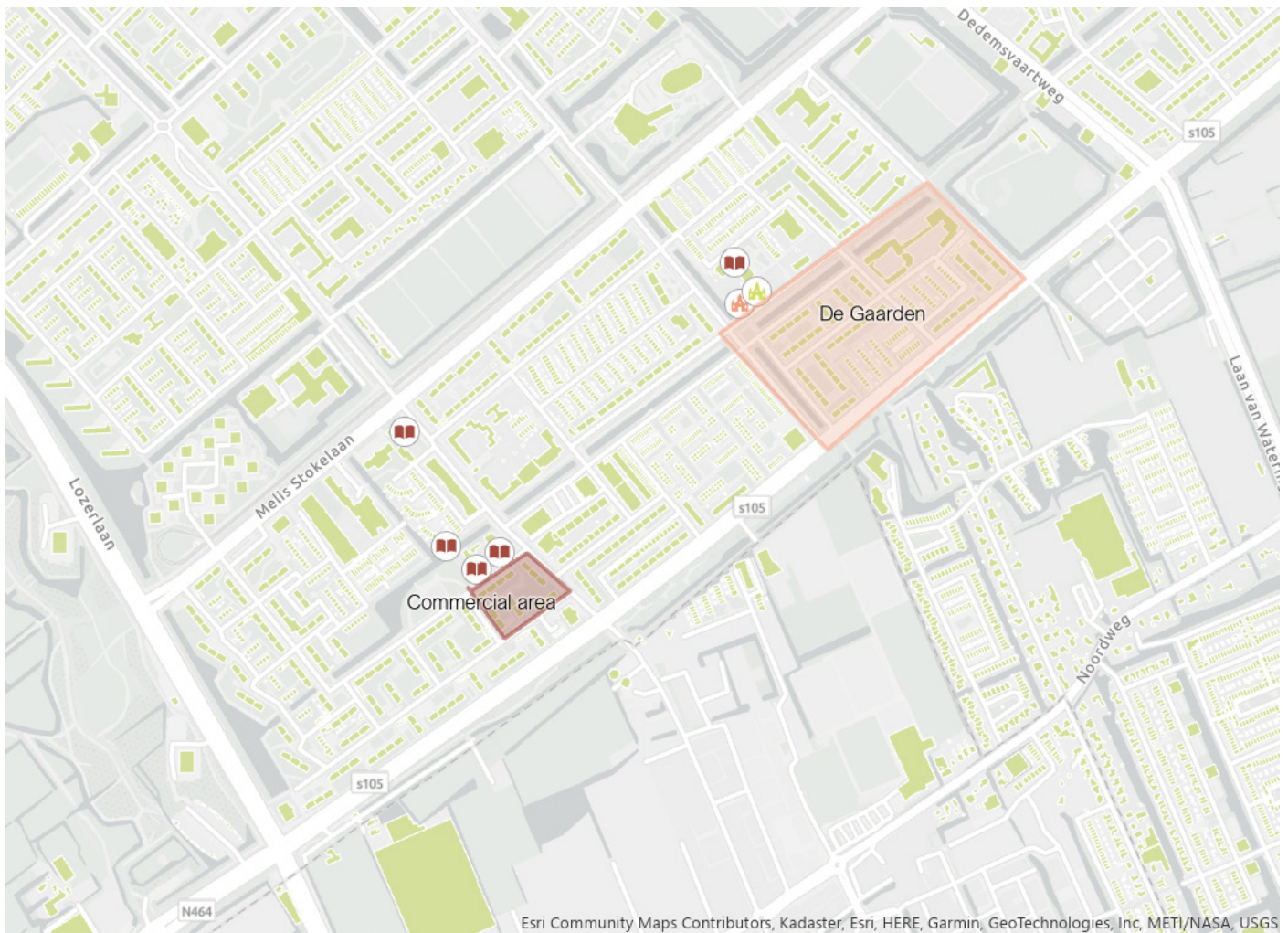
and are supported by professionals, experts, and simple hobbyists. Since all activities are designed for multiple people and enhance communication among participants, sociability is promoted.

- The 'context for action' is different for every project or location and depends on the physical and spatial characteristics as well as the socio-economic context. The 'context for action' in de Gaarde is characterized by a predominantly residential area with a majority of social housing within a medium density urban environment. Major land-use category is characterized by a residential area with mainly social housing. Since Staedion's plan is to replace the current housing, it can be assumed that the

buildings in de Gaarde do not have particular value to the city of Den Haag.

### Problem

De Gaarde currently faces a number of challenges, including poverty, unsafety, and a lack of social cohesion (Gemeente Den Haag, 2021). Dwellings within the area are due for renewal, thus, together with the housing cooperation Staedion, the municipality has created a plan to improve the neighborhood. While the municipality generated a reasonable picture of the area substantiated by data, such evidence is rarely supported with empirical confirmation and lacks residents' voices. During our



Map 2: Location of De Gaarden

observation activity in the neighborhood we noticed that there is a sense of safety as people are out on the streets. Even though there is seating available, it is often uninviting and seems like it is not well maintained. We noticed dirty benches sprayed with graffiti or bird droppings that were sometimes even situated next to rubbish bins and therefore do not feel welcoming. During the Buurtbakkie, residents confirmed these observations and stated that 'even though there are some picnic benches spread throughout the neighbourhood, the amount was still insufficient'. From further interviews and conversations with adults and children in the neighbourhood it can be concluded that there is definitely a need for a meeting place where residents can sit, meet and connect.

### Spatial context

We propose a meeting space that is made out of recycled shipping (or intermodal) containers. The paired containers, which we are calling 'The Box', will travel together, but be located in different places of the neighborhood over time, always taking into account that kids usually do not cross bigger roads when spending time with friends in the neighborhood. Transporting the containers from one location to another would require a large truck, however, as these containers are made to be mobile, we do not see a problem. Most commonly, they are 12.192 meters in length and 2.438 meters in width. Parts of the walls will be



Map 3: Spatial context



replaced by a door and windows in order to make it easier accessible and allow light to come inside, therefore reducing the need of artificial lightning and energy use. Due to the limited space inside of one container, we will place two containers next to each other, allowing us to create a larger indoor space while also being able to host more participants. The inside will be modified to accommodate the needs of a meeting space and the outside will be painted by the kids in the area. In the first container, a kitchen unit with cooktop, refrigerator, sink and storage will be added as well as a toilet. A sitting area for 12 people will be next to the kitchen unit, allowing communication while some people are cooking and others are sitting. The sitting area also provides tables where participants of cooking events can cut ingredients and enjoy their food afterwards. On the shorter

side of the container as well as next to the kitchen unit, a wall closet for storage of kitchen attire, first aid kits, and other tools needed for the maintenance of The Box will be added. In the second container, we will create a space mainly used for arts and crafts activities (and more eating). Therefore, we will add long tables and a wall closet on one of the longer walls to store all arts and crafts attire. Additionally, this container will provide storage for cloths collected before the cloth swap. From the interviews conducted during the Buurtbakkie, we noticed that missing seating opportunities are a problem in the neighborhood. Therefore, we will place seating on multiple spots around The Box. In the summer tarps can be tied up on the containers to generate more shade and make the space attractive for neighbors who like to site outside. Moreover, herb boxes will be added underne-



Map 4: Potential locations for the meeting space

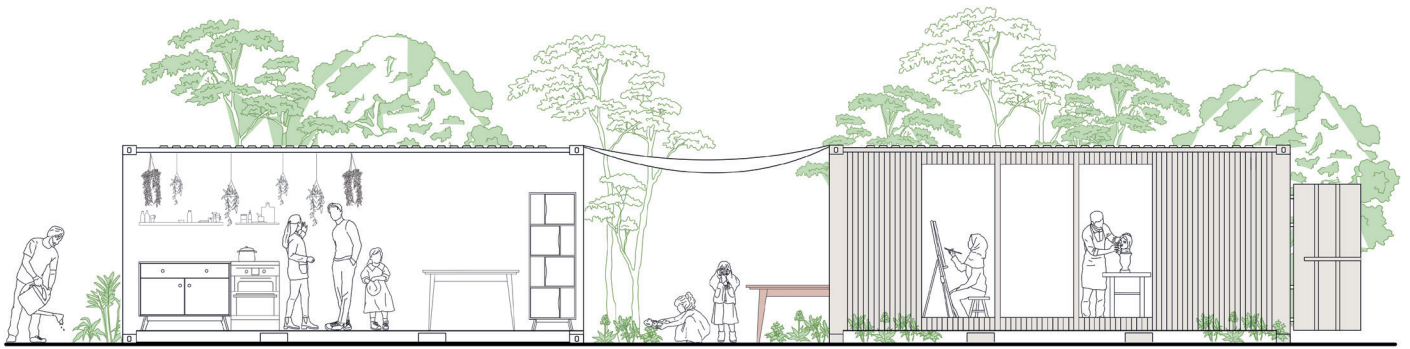
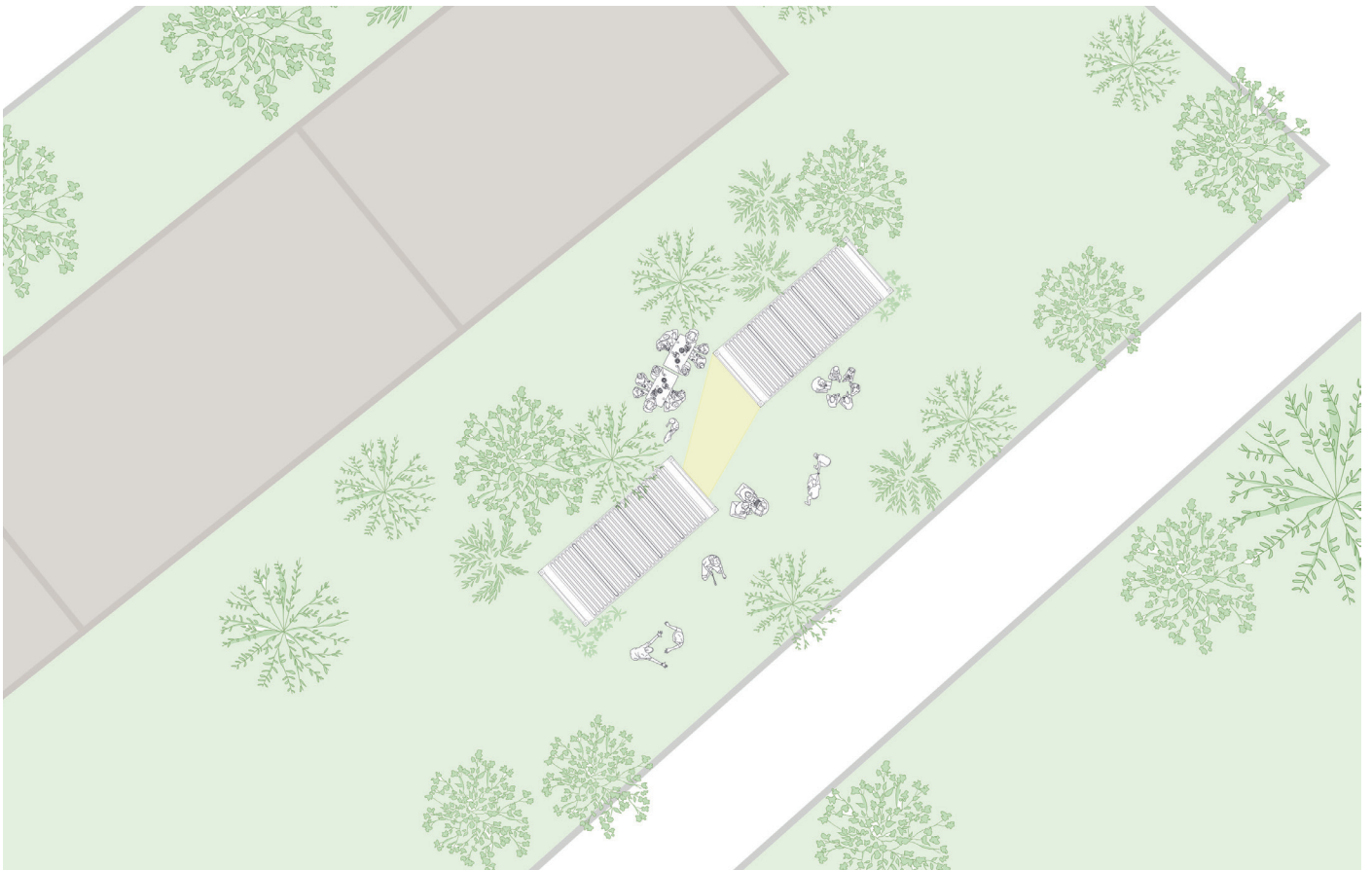


