

Kuyperwijk South

Group 8 ©

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1. Introduction

"Residents of the Kuypervijk unsatisfied about their neighbourhood", "Kuypervijk trembles after shooting: this could have ended badly", and "Was the fire at the Camerlingstreet an incident or feuds between drug dealers?" (van der Velden, 2018, van der Velden 2019, Oremus, 2019).

A small selection of headlines about the Kuypervijk, a neighbourhood in the Northern part of Delft, show that the Kuypervijk had to deal with negative media attention over the last years. The municipality of Delft, housing associations, community organisations and other stakeholders have put considerable effort in thinking about how, and to what extent, this neighbourhood needs to change in order to increase the liveability of the neighbourhood. According to them, there are several aspects of the Kuypervijk neighbourhood that contribute to a lower satisfaction among its inhabitants. Firstly, the housing market within the wider Haaglanden's region is considered to be tense and unsatisfactory, which pushes people who have fewer options to live in this neighbourhood. Additionally, there are problems regarding the housing construction that affect the living conditions in the Kuypervijk (Hoofs, 2020). As a large percentage of the neighbourhood is composed of social housing, the buildings have weak constructions, as well as poor isolation and heating systems. In relation to the low housing conditions, there is a concentration of poverty in the Kuypervijk. Previous research on this matter shows that the livability scores of the neighbourhood continue to decrease (Hoofs, 2020). The substandard living conditions of this neighbourhood lead to feelings of disappointment and distress among its population. Kuypervijk inhabitants have several complaints about the life of their neighbourhood regarding its life quality (Kansenkaarten, 2017).

As a result of this, the neighbourhood presents low levels of social cohesion. Even though social cohesion is a difficult aspect to measure and highly debated, here we define social cohesion based on Putnam's concept of social capital which involves general trust, relationships within the neighbourhood and citizen participation (Putnam, 2007; Jenissen et al., 2018). The lack of a sense of community among residents can have damaging consequences for life in the neighbourhood. Without a sense of community in which trust is a fundamental aspect, the fear of crime might arise (Van der Meer & Tolsma, 2014). Consequently, residents demonstrate feelings of anonymity and loneliness. Considering the possible consequences of these feelings among the residents, there is a general feeling among those involved in the Kuypervijk that it has to be socially and economically improved.

In 2017, a project was therefore developed in order to tackle the social problems of the Kuypervijk: *Kansenkaarten*. There were several actors involved in this project, such as the Municipality, corporations, housing associations, social organisations, residents and others. This project had the ambition to improve the quality of life and social cohesion, as well as strengthening economic and spatial attractiveness (Kansenkaarten, 2017). However, this project was not completely successful, as ideas from the *Kansenkaarten* were unrealistic and not feasible for the municipality of Delft and the housing associations. It furthermore presented a top-down approach which transpired the lack of understanding of the socioeconomic context. Moreover, this approach lacked the cooperation of the actors involved and underestimated what the Kuypervijk entrepreneurs had to offer (Hoofs, 2020).



This report presents the findings and recommendations of a grass-roots approach, that put the residents of the Kuypervijk at its core. It does not only seek to answer the question what the residents feel about their neighbourhood, but also presents socio-cultural, strategic, and spatial interventions based on their ideas about how the neighbourhood should change. It does so on the assumption that social innovation is needed in creating generic policies to generate positive neighbourhood development.

First, we will analyse the stakeholders involved in the decisions made in the Kuypervijk. In chapter two, we will present our approach of social innovation which entails four steps: listening to all actors involved, identifying problems and solutions with the actors, analysing the collected data and implementing strategic solutions. The results of our fieldwork are presented in chapter three, where we develop a SWOT analysis of the neighbourhood, describing the strengths, weaknesses, opportunities, and threats, as identified by the residents themselves. In chapter four, we present our strategy for increasing civic participation in the neighbourhood, which will maximize the impact of our spatial and socio-cultural interventions: a sports hub in the South-Eastern area, and a temporary public park in the Western area, including a community garden, pop-up cafés with terraces, and a speelothek. All these spatial interventions are accompanied with social activities. In chapter five we will reflect on our fieldwork and interventions.

1.1 Stakeholder analysis

In order to have a better understanding of the context in the Kuypervijk, it is important to have an overview of the main actors involved in the improvement of this neighbourhood. As a result of our research and through the analysis of previous ones (Kansenkaart, 2017), we were able to identify four major actors: the municipality of Delft, the housing associations, community organisations and the residents themselves. In this section we will explore the role of each actor, as well as the interaction and cooperation between them.

The municipality of Delft has an important role in the neighbourhood improvement, as it has executive and financial power. Through the development of policies and financing initiatives, the Municipality can be a relevant change driver in the Kuypervijk. Moreover, it has the ability to gather all actors involved as it is a fundamental cornerstone for cooperation. However, its financial capacity is currently weakened (Hoofs, 2020). Taking this into consideration, we must find other options that do not solely rely on the Municipality's competence.

Housing associations *Woonbron*, *Vestia* and *Vidomes* own a large number of property in the Kuypervijk. Regarding neighbourhood development, these associations mostly focus on the improvement of buildings and spatial attractiveness. In the Southern part of the Kuypervijk, 530 social houses exist in total. *Vestia* is the largest player, as it owns almost 80% of all social housing. *Vidomes* owns around 16% of social housing, *WoonBron* around 4.5%. These housing associations have so-called *social administrators* (sociaal beheerders) as well



as *administrators* (complex beheerders) who are in charge of these buildings in name of the housing associations.

Social organisations and community centres act as neighbourhood connectors. Social organisations such as *Kijk op de Voordijk* and community centres such as, *Parel* and *Doel* play an important role in promoting the sense of community within the neighbourhood. These community centres and social organisations contribute to improve the social cohesion of the neighbourhood by organizing events and gatherings for the residents. However, both community centres state that there is a lack of engagement among the residents in the participation of these events and gatherings.

Considering the bottom-up approach that our project is taking, the residents will be the primary source regarding the data collection and main focus respecting our solution strategies. Anonymity is a word that the residents use to describe the neighbourhood. Alongside with anonymity, feelings of unsafety arise which enhances distrust among inhabitants. These aspects strongly contribute to the lack of social cohesion in the Kuiperwijk. Moreover, the lack of social cohesion translates in lack of participation in social events and lack of engagement in initiatives. Nevertheless, the residents have a lot to offer. We want to capture the residents perspective of what they think can be improved, always keeping in mind the collaboration with every actor.

Cooperation between all actors mentioned above is fundamental to make any strategy work. In brief, the interaction between all the actors can be outlined as follow. Currently, the municipality is actively making efforts to change from a government approach

to a governance approach. Governance involves the cooperation between all actors taking into consideration the input from each actor (Schiller, 2016). Thus, the municipality interacts with all actors involved. The housing associations are in touch with inhabitants as well as with community organisations. Taking this into consideration, the social organisations work very closely with the residents but also cooperate with the Municipality and interact with the housing associations. Lastly, the residents interact and cooperate with all the mentioned actors. With this in mind, the residents are the mean and the end of this report.

1.2 Research Questions

How do the stakeholders (inhabitants and housing corporations) of the Southern Kuiperwijk feel about their neighbourhood and neighbourhood change?

Sub-questions:

What do the inhabitants/ other stakeholders identify as strengths or positive sides of the neighbourhood?

What do the inhabitants/ other stakeholders identify as weaknesses or downsides of the neighbourhood?

What do the inhabitants/ other stakeholders identify as opportunities with regards to neighbourhood change?

What do the inhabitants/ other stakeholders identify as threats with regards to neighbourhood change?



2. Approach & Methods

2.1 Approach

The problems that contribute to this feeling of unhappiness of the inhabitant of the Kuypervijk about their neighbourhood, such as social cohesion, are challenges that relate to social inequality (Kansenkaarten, 2017). There is a strong relationship between the neighbourhood that people live in and their prosperity in life. The effects of the exposure to poverty, and the challenges that come with it, are intergenerational. Children are affected by where their parents lived, and they might even effect their own children. In this way social inequality and the effects of living in an underprivileged neighbourhood lead to a vicious circle that is hard to break through (van Ham et al., 2018).

This makes local policy targeting neighbourhood development essential. Neighbourhood change can improve the lives of many generations. However, a topic such as social cohesion involve issues that cannot be resolved by studying facts. Themes that often come up are identity, feelings of belonging, and community. This makes social inequality and neighbourhood development a 'wicked policy problem' (Scholten, 2019).

In the past there have been initiatives targeting the Kuypervijk, such as the *Kansenkaarten*. This initiative did not work because they did not fully take into account the complexity of the problem. It presented unrealistic solutions in blueprint model policies. We believe that blueprint model policy does not work in resolving complex issues such as social cohesion. The solution rather lies in empowering people to improve their prospects in life. In order to do this, a grassroots method of policy making is necessary. In this way you give inhabitants the strength to generate positive change. **Social innovation** is such a

grassroots approach which involves the community in creating generic policies to generate positive neighbourhood development. Social innovation is about searching for new answers to social issues, in which it is not self-evident that the government should play a pioneering role in generating change.

The importance of civic participation is currently a topic of political and academic debates. It is emphasized that in order to manage the challenges of our time, we require participation of companies or institutions and of individual or groups of citizens, with their creative and innovative view of societal change (Karré & Dagvos, 2018). Social innovation therefore concerns processes of cooperation between governments, business and civil society citizen's initiatives with public added value. Such social initiatives are focused on finding new answers to social issues. We interpret social innovation as being both a product and a process. On the one hand, social innovation is about developing new and innovative strategies, ways and organisational forms to address social problems and, on the other hand, in a new and innovative way to establish cooperation between different social groups, with equality as a central principle (Karré & Dagvos, 2018).

We recognize four steps of social innovation:

- I. Listening to stakeholders
- II. Identifying problems and solutions with the stakeholders
- III. Analysing data
- IV. Implementing Solutions
 - a. Civic participation Interventions
 - b. Physical and socio-cultural interventions



2.2 Methods

The first step of a grassroots project is bringing individuals together, based on their common interests, to take action and to generate positive change. With social innovation, participant recruitment is not driven by the need to generalise findings to a broader population or to measure prevalence of an issue in a broader context. The purpose of a social innovation project is to gain a detailed understanding of certain issues, that are perceived by a certain target group. We do this by identifying socially constructed meanings of this issue within a specific context. In this context this means the stakeholders from the stakeholder analysis in the south of the Kuypervijk. Identifying people with specific characteristics or experiences requires a non-random approach to participant recruitment. We do this by approaching gatekeepers of the community, and going to a local event where stakeholders gathered (Hennink et al., 2010).

We used different qualitative ethnographic interview techniques for different situations and stakeholders. Because of our grassroots approach, the inhabitants of the neighbourhood and the gatekeepers of the communities are central in our research. Yet, we simultaneously realise that our propositions need to be feasible, realistic, and need to match -at least to a certain extent- the political-administrative environment. This is because the municipality of Delft, in cooperation with the housing associations and the community organisations, are (partially) responsible for the execution of our ideas. In order to make sure that we sufficiently incorporate this perspective, as well as to get an overview of the already existing (top-down) initiatives and initiatives from the past, we decided to interview a representative from housing association WoonBron, as well as from community organisation

Sportfondsen Welzijn Delft, who manages the building of De Parel. As mentioned before, both are important stakeholders in the neighbourhood, and their perspective on the strengths, weaknesses, opportunities, and threats of the Kuypervijk, as well as their opinion on the administrative reality in Delft, will help us in presenting a more coherent and feasible plan.

In preparing the fieldwork, we considered the influence we might have on the participants and our research. We engaged in self reflection and discussed interview ethics. To gather input from the inhabitants of our target group, we used the focus group technique. A focus group discussion is an interactive way to create data. A well-conducted focus group discussion can uncover unique perspectives on the neighbourhood, due to the group dynamics. This group element means that that a range of issues can be identified, but also gives an understanding on how these issues are discussed in the group and gives insights into collective identity. The interactive nature of this technique also generates more insights on the research topic in a small amount of time, instead of doing multiple in-depth interviews. At the same time, this group dynamic can also be a limitation, because of the influence the group might have on individuals. We did our focus-group session during a coffee morning in the local community centre, *De Parel*. The participants of this session were all female and older of age. To collect our data we chose to not only make our own notes, but also create a mind map together with the participants. We did this because we believe that social innovation is a process between actors: in this case the researcher and the inhabitants of the Kuypervijk. By constructing data together we empower the inhabitants to think about solutions



and motivate them to generate positive change. In the map we identified challenges, opportunities and stakeholders (Hennink et al., 2010).

