



People and Partnerships

SEEDS Workpackage 6
Deltares



The Interreg IVB
North Sea Region
Programme

*Investing in the future by working together
for a sustainable and competitive region*



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1 Introduction

The SEEDS project is shaped along a series of thematic Workpackages, each addressing different aspects regarding the re-use and regeneration of (vacant) sites across the European North Sea Region. This report is one of the outcomes of Workpackage 6, 'Partnerships', which has the objective "to secure success and growth through enterprising partnerships and transnational cross-sector networks". Participation and stakeholder management is an important aspect in the planning processes of re-use and regeneration projects. An exchange of experiences in this matter is useful and essential to be able to learn from each other. To support this objective of exchanging experience and formulating recommendations in relation to stakeholder participation in re-use and regeneration projects, the various SEEDS programme partners were asked to share their experiences with stakeholder involvement during their (pilot) projects. This report collects, compares and evaluates these experiences and aims to distill the lessons learned and identify recommendations for stakeholder involvement in re-use and regeneration projects.

Within this report the lessons and recommendations related to stakeholder involvement are collected from three sources:

- Questionnaires (proformas) for project leaders
- Parallel research on stakeholder analysis (power, interest and degree of involvement)
- Interviews for the SEEDS website re-use example and inspiration gallery

Questionnaires for project leaders (proformas)

The experiences with stakeholder involvement in eleven projects were collected from the SEEDS partners with the help of a prepared proforma. For each project, the manager received a fixed set of questions, which were to be answered by the

project manager and optionally by one or more project stakeholders. These experiences, given in the proformas, can be found in chapter 2 and form the basis of this report.

Stakeholder analysis

The summarized findings of a parallel graduation research study on process management for temporary re-use projects are included in chapter 3. The graduation thesis was developed under the supervision of one of the SEEDS partners, and reflects on the role (power, interest and degree of involvement) of stakeholders in two selected pilot cases through the use of two models for stakeholder management: 'stakeholder analysis' and the 'participation ladder'. The models and case studies were further elaborated upon in a workshop with SEEDS partners and others with experience in running or participating in re-use projects.

Interviews for the SEEDS website gallery

For the SEEDS online re-use projects gallery, different lessons learned from 9 re-use projects were collected through a desk study and interviews. The lessons comprise a range of best practices information, collected from various re-use projects, which in some cases relates to stakeholder involvement. For this report, a selection of findings in relation to stakeholder participation are presented in chapter 4.

Lessons learned and recommendations

Chapter 5, the last chapter, gives an overview and categorization of all the lessons collected within this Workpackage and briefly reflects on them.