Image 10: Section of the meeting space

ath the windows of both containers, which can be used for the cooking activities while also teaching (small) lessons about gardening.

We decided to use containers to create a new meeting space in de Gaarde due to multiple reasons. First, they can be easily transported. Second, they can be adapted and transformed to the needs of a meeting space. Third, they can be easily ac-

cessed by all as there are no steps. Fourth, they already exist, so there is no need to extract more resources to build a new meeting place. Fifth, they are relatively small, so they can be placed more easily in different locations without taking up as much space as a tent, for example. However, by adding two or one day, maybe even three, a relatively big indoor space can be created.



Map 5: Potential spatial context of the meeting space

## Vision

The municipality's main objective is to create meeting places that promote sociability and participation. In these spaces, residents should be able to apply their talents for social activities in combination with a joint approach to combat undesirable behaviour by making residents more resilient to the rapid changes of the neighborhood. Additionally, through these activities, the municipality will promote a healthy lifestyle to a large number of families in the community. In partnership with the municipality, we envision a new kind of society and neighbourhood that is capable of addressing the critical challenges and opportunities of our time. This 'ideal' neighbourhood should look out for one another and assume responsibility for the bettering of their community. All residents should be involved in this. Thus, they need to have an understanding of the social problems in their community and ultimately, provide the solutions to these problems together. Here, people and organizations who want to work towards a better world have access to the resources and skills they need. During the Buurtbakkie, residents stated that they often do not have excess time for their own family, let alone for joining a community event. Thus, a main requirement of the meeting spot and its activities is that they can be easily incorporated into resident's daily routines. One problem that is seen in de Gaarde's data is that the community is struggling with a health issue as the number of overweight residents is higher than for the rest of Den Haag. From the interviews during the Buurtbakkie, it emerged that food is a significant part of the community cohesion in de Gaarde. Drinking a

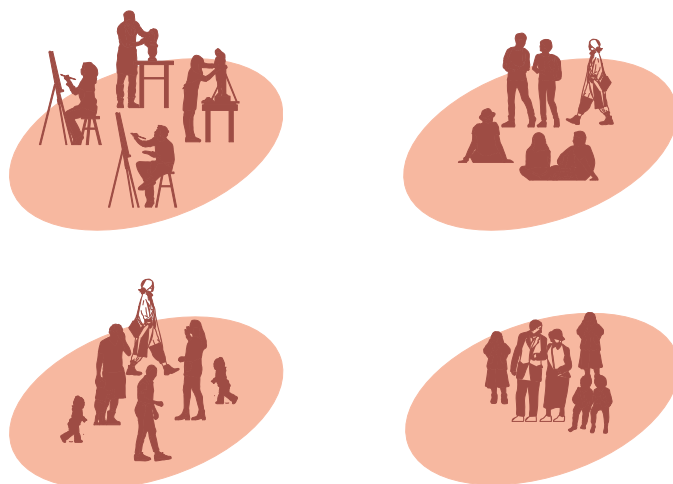


Image 11: Goals

cup of coffee or tea together, organising barbecues, and cooking food for others is (and once was) a regular occurrence in the neighborhood. Thus, taking the community's history of coming together around food, in combination with the health issues in the neighborhood spurred the idea to create a meeting place that had a kitchen and could facilitate these community interests. Additionally, to improving residents' health, the municipality aims to create a place where residents can apply their talents that will further develop their community, in combination with combating undesirable behaviour such as children wandering around on the streets.

Having all of these targeting points in mind, we came up with a number of activities which could be offered at the new meeting place. With the residents at the center of attention, it is important that these activities are fluid and can be adapted depending on the needs and wishes of the targeting group. A monthly schedule of all upcoming activities will be created and posted on a community webpage and on a message board at the meeting space in order to update residents about offered opportunities. Since we want to of-

fer activities that can be easily integrated into daily life, the timely announcement of the plan is important to make it possible for residents to incorporate them in their routines. The community webpage, the message board, and the meeting spot itself will offer residents the opportunity to express their needs and desires from the meeting space. In addition, they can sign up to volunteer their time and skills, either by participating in activities in a supportive manner or teaching classes and hosting events if they want to share their skills and passion with other residents. For residents who are not able to come to the meeting space themselves, the community webpage provides a way to connect with their community virtually.

### Cooking

Culture is highly visible in food and together with the role food played and still plays when connecting de Gaarde's diverse population, we propose a program of activities around cooking and eating together, while also having an educational function at the same time. The exact program, such as recipes and special activities connected to cultural events, should be developed together with the residents. Since healthy food is important for adults as well as children, we will develop activities for both age groups, also aiming at creating intergenerational dialog. A weekly *wijkdiner* (translated as neighborhood dinner) could be an activity to bring together children from the neighborhood. Together with local volunteers and supervisors, children prepare a healthy meal and learn about the impact of food on their body and the planet. This initiative is inspired by the *'wijkontbijt'* (translated to neighborhood

breakfast), organized by KookLokaal West in Tilburg. The choice to adapt this to a *wijkdiner* is due to the absence of children in the neighborhood in the morning, as they are in school. From interviews with children and adults during the *Buurtbakkie* it became clear that it is a financial burden for some residents to provide dinner. At the moment, neighbors occasionally bring supper to those who are unable to provide it for their own family. The *wijkdiner* therefore relieves the parents financially for at least one day a week.

Residents from local care homes are urged to volunteer during the *wijkdiner* to help promote an intergenerational dialog between the youth and elderly of the neighborhood. Intergenerational mentor programs are quite common these days and have proved to reduce loneliness and improve health and well-being in the older generations, while improving academic achievement, self-esteem, and reducing delinquency in adolescents (County Health Rankings & University of Wisconsin, 2021). Apart from the *wijkdiner*, which predominantly targets the youth, we also propose to organize cooking evenings for adults to enhance cultural exchange, raise awareness on healthy nutrition, and provide them with an opportunity to meet their neighbors. This type of meeting should ideally incorporate naturally into their daily routines. These cooking evenings are planned by the residents themselves, with the help of the Residents Committee and our part-time employee and can be adapted during festive seasons or holidays, depending on the cultural background of participants.

### Clothes swap

Since children grow fast and need new



cloths quite often, it can be a major financial burden for parents to provide their children with fitting clothing. During the Buurtbakkie many residents mentioned that they would also benefit economically from cloth swaps. At the clothing swap, residents will be able to exchange their valued, but no longer used clothing for clothing they need. The clothes swap will be held depending on the need, but preferably monthly or seasonally. By organising a clothes swap, swappers can connect with other people (Matthews & Hodges, 2016). Parents can meet other families with children close in age and swap their children's outgrown clothing with each other. This enhances social cohesion and communication on the one hand while also reducing the expenses for new clothing as well as an unnecessary purchase of new items. Additionally, it will help in addressing the textile environmental impact and assists in raising awareness to the waste the fashion industry creates. The clothing swap allows us to partake in a sustainable community action as it provides the opportunity to recycle clothes that would normally be discarded into the trash to into someone else's closet and thus reduces the environmental impact due to a longer life cycle.

If successful, the clothing swap could even be extended to include other items such as children's toys as these items can also be quickly grown out of, especially when children are in the first year or two of life. Additionally, the concept could be applied to any other items that are not necessary to own but are needed from time to time. Items that could be swapped, donated, or simply borrowed for the day are tools for moving (like a dolly), gardening equipment, or items from a household

toolbox. The schedule for these swaps can be flexible depending on the needs of the residents. At the end of a swap period, left over items could be donated to shelters or charity shops around Den Haag, preventing the meeting spot to crowd with unwanted items.

### Arts & crafts

During our observation activity in the neighborhood, we noticed many drawings on the apartment walls and sidewalks, which indicates that children of the neighborhood have creative urges and want to express themselves. In order to create an activity that addresses these urges, we will organize arts and crafts afternoons after school to provide more individual attention to children within the area and support their creative talents. Due to the large difference in ages of the neighborhood children, and the different guidance each group needs, a distinction can be made between three target groups: 4 to 7 years old, 7 to 12 years old and teenagers from 12 years onwards. Buurthuis de Mussen in the Schilderswijk, Den Haag, also organizes arts and crafts activities. However, these are only available to kids from 7 to 12 years. By also organizing an arts and crafts afternoon for the younger children, we aim for more inclusiveness. Once a week, a craft and drawing afternoon will be organized for children between 4 and 7 years old. For children between 7 and 12 years old, a weekly painting and drawing afternoon will be organized where they can develop their skills under supervision. As crafts are quite popular on social media apps such as Tiktok and Instagram, special night-time activities for the neighborhood teenagers from 12 years onwards can be

organized on a regular basis. By collaborating with local artists and volunteers living in the neighborhood or the close by care home, we want to offer teenagers an activity where they can express their creative outlets through trending projects such as scrapbooking, collaging, jewelry making, pottery, knitting, crocheting, sewing or cloth making.