For the interviews with the representative from *WoonBron* and with the administrator from *De Parel*, we used a semi-structured interview technique. This means that we came up with interview questions in advance: in the case of *WoonBron*, we even sent these questions by e-mail as preparation. We chose to use this method for these participants because we aimed to get a better in-depth understanding of the possibilities of neighbourhood development. In this way we can embed the needs of the inhabitants in the context of the political-administrative environment. Finally, we did multiple spatial observations. These findings are compared to the perceptions of the stakeholders, and used in designing a physical environment that will add to neighbourhood development.

To analyse the collected data we used an analytic circle in which we categorized and conceptualized, described and compared, developed code, and developed strategic interventions and design. These analytic tasks are closely interlinked. We conducted them in a circular manner, where we have repeated the tasks throughout the analytic process (Hennink et al., 2010).

As described above we see the benefits of a grass-roots approach, instead of top-down blueprint policies. Yet, this approach knows its limitations. Because data is generated through individual actors, researchers must be aware of the intersectional identities an individual might have. Perceptions on the neighbourhood are a construct of participant's

own experiences in life. Besides that, this approach limits us in coming up with realistic and feasible interventions, which we have tried to limit by interviewing a representative from *WoonBron*.

3. Field Work & Analysis

In this chapter, we introduce the findings of our fieldwork. Generally, we have conducted four 'moments' of fieldwork. The respondents we talked to are highlighted in Figure 1.

Focus group with respondents in De Parel, on 10 March 2020

Short interviews during an information market, on 11 March 2020

Interview with coordinator of De Parel, on 12 March 2020

Interview with area coordinator of housing association WoonBron, on 20 March 2020

Respondent	Date	Time	Place interviewed
Respondent 1	10th March, 2020	10:00 - 12:00	De Parel
Respondent 2	10th March, 2020	10:00 - 12:00	De Parel
Respondent 3	10th March, 2020	10:00 - 12:00	De Parel
Respondent 4	10th March, 2020	10:00 - 12:00	De Parel
Respondent 5	10th March, 2020	10:00 - 12:00	De Parel
Respondent 6	10th March, 2020	10:00 - 12:00	De Parel
Respondent 7	11th March, 2020	16:00 - 19:00	Information market Foreestplein
Respondent 8	11th March, 2020	16:00 - 19:00	Information market Foreestplein
Respondent 9	11th March, 2020	16:00 - 19:00	Information market Foreestplein
Respondent 10	11th March, 2020	16:00 - 19:00	Information market Foreestplein
Respondent 11	11th March, 2020	16:00 - 19:00	Information market Foreestplein
Respondent 12	11th March, 2020	16:00 - 19:00	Information market Foreestplein
Respondent 13	11th March, 2020	16:00 - 19:00	Information market Foreestplein
Peter Respondent 14	12th March, 2020	16:00 - 19:00	Information market Foreestplein
Maria Janssen Respondent 15	20th March, 2020	13:30 - 14:00	Community Centre - Aart

Gender	Age (approx.)	Profession	Additional characteristics
Female	90+	Retired	Elderly
Female	90+	Retired	Elderly
Female	80+	Retired	Elderly
Female	80+	Retired	Elderly
Female	80+	Retired	Elderly
Female	70+	Retired	Elderly
Female	50-55	Volunteer <i>Kijk op Voordijk</i>	
Female	40-45	Unemployed	Stay-at-home mother
Female	23	Unemployed	Stay-at-home mother
Female	80+	Retired	Elderly
Female	35	Volunteer in de windmill	
Female	40-45	Community police officer	
Male	40-45	Employee <i>HUNC</i>	
Male	40-45	Manager of community centre <i>De Parel</i>	
Male	40-50	Area coordinator for <i>WoonBron</i>	



3.1 Strengths

Spatial:

The Kuypervijk is well connected to the inner center of Delft and other surrounding neighbourhoods. Public transport and surrounding roads offer a high accessibility to shops, schools and employment opportunities. The neighbourhood has three main bus stops with busses arriving every 15 minutes ('Reist met je mee', 2020). The bus stops are well maintained and easily accessible to elderly and people with disabilities (Respondent 1 and 11). The roads inside the neighbourhood and surrounding the neighbourhood are also well maintained.

The area offers a wide variety of shops and services. This is very beneficial for residents since they do not have leave the neighbourhood to do their groceries or to visit a medical practice (Respondent 1, 3 and 10). The Foreestplein, the main square of the Kuypervijk, houses several stores and services such as a bakery, a barber and supermarkets within a few hundred meters of each other. Especially for the elderly and young families, this presence of material resources strengthens the attraction of the neighbourhood (Respondent 1, 2, 3, 4, 5, 6 and 11). From the Southern side of the neighbourhood, this means that a supermarket is present within 500 meters and a medical practice within 300 meters (Alle Cijfers, 2020). The representative from WoonBron also underlines that the facilities in the neighbourhood are decent.

In terms of educational facilities, the Southern part of the Kuypervijk houses four day-care and after school-care centers. There is one elementary school located in this area, and the nearest school is within 600 meters. Moreover, within three kilometers 19 elementary schools can be found. These numbers

are more or less the same for secondary education options. The closest school is within 900 meters and over seven schools can be found within five kilometers (Alle Cijfers, 2020).

The representative from WoonBron adds that the Kuypervijk has strengths in terms of its urban design. The neighbourhood is 'wide ranging' and has considerable green space.

Social:

During the morning session in De Parel, residents consistently argued that even though they had lived in the Kuypervijk for a very long time (some around 40 or 50 years) and a lot of things had changed during these years, they would never consider moving (Respondent 1, 2, and 8). This indicates a sense of feeling at home in the neighbourhood that has not changed (enough) over the years (Duyvendak, 2011). This sense is strengthened by the neighbourhood parties that are separately organised by different streets in the neighbourhood (Respondent 9). These kind of activates create opportunities for social gatherings and neighbors getting together.

An overarching strength of the Kuypervijk is the presence of the social organisations and community centers. Social organisations such as 'Kijk op de Voordijk' are part of the umbrella organisation 'Delft voor elkaar' who support and initiate activities within the area (Respondent 7). These activities are mainly held in community center De Parel. Examples of these activities are gym classes for the elderly, Bingo nights and activities for the children (Respondent 14). Even though De Parel is located in the South, the centre reaches residents from the entire Kuypervijk. An additional activity to connect the entire neighbourhood



is the seasonal market organized by Kijk op Voordijk. Four times a year, the Foreestplein is decorated with different kind of stalls that sell second-hand items (Respondent 7). These kind of initiatives are important encounter and interaction tools between residents to combat prejudice and promote dialogue (Wessendorf, 2013). Neighbourhood connectors such as De Parel and Kijk op Voordijk are very important for the neighbourhood, both North and South. Without these actors, residents could lose the connection with their neighbours and it could harm their sense of feeling at home (Jenissen et al., 2018).

The representative from WoonBron adds that in terms of networks, the municipality and the housing associations are well-connected and know how to find each other. There are consistent meetings, so-called 'neighbourhood strengthening meetings' with the municipality and the three housing associations. These meetings are the result of the development of the Kansenskaarten in 2018. She explains that these meetings are not necessarily about the social issues in the neighbourhood, but these consistent meetings will be re-installed in the foreseeable future. In other words, two consultation structures exist where our strategic interventions can be coordinated. The municipality takes on an active role in this regard. Finally, she considers the community police officer to be a strength for the Kuypervijk.

Eenzaamheid							
2015							
groepen eenzaamheid							
	Delft	ordijkshoo	rnaschpold	Hoornse Ho	perwijk-No	perwijk-Zu	Molenbuurt
weinig tot geen eenzaa	61	67	76	69	64	62	76
matige eenzaamheid	30	27	22	29	23	33	19
ernstige eenzaamheid	9	6	2	2	13	5	5
totaal	100	100	100	100	100	100	100
gemiddelde score:	2,7	2,3	1,7	2,1	2,9	2,6	1,7
bron: O&S Delft, Omnibus 2015							

ill 1



playground for kids



neglected shops



social housing in bad condition



more expensive houses seperated from the area

3.2 Weaknesses

Spatial

The most recurring spatial weakness among residents is the lack of connectivity between the Northern and Southern part of the Kuypervijk. The neighbourhood is separated by a road, which makes the two areas visibly disconnected. A volunteer of Kijk op Voordijk stated that the seasonal markets encounter difficulties attracting residents from the South in both participating and visiting (Respondent 7) .

In terms of playing facilities for children or meeting points for the youth, the neighbourhood offers very few opportunities (ill.2). Residents complained how this caused children to stay inside, or worse, making trouble on general public places (Respondent 1,2 and 3) . According to other residents, who had children themselves, the neighbourhood lacks a place for the youth to come together for social and sport activities. Therefore they gather around public spaces like the Foreestplein, because they have nowhere else to go (Respondent 8 and 9) This causes misunderstanding and friction among residents.

An additional weakness pointed out by residents are the neglected and/or secretive shops next to Southern side of the Van Foreestweg (Respondent 10)(ill.3). The dark windowed shops lack transparency and are therefore not very welcoming.

The large number of social housing causes neighbors to not connect with the neighbourhood (Hoofs, 2020). They are often placed in the Kuypervijk from a different region and do not feel a connection with the city Delft or the Kuypervijk. The representative from *WoonBron* highlights this, by mentioning that the housing stock in the Kuypervijk is one-sided, both in price differentiation and housing typologies. 85% of

the housing stock in the Kuypervijk is social housing, which often comes in the form of small apartments in flats of three or four rooms (Respondent 15). These apartments are also in the lowest price segment of social housing, which means that it is generally people on social benefits who end up living in these houses. She considers this too much concentrated poverty in the Kuypervijk, and calls for more differentiation in order to maintain a 'healthy social mix'. Even though social mix policies might not always have the intended outcome, the concentration of low-income households negatively affects people's participation in society (Tasan-Kok, Van Kempen, Mike & Bolt, 2014). She furthermore highlights the high need for renovation in the Kuypervijk, as many houses were built in the 1950s and 1960s, which causes problems with the elevators, noise disturbance, and isolation.

Social

Many residents mentioned how the neighbourhood has become much more anonymous during the last few years and how residents do not look after each other anymore (Respondent 1,2, 4 and 10). Because of this anonymity, people could start to feel lonely. This is also visible in the numbers from the municipality: the undermentioned table shows how the numbers of moderate to severe loneliness in the Kuypervijk are relatively high compared to other neighbourhoods in Delft.

In the Kuypervijk, the type of houses are a visual example of segregation of socio-economic classes. The more expensive houses are separated from the rent and social housing in different kind of ways. This could cause (intergenerational) alienation among residents.

A direct consequence of having no place for the youth to hang around is 'hanging youth' on the Foreestplein and at the Sasboutstraat. Especially the elderly see this youth as threatening and it gives them a feeling of unsafety (Respondent 1, 2 and 10). However, this unsafety is strongly based on a subjective feelings as the community police officer stated that the amount of official complaints of nuisance is relatively low.

A further social weakness is a lack of trust and communication between the municipality and the residents of the Kuypervijk (Respondent 8, 9 and 10). While asking the residents what they would like to see changed in the neighbourhood, they answered that they had already answered this question many times to municipality officials (Respondent 8 and 11). Comparing this to the information that was offered by the municipality, it becomes clear that Delft's shift from government to governance has not yet achieved involvement of the residents. This lack of trust is strengthened by the municipality's initiative of the Kansenskaarten created by a third party, which turned out to be too abstract and not presentable to residents (Hoofs, 2020). A similar initiative is happening right now. The municipality has hired a third party to give the Foreestplein a temporary upgrade to see if this has any effect on the satisfaction and social cohesion in the area. Residents could choose which design upgrade they would prefer on the square, but the choice will eventually be made by the third party. While asking the representative of the third party how they would measure satisfaction and approval among residents during the upgrade, he replied that the party did not discuss this with the municipality (Respondent 13). This is another example of how the municipality is approaching this as a top-down strategy and is neglecting the needs of residents.

The representative from WoonBron also highlights the anonymity in the neighbourhood. It is not necessarily the physical surroundings of the Kuypervijk, she argues, because the first impression of the neighbourhood is actually okay. The real problems of the Kuypervijk are situated 'behind the front door'. Some inhabitants of the Kuypervijk have mental health issues or deal with addictions. This causes inhabitants of the neighbourhood to feel unsafe, as a recent survey by the Police highlighted, but many inhabitants do not want to report nuisance. Hearing stories from the social administrator of WoonBron's buildings, she thinks that this can be explained by either fear from neighbours who have mental issues, or because they are too busy 'surviving'. Yet, due this anonymity the social administrator never really knows what is going on. She further explains that, due to the fact that many people are in 'survival mode' also explains why people do not feel connected to their neighbourhood. She describes neighbourhood change: from a neighbourhood which was originally characterised by an open 'village-garden-character', the Kuypervijk witnessed the inflow from poor people from other cities, which caused a considerable proportion of the original population to leave the neighbourhood. As a result, the Kuypervijk became a 'hard' neighbourhood, with a population that does not take care of their garden and leave the curtains closed.