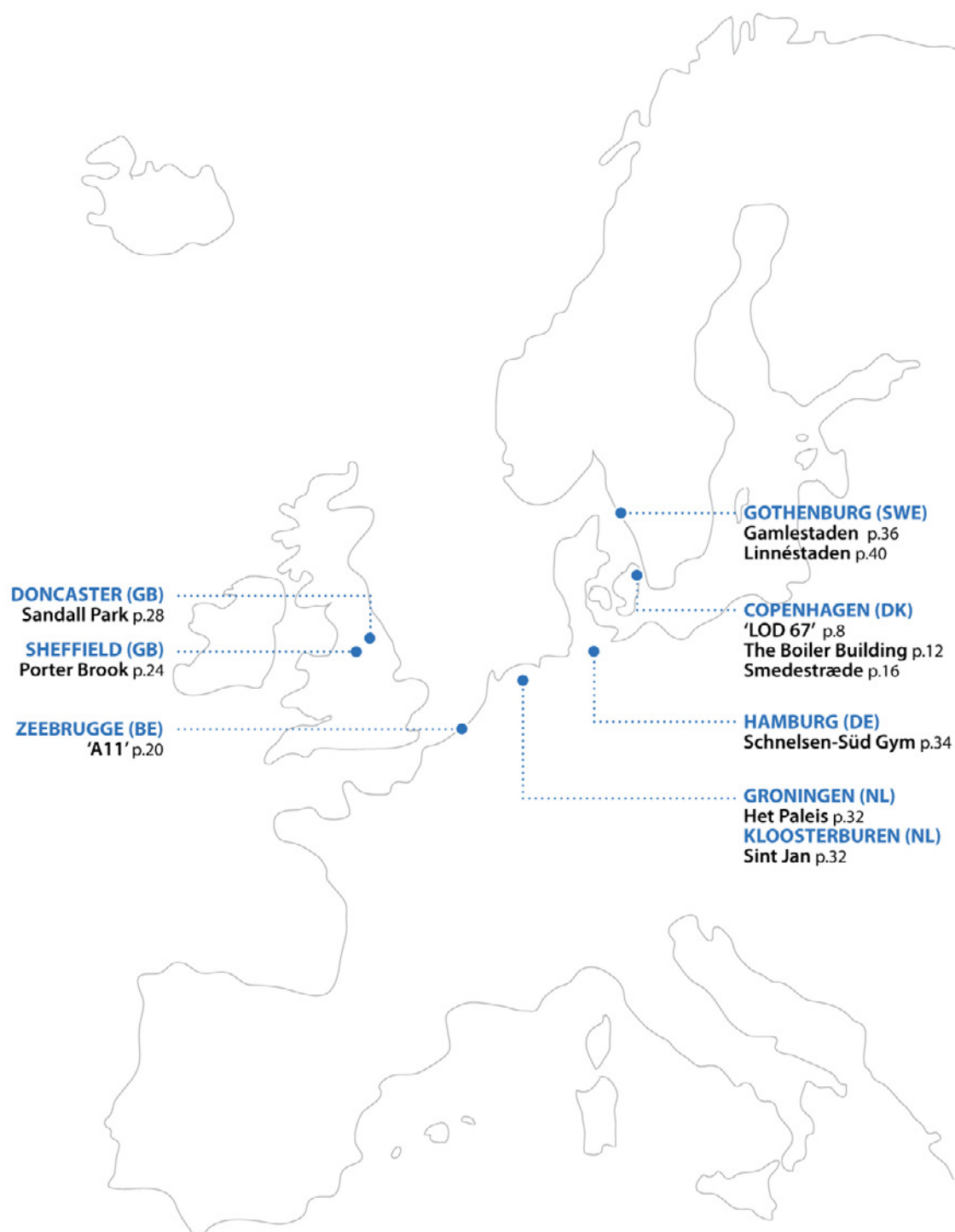


Figure 1: Locations of the pilots and cases submitted through the proformas by the SEEDS partners

2 Experiences from pilots and cases

To abstract lessons and evaluate the SEEDS partners' experiences with stakeholder involvement, a questionnaire was developed, containing a fixed set of questions for all pilots and cases. This questionnaire is referred to as the 'proforma' and contains questions in relation to the experiences, results, wishes and recommendations in relation to stakeholder participation.

All SEEDS partners were asked to complete the questionnaire for their pilot projects. The proforma was to be filled in by both the project manager and one or more project stakeholders. A total of eleven proformas, of varying comprehensiveness, were submitted by five SEEDS partners. They cover the following SEEDS pilot projects:

- The Boiler Building, Copenhagen, Denmark
- Smedestræde, Copenhagen, Denmark
- 'A11' Zeebrugge, Belgium
- Porter Brook, Sheffield, United Kingdom
- Schnelsen-Süd Gym, Hamburg, Germany
- Gamlestaden, Gothenburg
- Linnéstaden, Gothenburg

The following case study projects were discussed in the proformas as well. These projects are not official SEEDS pilots, but the experiences on stakeholder management in these cases were found to be relevant to share:

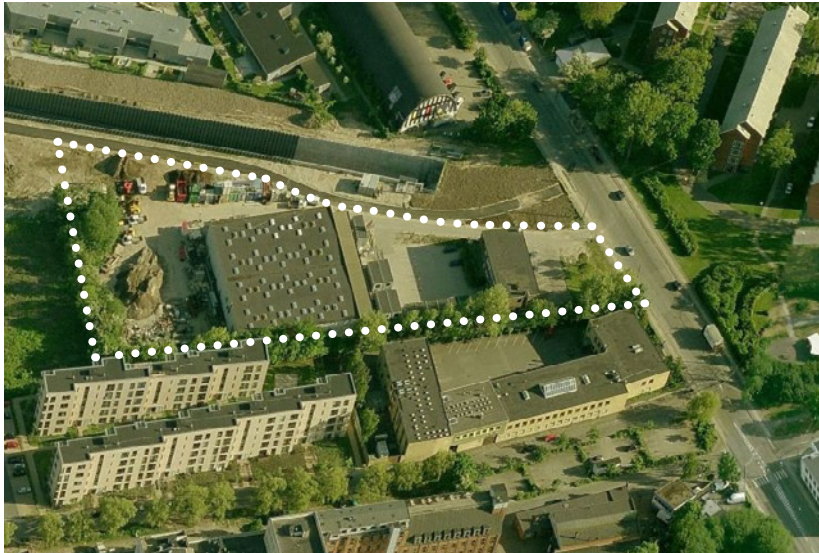
- LOD 67, Copenhagen, Denmark
- Sandall Park, Doncaster, United Kingdom
- Het Paleis, Groningen, the Netherlands
- Sint Jan, Kloosterburen, the Netherlands

With regard to the submitted proformas:

- In most cases, the SEEDS contact person for the pilot project edited the project managers' and stakeholders' answers, which contributed to the readability and improved the information density of the documents. Some of the 'managers' and 'stakeholders' answers were directly submitted without any revision or editing. As a result, these entries were sometimes difficult to understand, since context is lacking for outsiders.
- The majority of the submissions included a brief explanation on how and by whom the questionnaire was completed, which was very useful.
- One respondent did not follow the predefined format. A more general outline on the local state of the development process was submitted, together with a concise and valuable representation of two illustrative re-use cases.