The art programs are a way to include adults and enhance intergenerational contact by involving retired artists or craftsmen and craftswomen from the neighborhood who are keen to share their passions and talents with the local teenagers. If interested, we would like to offer freelance positions for unique projects in The Box. All community residents who are adept in a creative skill could teach classes themselves or, alternatively, simply act as a support for other teachers or experts and artists from within or outside the neighborhood. We would like to offer these freelance positions as de Gaarde has a high immigrant population, we realize that these residents might have had to give up a field, skill, or hobby when they migrated due to not having proper qualifications, not speaking the language, or other factors. Thus, by paying our community artists to share their talents, we would be assisting in two of Den Haag's goals. The first being, the freelance work would bring a small income to the residents in the community, and the second, it has been proven that teaching the arts (to children) will ultimately enhance educational achievement and performance (Deasy, 2002).

In addition to the regular art and craft program, an event for painting a mural on the outside of the intermodal container will be organized. This 360 degree mu-

ral painting of The Box will take place either once when the meeting space is launched or after each transport of the container to another location, depending on how damaged the painting gets. The painting and repainting allow the community and its changing residents to take ownership of the meeting space and individualize it.

### Deliverables and time line

Residents of de Gaarde need to be informed about the new meeting space in time and its purpose in order for the activities to run smoothly and to arouse the interest of local residents. We aim at including the residents and everybody interested in the new space from the beginning on in order to allow The Box to establish itself as a meeting place in the neighborhood. Therefore, the following deliverables are necessary:

#### Kick-off event

The kick-off event mainly serves to create as much awareness of The Box among local residents as possible. During the event the children out of the neighborhood can paint a mural on the boxes to create autonomy over their looks and give them the opportunity to make it 'their own'. The day itself will last from 12:00 to 17:00. It starts with a speech and a short explanation of the purpose of The Box. From 12:30 to 17:00 it is possible to join in painting the 360 degree mural. Children can sign up for a time slot of half an hour, allowing a greater number of children to participate and during each timeslot, 10 children can paint at together. From 12:30 to 15:00, while the children are painting, adults can enjoy a cup of coffee, before barbecue is served from 15:00 to 17:00 or tea.



## Communication

Promoting of The Box as well as communicating about the activities taking place at The Box, is done in various ways. A website will be created to share the mission, vision and practical information such as the activity schedule or contact information. A Facebook page as well as a physical message board at the meeting space will be created to promote activities and share updates and events. To make sure The Box is visible and easy reachable, there will be colorful footprints added to the ground, making it also for children easy to follow the footprints to reach The Box and find their friends.

## Benefits

### 1. Integration and participation

De Gaarde could be defined as a highly multicultural neighborhood. We aim to contribute to integration by connecting people with

different backgrounds and cultures.

### 2. Youth and education

By creating a place where children can go to after school, we contribute to getting them off

the streets, connecting them with other children and providing opportunities to learn more

about food, environment, arts and crafts.

### 3. Climate and sustainability

A better world starts with you and the people around you. By focusing on healthy food and swapping clothes we aim to build awareness on the impact of the food and fashion industry on the environment and make residents aware of possible environmental changes in the neighborhood.

### 4. Loneliness

We aim for reducing loneliness in de Gaarde by bringing together residents and enhancing communication between neighbors. The goal is to create a community that does not only meet for activities taking place at The Box, but also for private gatherings at their homes.

## Stakeholder analysis

### Before

These are the stakeholders involved in the creation of a new public space:

#### Residents of de Gaarde

The residents of de Gaarde are a key stakeholder in the development of a new meeting space. They are the current users of neighborhood spaces and are expected to be the main users of the new meeting space, and will be the group most directly impacted by this project. Therefore, they are highly interested in this project and would like to see the new meeting space bring benefits to their living quality (especially social life) in the neighborhood. They are a moderately powerful group: the developer would be interested in their opinion throughout the development stage, and they eventually determine the success or failure of this project by their use or disuse of the space. However, they do not have many resources or agenda-setting power to hold control over the project. The conflicting interests among this heterogeneous group could also reduce their collective

bargaining power.

#### Staedion and other housing associations

This group consists of all actors with ownership over the dwellings in de Gaarde. They, and especially Staedion, are in a partnership with Den Haag's Gemeente to improve the area, and so they are highly interested in any intervention that contributes to that goal, including the development of a new meeting space. They would be interested in ensuring that the intervention is effective in encouraging participation and resilience in the residents. On the other hand, since they are regenerating the neighbourhood, they would also be interested in how the intervention practically fits in with their overarching plan. This is a group with a high degree of power as well. As owners of the dwellings of the area, they are already in a higher position in their existing power relationship with the residents. Particular to this project, because they have high access to the agenda-setting and discussion table and own more resources, they hold a high degree of influence over the design, implementation and upkeep stages of the new meeting space.

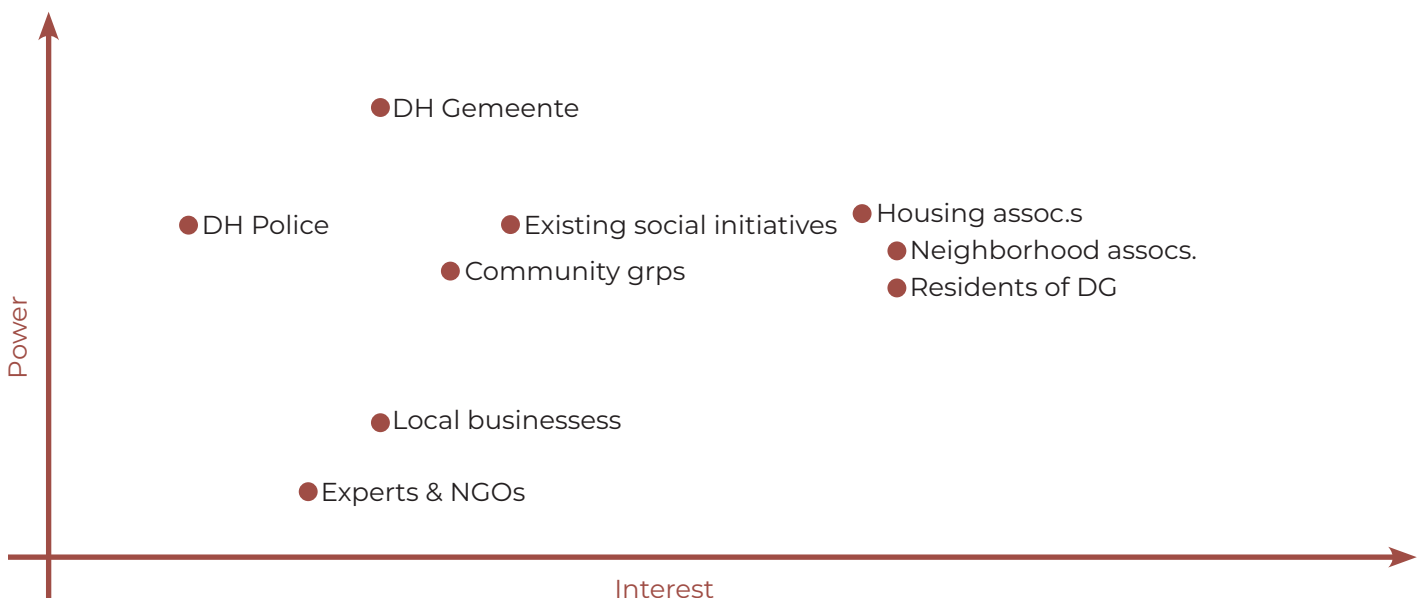


Image 12: Stakeholders of a new meeting space in De Gaarden | Before

### Den Haag Gemeente

The local government is very interested in the improvement of the southwest of Den Haag. However, it would look more at the broader picture and may not be very interested in a particular intervention project. Rather than the day-to-day operation of the meeting space, it would likely focus on the result of how this intervention leads to the improvement of the neighbourhood. Therefore, it holds little to moderate interest in the development of a new meeting space. Yet, the Gemeente is probably the most powerful actor, owning the most resources and funding that can be invested in the project. As the local highest authority, it also holds strong influence over the decision-making process.

### Existing neighbourhood associations

These are groups made up of residents of de Gaarde, but are organising themselves, probably around similar interests. They are distinct from the general residents in that they probably hold more power through their collective resources and mobilization power. Also, their interest in the meeting space is expected to increase in the future if they are invited to become involved in the operation and maintenance of the space.

### Businesses in the neighbourhood

This involves the small businesses such as medical practices, grocery stores, salons, auto shops, second hand stores, etc. located in this area. Their interest in the meeting space is moderately low, since they are not probably less interested in the project itself compared to its impact: how the creation of this new meeting space would affect their business. They may be more concerned about practical impacts such as noise level, pedestrian flow, spatial use, and not so much about the effects on the community. They also do not hold much power in this project since they have limited

resources and participation. However, all of the above may change if they become a partner or competitor in the activities held at the meeting space.

### Existing community groups

This includes community centers, churches, mosques, and similar communal groups in the ZDG area but outside de Gaarde. They are moderately interested even though they are not local to de Gaarde, because the new meeting space is potentially used by their members living in de Gaarde, and so they have an opportunity to get involved and use the meeting space when serving these members. Still, the meeting space caters to only part of their members, so it would not be high on their agenda. They are also moderately powerful as existing representatives of particular groups of the community. For example, a mosque is often seen as representing the Muslim population in the area, and could be invited to the discussion table as such. They also own resources, and have the potential to become increasingly involved as a partner in operating the space.

### Expert groups and NGOs

This is a group that may come to be interested in the meeting space because of their more general interest in the people and the area. Examples of this could be the Thesis Lab Den Haag SW, NGOs working with immigrants and poor population, or even us (students at TU Delft involved in a school project on de Gaarde). At the beginning of the meeting space, these groups probably hold low interest and power in the intervention, since they are outsiders with occasional intersection with de Gaarde only. However, once they see the potential of the meeting space as a channel for them to meet the residents and fulfill their research or service goals, they may become more interested. The expertise and authority they hold can also come into

play and increase their power when they become involved with the community that meets at the new meeting space.