3.3 Opportunities

Spatial

One of the opportunities within the neighbourhood is upgrading existing public spaces such as community centre De Parel. Even though De Parel is not very accessible due to bad design, its opportunities are very broad. It can improve its function as neighbourhood connector by linking different generations and different social classes. The residents told us about the empty room in De Parel that cannot be used anymore due to cut funding. However, this room already has a bar and can be easily put into use (Respondent 2). The improvement of these kind of public spaces have been proven to be fundamental for people to gather and interact across differences (Wessendorf, 2013). Another opportunity for the neighbourhood are the seasonal markets. The initiative by Kijk Op Voordijk has lacked involvement of residents until now but has the potential to be a successful initiative (Respondent 7). Residents overall like the markets initiative but stated that the organisers are not locals and therefore miss the connection and to and input of the residents (Respondent 8 and 9). By improving this relationship with important local residents or gate keepers, they can improve the turn-out and involvement of the seasonal markets. De Parel also knows gatekeepers in the neighbourhood who can potentially mobilise the residents (Respondent 14).

Lastly, residents mentioned the high number of green spaces as favorable characteristic of the neighbourhood. However, some of these green spaces are barely used. By renewing and upgrading these existing spaces they can be properly used for public recreation. The focus group in De Parel also saw opportunities for the development of the areas and neighbourhoods surrounding the Kuyperswijk. The benefits of this are already visible for the connecting

neighbourhood Rijswijk-Buiten. Many of the residents from Rijswijk-Buiten visit the Kuyperswijk for shopping and other services.

The representative from WoonBron sees the greatest opportunities in urban restructuring, by renewing the housing stock. She calls the recent renovations of Vidomes, in which old houses were demolished and replaced by housing which is partially social and partially for the free sector, as a success in this regard. This would lead to a larger variety in housing typologies and price differentiations, which in turn leads to a better 'balance' and social mix. Renewing the housing stock would also contribute to sustainability, as these new houses will be better isolated.

Social

The shift from government to governance the municipality of Delft is trying to realize includes communication and involvement of residents and other actors (Hoofs, 2020; Schiller, 2018). During the conversations with the residents it became clear that many of them would be willing to roll up their sleeves and participate in the improvement of the neighbourhood (Respondent 8, 9 and 11). These volunteers are ready to help in community centers like De Parel and Doel to support both the younger and older generations by organizing gatherings, councils and activities (Respondent 9).

From the conversations with residents and volunteers from Delft voor Elkaar it became clear that the generation currently in their 40s and 50s is hard to address and involve (Respondent 7). However, the generation 27-54 is the largest generation in the neighbourhood (Hoofs, 2020) This is also the

generation who children play and go to school in the Kuypervijk. Moreover, a large part of this generation owns an owner-occupied home and this all means that they should be more connected to the wellbeing of the neighbourhood (Kleinhans, 2012). Therefore, there lies a social opportunity in this generation to make them active neighbourhood connectors and investors.



<i>Bevolkingsopbouw 2018 (in %)</i>	<i>0-17</i>	<i>18-26</i>	<i>27-54</i>	<i>55-74</i>	<i>75+</i>
Delft	15	23	34,9	20,8	6,4
Voordijkshoorn	22,3	12,4	40,6	19,5	5,1
Kuypervijk-Noord	18,6	17,8	42,4	17	4,2
Kuypervijk-Zuid	18,2	15,1	42,4	17,9	6,2

ill. 2

3.4 Threats

Spatial

There is a current housing shortage in the Netherlands. For Delft, a university city, this shortage on both social housing and houses for sale is even more striking (AD, 2019). This is mainly caused by an enormous growth of '75-plus households'. In the Kuypervijk, a neighbourhood with over 50 percent of social housing, this problem can have big consequences for the quality of (social) housing stock, since this does not fit with market needs (Hoofs, 2020).

The municipality of Delft is dealing with money shortages. Due to many setbacks during the construction of the new railway tunnel, Delft had to cut tens of millions of euros in the past years (AD, 2016). Neighbourhoods such as the Kuypervijk are victims of these cutbacks. However, the municipality states that residents can count on the facilities they need in their latest budget report. They even highlight the Kuypervijk in the Budget Program 2020-2023 (Gemeente Delft Programmabegroting). However, they only mention the investment in new future-proof homes by housing corporations.

Social

The Kuypervijk has a bad external reputation among other neighbourhoods (In de Buurt Delft, 2019). This was confirmed by the community police officer, who stated that most of the problems with residents are in the Kuypervijk. However, several residents refuted this 'prejudice' and stated that the Kuypervijk is just as safe as any other neighbourhood (Respondent 1, 2, 8 and 9). It is proven that the reputation of a neighbourhood is often created by people that do not live in that particular neighbourhood. This reputation is therefore created by interpretation of features and images of a neighbourhood (Kleinhans, 2012).

This is clearly the case in the Kuypervijk, where both the younger and older generations agreed that the reputation sketches a worse scenario of the neighbourhood. Both said that they almost never had felt unsafe and that this bad image of the neighbourhood was created by the municipality (Respondent 8 and 10).

An external threat that residents came up with were people visiting the neighbourhood who came from other cities such as The Hague and Rotterdam (Respondent 1, 2 and 10). These youngsters hang around the square and beside the road and were sometimes looking for trouble. Some residents even stated that they would come to the neighbourhood to deal drugs (Respondent 1 and 10). Since this group of youngsters has no connection with the Kuypervijk, it would be a logical consequence that they would not feel responsible for any physical and social damage they might cause.

Lastly, we analysed that gentrification in the Kuypervijk could affect its authenticity. Attracting other socio-economic classes to the neighbourhood could slowly change its socio-economic status. Despite the evidence that neighbourhoods do not change overnight, it is proven that this can happen when neighbourhoods can experience a major change in a short time if they are subject to demolition and new construction on a large-scale (Zwiers, 2018). Since the social housing is mostly owned by the housing corporations, who indeed have plans for housing diversification, negative effects from gentrification, such as expelling low-income households to other areas, pose a threat to the area.

The representative from *WoonBron* considers the biggest challenges for neighbourhood development to be the anonymity in the neighbourhood, as this makes it particularly hard to reach the inhabitants. This anonymity obstructs current social initiatives in the neighbourhood. For example, if the community organisations in Delft organise a market in the neighbourhood, the inhabitants do not visit the program. More is needed in order to reach these people.

Secondly, she mentions that both *Vestia* and the municipality do not have enough financial resources to upgrade the neighbourhood. Along with anonymity in the neighbourhood, she considers this to be the main reason why the *Kansenkaarten* did not take off, which essentially presented good ideas, but were not realistic considering the dire financial state of these two players. This was for example the case with the idea of establishing a *CruijffCourt* where youngsters could come together and play, but also with the idea of establishing a neighbourhood janitor (*'Buurtconciërge'*).

3.5 Conclusion

On page 32, a map of the Kuypervijk highlights the main strenghts, weaknesses, opportunities and threats as identified by the inhabitants of the neighbourhood. It seeks to summarize our research question: how do the stakeholders (inhabitants and housing corporations) of the Southern Kuypervijk feel about their neighbourhood and neighbourhood change?

In our fieldwork, we found that the Kuypervijk has many strengths in terms of its urban design. Inhabitants found that the Kuypervijk is **well-connected** with public transport, has **reasonable facilities** for the inhabitants in the Northern part of the Kuypervijk and has a **decent layout with many green spaces**, either used or unused. Furthermore, the important stakeholders of the Kuypervijk, that is, the municipality, the housing associations, as well as community- and healthcare providers, are well-connected through regular meetings, as a result of the effort of the Kansenskaarten. The high presence of the social organisations and community centers, with an important function for **de Parel**, highlights that the **social infrastructure** to implement social activities is already present.

The main weaknesses of the Kuypervijk are its **anonymity, the lack of social cohesion, and social isolation**. Social cohesion, or the extent to which residents feel 'connected' to each other and the neighbourhood they live in, is an abstract concept that is open for interpretation, and used in different ways in different disciplines. We operationalise social cohesion through social capital, or the extent to which one has social networks (Putnam, 2007). The concept of social capital can be divided into three main characteristics: (1) general trust, (2) relationships

within the neighbourhood, (3) and citizen participation (Jenissen et al., 2018). We assume that if residents of a neighbourhood have more social capital, this leads to higher levels of social cohesion (Jenissen et al., 2018). Due to high anonymity, inhabitants feel unsafe, which is expressed, among other things, in a recent survey on feelings of unsafety in the neighbourhood. Lack of reporting of nuisance, however, may also be the result of the fact that inhabitants are 'too busy with their own problems'. However, these causes are hard to identify, since many inhabitants do not open up about their issues to their neighbours. Finally, residents do not participate in initiatives to make their neighbourhood better, or any other social initiatives.

The main causes for this lack of social cohesion lies with the fact that the Kuypervijk has witnessed neighbourhood change in a negative sense. The Municipality of Delft shares its social housing stock with the bigger region of 'Haaglanden', which also includes the city of The Hague (Hoofs, 2020). Since the supply of social housing stock in Delft is larger compared to other surrounding cities, many inhabitants, who lack a social connection to the neighbourhood and to the wider city of Delft, obtain social housing in the Kuypervijk (Respondent 11). At the same time, the Kuypervijk witnessed the outflux of its original inhabitants, who did feel a connection to the neighbourhood (Respondent 15).

Either way, it is important to note that inhabitants of the Kuypervijk, as opposed to the representative of WoonBron, do not necessarily attribute the lack of social cohesion as a result of the 'social issues' that happen 'behind the front door'. They describe the lack of social cohesion more as a result of spatial issues: the **lack of connectivity** between the Northern



and Southern part of the Kuypervijk, **secretive shops**, and the fact that **expensive houses are seperated**. Most importantly, they describe that there are no sufficient **(playing) facilities for children and/or youngsters**. This causes young people to roam around in the streets, which enhances feelings of unsafety among the elderly population, which in turn leads to **intergenerational alienation**. These spatial issues can be solved by the municipality, but the fact that nothing has changed in the last years, also causes **distrust towards the municipality**.

It is interesting to note that the housing associations therefore see opportunities for improvement in terms of diversifying the housing stock (demolition of social housing, upgrading, etcetera). This may reduce concentrated poverty in the Kuypervijk and may lead to a better 'social mix', but do not solve issues of poverty among inhabitants themselves. Contrary, the inhabitants mainly point towards the already established social infrastructure, such as **De Parel**, to be an opportunity for improving social cohesion. They are aware of the gatekeepers in the neighbourhood, and with a reduction in fees and the possibility to use the unused space in their centre again, they might be able to host more grassroots activities. Moreover, they see the **unused green spaces** as an opportunity to establish more public spaces. Finally, there is definitely **willingness** among all the important stakeholders, including (some of) the inhabitants, to increase the liveability of the neighbourhood.

The biggest threats to our strategic interventions lie in the **anonymity** of the neighbourhood, which makes it particularly hard to reach the inhabitants with social initiatives. We need to design our interventions in such a way that we always make sure that the inhabitants

are sufficiently reached out to. Furthermore, the fieldwork made clear that we need to make sure that our strategic interventions are feasible and realistic considering the **small budgets** of both the municipality in Delft, as well as the largest housing association in the Southern part of the Kuypervijk, Vestia.

In short, the fieldwork showed that our strategic interventions need to tackle the overall issue of a lack of social cohesion and connectedness to the Kuypervijk. Related problems, such as intergenerational tension, anonymity, and a lack of connectedness to the neighbourhood are indicators or practical outcomes of this overall issue. These issues can be tackled by making use of the strengths of the Kuypervijk: its urban design, its already existing social infrastructure of housing associations, community organisations such as De Parel, and municipality, and by incorporating all inhabitants that are willing to make a difference.