The following paragraphs contain the proformas submitted for the eleven pilots and cases. These are complemented by some introductory background information on each case. At the end of each proforma, the lessons learned, pitfalls and recommendations are presented in a concluding overview.

LOD 67 Copenhagen, Denmark



SEEDS partner: University of Copenhagen (Anaïs Lora, Bettina Lamm, Kristian Skaarup, Anne Wagner)
Project manager: Christian Bøcker Sørensen, Søren Lindgreen
Location: Strandlodsvej 67, 2300 Copenhagen

LOD 67 is not part of the official SEEDS pilot projects but the University of Copenhagen collaborated closely with LOD67 when the site hosted their Course "Transformation Midlertidighed og Samtidskunst" (Transformation, temporality and contemporary art) where students build temporary installations transforming the seemingly private and anonymous outdoor zones into public and interactive spaces. LOD 67 is a site owned by the developer Skanska. It contains a vacated warehouse and office building temporarily lent out to Peberholmen (a creative working collective) while Skanska is waiting for the possibility to redevelop the site.

Questions for the project leader

Christian Bøcker Sørensen has answered the questions, during an interview by Anaïs Lora that took place on December 5, 2013. The answers have then been summarized and completed by inputs from Bettina Lamm.

Who are your stakeholders and how did you involve them?

The main stakeholder (and maybe unique stakeholder) is the Danish department of SKANSKA (Skanska Øresund). Skanska was involved from the beginning as the landowner. Due to the economic crisis, the original master plan (Øresund Parken) was dropped and Skanska considered temporary use as a new strategy for 2 years.

Peberholmen first got involved with the Municipality of Copenhagen, which was the first main renter of the land. Its goal was to open the space and create a public skating hall. This was in coherence with the landowner, Skanska. Peberholmen's role was to be the daily manager of the project. They realized a first cost calculation for a fire proof system. Indeed, public space has specific fire proof requirements. The project was then accepted based on this first calculation. However, a new calculation was realized internally within the Municipality, based on long-term regulations (instead of temporary). The price was higher and the Municipality dropped the project. Peberholmen then proposed a new programme to Skanska.

What is their position in the project? (Commitment, information, investments, ideas, property, acceptance?)

In exchange to Peberholmen's information (reports on LOD67), ideas and commitment to the project, Skanska invests in the sense that it pays the property taxes, accepts that Peberholmen is in charge of the project while giving now and then their approval for major decisions and provides 'free of rent' property if Peberholmen pays the running costs.

In which part of the process do you want them to participate?

Skanska is in regular dialogue with Peberholmen from the start and will be until the end of the project. However, it is Peberholmen that is in charge of the realization.

How do you get their commitment? How do you keep their commitment?

Peberholmen keeps Skanska committed through the production of reports on the project's ideas, vision, concept, process and evaluation. These reports are valuable for Skanska's future projects and strategy. The on-going dialogue for specific major decisions is also a way to keep them involved.

What inspiration did you get from your SEEDS-partners?

There is no specific project that inspired LOD67, it is more the SEEDS network that was inspiring. It offered the possibility to discuss the challenges and the solutions with other experienced actors. The SEEDS project also offered the possibility to realize a course on site. Students and the university of Copenhagen got involved in the process during the critical transition phase, where the Municipality was still renting the grounds and responsible for maintaining it, but had no more interest in its future development. The students offered an attractive, accessible, human-scaled installation for playing, relaxing and other outdoor activities. However, these new

activities brought new challenges. There have been complaints from some neighbours, specifically one explaining that the tower the students built was there to look inside his apartment. The installations were therefore removed.

What recommendations do you want to give for this Workpackage “people and partnership”?

The network, the community, is essential in the realisation of temporary land use projects. To build it up and maintain it, it is important to have a good dialogue with the stakeholders, share your experience, and be true to your projects.

Questions for the stakeholders

Christian Bøcker Sørensen has answered the questions considering the point of view of Skanska, during an interview by Anaïs Lora that took place on December 5, 2013. The answers have then been summarized and completed by inputs from Bettina Lamm.