### The Police

The law enforcement has great concern for order and security in the neighbourhood and high power to enforce measures. They could become involved if mishaps or conflict between users occur; on the other hand, if the public space does enhance cohesion and reduce crime at a later stage, it would become more meaningful to them. Since their particular concern for this public space does not go beyond public safety and order, they are a group high in power but with low interest.

### Existing social initiatives

By this we have several specific projects in mind. Since it is not possible to introduce all of them here, more details of how each project relates to The Box will be given in the next section on policy program theory. These are projects that share similar goals and methods with the activities we envision in The Box, and thus they provide valuable experience, funds, as well as established means of collaboration. They could be moderately high in power with their esta-

blished financial resources, expertise, and networks, and moderately interested in The Box which shares many of their visions for neighbourhoods in Den Haag.

As an extension on this, we have also looked at schools, foundations and shops in Den Haag that could be powerful and interested in The Box in similar ways.

### During

We expect changes in stakeholders' involvement when The Box begins to operate. Orange spots denote new actors or actors with changed degrees of power and interest.

We believe that the following actors should have relatively stable level of power and interest before and during the operation of The Box: Den Haag Gemeente, Den Haag police, Housing Associations, local businesses, and the general residents of de Gaarde. The reason is two-fold: For the Gemeente, the Police, and the housing associations, they hold more general interest over the project that focuses on the results and consequences, rather than its actual operations. Therefore, unless the reality greatly deviates from their expectation, we

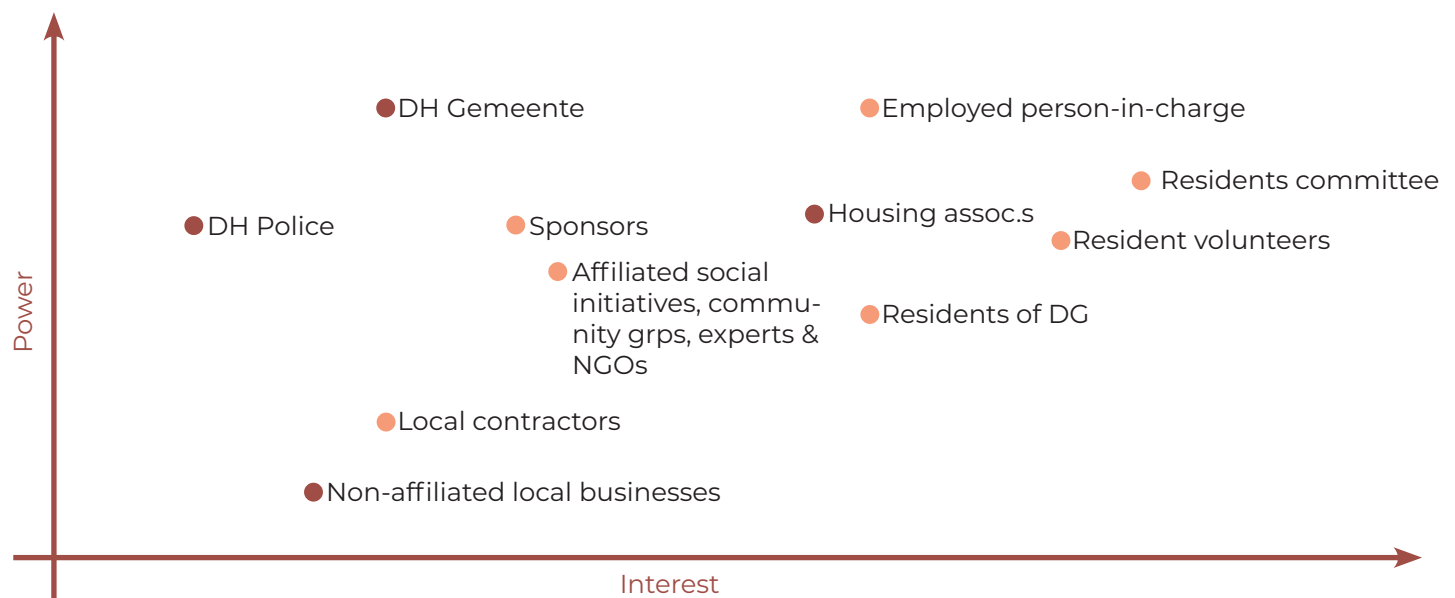


Image 13: Stakeholders of a new meeting space in De Gaarden | During

do not expect their interest in the project to show much change. As for power, their power is institutionally constituted, and does not fluctuate with the stage of this specific public space project. As for the businesses and general residents, we assume that people with increased interest as the project progresses will opt to become officially affiliated, joining project-specific actors, and thus taken out from the group. Therefore, for those who choose to stay unaffiliated, they remain involved as a 'bystander/ user', which should create relatively little changes in the power and interest, unless the reality deviates from the prior expectations greatly.

#### New actors:

##### Residents committee

On Staedion's website, they illustrate community contact persons throughout de Gaarde, however, unlike its neighboring communities, de Gaarde does not have a unified residents committee. *Therefore, we propose to make use of the opportunity created by the establishment of The Box to create a residents committee of de Gaarde, following the experience of surrounding neighbourhoods with Staedion.* By targeting the neighborhood contact persons, we would be able to establish a residents committee with volunteers ready to make themselves available to participate in the management of The Box, its activities, and its maintenance. In the long run, this committee will not only benefit The Box, but also the other aspects of the co-management of the neighbourhood between residents and Staedion.

Members of the residents committee would come together once a month, or alternatively, four times a year to make plans for The Box with support from the forthcoming part-time employee in-charge. This includes making activity schedules, choosing contractors, contacting potential

partners, assigning roles to volunteers, etc. We expect it will be possible for residents not living in Staedion housings (for example, elderly in the care homes) to join the committee as well, even if the committee follows the model of other committees under Staedion.

Since the primary goal of the committee is to manage The Box, we expect its members to be highly interested in its affairs. As the recognised group representative resident of de Gaarde, we also expect it to hold relatively high power in influencing decision-making and in mobilising neighbourhood participation.

Members of existing, non-official neighbourhood organisations are likely to join this committee due to their already high level of concern for community affairs, and therefore is subsumed under this committee. They are not separately mentioned in the graph above for clarity of presentation. Of course, it does not mean this committee should take over the other groups, and neighbourhood organization members who are not interested in The Box would continue to meet independently.

##### Part-Time Employee in charge of The Box

While the residents committee will play a crucial role in the management of The Box, we propose to employ a part-time employee through Staedion who will be connected to the neighborhood through their work, but will be impartial in order to help solve conflicts over scheduling, for example. This employee will be in-charge of the scheduling and management of "The Box". The involvement of a salaried staff is for the reasons below: First, in a community-based incentive, we expect the involvement of many volunteers. Voluntary contribution often is not able to ensure a consistent level of participation due to the personal nature of commitments. Having a person bounded by contractual commitment

would help ensure consistency of the performance of management duties. Second, we expect a project of this scale would encounter interpersonal conflicts from time to time, and it is beneficial to have a neutral third party who can arbitrate minor affairs. Third, having a single person overseeing the entire management and operation of The Box ensures synergy and coordination of different aspects of The Box, thus overcoming the compartmentalisation and fragmentalisation issues observed in public space projects as noted by Carmona et al (2008).

We recommend employment on a part-time basis under Staedion, similar to the way staff of Staedion's local office is currently employed (for the Buurtbakkie and other neighbourhood activities). They would work approximately 15 to 20 hours a week, dependent on the managerial duties that week. This employee would be in charge of scheduling volunteers, hiring and managing freelance workers, running the website, updating the schedule, organizing grocery and crafts materials pick-up or deliveries, and be involved with organizing partnerships. The salary could be paid by the Gemeente's fund allocated for Den Haag Southwest's improvements.

Such a person would have a relatively high degree of power, because of their role as a figure of authority overseeing The Box, and also because of their close connection with the affairs on the ground. They are also highly interested in The Box as it is their employment.

#### Resident Volunteers/ Freelancers

These are the people with skills and willingness to contribute, but prefer to be involved in specific activities, rather than looking at the overall picture. Their roles are diverse and flexible, depending on what and who is available, as well as the positions available to be taken up. They are also highly interested in The Box, but particular-

ly in relation to specific aspects that match with their personal preference. They are powerful in that providing or withholding their contribution would influence the daily operation of The Box, and that as leader among participants their opinion would probably be given more attention.

#### Affiliated social initiatives, Community groups, Experts & NGOs

As explained in the previous graph, these are actors that already share parts of the methods, visions, and goals with the public space project of The Box. Those who choose to become affiliated, either through funding or collaborating in activities of The Box, or through commitment to join regularly as a participant as a way to fulfill their own goals (such as research projects or network expansion), would have both their power and interest increased. Their power increases because the tangible and intangible investment they place towards The Box means considerable influence over its operation and decision-making processes, and their interest increases because the fulfillment of their respective goals lie with the success of The Box's projects.

Again, the existing groups who choose to continue as a spectator rather than active participants will have the same degree of interest and power, and are omitted from the graph for simplicity of presentation.

#### Local contractors

This involves the cleaning company, suppliers, the children's art teachers, and other contractors that are involved in The Box through paid contractual relationships (see the section below for examples). We strongly advise hiring contractors from de Gaarde whenever possible (for example, Meral Cleaning Company); if not, priority should be given to businesses and persons from ZDG, Den Haag SW, and Den Haag as a whole, in that order.

They should have a higher degree of



power and interest in The Box compared with non-affiliated local businesses, because the success of The Box and the fulfillment of their contractual obligations are closely linked. Still, if their service is not satisfactory they are replaceable, and no decision-making power lies with them, and thus their level of power is lower compared to other groups. Compared with those who participate without financial gains, they also do not require as high a level of interest to become involved.

### Sponsors

As The Box operates, there might be private sponsors who are willing to invest in it as a way of corporate social responsibilities, or non-profit sponsors who agree to contribute to the cause of The Box. Similar sponsors are already present in social initiatives. This is not a necessary actor, but it would greatly relieve the financial constraints of The Box. If sponsors exist, they would be quite powerful through having a say in where they place their funds. Depending on their reason for sponsorship, their interest in The Box varies.

### Policy programme theory

Both the construction of “The Box” and the activities expected to take place there serve to create an engaging meeting space. It is crucial that both the hardware and software are well-planned to ensure they contribute to facilitating social encounters. Therefore, we have separated the planning process into several policy programme theory schemes, to clearly demonstrate this process. First, however, we will explain the management model we expect to take place in The Box.