Our focus for our design will therefore be on a *combination* of restructuring public space with social and strategic initiatives. Concretely, this means that we will focus on a number of spaces in the neighbourhood:

- The Western area, which will become a temporary space for an urban park with urban gardens, trees, etcetera. Social activities will be organised in this place.
- The South-Eastern area, where old dwellings will be demolished and replaced with a playground area and a so-called 'outside gym', as well as a Social activities will be organised in this place as well
- A special strategy for enhancing civic participation and engagement in the social activities in these areas

3.6 SWOT Map

Program Context

Outcomes of fieldwork

Strengths:

Urban design
Social
infrastructure

Weaknesses:

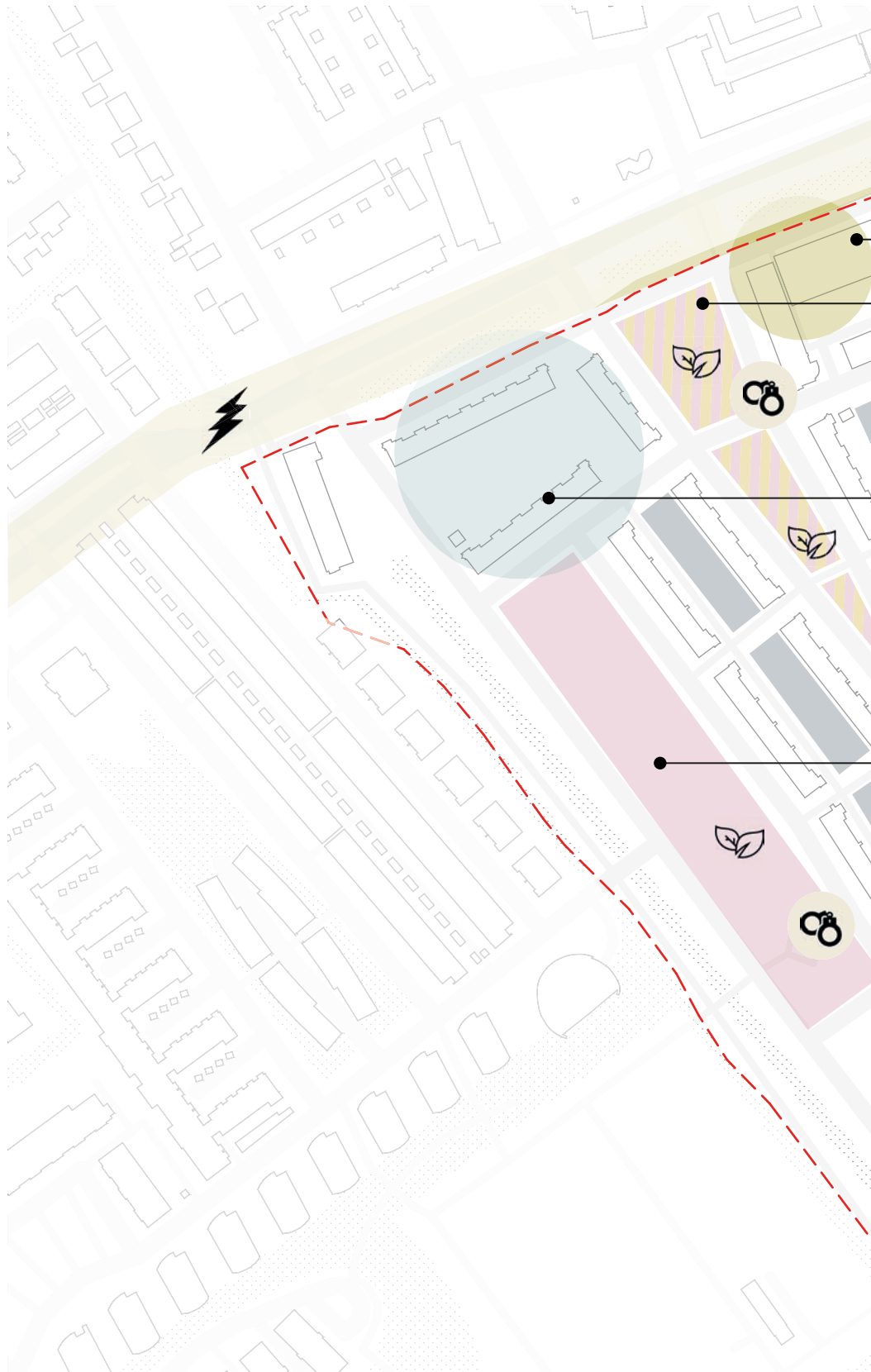
Social cohesion
Anonymity
Isolation

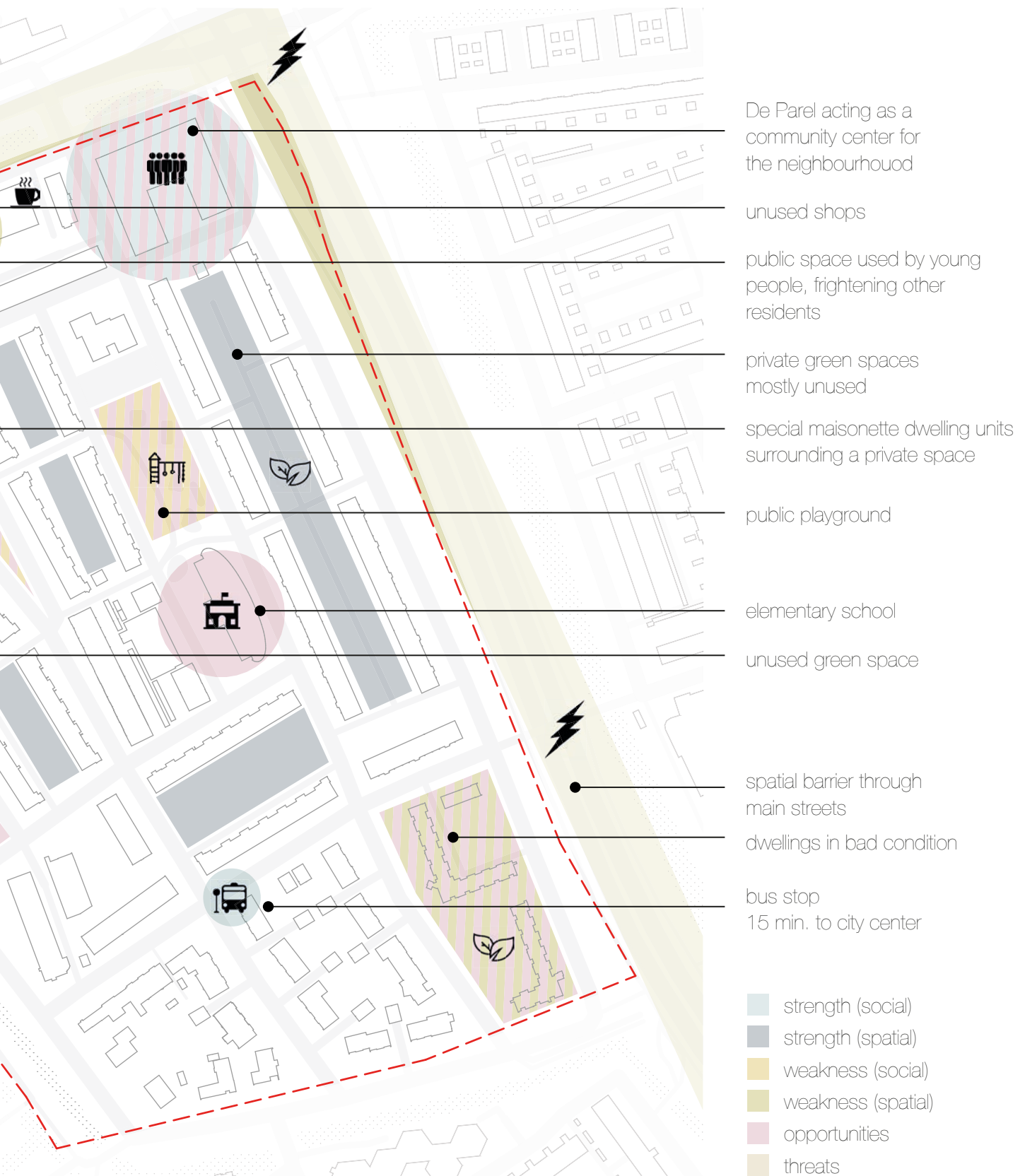
Opportunities:

Community
organisations
Green spaces
Willingness
volunteers

Threats:

Anonymity
Lack of financial
resources







4. Design & Strategic Intervention

Our design and strategic interventions are based on the strong conviction that diversifying the housing stock in the Kuypervijk is not enough to solve issues of social cohesion in the Southern part. In fact, research suggests that socio-economic characteristics of the residents hardly have any effect on social cohesion (Bergeijk, van Kempen & Bolt, 2008). This furthermore involves the risk that vulnerable low-income households are forced to leave the neighbourhood. Instead, our strategic interventions are based on a combination of several place-based policies. Place-based policies are policies that are geographically targeted, with the intent and structure of helping residents specifically in them (Neuman & Simpson, 2015). These are two physical interventions in the Western and South-Eastern area, restructuring them into (temporary) public parks with several components. The **South-Eastern area** will become a **sports hub** with a playground area and an outside gym in the form of a calisthenics park. The **Western area** is of temporary nature where a community garden, a square for pop-up cafés with terraces, space for a small skatepark and a speelothek is situated. All physical interventions are combined with socio-cultural activities. In order to manage the identified threat that residents of the Southern part of the Kuypervijk will not engage sufficiently in the activities, we have come up with a specific community strategy, which seeks to maximize the outreach of our programs towards the residents. We will introduce these outreach strategies first, and afterwards introduce our physical/ socio-cultural interventions.

Restructuring public spaces, as well as implementing projects with social activities with the aim to increase levels of social cohesion, are complex processes. To a large extent this has to do with the fuzziness

of the concept of 'social cohesion', as it relates to a society 'feeling' of being connected to each other, which is hard to quantify. Social cohesion is therefore operationalised in many different ways, which makes it hard to derive consistent indicators from the concept in order to measure the impact of our policy interventions (Van Veen., 2016, p. 1272). We will therefore explicitly highlight studies that have investigated the (causal) relationship between our interventions and social cohesion, if such studies exist.

Investing in social initiatives in the Kuypervijk has another, more strategic goal, which relates to the relationship between the municipality and the residents of the Kuypervijk. We think it is important that the municipality shows that they would like to invest the area. Residents show distrust towards the municipality, which will cause serious harm in the future if this is not tackled soon. We believe that the municipality needs to show the inhabitants of the Kuypervijk that they go beyond talking with the inhabitants about the issue, and move towards action.

In Appendix 1, all our social activities and physical interventions are described in results frameworks.

4.1 Civic participation interventions

We base our outreach interventions on theories that assume that civic participation, by engaging in community based activities and volunteering, will lead to stronger social networks (Jenssen et al., 2018). By doing this the individuals of the community will construct higher levels of social capital. Empowering the neighbourhood in this way will bring individuals closer together to form a cohesive community.

These interventions must be embedded into the existing structures. De Parel is considered as a strength of the area. We want to make use of the space, people and activities that are there to generate positive change to neighbourhood characteristics that are perceived as weaknesses.

To stimulate social cohesion it is necessary to generate positive development of trust, relationships and participation. These factors are interrelated, when people participate in local civic life relationships get stronger, and when relationships are stronger general trust increases (Jenissen et al., 2018). In order to generate an increase in social networks, we have to provide the community with resources embedded in social relations among persons and organisations that facilitate cooperation and collaboration within the community. Building social capital is a strategy in community development (Gittell, 1998). Community development is a dynamic process, that is about strengthening civic society and empowering local groups, through strategic interventions. These interventions are aimed at bringing the community closer together by involving them in community based activities (Amadei, 2015).

By taking a grassroots approach we have already

made a step into empowering the local community. Together we thought about solutions to their self-identified problems and embedded these into our strategic interventions. One of the identified strengths of the Kuypervijk is community centre De Parel. Community-based organisations like these play a key role in community development and can be used as an opportunity (Amadei, 2015).

Community-based organisations can be seen as vehicles for generating social capital. They can create and strengthen organisations and collaborations within the community, enabling community members to participate in aspects of community development and community life that concern them by setting priorities, developing programs, and participating in them. In this way, they provide opportunity for other community-based organisations to develop new contacts, access new resources and opportunities, and gain greater influence over what happens in the community. In network theory terms, they do not only strengthen weak ties but also enhance the institutional infrastructure of the community, thereby enhancing its ability to take effective action on its own behalf (Gittell, 1998). However, one of the identified threats is the lack of broader participation of the inhabitants of the Kuypervijk in community-based activities. The strategic interventions will therefore make use of the opportunities in existing structures and provide solutions to overcome current challenges.

Strategic interventions that generate community development must include the combined input of relevant stakeholders who are insiders or outsiders to the community. Community development consists of a three-way partnership. It combines a **bottom-up approach** which originates at the grassroots

community level and involves individuals and groups of insiders; a **top-down approach** influenced by local and national governments, and an **outside-in approach** through consultancy from outsiders who bring support, resources, skills, and expertise (Amadei, 2015).

The three stakeholders involved in the interventions to improve civic participation in the south of the Kuypervijk are: the municipality of Delft, *De Parel (Sportfondsen Welzijn Delft)*, and the inhabitants of the Kuypervijk. The first stakeholder is the municipality of Delft. This stakeholder is responsible for the top-down interventions. It is their task to provide and control an outsider that will manage civic participation. Making use of the strengths and opportunities this concretely means that they will provide *Sportfondsen Welzijn Delft* with the means to improve the organisation of *De Parel*. This can be financial, but also supplying them with the knowledge and skills this organisation needs to improve their capacity. Besides that they have a controlling role, they will assess the work that *De Parel* does.