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

The only other landowner in the neighbourhood is the Municipality. Otherwise, Skanska owns most of the properties, including housing. The locals are considered as new stakeholders to involve in the process, as Skanska would like Peberholmen to act as a ‘bridge’ and initiate the connection with them.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

Skanska wants to explore the possibilities, maybe a new programme considering the actual economic situation. Another intention is of course to activate the area and increase its value and attractiveness.

Can you tell me something about the relation with other stakeholders: How many are there? What is the relation between the stakeholders in this project? Is there overlap in position, opposition?

Skanska and Peberholmen are the only main stakeholders. So far, there have not been overlaps or oppositions between them.

All the stakeholders were unfortunately over-careful: Skanska needs the building permits from the Municipality, the Municipality wants



A temporary installation on the LOD 67 site (source: dinby.dk - Hanne Bjørton)

the development of the area and therefore needs the support from the neighbours, Peberholmen hopes that Skanska will let them stay. Therefore, every issue such as the complaints of a neighbour can have a large impact on the project.

**What are the results of the group?
How did you reach the solutions?**

The project is not finalized yet. It is still a process and Peberholmen is free in the methods for its realization.

What do you think of your contribution to the result?

Do not have the answer yet.

Do you know other actors who want to participate? Why did they not participate?

The Municipality maybe, but they had so far another programme for the place.

Are we on the right track?

From Peberholmen's point of view, we are definitely on the right track.

Do you have any wishes?

Skanska would like the project to be a successful and positive story. Therefore, Skanska is very careful in respecting the regulations and the relationships with all the eventual stakeholders.

**Can you give an example of remarkable events during the project?
What did you like most? Do you have any recommendations for this kind of projects?**

Peberholmen really appreciated the collaboration with the University of Copenhagen and the students (course held by Bettina Lamm). It resulted in installations in the outdoor space, a space LOD67 has not developed yet and consider as an important potential bridge with the neighbours. Although they have been removed due to the complaints, Skanska wants the installations moved again – 'because they worked'.

To avoid a main partner pulling out of the project, it is important to have a clear goal and that all the stakeholders support it. Indeed, a lot of time and energy can be lost in managing the stakeholders instead of developing the area and the project.

*For more information on Skanska: 'Skanska Øresund A/S develops, manages and sells real estate projects within office buildings, logistics facilities and shopping centres.' <http://www.skanska.dk/>
For more information on LOD 67: 'LOD67 is an office and workshop jointly in Strandlodsvej 67. LOD67 consists of a large industrial building and an office building.' <http://lod67.dk/>*

Lesson learned

- landowners and developers can gain from allowing a re-use project on their vacant site when the project is set up as a testing ground, a bridge between the community and the intended future use of the sites. Frequent reports on the stakeholder involvement process (e.g. interaction with the community, Municipality, etc.) can be extremely valuable in future development processes of the site

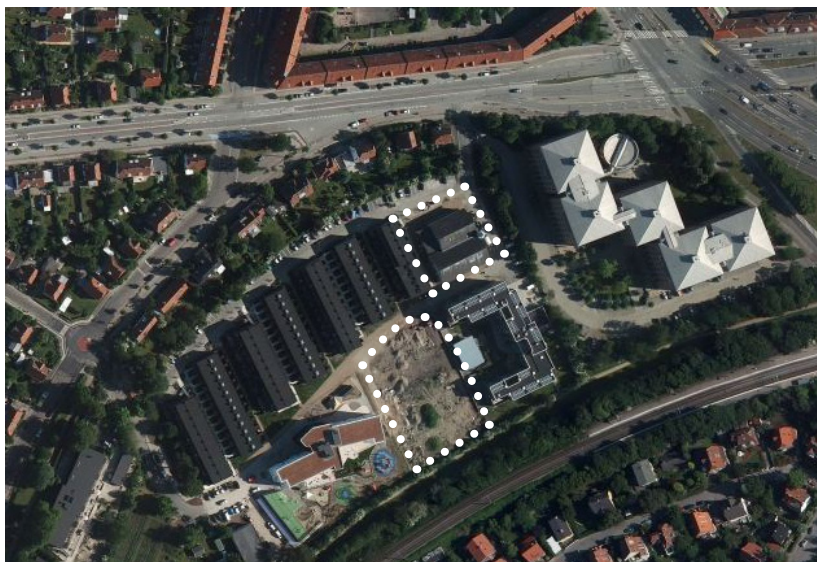
Recommendations

- the community network is essential in the realisation of temporary re-use projects. Invest in this network, as it will make or break the project's success. Build it up, and be sure to maintain it through dialogues. Always be transparent in the project's state of progress

Pitfalls

- enabling a re-use project as a testing ground for future development can put extra tension on the process, as some of the key stakeholders (landowner, Municipality) are keen to make it a success and nothing else. Simple neighbour complaints can evoke large, unwanted consequences
- lots of effort can be lost in stakeholder management instead of investing it in the actual re-use project, causing a standstill in its development