### General management model

We envisage the management model of The Box to be a mix of market and community-centred model, with emphasis on the latter (Carmona et al., 2008). The state model is less relevant, as this is not a go-

vernment-initiated project (although the government is a relevant actor), and has been led by private actors (Staedion and TU Delft) from the start. The market-centred model applies to aspects requiring technical know-how and regularity, such as cleaning or the fixing of water and electricity, or the provision of art supplies and food. On the one hand, some specialist skills are not guaranteed to be available in the community, and thus outsourcing becomes necessary. On the other hand, the presence of contracts and thus legal obligations to govern such work also ensures regularity in activities that require a fixed frequency and quality. It is especially envisaged to be more applicable at the beginning years of the public space, since time is needed for the community to become involved and allow the community-centred model to function smoothly. Investment would initially come exclusively from the Gemeente and housing associations (Staedion), management and coordination would largely depend on the salaried staff and contractors, and regulation will be determined by Staedion and housing associations, perhaps with some consultation with the residents and other affiliated stakeholders.

As time passes and the resident community develops both a sense of ownership and mechanisms of practising this ownership over The Box, we envisage that the management model will shift towards a community-centred one, especially in aspects of coordination, regulation and maintenance. Financial investment by the community might be difficult to achieve considering the prevalent socio-economic status in the area (but perhaps it will be possible from larger-scale affiliated local businesses, groups, and social initiatives), but investments of skills, time, networks... etc. can be expected from the community. A community-centred management model is desirable, because by emphasising

sing co-production and public-driven management it coincides with the goals of this project, such as skill cultivation, community development, and social cohesion creation. A community-centred model is also practical, considering that residents express their nostalgia to gatherings in the past, and the presence of people and groups with skills and interest in the area. It is realistic to expect that the community will be willing to come together to help in this public space.

While a community-based model brings many benefits, its shortcomings must also be noted. For example, resident volunteers and partners join in the management duties without profiting from it, and thus whether and how well such duties are completed by them could really depend on their availability, capacity, priority, willingness...etc. and is not regulated by contracts. The quality might therefore be more variable. Thus, mixing this approach with market intervention (e.g. presence of paid staff, hiring workers instead of finding volunteers for specific duties) could be a

necessary solution.

The practicalities of this model will be explained below.

### Management strategy - the physical structure

For the physical space, this is the context we address. We note three current situations in de Gaarde that would inform our strategy for the physical aspect of The Box.

1. First, there is a lack of meeting space, and residents' desire for a space contributive to social gathering is not fulfilled.

2. Second, existing meeting spaces face the issue of vandalism and lack of maintenance work, making such spaces and the facilities there less usable (both because of their poor physical condition and the resulting unwelcoming quality of the space).

3. Third, the resident population is diverse, including elderly, people with financial difficulties, etc.

Informed by the current situation, the desired vision for the physical structure of The

## CURRENT SITUATION



**Vandalism**



**Lack of meeting spaces**



**Households with low socio economic status**

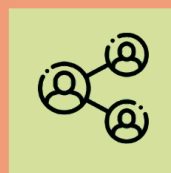
## VISION



**Maintainable space**



**New meeting space**



**Inclusive space**



Box are:

1. First, a new meeting space with facilities that encourages social activities. People feel comfortable, even motivated, to gather there and contribute.
2. Second, a space that is maintainable and durable, resilient against possible damages and regularly upkept.

3. Third, a space that is inclusive and accessible. This is both in terms of the kits in place (e.g. the presence of outdoor area for those requiring walking aids) and the quality of the place (a safe, clean, and transparent space that feels welcoming for all groups).



Image 15: Stakeholders | Invest | Activities | Tasks & Processes

In order to achieve this vision, stakeholders will need to get involved, providing inputs to physical placemaking activities. The scheme below follows the chronologi-

cal order of required output, analysing the strategy from the creation, construction, to finally the long-term operation and maintenance of the space.

Stakeholders	Input	Activity	Output
-Staedion -Residents and local stakeholders of de Gaarde -Den Haag Gemeente	- Staedion provides a small budget for communication material, human resources and time for the communication processes. - De Gaarde community gives the use of a designated space to set up The Box - DH Gemeente may provide city guidelines and expert advice on physical accessibility of the area	- Staedion presents the proposal of The Box to residents and to the Gemeente; possibly to other local stakeholders such as other housing assocs, local businesses - Staedion revises the proposal as necessary based on feedback from all - Staedion maintains communication with all to negotiate for approval from all (but especially the Gemeente and residents) - Staedion finalises the proposal and confirm implementation	Consultation and communication with stakeholders to complete the planning stage for The Box
-Staedion -Den Haag Gemeente	- From the general fund allocated to Den Haag SW to improve the socio-economic position of the district, the Gemeente provides the main budget for purchasing the containers, and some of the construction material for The Box	- Staedion make a budget of required construction material - DH Gemeente approves the budget and releases the fund - Staedion staff procures the above material	Purchased material to build The Box (container, keypad lock, kitchen and bathroom facilities, decorations and furnishings)

	<ul style="list-style-type: none"> <li>- Staedion may complement by providing an additional budget for purchasing extra material to furnish The Box</li> <li>- Staedion provides the staff who contribute the manpower and time for procurement</li> </ul>		
<ul style="list-style-type: none"> <li>-Staedion</li> <li>-Den Haag Gemeente</li> <li>-Construction contractor (possibly the same contractor responsible for the renovation of de Gaarde)</li> </ul>	<ul style="list-style-type: none"> <li>- From the Den Haag SW fund, the Gemeente provides the budget for hiring the construction contractor</li> <li>- Staedion provides the staff who contribute the manpower and time to organise and coordinate the construction process</li> <li>- Hired construction contractor provides the workers (who provides expertise, labour, and time) and tools.</li> </ul>	<ul style="list-style-type: none"> <li>- Hired contractor constructs The Box</li> <li>- Staedion manages the construction project</li> </ul>	Construction of The Box
Staedion Employed person-in-charge (PIC) Residents of de Gaarde	<ul style="list-style-type: none"> <li>- Staedion allocates a small budget for recruitment and promotion material</li> <li>- Staedion appoints the PIC who contributes the manpower and time to promote and organise the residents committee</li> </ul>	<ul style="list-style-type: none"> <li>- PIC promotes the concept of a residents committee to residents</li> <li>- Residents who decide to join further promote the concept of a residents committee to residents</li> <li>- PIC and Residents organise and establish the residents committee</li> </ul>	Creation of a residents committee

	<ul style="list-style-type: none"> <li>- Residents contribute the manpower and time to promote, organise, and participate in the residents committee</li> </ul>		
<ul style="list-style-type: none"> <li>- Staedion / sponsor</li> <li>- Employed person-in-charge (PIC)</li> <li>- Resident committee (RC)</li> <li>- Resident volunteers (RV)</li> <li>- Specialist contractors</li> </ul>	<ul style="list-style-type: none"> <li>- RC and PIC provides the manpower and time to plan and organise this process</li> <li>- Staedion/ sponsor provides recurring budget for hiring a cleaning crew, electrician, plumbers, or any other specialist contractors/ compensating RV to carry out maintenance tasks</li> <li>- RV and contractors provides manpower, time and expertise to carry out maintenance tasks</li> <li>- Staedion/ sponsors could perhaps provide a recurring budget for insuring the space against damages and loss</li> </ul>	<ul style="list-style-type: none"> <li>- RC, with the help from PIC, plan the maintenance process: i) creates a schedule for regular maintenance</li> <li>ii) discovers and catalogues the talents among RV</li> <li>iii) regularly inspect The Box for unexpected issues</li> <li>iv) determines the needed contractors / RV for a specific duty and hire / invite them</li> <li>v) communicate the required standard of maintenance (and create such standard if not covered in planning stage by Staedion)</li> <li>vi) collect feedback from residents regarding the physical space and act in response</li> <li>- RV and contractors carry out regular cleaning, fixing, checkups</li> </ul>	Detailed plan and execution for the maintenance of The Box
<ul style="list-style-type: none"> <li>- Staedion / sponsor</li> <li>- Employed person-in-charge (PIC)</li> <li>- Resident committee (RC)</li> </ul>	provide human resources and time for planning the operations and retaining/	PIC, AP and RV, set up an operations schedule to ensure logistics of The Box is in sync with its	execution for the operation of The Box

<p>Resident volunteers (RV)</p> <p>Affiliated partners (AP) - social initiatives, Community grps, Experts &amp; NGOs</p> <p>Specialist contractors</p>	<p>transmitting built knowledge</p> <ul style="list-style-type: none"> <li>- RC, PIC, RV and possibly AP provide human resources and time to implement the operations</li> <li>- Staedion/ sponsor provides a small recurring budget to compensate those involved operations; and to fund training and recruitment for RC and RV</li> </ul>	<p>activities (e.g. door unlocked on day with event)</p> <ul style="list-style-type: none"> <li>- RC and RV, with the help of PIC, ensures sustainability by recruiting and training new members</li> <li>- RC, with the help with RV and PIC (and AP if needed), develop a way to retain and transmit knowledge around operating the box.</li> </ul>	
<p>Staedion</p> <p>Employed person-in-charge (PIC)</p> <p>Resident committee (RC)</p> <p>Resident volunteers (RV)</p> <p>Residents and local stakeholders of de Gaarde</p> <p>Den Haag Gemeente</p> <p>Moving and construction contractors (possibly the same contractor responsible for the renovation of de Gaarde )</p>	<ul style="list-style-type: none"> <li>- From the Den Haag SW fund, Gemeente provides recurring budgets for hiring contractors</li> <li>- PIC and RC invest human resources and time in consulting with all stakeholders and determining the moving schedule; and overseeing each moving process</li> <li>- Contractors provide the workers (who provides expertise, labour, and time) and tools to move, and to take down/ rebuild The Box.</li> </ul>	<ul style="list-style-type: none"> <li>- PIC and RC lead communication and coordination with developers, Gemeente, and other stakeholders involved in the area reconstruction</li> <li>- PIC and RC determines a moving schedule and locations to move to (if not already made by Staedion at the first stage)</li> <li>- PIC and RC plans logistics of and oversees each move</li> <li>- PIC and RC communicating and revising the schedule and plan throughout the reconstruction</li> <li>- PIC and RC communicating the moving schedule to the residents.</li> </ul>	<p>Detailed plan and execution for moving the Box</p>



		- PIC and RC organises RV in cleaning and packing prior to the move; and reorganizing the space after the move.	
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We believe the above outputs are conducive to realising our desired outcome for several reasons:

1. The creation of The Box immediately provides a new meeting space for residents to connect and with better spatial quality. It is also a long term and sustainable solution to the current problems regarding the lack of meeting spaces.
2. Our process in terms of what exact formation The Box will have, will be an iterative process that is fueled by the feedback of the residents. Thus, our aspiration is that The Box will have a consolidated role in the social network of the residents: people have created the habit to utilize The Box regularly, feel attachment to the space and participate increasingly with their neighbours.
3. A clearly established management procedure will help upkeep The Box and ensure quick responses in events of vandalism. While the impact of The Box itself is relatively small, the surrounding space and greenery can be key to the success of The Box, cultivating appreciation among residents and encourage protection of the space.
4. A consultative creation procedure, combined with clear management procedures, ensure and inclusive and accessible space that maintains its welcoming quality. Of course, this should be done in coordination with the activities held.