The second stakeholder is *Sportfondsen Welzijn Delft*. They fulfil the role of the outsider that functions as a manager and expert in increasing civic participation. Concretely this means that *Sportfondsen Welzijn* has to install a manager working from *De Parel* with excessive project management skills. Currently there is a managing role fulfilled, however, this employee states himself that he is more of an administrator than a socio-cultural worker. He does not have the knowledge or skill to generate community development (respondent 14).

Generating community development through a

social capital strategy starts with doing a social network analysis. A social network analysis will not only provide a quick visualization of community networks and its components, but also maps existing relationships and network communication in the various community systems. By looking at how the components of a community interact, a network analysis can provide insights such as: who makes decisions or who could block decision, who are key players or threats and who could be brought into the decision process, what are possible attractors in the community, who are the reactive and passive agents in the community, and what are the community's weaknesses and vulnerable populations.

Based on the information gathered through this analysis the process of strengthening the social networks within the community will start. This process will take one or multiple projects that bring actors in the neighbourhood together. The exact nature of these projects depends on the outcomes of the social-network analysis. Well-executed projects require following a methodology and a management structure. In the context of developing communities, small-scale project design, planning, and execution takes place in uncertain and complex environments that involve a multitude of interacting technical and nontechnical issues. That is why we propose a framework for the management of small-scale development projects called **ADIME-E (Appraisal, Design, Implementation, Monitoring and Evaluation, and Exit strategy)**. This framework, developed by Amadei, uses the CARE project design framework as its backbone and is supplemented with tools used by other agencies (UNDP, Mercy Corps, and EuropeAid) and analysis tools more commonly used in engineering practice (Amadei, 2015).

The third group of stakeholders are the inhabitants of the southern part of the Kuypervijk. They provide grassroots information about the social networks in their community. It is this group that needs to be activated to participate in communal life to improve social cohesion. Volunteering for community based activities plays a key role in this process.

Motivating people to volunteer is a different process than getting people to do a paid job. Reciprocity is expressed in different forms than money. It is therefore essential to optimize management around the recruitment and retainment of volunteers. To be able to do this, it is necessary to see why individuals volunteer. By looking at this underlying mechanisms, it is possible for organisations, as De Parel, to respond to this. The **self-determination theory** focuses on human motivation, whereby the distinction between autonomous motivation and controlled motivation are central. Autonomous motivation is experienced as free will, with a sense of choice. Volunteers with an autonomous motivation can act out of interest, pleasure or by underlying personal norms and values. Controlled motivation means that an external pressure is being experienced to participate in charity activities. (Oostlander et al., 2014). Autonomously motivated volunteers appear to have higher job satisfaction and better work ethics (Millette & Gagné, 2008).

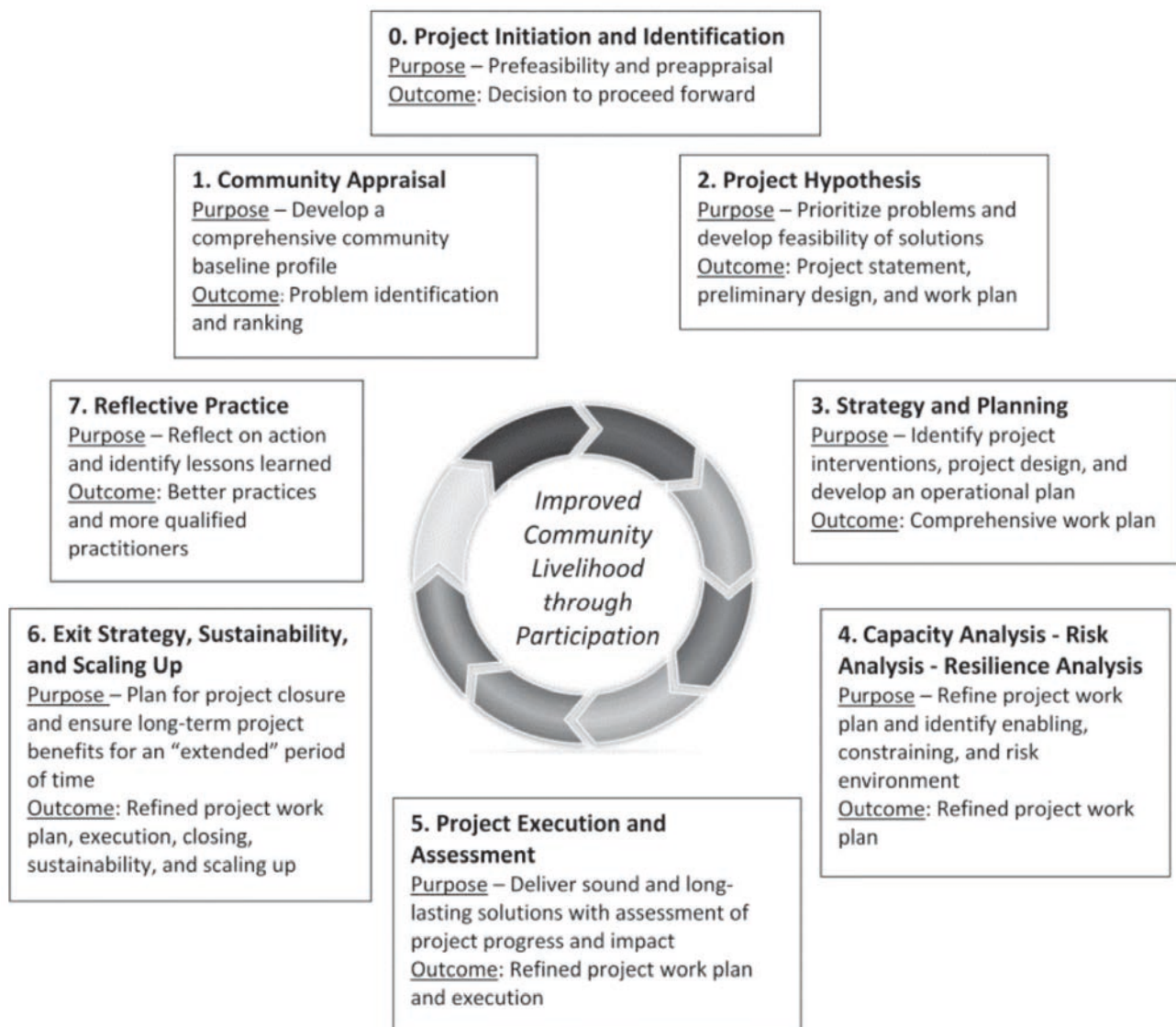
A method of leadership, where there is room for individual needs, is transformational leadership. In the context of volunteering, there is less tangible exchange between the organisation and volunteers, such as no financial compensation. Therefore **transformational leadership** with regard to the involvement of volunteers on a personal level can be particularly relevant (Dwyer et al., 2013). Transformational leadership is characterized by four components:

idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Bass, 2000). This makes transformational leadership a form of leadership where there is an awareness of individuals, with attention to individual needs and expectations as well as respecting individual differences. Because intrinsic motives are central in recruiting and motivating volunteers, we would recommend this form of leadership.

Having an engaged group of volunteers is crucial in activating a community in participating in activities that will bring the community together (Gittel, 1998; Jenissen et al., 2018; Putnam, 2007). But to encourage people to actively participate in community life they have to be aware of the activities that are being organised. Therefore the group of active members of the community that have been activated through transformational leadership now have the task to reach out to the community. To do this they have to generate visibility. To generate visibility they have to make use of **social marketing strategies**.

Branding is central to social marketing. It builds strong bonds between the product and its target market by creating a tone, feeling or emotional response to a product or service (Withall et al., 2012). In this case, the product the active members of the community sell is community-based activities that will bring the community closer together. Their target group is the inhabitants of the Kuypervijk. The next step is to promote the product. **Promotion** is the development and deployment of persuasive materials and activities to convincingly communicate the product benefits and its value (Withall et al., 2012). This is done through five different types of channels: (1) mouth-to-mouth, (2) social media, (3) local media, (4) flyer campaign, and (5) partnerships with other

community organisations. Which exact channels can be used to reach the target group should be based on the target group's habits (Withall et al., 2012). To get information about these habits, the network analysis at the beginning of this project can be used.





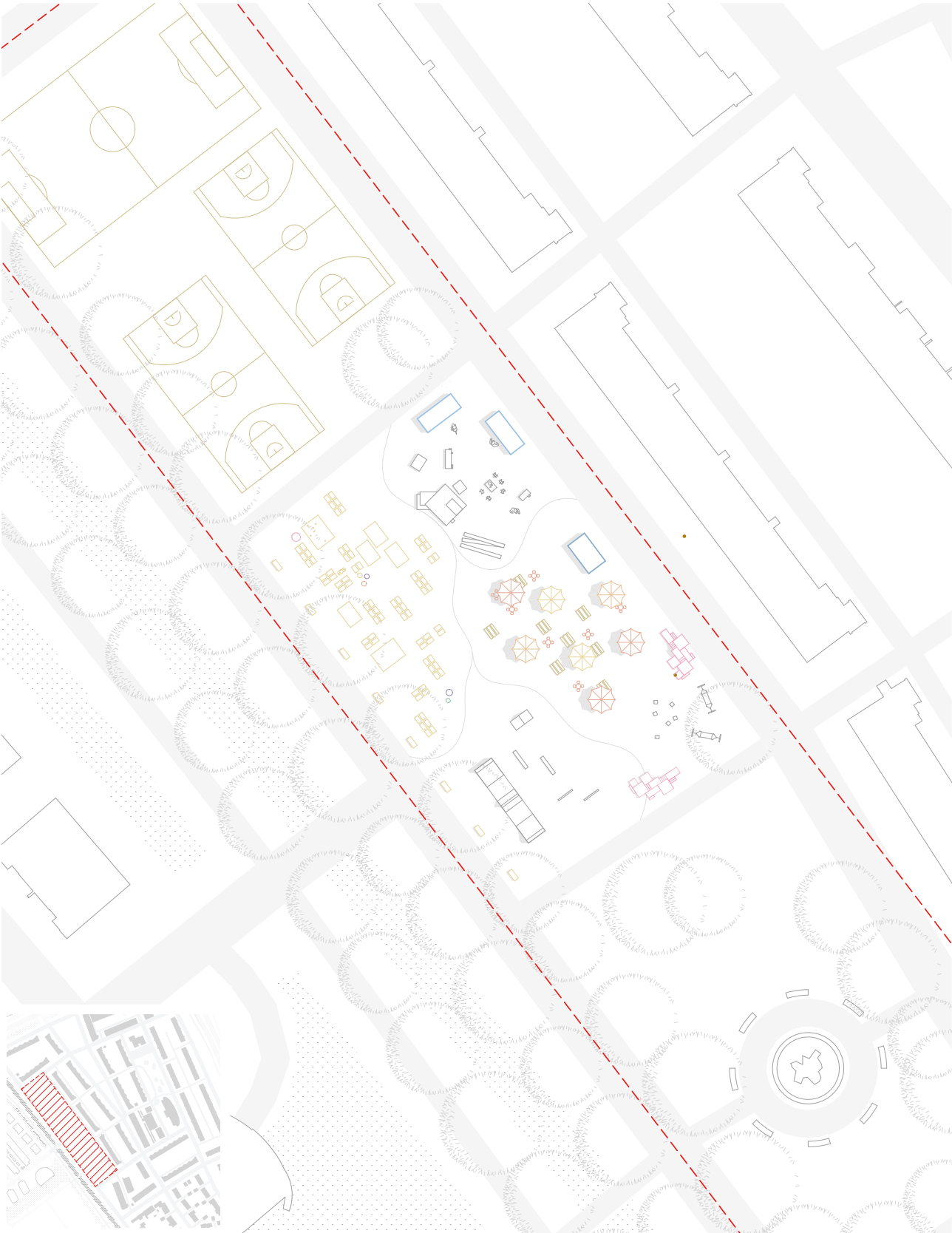
4.2 Public parks: physical and socio-cultural interventions

Our fieldwork showed that the inhabitants of the Kuypervijk appreciate its green spaces. In our design, two extra spaces will therefore be restructured into urban parks, with a design that maximises the potential benefits for enhanced social cohesion in the neighbourhood. This will be in the Western area, which will be of temporary nature due to plans to use this space for dwellings in the foreseeable future, and in the South-Eastern area, where dwellings will be demolished soon.

The causal relationship between urban parks and social cohesion has been academically researched. In theory, urban parks are of potential importance because they facilitate a place where persons of different backgrounds can interact with one another based on face-to-face contact (Peters, Elands & Buijs, 2010). This interaction, in turn, may lead to increased civic participation and to feelings of acceptance (Putnam, 2000). Moreover, urban parks provide for the opportunity of resource sharing and may discourage 'crime and other forms of social disorder' (Bennet et al., 2012). However, a systematic review on the empirical evidence on the potential benefits of urban parks on social cohesion shows that the type of social interaction in these public parks are mainly informal (Konijnendak et al. 2013). People may greet other strangers or have a short chat, but do not establish meaningful social networks with one another. Furthermore, if people feel unsafe in the neighbourhood, they will not use these urban spaces at all (Seaman, Jones & Ellaway, 2010). In other words, only installing a public park will not be sufficient to increase levels of social cohesion. These urban parks should therefore be designed in such a way that its meaningful and practical for socio-cultural activities to take place.