The Boiler Building Copenhagen, Denmark



SEEDS partner: University of Copenhagen (Anaïs Lora)
Project manager: Frederik Nygaard, Trine Bang Hansen
Location: Rabarbervej, Copenhagen

The Boiler Building is an official SEEDS pilot project. In short, a local 'friends' group (initiated by local inhabitants) wants to use an old boiler building and an adjacent piece of vacant land for recreation purposes. The owners of the land were at first very resistant to the site being used as they wanted to sell it for redevelopment. However, they have been persuaded to allow the local Committee to rent the site temporarily.

Questions for the project leader

Anaïs Lora interviewed Frederik Nygaard and Trine Bang Hansen, on December 12, 2013 and summarized the answers. Frederik was the main interviewee for these questions for the project leader, and Trine was completing the answers.

Who are your stakeholders and how did you involve them?

The stakeholders are:

- Vandværkets Venner (Frederik Nygaard) – a group of residents and locals, that noticed the empty boiler building and stalled ground and initiated the project;
- Vanløse Lokaludvalg (Trine Bang Hansen) – the local Municipality office, that quickly became an important partner; they were at that time looking for a site, and this building is part of an existing development plan;
- The Economic Department of the Municipality of Copenhagen (team aktiver), where the case handler/lawyer works, in charge of the sale of the land and building;
- Københavns Ejendomme, KEjd (Copenhagen Property Agency), that owns the property and is in charge of the maintenance of the building;
- The SEEDS partners from the University of Copenhagen, UoC (Bettina Lamm, Anne Wagner, Kristian Skaarup), that supported the development of the project;
- Several up-coming users, neighbours, local children institutions;
- The housing organization AKB (under the financial management of KAB), that is a necessary stakeholder as legal responsible in the funding application to Realdania;

- Start-ups and organisations working with temporary use of urban spaces, e.g. givrum.nu, Creative Roots, GRO and others.

Vandværkets Venner is in close dialogue with Vanløse Lokaludvalg, and keeps the stakeholders informed as much as possible and involves them as well through workshops.

What is their position in the project? (Commitment, information, investments, ideas, property, acceptance?)

In short, the position of the stakeholders in the project are:

- KEjd: property, acceptance, maintenance;
- Vandværkets Venner: commitment, information and responsible of building up the framework for the temporary activities to take place;
- Vanløse Lokaludvalg: commitment, ideas, information, contact to Municipality;
- Local citizens and institutions: ideas, information;
- UoC: ideas, design concepts, information, practical knowledge, construction monitoring.

In which part of the process do you want them to participate?

It would be ideal to have everyone informed and participating from the start to the realization. It is indeed hard to stand for the project alone. As volunteers with limited time, Vandværkets Venner has to prioritise who to involve. The decision-makers (political and administrative) are now important stakeholders to focus on to facilitate the realization phase.

Trine (Vanløse Lokaludvalg) also pointed out a new strategy could be to attract more private partners in the project, with the intention of maybe finding a future investor or buyer for the boiler building - but this will take a lot of time and energy.

***How do you get their commitment?
How do you keep their commitment?***

To get the commitment of people on the long term, in Frederik's experience, they need to feel useful in the process and proud of the achievement. So, he is careful to communicate and celebrate the successes.

Frederik also pointed out that he tries to show to the Municipality stakeholders that he is not against the initial goal of the Municipality to sell the grounds/buildings if they find a potential investor. This enables him to open up the discussion about alternatives (possibility of splitting the sale of the building and the ground for example).

When he has to, he used political pressure via official letters to politicians, in order to get their attention and acceptance.

What inspiration did you get from your SEEDS-partners?

The project got a lot of practical inputs from Kristian as well as design concepts and theoretical inputs from

Anne and Bettina from UoC. They offered another point of view, a good support to frame the project and the possibility to interact with other activities in Copenhagen (SEEDS pilot projects) and get inspiration and experience from them.

What recommendations do you want to give for this Workpackage "people and partnership"?

Honesty is essential. Communicating clearly each one's intentions makes it easier to match interests, negotiate and develop a positive collaboration. For example, Frederik finds it difficult to gain insight and understanding of the owners of the property. What is their intention in selling? This might be due to a bureaucratic barrier. In consequence, it is harder to find a common ground for negotiation and define a clear shared understanding of the situation.

Even though Frederik had to push more aggressively than he would normally do (letters to politicians), he tries to preserve good relations with all the stakeholders. It is a fine balance to find.