The financial feasibility of this strategy is analysed below.

With a fund provided from the Gemeente to improve Den Haag SW, a project that is fitting with its goal should not

find it too difficult to obtain the required construction fund. In fact, container-based spaces are known for their affordability and availability. Recycled intermodal containers (also known as shipping containers) can be purchased online. The cost of one 12.192 meter long container runs anywhere from €1, with €150 in shipping and transportation costs, to anywhere well over 3.500€. These containers can be bought pre-renovated to be hospitable to humans, however, these renovations can also be done on site.

We estimate that within a margin of +/- 20% to 30% the budget for the construction costs of the containers (including: heating, electricity, adding windows and doors, insulation, plumbing and water, installing a kitchen, paying the construction workers, etc.) would be approximately 1450€/square meter.

A standard shipping container is 12.192 metres (40ft) long, 2.438 metres (8ft) wide, and 2.896 (9ft 6inches) metres high. This gives an internal volume of 75.3 cubic metres. The floor space would be 29.724 square metres (320 square feet). This would bring the one time construction costs to approximately 42.000€ for one box and 84.000€ for two. However, the second box is likely to cost less as it will not include facilities with running water, a kitchen, etc).

We also take the sustainability of these containers into consideration. At the end of the renovation trajectory of de Gaarde, the more flexible character of The Box can be turned into a permanent solution that is optimally adjusted to the needs of the residents. This way, The Box can also have a greater contribution in terms of the

spatial quality of the neighbourhood. If the location of The Box has been set, there can be more investments in terms of permanent seating arrangements, flower installations and improving the surrounding green space in general. The possibility of turning The Box into a permanent part of the community makes the investment more worthwhile.

Alternatively, if the residents decide to have a more permanent and larger community center, The Box's life can be extended as it can be transported to another area in Den Haag that needs a temporary space, to another city in the Netherlands, or even be auctioned off to a private buyer with the funds either going to charity or to create the permanent community center. Thus, in the long run, the financial investment will pay off.

### Management strategy - the activities

As discussed earlier, we propose three initial activities, and the activity profile will be expanded later depending on the availability of fund, manpower, and resident demands.

Below, we provide the policy programme theory scheme for each of the activities we proposed.

### Activity 1: Arts and Craft

For the activities, this is the context we address. Subject to change. Informed by the current situation, the desired vision for the initial activities held in The Box are:

The context we address with the arts and craft activities are:

1. Residents are nostalgic to old meeting places where they can bond, and the Gemeente shares this emphasis on enhancing social cohesion.
2. Vandalism at public space demonstrates a need for an alternative outlet of expression.
3. The neighbourhood suffers from low education and income levels.

Therefore, the desired vision for the arts and crafts activities are:

1. Creating social cohesion through co-creation and sharing both the creative experience and the produced artwork with the neighbourhood.
2. Providing a constructive and engaging means of artistic expression, through which people can find an outlet
3. Provide affordable arts education to those who may not be able to afford it, or do not originally find it interesting.

Stakeholders	Input	Activity	Output
-Staedion employee -Resident committee (RC) -Resident volunteers (RV) -Affiliated partners (AP) - Hired professional artist or arts-related social initiatives, such as CultuurSchakel/Mussen	- The Staedion employee and RC invest manpower and time to make a schedule, organise participants and hosts, and communicate with all parties. - A budget for supplies and salaries. This could come from AP,	- The Staedion employee works with the RC and makes the schedule and allot hosts for The Box's art activities, bearing in mind that the children's art activities will be a once-weekly occurrence and act as a form of after	A general strategy for all arts activities

<p>Staedion/ sponsor -Den Haag Gemeente</p>	<p>Staedion, sponsors, or from the general budget of DH Gemeente for DHSW. - A RC/ RV representative invest manpower and time to organize and manage supplies</p>	<p>school care - The Staedion employee works with RC and hires activity hosts, such as mural painters or artists. i) This can involve identifying talents among RV and inviting them. Specifically, we recommend partnering with the independent living ward at WZH Carel van den Oever Home through the Day Activity and Meeting center, which already offers creative outlets for its residents, to match up potential volunteers and teachers with The Box. ii) This can also involve collaboration with arts initiatives and drawing upon their networks iii) This can be hiring through platforms e.g. Apprentus, a website that can be used to hire local artists to teach drawing, painting, and other crafts - The RC communicates with hosts,</p>	
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		<p>participants, and partners.</p> <p>i) Confirming availability and participation</p> <p>ii) Confirming the supplies needed, agree upon a budget (with hosts and partners)</p> <p>- An RC/ RV representative organize (borrow, rent, or shop for) supplies, arrange for their storage, and check the storage regularly for discarding/ replacing old material and replenishing new ones.</p>	
<ul style="list-style-type: none"> <li>-Resident committee (RC)</li> <li>-Resident volunteers (RV)</li> <li>-Activity hosts (invited from different stakeholders, see above)</li> <li>-Staedion/ sponsor</li> <li>-Den Haag Gemeente</li> </ul>	<ul style="list-style-type: none"> <li>- RC and activity hosts will need to invest manpower and time to organise the activity</li> <li>- RVs invest their manpower and time to help supervise children and prepare material and snacks</li> <li>- Small budget for snacks, which can come from Staedion/ sponsors/ Den Haag Gemeente</li> </ul>	<ul style="list-style-type: none"> <li>- RC determines suitable activity hosts for this age group.</li> <li>- RC, RV and activity hosts prepare the right supplies (basic crayons, markers, paints, and paper) from stored supplies for each activity</li> <li>- Aactivity host delivers class</li> <li>- Ane RV shop for the weekly groceries needed for the after school snacks.</li> <li>- Local residents can sign up to volunteer to supervise through website/ in person</li> <li>- Coordinate with the arts departments at the nearby schools for any unwanted art supplies.</li> </ul>	Once-weekly art/ craft programme for children aged 4-7

<ul style="list-style-type: none"> <li>-Resident committee (RC)</li> <li>-Resident volunteers (RV)</li> <li>-Activity hosts (we recommend De Mussen for this age group; alternatively, we also recommend partnering with the independent living ward at WZH Carel van den Oever Home through the Day Activity and Meeting center, which already offers creative outlets for its residents)</li> </ul>	<ul style="list-style-type: none"> <li>- RC and activity hosts will need to invest manpower and time to organise the activity and prepare all material</li> <li>- RVs invest their manpower and time to help supervise children and prepare material and snacks</li> <li>- Small budget for snacks, which can come from Staedion/ sponsors/ Den Haag Gemeente</li> <li>- Activity Host De Mussen/ resident of WZH Carel van den Oever Home invest manpower and resources, experience of which is taken from their after school art activities partnered with the Mauritshuis to teach art lessons and art history.</li> </ul>	<ul style="list-style-type: none"> <li>- RC communicates with host to agree upon partnership contract</li> <li>- RC, RV and host prepare the material and supplies for the activity</li> <li>- Host creates/ adopts their programme to suite de Gaarde children, and delivers the lesson</li> <li>- One RV shop for the weekly groceries needed and prepare the after school snacks.</li> <li>- Local residents can sign up to volunteer to supervise through website/ in person</li> </ul>	<p>Once-weekly art/ craft programme for children aged 7-12</p>
<ul style="list-style-type: none"> <li>- Resident committee (RC)</li> <li>-Resident volunteers (RV)</li> <li>-Activity hosts (we recommend De Mussen plus other artists for this age group. Residents volunteer living in the care home and other residents in the community who specialize in different crafts should be given priority.</li> </ul>	<ul style="list-style-type: none"> <li>- RC and activity hosts will need to invest manpower and time to organise the activity and prepare all material</li> <li>- De Mussen invest its network from its established teen girl programs for making clothes and jewelry.</li> <li>- Residents of the independent living ward at WZH Carel van den Oever</li> </ul>	<ul style="list-style-type: none"> <li>- RC matches up potential freelance teachers from different platforms and organizes their collaboration in this programme</li> <li>- Activity hosts collaborate with each other to create the programme</li> <li>- Activity host delivers the class</li> <li>- One RV shop for the weekly groceries needed for the after school snacks.</li> </ul>	<p>Regular schedule events for scrapbooking or collaging, jewelry making, pottery, knitting or crocheting, and sewing or clothes making.</p>



<p>Finally, we also recommend to collaborate with other local artists found on the website Apprentus to find professional artists and craftsmen and women to teach these classes.)</p>	<p>Home contribute their time, labour and expertise to teach knitting, crochet, jewelry making, sculpting, and painting</p> <ul style="list-style-type: none"> <li>- Small budget for snacks, which can come from Staedion/ sponsors/ Den Haag Gemeente</li> <li>- RVs invest their manpower and time to help prepare material and snacks</li> </ul>		
<ul style="list-style-type: none"> <li>-General residents Resident committee (RC)</li> <li>-Resident volunteers (RV)</li> <li>-Activity hosts (We suggest Den Haag Street Art (THSA), an organization that aims to prevent vandalism by employing local artists to paint street murals, to host education projects, workshops, and inspire and hone the talents of young artists. As preventing vandalism is important to the community, we would like to partner with THSA to paint our "Box" alongside community members of all ages.)</li> <li>-Den Haag Gemeente</li> </ul>	<ul style="list-style-type: none"> <li>- RC and activity hosts (THSA) will need to invest manpower and time to organise the activity and prepare all material</li> <li>- THSA and RV will collaborate in contributing manpower and time in preparing all material and food</li> <li>- THSA artists invest time and labour in planning with residents and leading the mural painting process</li> <li>- residents invest time and labour in painting the mural</li> <li>- Budget from DH Gemeente to paint The Box and fund the professional muralist.</li> </ul>	<ul style="list-style-type: none"> <li>- RC plan the schedule with the THSA artists and collaborate with the residents.</li> <li>- THSA artists initially come together with the community to plan the sketches and goals of The Box's exterior appearance.</li> <li>- RV/ RC coordinates with the Staedion employee and shop for any food for the artists and community on the community-wide painting days.</li> </ul>	<p>A 360 degree Mural painting of The Box</p> <p>** This could be a one time event that span two to three weeks, depending on the weather and the number of volunteers. Or, depending on how damaged the box gets in transport, the mural painting could become an annual occurrence.</p> <p>Repainting The Box annually would allow the new members and existing members of the community to come together to paint a picture of their current community.</p>