Both urban parks will consist of trees and grass. In contrast to barren spaces, this may attract inhabitants to make use of these green spaces by enjoying strolls through the park (Coley et al., 1997). However, these urban parks will be considerably different from the central public playground in the Southern Kuypervijk (surrounded by the Van der Goesstraat and the Van Kinschotstraat), as well as the surrounding public parks such as the Wilhelminapark and the Hof van Delftpark. These parks will be of a more practical nature, forming a hub for (sports)activities that can easily be organised in the Kuypervijk.

There are potential 'threats' which need to be taken into account when designing urban parks in the Kuypervijk. Firstly, a recent survey of the Police shows that some inhabitants from the Kuypervijk feel relatively unsafe (Respondent 15, interview). Establishing a public park may increase these feelings of unsafety, as it can potentially become a place where youngsters hang around. The success of the public park therefore depends on its urban design and its social activities, which should be designed and implemented in such a way that it prevents gatherings. Secondly, the implementation of these activities involves the threat of vandalism. In fact, one of the results of the Kuypervijk was that a 'work-out' room in the community building of De Parel was vandalised. Research shows that increasing visibility, including proper lighting and proper fences to close off the area during the night, may prevent this type of crime, which will therefore be incorporated in our interventions (Farrington & Welsh, 2002).



4.3 Urban park 1: the Western area

The Western area of the Southern part of the Kuypervijk stands out as a large, unused green space with a fence surrounding it. There are plans to use this space for dwellings in the foreseeable future, but in the meantime, there are many options for using this area as an urban park where community activities can be organised. In our design, this urban park consists of several components: community gardens, as well as a speeltoestel, a skatepark and three pop-up cafés with a terrace.

1. Community gardens

A large part of this area will be used as a space for community gardens. The Southern part of the Kuypervijk consists of many apartments with small gardens, which may be uninviting for residents to maintain in a proper way (Respondent 15, interview). In this community garden, residents have the opportunity to rent a part of land for free, which they can use for growing their own vegetables and fruits, or for growing flowers. If they register with volunteers at De Parel, they receive a key to the urban gardens. The urban gardens have a small cabin where people may hire garden tools for a small fee: a separate key is needed in order to enter this cabin.

Studies have found that community gardens may enhance social cohesion, social capital and social support, even if participants are not necessarily driven by social motivations. This is because those participants who are motivated by the social implications of these community gardens, bring added value to other participants (Veen et al., 2015). However, it is unclear how long it takes before these benefits extend beyond the garden setting, and the extent to which these community gardens bridge social connections among socioeconomic

classes (Kingsley & Townsend, 2006). Furthermore, community gardens may establish a certain level of social cohesion among its participants, yet the depth of this social cohesion (which is, among others, expressed in the degree to which participants help each other with their gardens), varies a lot depending on the design of the community garden (Veen et al., 2015, p. 1285). If the community garden is designed in such a way that others can easily visit the urban garden during the day, this can have a larger impact on social cohesion in the overall neighbourhood. We have therefore decided to install the community garden next to the pop-up cafés with terraces, so that people, when visiting the pop-up cafés, are invited to take a stroll through the community gardens as well.

Furthermore, the success of the community gardens can be boosted by other, successful activities near to the Kuypervijk. On the Playground 'Hof van Delft', close to the Kuypervijk, for example, the initiative of a 'WormenHotel' exists: a compost pile where residents can throw away their biological trash. This idea can be implemented in the Kuypervijk as well, while building on the expertise of the volunteers of the Hof van Delft.

The success of the community gardens also depends on the activities that are organised in them. Firstly, the elementary school in the neighbourhood receives free access to the garden. This provides the school with the opportunity to give classes on gardening, or how to grow food. Secondly, special activities will be coordinated between the elementary school and the community organisations, in which these young children are connected to gatekeepers in the neighbourhood. This may reduce intergenerational tension in the long-term, as children will be familiarised



ill. 4



ill. 5

with older people. Thirdly, a part of the community garden will be devoted to growing vegetables and fruits designated for the restaurant in Doel in the Northern part of the Kuypervijk, where people have the opportunity to enjoy meals for a cheap price. Connecting this community centre more visibly with the Southern part of the Kuypervijk may also improve the interconnectedness between the Northern and Southern part of the Kuypervijk.

Inputs for these physical interventions and social activities are needed from the municipality, the community organisations (especially volunteers from restaurant Doel and important gatekeepers) as well as the elementary school. The municipality is in charge of the financial resources for the program, but some activities may be eligible for social funds, such as Fonds1818, which is also responsible for the funding for the Wormenhotel, for example). This is a way to overcome the identified 'threat' of not having enough funding to implement these activities. Finally, involvement from the residents themselves are needed for the community garden and the social activities to succeed.

2. *Delfts Blauwtje - Samen Spelen en Delen*

From our fieldwork it became clear that the residents of the Kuypervijk know that there are public spaces in the Kuypervijk for children to play in and people to meet, but that these areas are often used by different groups that cause nuisance, the so-called 'hangjongeren'. The participants of our research feel that this prevents people from meeting in public spaces and gives a feeling of unsafety (Respondent 1-6).

That is why a part of the western area will be reserved

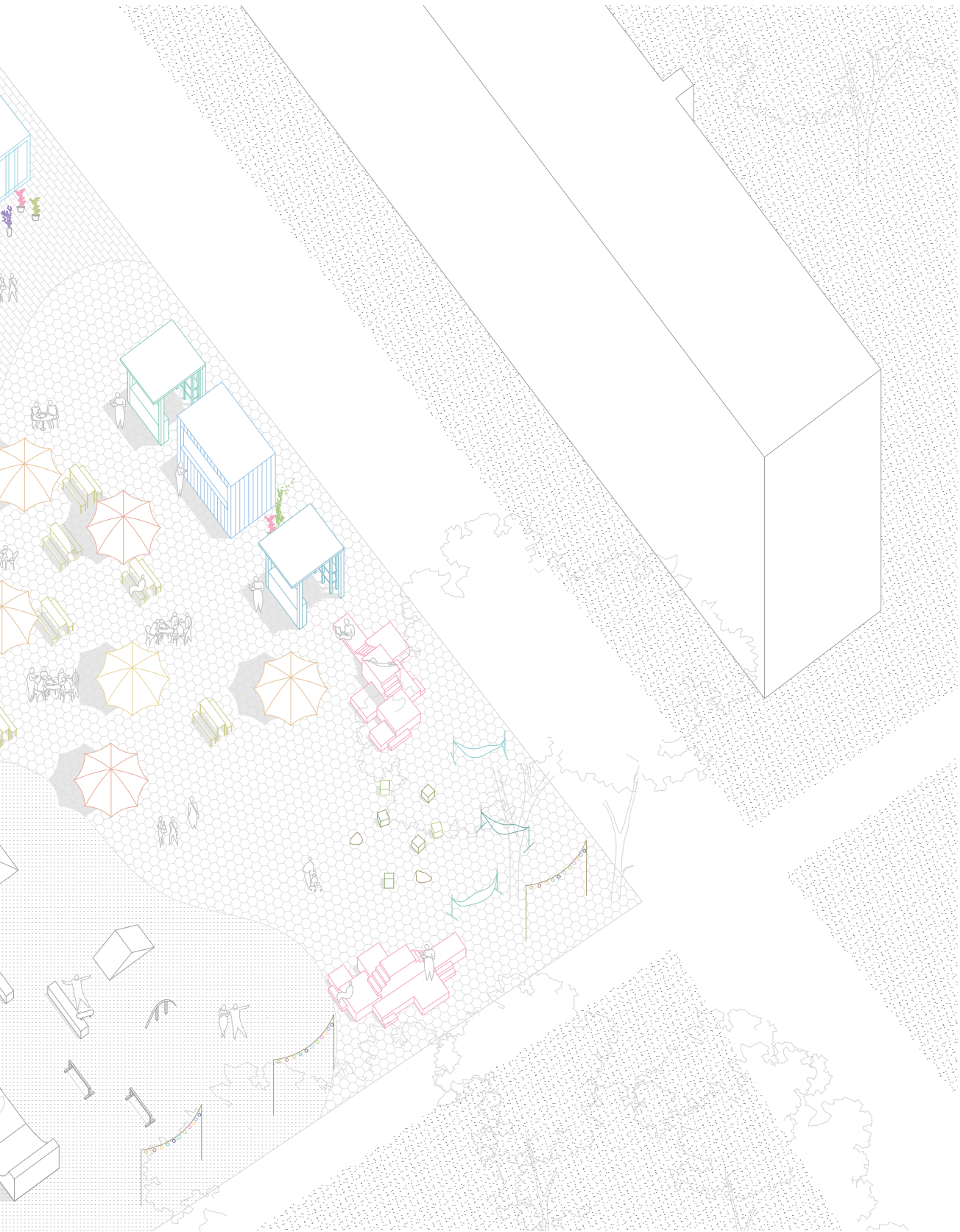
for a supervised playground, that includes a temporary construction where children can borrow materials to play with. This idea came from initiatives in The Hague and Rotterdam, where this concept is used in urban public spaces in areas that needed social stimulus (Haagse Hopjes, 2017).

This means that there will be containers installed, in which the materials are stored, and there is a small kitchen and office area. Adjacent to this container a temporary sports field will be installed, with soccer goals and basketball poles, and enough space for children to play with the materials they borrow.

The *Delfts Blauwtje* will have a wide range of sports and game materials available. Children can borrow play materials such as skipping ropes, bicycles, go-karts and scooters, and if children want to exercise, they can borrow materials for football, volleyball, tennis or Frisbee. To become a member of the *Delfts Blauwtje*, children must register. You can register at the *Delfts Blauwtje*. Children can only register if at least one of the parents is present and ID is required. After registration, the child receives a card with the name, address details and passport photo. If children want to borrow toys from the *Delfts Blauwtje* with which they are registered, they hand in their card to an employee. After returning the borrowed toys, they get their card back (Haagse Hopjes, 2017).

The *Delfts Blauwtje* will be run by volunteers, but will fall under the responsibility of community centre de Parel. This project has to be embedded into the earlier mentioned structure that we impose through civic participation interventions, and can be used as one of the community development projects. The municipality of Delft has to provide the funding of this project, possibly in combination with additional funding, e.g. Fonds1818. For this project to work





an active group of members of the community is needed. The *Delfts Blauwtje* will in this way function as an outpost of community centre de Parel, from where outdoor activities can be organised. Activities can be: sports events, or the yearly *ationale buitenspeeldag*.

The initiative in The Hague has shown that this concept is conducive to bringing the community of a neighbourhood together. It has not only brought children together to play in public spaces, but also motivated their parents to get involved in community life. An additional goal of this initiative is to involve the youth of the neighbourhood in the organisation of the project and maintenance of the area (*Jaarverslag Stichting Haagse Hopjes Transvaal*, 2016).

This approach of involving the youth, that are perceived as one of the groups that is causing nuisance (Respondent 1-6), in community development is also recognised by the Dutch Verwey-Jonker Institute. They did research into the *Thuis op straat* method, this method targets the youth that 'lives on the streets' and gives them the responsibility to improve this sphere. Their research shows that by doing this the youth gets empowered in generating positive change in their own life. Besides that this method has proven to have a positive effect on the perceived safety in a neighbourhood, which contributes in bringing the community closer together (Boonstra & Wonderen, 2009). In practice this means that the youth of the Kuypervijk will get involved, as volunteers or interns, in supervising the playground, organising activities, and upkeep of the area.

In this way this concept will motivate people to make use of the public space, and bring the community closer together. Besides that it also has a pedagogical function. Children will be stimulated in

several developmental aspects, such as self-reliance and socio-emotional (*Jaarverslag Stichting Haagse Hopjes Transvaal*, 2016).

Because this instalment is temporary, this project is first a trial. If this appears to be a success the concept can be moved as a permanent instalment to the South-Eastern area.

3. Square with pop-up cafés with terraces

In order to stimulate the use of the community gardens by other residents than those who are actually growing their food and vegetables, and to implement the idea of the Kansenskaarten to provide terraces for existing cafés and restaurants in the neighbourhood, so-called 'pop-up cafés' in Western area will be facilitated. This means that existing entrepreneurs and restaurants in the Northern part of the neighbourhood can rent small cabins next to the community garden. In these cabins, people can order food and sit on the terrace, which will become a meeting place for residents. Establishing a more concrete connection between facilities in the Northern part of the Kuypervijk with new facilities in the Kuypervijk will lead to increased interconnectedness between the Northern and Southern part of the Kuypervijk.