Questions for the stakeholders

Anaïs Lora (SEEDS group for University of Copenhagen) interviewed Frederik Nygaard and Trine Bang Hansen, on December 12, 2013 and summarized the answers. Trine Bang Hansen was the main interviewee for these questions for the stakeholders, and Frederik was completing the answers.

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

This was already answered earlier.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

From Vanløse Lokaludvalg's point of view, the dream for this area is to create on this empty site a cultural interactive space. It responds to the Municipality's strategy for a 'good quality of life'.



Vandværkets Venner's vision for the area

Lessons learned

- community groups initiating a re-use project can be strengthened when local governments adopt a complementing role. Where the Municipality can offer resources to support the legal/administrative side of the process, the community group can accelerate the project by applying political pressure

Recommendations

- many re-use projects rely on the commitment of volunteers, who can invest a limited amount of time in the project. Prioritise which stakeholders to involve for each project phase, to maximize the efforts invested
- transparent communication is essential. Be clear in your intentions to effectively match interests and develop positive collaboration
- make volunteers feel useful and proud by allowing them to contribute what they do best. Celebrate and communicate successes

Pitfalls

- when the owner/developer of a vacant site fears that the intended re-use project interferes with its future development plans, remain positive. A constructive approach can be more rewarding than adopting an aggressive, opposing stance

Can you tell me something about the relation with other stakeholders: How many are there? What is the relation between the stakeholders in this project? Is there overlap in position, opposition?

Most of the stakeholders are interlinked within the Municipality, so Trine could call and find ways to facilitate the process. The project also became an official project of Vanløse Lokaludvalg, so she also had paid hours to spend on the project to get the authorisations. However, she had to negotiate all the time even with colleagues within the Municipality because this is a big institution with different offices.

Vanløse Lokaludvalg and Vandværkets Venner are complementary. Vanløse Lokaludvalg brings guarantees in the legal process, as it is part of the Municipality, while Vandværkets Venner can play with their independent status and practice political pressure if necessary. Vanløse Lokaludvalg acts like a mediator. It is a difficult role, a balance and a line between top-down and bottom up. This Lokaludvalg set-up seems to be specific to Denmark. It is difficult, but it is working.

What are the results of the group? How did you reach the solutions?

Covering the polluted soil was already a huge result. It creates a precedent and an alternative to the traditional layer of 1m layer of unpolluted soil cover requested by the long-term regulations.

In addition, the awareness of the place has already increased: people passing by are asking questions about the site, architects are visiting the place. Attracting attention could also lead to a sale of the building.

The solutions were reached thanks to a close collaboration of Vanløse Lokaludvalg and Vandværkets Venner, and a lot of negotiation.

What do you think of your contribution to the result?

While Vandværkets Venner provided commitment, information and the necessary political pressure, Vanløse Lokaludvalg offers unofficial support in this process and maybe they will take part of the political pressure in the future, as well as working hours in getting the authorisations and the administrative tasks done.

Do you know other actors who want to participate? Why did they not participate?

Trine would like to involve a lot of actors, but first she needs to get the attention of the politicians within the Lokaludvalg itself.

Are we on the right track?

Yes, we are on track in terms of awareness and the grass cover. If the Realdania project comes true, there will be a recreational area and space for activities in Spring 2014. The framework is set up now, so the next step is to instigate events.

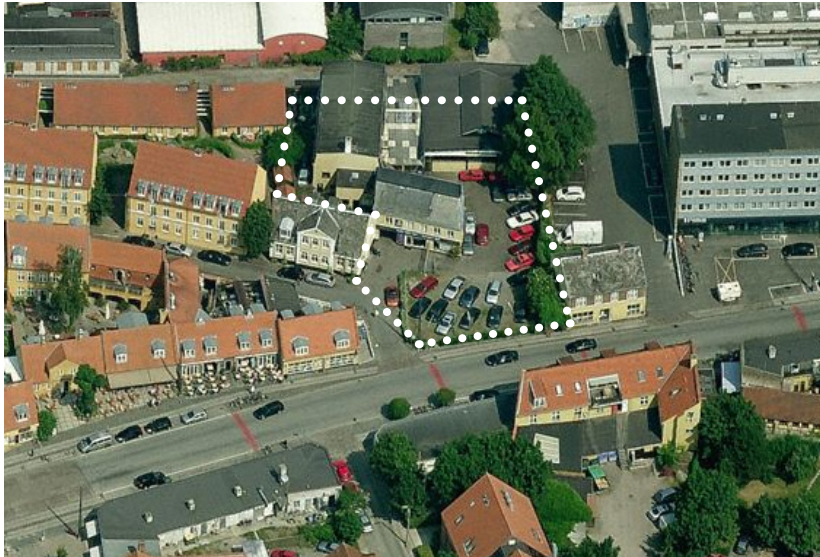
Do you have any wishes?