We believe the above outputs are conducive to realising our desired outcome for several reasons:

1. The municipality has strong wishes for enhanced social cohesion (Gemeente Den Haag, 2021). Through the age-specific arts programs, we hope to achieve **social cohesion** by bringing together the youth of the neighborhood. The assumption is that as children become friends, their parents tend to get to know each other and the connected networks gradually expand. By partnering with organizations to paint a mural that represents the community, we hope to enhance **social cohesion and a sense of belonging**. The assumption is that the co-creation process expressed through arts will connect people, and the continuous presence of residents' creation in the neighbourhood, will serve to remind them of this connection.
2. By joining together the retirement home and volunteers from the neighborhood, we hope to improve skills and quality of life for both. Volunteers will **learn skills and make friends**, while older residents will have an outlet to apply their talents in The Box's scheduled social activities. This would facilitate **inter-generational mentoring, and aid** in reducing loneliness in the care homes.
3. The municipality is concerned that de Gaarde's residents has low education and income levels. Studies have clearly shown that arts education enhances the performance of students, in both general and special education. (Lloyd, 2017; Deasy, 2002) This is especially relevant in de Gaarde, where parents might not be able to afford extracurricular arts classes for their students. Therefore, free art programme in the neighbourhood should benefit the educational performance of participating children, and if continued, the programme should contribute to improving the overall education level in the neighbourhood in the long run. The freelance positions will

also **increase income** for some residents in the neighborhood.

The financial feasibility of this strategy is analysed below.

For each scheduled activity, a budget would have to be allocated proportionally to how many people attend and what age group is being catered to. This would be a weekly recurring budget, not including the annual mural budget. We expect we will be receiving the majority of this budget from the municipality, as part of their investment to improve DHSW. We think it is likely that such funds will be granted for three reasons: one, the Gemeente has worked with some potential partners, or in general with artistic initiatives before, e.g. with THSA on other street projects. Second, the amount requested will be relatively small. It costs €10-€30 per hour to hire an art teacher. For a group of 10 kids, for two hours of work at a weekly recurrence, this could be negotiated to a discounted lump sum. While the mural painting would cost more, it is a much less frequent event. We also expect the material can be sourced cheaply if cooperating with local schools, shops, etc.

Alternatively, foundations like Cultuurschakel could also fund the events. Art-based groups may find these activities more closely aligned with their vision, and thus have a higher willingness to donate.

### Activity 2: Cooking

For the activities, this is the context we address.

1. De Gaarde has a diverse population with different cultural backgrounds.
2. Compared to the rest of Den Haag, obesity is more common in de Gaarde. Cooking healthy, homemade meals does not have to take a long time, but it has a major impact on adult's and children's health.
3. For lower-income households, cooking

fresh homemade meals is not only an investment of money, but also of time.

Informed by the current situation, the desired vision for the activities held in The Box are:

1. We aim at improving social cohesion by enabling residents to bring their culture to their neighborhood and share it with ot-

hers.

2. Making adults and children aware of the importance of healthy food and responsible use of resources has an impact on their health and our planet.

3. The meal strategies and recipes taught, as well as the meals given out, will support low-income households in eating economically and healthily.

Stakeholders	Input	Activity	Output
<ul style="list-style-type: none"> <li>-Staedion employee</li> <li>-Resident committee (RC)</li> <li>-Resident volunteers (RV) - we recommend inviting residents of the WZH Carel van den Oever Home who already have lifelong experiences in cooking</li> <li>-Affiliated partners (AP) - Partnering with the Food Bank Haaglanden Foundation, a foodbank operating in Den Haag, can help reduce the grocery costs.</li> <li>-General residents</li> <li>-Professional supervisor</li> </ul>	<ul style="list-style-type: none"> <li>- The RC invest manpower and time to make schedule, organise participants, volunteers and professional supervisor, and communicate with all parties.</li> <li>- A recurring weekly budget for food. This could come from AP, Staedion, sponsors, or from the general budget of DH Gemeente for DHSW. Alternatively, some food can directly come from the Food Bank Haaglanden Foundation.</li> <li>- a one-off budget for Cooking utensils (pots, pans, plates, cutlery, etc) ; a smaller recurring (annually) budget for maintaining and replacing utensils when damaged. This could come from AP, Staedion, sponsors, or from</li> </ul>	<ul style="list-style-type: none"> <li>- The Staedion employee organizes the weekly cooking events, in communication with professional supervisors</li> <li>- RC coordinates the RV; and RC and RV together make the weekly meal plans and grocery lists</li> <li>- RC builds a pool of volunteers who are willing to help on a regularly basis</li> <li>- RC keep in touch with stakeholders, having regular exchange meetings and reflecting on past events.</li> <li>- RV buy, store &amp; maintain, and replace food, condiments and utensils regularly</li> </ul>	<p>A general strategy for all cooking activities</p>

	<p>the general budget of DH Gemeente for DHSW. Alternatively, residents or AP may donate old unwanted utensils</p> <ul style="list-style-type: none"> <li>- A RC/ RV representative invest manpower and time to organize and manage ingredients and utensils</li> </ul>		
<ul style="list-style-type: none"> <li>-General residents</li> <li>-Resident committee (RC)</li> <li>-Resident volunteers (RV)</li> <li>-Affiliated partners (AP) - De Haagse Kookschool already offers cooking courses for children (for payment). Since we need supervisors with experience when it comes to cooking with children, we would like to partner with them and profit from their knowledge and staff. Another partner would be Resto VanHarte, an organization that runs neighborhood restaurants where local residents cook and eat together. They already developed programs for children from different neighborhoods in Den Haag and can therefore help in</li> </ul>	<ul style="list-style-type: none"> <li>- For each wijkdiner, the investment of manpower and time from at least one professional supervisor and additionally 2 volunteers per 5 children have to be organized.</li> <li>- RC, RV and AP invest manpower and time in organising the details of each weekly dinners where children cook together with adults (supervisors from AP, and RV), e.g. recipes, demonstration samples</li> </ul>	<ul style="list-style-type: none"> <li>- RC connect RVs and AP supervisors with each other, so they can set up a cooking schedule and plan meals.</li> <li>- RC finds people (from RV/ AP) who are motivated to work with children.</li> <li>- AP supervisors deliver the class while RV assists</li> <li>- Residents take part in the class and cook meals for the neighbourhood</li> </ul>	<ul style="list-style-type: none"> <li>- A recurring wijkdiner event for de Gaarde residents</li> <li>- Healthy meals for children in the neighborhood.</li> <li>- Offering meals for residents on a weekly basis</li> <li>- a talent pool of supervisors and volunteers who are able to be part of the activity on a regularly basis</li> </ul>

	the start-up phase with providing necessary knowledge. Finally, Staedion already has connection with people working with the Participation Kitchen of Moerwijk, who can also provide similar experience and networks.		
<ul style="list-style-type: none"> <li>-General residents</li> <li>-Resident committee (RC)</li> <li>-Resident volunteers (RV)</li> <li>-Affiliated partners (AP) - we suggest partnering with Resto VanHarte, an organization aiming at reducing isolation and increasing social cohesion in neighborhoods, who can help to built up the knowledge needed to run weekly cooking activities, also partnering with different nutritionists aims at providing additional, professional knowledge for adult healthy meals</li> </ul>	<ul style="list-style-type: none"> <li>- RC, RV and AP invest manpower and time in organising the details of each cooking event</li> </ul>	<ul style="list-style-type: none"> <li>- RC help RV and AP connect with each other to set up a cooking schedule, plan meals and groceries and divide tasks.</li> <li>- AP supervisors deliver the class while RV assists</li> </ul>	Weekly cooking events for adults, which offer meals and gatherings for residents

We believe the above outputs are conducive to realising our desired outcome for several reasons:

1. Food is a carrier of culture. Cooking events and the subsequent food sharing enables gatherings for residents of de Gaarde that provides an easy channel into cultural dia-

logues, thus improving social cohesion by fostering cultural exchange and communication with neighbors from many different cultures, a population characteristic in de Gaarde .

2. The chance for children and adults to each cook with their peers at similar stages



of life, combined with intergenerational interactions, fosters social cohesion among and across age groups (County Health Rankings & University of Wisconsin, 2021). At the same time, like art activities, this reduces loneliness among elderly residents of the WZH Carel van den Oever Home (County Health Rankings & University of Wisconsin, 2021)

3. Food is an essential part of daily life, and is closely linked to issues of household finance and health. Cooking activities create two awareness: nutritionally, creating awareness of healthy, nourishing food in all age groups, and providing practical healthy recipes, thereby reducing obesity among all residents by healthy cooking; financially, creating awareness of resources and food management (e.g. grocery planning, waste reduction), and also teaching quick and manageable home meals, to promote economic healthy eating and cooking habits. This is effective in strengthening the physical and financial resilience of all residents.

4. By providing weekly meals, targeting both children and poor adults, lower income households are directly supported with a regular, weekly healthy meal.

The financial feasibility of this strategy is analysed below.

The cost of cooking activities will not be too high. A nutritious meal can cost only one to two euros per person, especially considering bulk purchase, and the manpower can mostly be voluntary or with a small compensation only (explained below). Especially considering how the end product will directly support local residents, it will not be hard to demonstrate to potential fund providers that the investment is worthwhile. Similar social activities have been done and have succeeded in locating private donors (for example, the Participation Kitchen has Shell and Rabobank among its many donors).

Also, the presence of a wide range of

experienced partners, from food banks, cooking schools, to food related social initiatives, means that within Den Haag, a network of people with both the experience and the willingness has already been established. By partnering with them, not only do we require little new investment to find the right people through them, but also many of them are likely to agree to take part directly.

### Activity 3: Clothing Swap

For the activities, this is the context we address.