Research shows that if neighbours have more meeting places, this may enhance community feeling and social cohesion (Völker et al., 2007). Increasing the amount and types of meeting places increases the chance that people meet each other. This is, ofcourse, highly dependent on the type of meeting place, as some research suggests that cafés may have more impact on aspects of social cohesion than public parks, for example (Bergeijk, Bolt & van Kempen, 2008). It should be noted that some

research also suggests that commercial activities also have a negative impact on the interaction between residents (Guest et al., 2006). The rental of cabins should therefore be well-coordinated between the municipality and the entrepreneurs. If this succeeds, this may also positively impact the connectedness between the Northern and Southern part of the area. This area is well-suited for activities such as annual 'street parties' (straatfeesten), as well as barbeque festivities during summer.

Input is needed in the form of financial and human resources from the existing entrepreneurs in the neighbourhood, such as the local bakery. The municipality already coordinates a program that seeks to involve the entrepreneurs of the (Northern) Kuypervijk in the community: this may be a concrete activity within this program. The municipality can make this activity attractive for these entrepreneurs by providing the financial and human resources for the establishment of the cabins, as well as giving discount to the entrepreneurs for renting these cabins. Naturally, involvement from the residents is needed in order to make these pop-up cafés successful. A first stepping stone may be to do the weekly 'coffee mornings' in De Parel on this square in case of sunny weather.



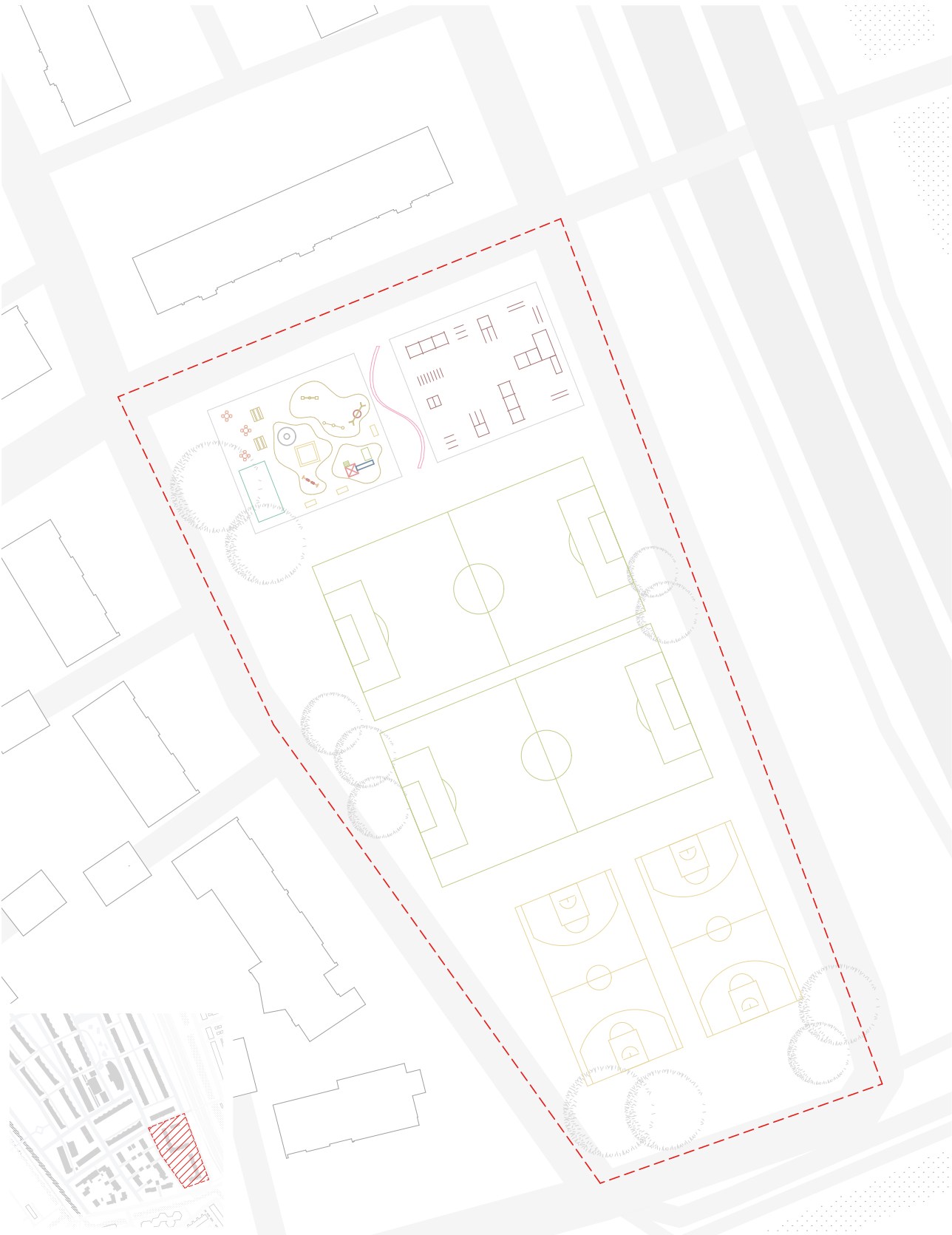
ill. 6



ill. 7



ill. 8



4.4 Urban park 2: the South-Eastern area

This area is considerably smaller than the Western area of the Kuiperwijk. Yet, this area allows for the implementation of ideas with a more permanent structure, since plans for constructing new dwellings do not exist yet. In order to meet the demand of some of the inhabitants who expressed their need for more playgrounds for their children, a playground will be implemented in this area, as well as a calisthenics park for youngsters in order to tackle the issue of too many youngsters 'roaming around' in the neighbourhood.

Playground area

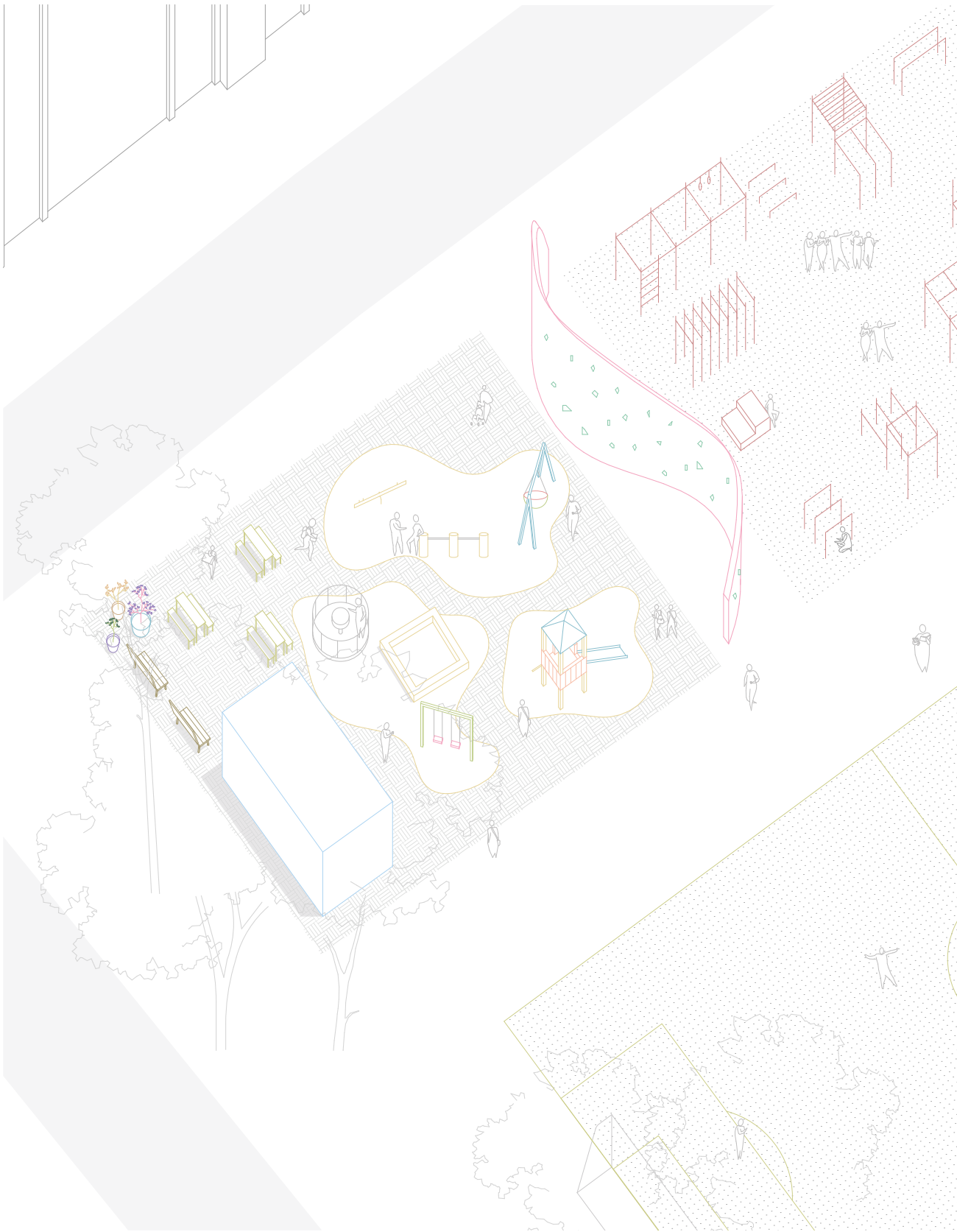
The Southern part of the Kuiperwijk has a central playground, surrounded by the Van der Goesstraat and the Van Kinschotstraat. However, this playground area is specifically for young children, and is considerably small. This playground area is suitable for bigger children, and consists of a small climbing wall, as well as a permanent football court and a basketball court. In many ways, this playground area is a cheaper, more realistic version of the 'CruyffCourt' as envisioned in the *Kansenkaarten*.

The outcome of the establishment of this playground area is to tackle issues of unsafety that some inhabitants have because of children and youngsters roaming around the streets, which is not directly related to increasing social cohesion. Contrary to urban parks, the benefits of playgrounds for social cohesion in neighbourhood settings have not been widely empirically investigated. Bennett & et al. found evidence that playgrounds do not only facilitate social networks and place attachment among the playing children, but also among parents (2012). They argue that the availability of bench seating and shady areas can encourage the spatial congregation and social interaction by parents. The playground area should

therefore include trees and benches. However, they also found that a larger availability of playground areas do not necessarily increase social interactions among parents. This may be the case for the Kuiperwijk as well, since another playground already exists in the area. Once again, the success or failure of this playground area therefore lies with the social activities that will be implemented in the area.

Activities in the area are sports-related. The elementary school is free to organise sports-activities, such as football or basketball tournaments. One of these activities may involve willing parents to join football or basketball tournaments, which provides an opportunity for these parents to meet each other and interact with one another in a context of play. During summertime, bouldering clinics are organised by volunteers of the Municipality of Delft especially for teenagers, which may be facilitated by bouldering centre *Delfts Bleau*, in coordination with local high schools. However, these activities should only be implemented if enough interest exists among these stakeholders.

Inputs are needed from the municipality, in the form of financial resources. The *Cruyff Foundation* can still get involved in order to fund a part of the budget, or to provide expertise on how to implement activities inside the *CruyffCourt*. For the social activities, involvement from the elementary school is needed, as well as the local bouldering centre. Finally, involvement from the residents are needed to make sure that the activities have an impact beyond the elementary school.







ill. 9



ill. 10

Calisthenics park

The outside gym is established for the same reason as the playground area: it does not necessarily seek to tackle issues of social cohesion, but it does provide for a public space where youngsters have another purpose than 'hanging around'. Currently, the Southern part of the Kuypervijk has some facilities in the form of physiotherapy, but it does not have a proper gym. A relatively 'cheap' way of establishing outside gyms is by creating a calisthenics park. Calisthenics parks are 'best practices' from other surrounding cities, such as The Hague and Rotterdam, where these parks are intensively used. In Delft, the only calisthenics park is in Buitenhof, which is small and primarily suitable for children. The calisthenics park in the Kuypervijk will be for (young) adults, and therefore provides an opportunity not only for the Kuypervijk, but for the whole municipality of Delft.