The main wish now is to get a clear vision, a plan for how to proceed with the building.

Can you give an example of remarkable events during the project? What did you like most? Do you have any recommendations for this kind of projects?

The development, the process is really interesting. Bringing an idea to life is quite exciting, especially when you see the evolution of the project from funding a small piece of land cover to covering the whole site.

Smedestræde Copenhagen, Denmark



SEEDS partner: University of Copenhagen (Anaïs Lora)
Project manager: Dorte Gastrup-Hansen
Location: Smedestræde 2, 2500 Copenhagen

Smedestræde - temporary outdoor urban space is an official SEEDS pilot project. In short, a private investor wanted to buy a stalled plot at the corner of Smedestræde and Valby Langgade and build a supermarket. However, the local committee wanted to use the site for a new library and theatre in the longer term. The sale of the site of the project Smedestræde, has now been stopped through political pressure, and will now be used in the interim as a temporary outdoor urban area during the year of 2014.

Questions for the project leader

Anaïs Lora interviewed over the phone Dorte Gastrup-Hansen on December 16, 2013 and summarized the answers.

Who are your stakeholders and how did you involve them?

The stakeholders are:

- Valby Lokaludvalg (Dorte Gastrup-Hansen), which found out that the attractive and central positioned site was planned to be sold and transformed into an unnecessary new supermarket (there are many supermarkets very close by), and wanted to prevent this happening.
- The SEEDS partners from the University of Copenhagen (Bettina Lamm, Anne Wagner, Kristian Skaarup previously and now Anaïs Lora), who were involved through the SEEDS project.
- Kultur Valby, which is sharing the office with Valby Lokaludvalg and wished for a new library/theatre that could fit in the site. Therefore, Kultur Valby and Valby Lokaludvalg are united behind the common goal of developing an alternative use for the site other than a supermarket.
- Kultur og Fritidsudvalget – politicians from the department of Culture and Leisure of the Municipality of Copenhagen, who were engaged in the process via local politicians of the Lokaludvalg (Henrik Palsmar)
- Københavns Ejendomme, KEjd (Copenhagen Property Agency), which owns the site and planned to sell it to a supermarket group. Their initial plan was stopped via media and political pressure first that led to a financial agreement (reservations rent).

What is their position in the project (Commitment, information, investments, ideas, property, acceptance)?

While Valby Lokaludvalg (through Dorte) and the local politicians (through Henrik) have the 'commitment' role, the SEEDS partners from the University of Copenhagen contributed with ideas, Kultur og Fritidsudvalget invested in the project by paying the reservations rent, the politicians from the Lokaludvalg have a position of 'acceptance' and KEjd owns the property.

In which part of the process do you want them to participate?

KEjd had an essential role at the beginning, but now it is mostly participating in some paper work. Kultur Valby will have a more important role from now on in order to carry on the programme of the temporary activities. The politicians were important from the start and will still play a crucial role, especially in negotiating the funding for the long-term project of a library/theatre. The University of Copenhagen played an important role in the design and realization process of the pavilion. It will continue to participate with ideas and advice for the design and scaling of the interventions (bookshelves, pavilion cover, urban farming plots...).

How do you get their commitment? How do you keep their commitment?

The commitment of the partners/stakeholders are obtained and kept with regular meetings, phone calls, and open brainstorming sessions where different and new partners are invited to join. The media communication will continue and the politicians will be invited to the future events. A facebook group has been created to keep this growing network active.

What inspiration did you get from your SEEDS-partners?

Most of the inspiration was gathered from the pilot projects in Denmark.

Indeed, it is more inspiring to meet directly the stakeholders, and share experiences.

What recommendations do you want to give for this Workpackage “people and partnership”?

It is important to hook up with people who are interested in the project and to build on top of their ideas, knowledge and experience, while adapting them to the local context.

Questions for the stakeholders

Dorte Gastrup-Hansen has answered the questions considering the point of views of the other stakeholders during the phone interview carried out on December 16, 2013. Anaïs has then summarized the answers, which have been then reviewed.

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

This question has already been answered previously.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

KEjD would like to sell in the longer term either to a private or public stakeholder. Valby Lokaludvalg and Kultur Valby would like a library/ theatre there. The politicians want something else to happen other than a supermarket. The re-use/temporary use aim is to attract focus on the site, to experiment and test ideas that could be implemented on the long-term plan.

Can you tell me something about the relation with other stakeholders: How many are there? What is the relation between the stakeholders in this project? Is there overlap in position, opposition?

So far, there have been no overlaps or oppositions. The focus of Kultur Valby (culture) and Valby Lokaludvalg (urban green) are slightly different, but work together under the same goal of offering an alternative public use to the site than the supermarket.