1. Many families with children live in neighborhood de Gaarde. As described previously, poverty is one of the challenges the area faces. Along with the literal growth of the children comes the demand for new, bigger and different clothes; a demand difficult to fulfil in a neighborhood where poverty is present.
2. It is important in this time to consider what impact purchasing a new item has on the earth.
3. Many households will be moving in and out of de Gaarde due to the area reconstruction. Moving gives them more incentive to clear out and discard unwanted clothes.

Informed by the current situation, the desired vision for the activities held in The Box are:

1. Create a local, sustainable and connected community in which residents but in particular parents are aware of the impact the textile industry has on the earth.
2. Provide affordable and reasonable-quality clothings as alternative to new purchases

Stakeholders	Input	Activity	Output
<p>-General residents Resident committee (RC) -Resident volunteers (RV) -Affiliated partners (AP) - we recommend two partners. SWAPS is a clothing store at which you can swap, buy or drop off clothes with the motto less new, more reuse. Their experience could be of use when organising the first swaps. Local thrift stores like Kringloop Erasmus or Kringloop De Kleine Beurs may be willing to take leftover clothes from the swaps, eliminating the need for storage at The Box. They also have experience on the organisation of second-hand items for exchange. -Staedion/ DH Gemeente/ Sponsors</p>	<p>- RC invest manpower to schedule swaps, and contact and communicate with AP for organising the first swaps - A small budget to compensate AP for organising the first swaps (and teaching RC/ RV). This could come from Staedion/ DH Gemeente/ Sponsors - A small budget for hangers, clothes racks etc. This could come from Staedion/ DH Gemeente/ Sponsors Alternatively, donation from residents moving out who want to discard unwanted items may be sought. - AP invest manpower and time in organising all stages of the first swaps; later, this is taken over by RV</p>	<p>General - RC contact with AP and cooperate in organising the swaps - During the first swap, RC and AP recruit RV to organize subsequent swaps. - AP provide trainings to RVs - RC determines swap schedules</p> <p>Clothing collection - Local residents hand in their items. - AP check the handed in items against criteria they recommend, such as: clothing must be clean and intact. In a further phase this can be done by RV or AP volunteers. - AP give swap card to clothes donors</p> <p>The swap - AP hangs clothes, keeps the area tidy and checks swap cards. Later this can be done by RV and AP volunteers - Residents use their swap card to pay for new items. (The</p>	<p>Clothing swap (including clothing collection, the swap and clothing donation)</p>

		number of items handed in equals to the number of items to be purchased.)  Clothing donation. - AP/ RV bring any clothing left over at the end of the swap to the nearest thrift store.	
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We believe the above outputs are conducive to realising our desired outcome for several reasons:

1. In the intermediate term organising clothing swaps will possibly create a partnership with the local thrift stores.
2. Additionally, it will raise awareness on possible environmental changes regarding consumption mainly in the textile area.
3. Finally, low-income households may swap in their smaller clothes for bigger ones, thus relieving their financial burden on purchasing.
4. Long-term outcomes include a higher level of participation within the area, particularly among parents. Swaps is an opportunity for people to meet and talk about their clothing needs, thus creating social cohesion.
5. By raising awareness regarding the impact of the textile industry, awareness of other environmental changes might be generated.

The financial feasibility of this strategy is analysed below.

A swap activity has almost no cost involved, since the clothes are provided by residents. The budget for boxes, racks and hangers is not big since they are common low-cost household items, especially if hou-

seholds and partners are willing to donate ones that they no longer use. The biggest cost will probably come from hiring the partners at the beginning. Yet, that is an necessary investment, since their expertise is crucial to ensure the success of the first swaps and thereby building momentum for future second-hand activities. Also, by allowing residents to swap for free, this event potentially would face opposition from local thrift stores who see it as a competition for their service. Thus, using some financial incentives to involve their service and building rapport from the beginning is essential. This cost would diminish in the long run as volunteers are trained, and when the difference between thrift stores and the swap (i.e. the swap does not involve monetary transaction) is more clearly established.

### Overall Budget of The Box

The Box's budget is divided into start up costs and recurring yearly costs that go into the management of The Box. One time Construction costs will include the purchase of two intermodal containers and shipping them to Den Haag SW. For each box we will install a budget of 3.500€ (7.000€ total). As these sums are at the higher end of the spectrum, any left over costs from

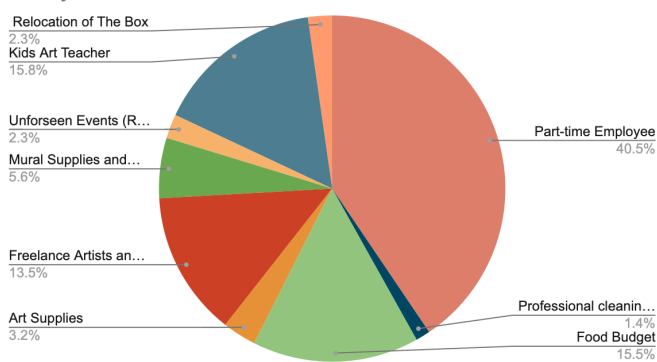
this purchase can be put towards buying furniture, cooking utensils, etc.

As noted earlier, the cost for a renovation will be 42000€ per unit. Therefore, for two it will be 84.000€.

Purchasing additional secondhand furniture, plates, cooking supplies will have a budget of 1500€, however, again, we do not expect to use the entire budget, and any left over funds can be put aside to replace worn-out items. We have also allocated a one time cost of 380€ to purchase goods needed for the clothing swap, such as hangers and racks. The kick off event will have a one-time sperate cost of 1.500€ for additional food and beverage costs, decorations, and a freelance artist or craftsman for entertainment.

For the one-time purchases, there is a total budget of 94,380€.

#### Yearly Costs



The yearly management costs consist of, most notably, a part time employee. This person will receive a salary of 1.500€ a month, coming out to 18.000€ a year. A monthly professional cleaning service to ensure proper upkeep of The Box and maximize longevity costs roughly 50€ a month, or 600€ per year.

For activities inside The Box, we have established a food budget which would allocate 450€ per event for 12 monthly aanschuijtafel/wijkdiner or 5400€ total. We will also allocate 1500€ (15€ per event) yearly for basic snacks for events, specifi-

cally the children's after school events. To furnish the art department, an art supplies budget will be installed of 1400€ per year to replace worn out materials, buy new materials and so forth.

The freelance budget will allocate 150€ for two specialized event a month maxing out at 3600€ per year. Should the event go over four hours, we will offer double pay. The teen arts program will require more specialized creators (those who can crochet, make jewelry, etc.) and thus, will have a 200€ freelance budget per event. This will come out to 2400€ a year.

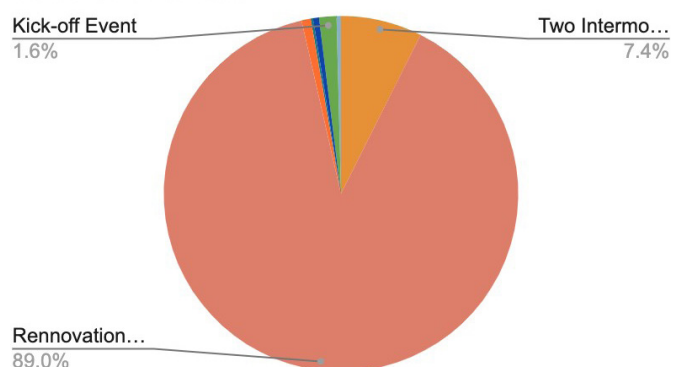
As the childrens art programs will be biweekly (one age group a day) every week of the year, we expect to be able to negotiate a smaller budget with a local teacher, or rely on volunteers due to the symplexity of the creations. Therefore all kids arts program will have a smaller freelance budget of 7000€ a year.

While not necessarily a recurring budget, the mural is allocated 2500€ for the first edition and will be adjusted depending on wear and tear, and residents preferences.

We have also allocated repair costs throughout the year for broken windows, broken sinks, floods, etc. This is calculated at 1% of The Box's construction costs, or 840€, round up to 1000€ a year. Relocating the box is an estimated 1,000€ per relocation for hired outside labor.

This puts the total management/running cost at 44.400€ a year.

#### One-time Costs



# 5 Reflection



In the following chapter the lessons learned by our group, in terms of analysis, content and experiences will be reflected on.

### Group work

As a group, we experienced how fruitful it could be to work with others studying in different sectors and departments. During the work we completed together we experienced that most of us had different perspectives, which were complementary to one another. Everyone contributed to the project with ideas that the others might not have thought of.

In line with this, it was very interesting and helpful that we all had a different set of skills that we could bring to the table when conducting the project. By working as a group, we could make use of each other's strengths to create a complete and polished piece. For example, a strength of Irina's was creating the design and sketches for the assignments, a strength of Hannah's correcting our grammar and spelling, while Olivia was able to create our maps.

As a result of this collective work, working in a group has led to improvement of our individual skills. Some group members had never done an analysis based on policy documents, while others had never conducted interviews in the field. By pairing-up group members with different strengths and weaknesses we could learn from one another. This also led to improvement of communication skills among us. Working in groups required skills such as speaking up when you have ideas, actively listening to other team members' contributions, and crucially making compromises for the good of the team.

A challenge we faced regarding the group work was how time consuming working together could be. With us all being in different majors, it was quite hard to organize meet-ups which we could all attend. We often had to hold meetings with one member not in attendance, and then would have to catch them up later. This probably had an effect on the outcome of our project.

### Analysis and content

As described above, coming from different backgrounds and majors helped with carrying out the analysis. While we aimed to match and connect different aspects of the research as closely as possible, dividing the tasks based on different types of methods possibly created a 'gap'. Irina, Hannah and Sasha were responsible for the observation, and Kirsten and Olivia for the interviews at the Buurtbakkie. These assignments were quite big, which made it hard for any of us to do both (observation and interviews). However, for a future project, it would be recommended to be able to overlap task assignments, as this might create a more comprehensive image of the area.

The investigation we completed on possible interventions, at our desks as well as in the field, feels complete for the limited time available. The content we created including The 'Box' and its activities is based on theory (e.g. course literature, policy documents and previous successful practices). This is supplemented with practical information in the form of discussed preferences by the residents and observations. For a follow-up investigation, it would be recommended to experiment with the content created in order to check if it is a

feasible plan in the neighbourhood. On basis of these outcomes, alterations can be made to build onto community engagement

Another challenge which should be taken into account is in line with the previous one. We aimed to create a meeting space that was market and community

centred. Holding both the physically and tenures population changes in the neighborhood in mind, it might be difficult to generate solid community engagement. It is therefore recommended to strive for institutional engagement to make the project sustainable.

# 6 Appendix

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