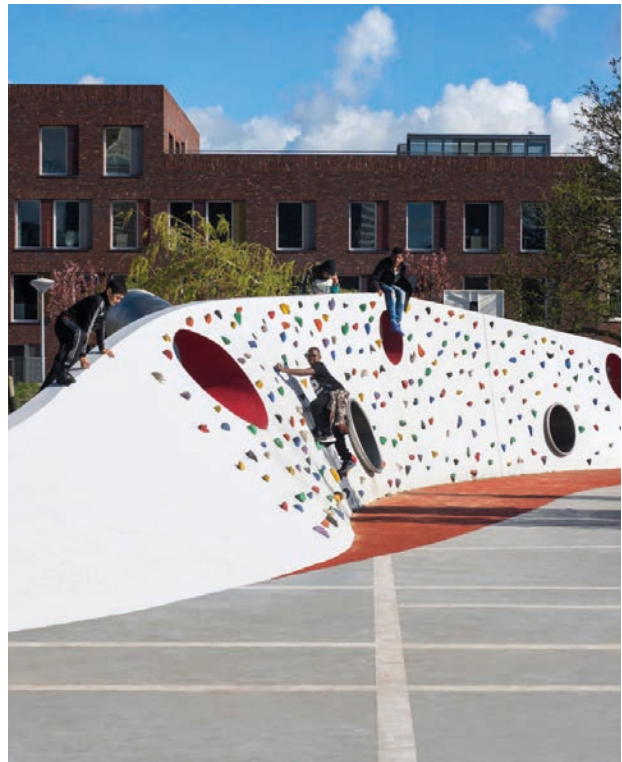
Calisthenics is increasingly popular among this target group and represents a form of street workout. Rather than weight training with advanced training machines, practitioners make use of bars and rings where exercises such as muscle-ups, chin-ups and L-sits are performed. Calisthenic parks are represented on the website calisthenics-parks.com, where enthusiastic practitioners can look up the locations of calisthenic parks worldwide. Specific activities, such as bootcamps, also popular among young people, can be organised in this park. The local physiotherapy centre in the Kuypervijk also gets free access to the park, so that they can use this space with their clients.

Input is required from the municipality, again, in the form of financial resources. By opting for a calisthenic park we hope to minimize the costs for this project.

Input is also required in the form of involvement from (young) residents in the neighbourhood who make use of this calisthenic park, rather than just enthusiastic practitioners from the surrounding neighbourhoods of Delft. Clinics on the use of the bars will therefore be organised every month for six months.



ill. 11



ill. 12

5. Reflection

In this report, we described the findings of our fieldwork and our recommendations to stimulate social cohesion in the neighbourhood of the Kuiperwijk. While writing this report we learned five lessons that we would like to expand upon in this chapter.

1. Neighbourhood reputation does not correspond with reality, possible issue of overfixating

From the lecture that the representative of the municipality gave, we were under the impression that the Kuiperwijk was extremely deprived and criminalised. We quickly found out that the Kuiperwijk has many strengths as well, that we did not hear about in the lecture. A returning sound from the residents is that outside views of the neighbourhood do not match reality: apart from some incidents, the neighbourhood is calm to live in. Yet, the Kuiperwijk and its residents has been researched by many different parties. While we were in De Parel someone from the Hogeschool Utrecht also visited to do her own research about social cohesion in the neighbourhood. When we visited the Restaurant Doel, they had so many visiting groups that they would rather not talk to us anymore. Even though all residents were still very kind and open, and willing to talk regardless of age and background, we noticed a tone of cynicism towards the municipality. The issue of (possible) overfixating without taking concrete measures made us aware of the possible downsides of our project, especially if the municipality cannot take action accordingly.

2. Urban restructuring policies to increase the 'social mix' are relevant issues for the Kuiperwijk

Much of the wider issues of urban restructuring policies in the Netherlands are applicable to the

Kuiperwijk as well. Learning about the plans of the municipality and the housing associations, as well as talking to the representative from WoonBron, they regard many of the issues of the Kuiperwijk as a result of a 'social imbalance' with too much concentrated poverty in the neighbourhood, which can be solved by demolishing dwellings and building houses for residents with higher incomes. Knowing that urban restructuring does little to promote meaningful social interactions among residents, we therefore strongly emphasised the need for policies that highlight civic participation and community development.

3. Method of 'mind mapping' is highly effective for stimulating problem-solving conversation

The method we used to gather information during the coffee hour in De Parel was very much appreciated by the residents. We kept it an open conversation without questioning them all the time. In this way we believe we discovered and heard things you would not have heard with simple interview questions.

4. Policy-making for the enhancement of social cohesion in a neighbourhood is challenging

We found it challenging to come up with evidence-based policy interventions that effectively enhance social cohesion. Much of the academic research for specific policy interventions is either absent or ambiguous. We believe this is also due to the fact that social cohesion is highly context-dependent: sometimes a policy intervention works, sometimes it does not.

5. Working in a team with different academic background is extremely valuable

Our team consists of students with various backgrounds in sociology, history, public administration

6.1 List of Figures

and architecture. Doing this project made us realise the added value of interdisciplinary teamwork, as we learned a lot from each other. The involvement of students with an applied science background (social work, project management), would create an even more stimulating team.

ill. 1 + 2

Lecture Hoofs 2020

ill. 3

Basic components of the ADIME-E framework (Amadei, 2015 p. 195)

ill. 4

Haagse Hopjes Report 2017

ill. 5

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7.1 Appendix I: Results Framework

Outreach strategy

> Program Efficiency

Input <i>Investments: finance and human resources</i>	Activities <i>Actual activities</i>	
Outreach intervention Municipality Financial resources and human resources from the municipality	Vacancy for project manager De Parel (socio-cultural) Funding to Sportfonds Welzijn Delft Assessment of community development project	A manager with ADIM management and transformational leadership skills
Outreach intervention Sportfonds Welzijn Delft: De Parel Financial resources from the municipality A manager with ADIM-E project management and transformational leadership skills	Conduct a social Network analysis by mapping existing relations within the area Work out strategy for community development project(s) (ADIME-E) Establish transformational leadership in recruiting and motivating volunteers Report to municipality	A report with a holistic view of networks More participants in community activities More volunteers for community activities led by De Parel Report of the community development project(s) that can be implemented in the municipality
Outreach interventions active members of the community Financial support from the municipality through De Parel for promotion materials Human resources Promotion material	Develop a brand for the community based activities Promotion of community based activities through: Mouth-to-mouth: spread the word Social media: post advertisement on relevant platforms Local media: publish advertisement in relevant local news papers Flyers: create and spread flyers Partnerships: engage with other social organisations in the area	A brand that can be used for promotion Social media advertisements Local news advertisements Flyers that can be distributed Partnerships with other organisations

	> Program Effectiveness	
	Outcome (project goal) <i>What do we want to achieve?</i>	Impact <i>Long-term goals</i>
M-E project transformational	Systematic approach to community development	Increase social cohesion in the Southern part of the Kuypervijk
c overview of social community based community based arel unity development assessed by the	Systematic approach to community development	Higher perception of social cohesion in the south of the Kuypervijk
promoted ement ment tributed er local organisations	Awareness of community based activities in the south of the Kuypervijk	Active participation of the community in community based activities Higher perception of social cohesion in the south of the Kuypervijk

Restructuring public space. In the Western area

> Program Efficiency

Input <i>Investments: finance and human resources</i>	Activities <i>Actual activities</i>	Outputs <i>Tangible; the ,number</i>
Financial resources from the municipality (municipality property) Human resources from the local police Involvement from the inhabitants	Establish a temporary attractive public park in the Western area of the neighbourhood 5 trees Four benches Street lighting	Public park is used by residents everyday
Financial resources from the municipality Human resources from the community organisations (De Parel, restaurant Doel) Funding from social funds (for example, Fonds 1818)	Establish community garden in the public park Fence, to close off the community garden during the night Establish cabin for gardening tools for the community organisation WormHotel: compost pile is established	10 residents rent a plot in the garden to grow vegetables
Financial resources from the municipality Human and financial resources from the entrepreneurs in the Northern part of the Kuypervijk Involvement from the residents	Establish a square next to the urban garden Establish 3 cabins functioning as 'pop-up cafés' Establish a terrace with 10 picnic tables	At least 20 residents use the pop-up cafés during the summer
Financial resources from the municipality Human and financial resources from the entrepreneurs in the Northern part of the Kuypervijk Involvement from the residents	Establish a square next to the urban garden Establish 3 cabins functioning as 'pop-up cafés' Establish a terrace with 10 picnic tables	At least 20 residents use the pop-up cafés during the summer

	> Program Effectiveness	
	Outcome (project goal) <i>What do we want to achieve?</i>	Impact <i>Long-term goals</i>
y at least 20	Increase the structured use of public spaces by residents of the Kuypervijk	Increase informal contact and social capital in the neighbourhood, decrease levels of social anonymity
part of the community tables and food	Increase social capital among participants of the community garden Increase social capital among participants of the community garden and the community organisations	Increase levels of social cohesion directly among participants of the community garden, indirectly for other residents in the neighbourhood
make use of the sunny days	Entrepreneurs can successfully make use of the cabins without making losses Increase social capital among the entrepreneurs and the residents of the neighbourhood	Increase social cohesion and community feeling
make use of the sunny days	Entrepreneurs can successfully make use of the cabins without making losses Increase social capital among the entrepreneurs and the residents of the neighbourhood	Increase social cohesion and community feeling

Restructuring public space. In the South-Eastern area

> Program Efficiency

Input <i>Investments: finance and human resources</i>	Activities <i>Actual activities</i>	Outputs <i>Tangible; the ,number</i>
Financial resources from the municipality (municipality property) Human resources from the local police Involvement from the inhabitants	Establish public park in the South-Eastern part of the neighbourhood Street lighting Benches for parents to watch their children Fences to close off playground during the night	Public park is used by and young people ev
Financial resources from the municipality Human resources from the community organisations Involvement from the inhabitants	Establish calisthenics park in the South-Eastern part of the area	At least 10 young per these facilities per day
Financial resources from the municipality Involvement from the inhabitants Human resources from the Cruyff Foundation?	Establish combined football/basketball court in the area Establish climbing wall in the area	At least 10 children m facilities per day

	> Program Effectiveness	
	Outcome (project goal) <i>What do we want to achieve?</i>	Impact <i>Long-term goals</i>
y at least 20 children everyday	Prevent youngsters and children from roaming around on the streets, provide them with a safe place to play and work out	Increase feelings of safety in the neighbourhood, relieve tension between generations
ople make use of y	Prevent youngsters and children from roaming around on the streets, provide them with facilities to work out	Increase feelings of safety in the neighbourhood, relieve tension between generations
nake use of these	Prevent youngsters and children from roaming around on the streets, provide them with a safe place to play and work out	Increase feelings of safety in the neighbourhood, relieve tension between generations

Social activities. In the temporary park in the Western area

> Program Efficiency

Input <i>Investments: finance and human resources</i>	Activities <i>Actual activities</i>	Outputs <i>Tangible; the ,number</i>
Human resources from the elementary school Human resources from the Parel Human resources from the restaurant in Doel Involvement from the residents	Organise activities for children in the community gardens Organise gardening activities with children and gatekeepers in the neighbourhood Organise activities to grow fruits and vegetables for restaurant Doel	40 children receive g 20 children are match gatekeepers At least 5 residents e fruits and vegetables
Human resources from the elementary school Human resources from the Parel Human resources from the restaurant in Doel Involvement from the residents	Organise annual street parties in the pop-up café area	At least 40 residents street party

	> Program Effectiveness	
	Outcome (project goal) <i>What do we want to achieve?</i>	Impact <i>Long-term goals</i>
gardening lessons ned with 5 engage in growing for restaurant Doel	<p>Children in the neighbourhood become familiarised with community organisations in the neighbourhood</p> <p>Children become familiar with other residents in the neighbourhood</p> <p>Participants become more familiar with the community organisations, increased interconnectedness between Northern and Southern part of the Kuiperwijk</p>	<p>Children of the neighbourhood feel more attached to the neighbourhood</p> <p>Gatekeepers are familiarised with the children in the neighbourhood, will see them as less of a 'threat' when they are older</p> <p>Higher perception of social cohesion in the Kuiperwijk</p>
engage in the annual	Residents have the opportunity to meet each other and raise social capital	Higher perception of social cohesion in the Kuiperwijk

Social activities. In the public park in the South-Eastern area

> Program Efficiency

Input <i>Investments: finance and human resources</i>	Activities <i>Actual activities</i>	Outputs <i>Tangible; the ,number</i>
Involvement from elementary schools in the neighbourhood Involvement from parents of their children Human resources from Cruyff Foundation?	Organise football and basketball tournaments twice a year	At least 10 parents per parent activities
Involvement from bouldering centre Delfts Bleau Involvement from teenagers in the neighbourhood	Organise bouldering clinics during summer time	At least 5 teenagers per activities
Involvement from the youngsters Human resources from the calisthenics community	Organise calisthenic clinics in the park every six months	At least 10 young people per neighbourhood engaged

	> Program Effectiveness	
	Outcome (project goal) <i>What do we want to achieve?</i>	Impact <i>Long-term goals</i>
participate in children/	Increase social capital among parents in the neighbourhood	Increase social cohesion in the neighbourhood
engage in these	Increase social capital among teenagers in the neighbourhood	Increase social cohesion in the neighbourhood
people from the age in these activities	Increase social capital among young people in the neighbourhood	Increase social cohesion in the neighbourhood