What are the results of the group? How did you reach the solutions?

The project is still in progress, but has already been successful in stopping the sale, and building up a temporary pavilion on site.



A neighbourhood activity at Smedestræde (source: <http://bibliotek.kk.dk>)

What do you think of your contribution to the result?

The politicians played a crucial role in stopping the sale, Dorte with the Lokaludvalg facilitated the process (getting authorisations, practical set up...) for the pavilion and for facilitating other green activities, and the University of Copenhagen contributed with the design and the building of the pavilion. Kultur og Fritidsudvalget invested in the reservations rent and should get more involved in the activities in 2014.

Do you know other actors who want to participate? Why did they not participate?

There is a great wish for a local group of citizens and organisations to participate and take ownership. The main issue so far is the lack of communication, information about the possibility to join the process. The facebook page, activities and other media will be used from now on with this objective in mind.

Are we on the right track?

Yes, we are.

Do you have any wishes?

Dorte wishes for Sharing Copenhagen events (Sharing Copenhagen is a initiative going on in 2014 which this projects will contribute to), Urban gardening, a seed library, and other sustainable outdoor installations.

Can you give an example of remarkable events during the project? What did you like most? Do you have any recommendations for this kind of projects?

The opening event of the pavilion was really great. And as for the recommendations: celebrate each step/achievement along the way, and invite everyone to build or use the space.

Lessons learned

- obtaining active political support can be crucial for the success of a re-use project. Keep them committed by involving them in project communication and activities

Recommendations

- celebrate each achievement along the way to keep your volunteers and stakeholders actively involved
- make sure that potential project participants know how to get involved when they want to. Use social media, workshops, and informal activities to create a recognizable point of contact. Maintain these communication channels to retain the participants' and stakeholders' attention and commitment. Keep in mind that direct, personal contact is most inspiring and effective

'A11'

Zeebrugge, Belgium



SEEDS partner: VLM (Flemish Land Agency)
Project manager: Hilde Van Leirsberghe
Location: situated in the Municipalities of Brugge, Knokke-Heist and Damme

A major new road is being built in the Dudzeelse area, which will better serve the Zeebrugge harbour. During the construction phase of the road, farmers will be unable to access their land. With temporary exchanges of land between farmers, together with some material investments, it will allow farmers to use the land during the construction of the road. As a rural area, the legislations pertaining to this pilot will differ from those in more urban settings. In addition, the experience of working with farmers, landowners and government representatives to find the most socially accepted temporary solutions will provide important understanding of a variety of re-use issues. This is an official SEEDS pilot project.

What recommendations do you want to give for this Workpackage "people and partnership"?

Until now, we feel that the Workpackage "people and partnerships" has been approached theoretically (exception: the meeting in Groningen where a workshop was organized). Aside from this knowledge which will be gathered mainly by

Deltares and Lawaetz foundation, we think that it would be interesting to spread this knowledge towards all SEEDS partners by means of discussions, workshops...

Questions for the stakeholder

We interviewed Mr. Paul Kouckuyt, department LNE, ALBON (Flemish department environment, nature and energy, administration of land, soil protection and natural resources). Mr. Kouckuyt is chairman of the exchange committee, a type of management committee for the A11 pilot, the temporary exchange in use project.

Can you tell me something about the relation with other stakeholder: How many are there? What is the relation between the stakeholders in this project? Is there overlap in position, opposition?

We organized public information moments, where we explained the project to the stakeholders. Besides that, we held reflection days where the farmers individually had the opportunity to meet Hilde Roels (VLM

planner) and discuss the design plans made for the temporary exchange in use. There are a lot of bilateral meetings between all stakeholders (public and private) but there is no committee appointed that is coordinating all activities on site. The main activity is the road construction lead by AWV (Flemish administration of roads and traffic). Their goal is getting the road constructed. They need to follow the instructions made in the EIA (environmental impact assessment). In that EIA, VLM is appointed to diminish the negative impact towards the farmers by executing a temporary exchange in use project. We miss some kind of project facilitator who would be able to coordinate all activities, actions and communication on site, so no miscommunication would occur towards the farmers on site (occurred during the project and lead to a certain degree of distrust amongst the farmers).

At the moment, farmers on site have confidence in the VLM. The project has advanced in such a way they can see the benefits on site of the work that VLM has produced, for example the land purchased by VLM to benefit the involved farmers. 30 acres of land, free of use, was bought in the area around the highway and that land was, in the exchange process, put under the highway, so the farmers who used to cultivate that land were given the land bought by the VLM to cultivate in the future.

The contractors, building the highway on site, are doing a job well done. But at a certain point in the process, they contacted the farmers concerning a welling issue, without informing the VLM. The farmers on site felt that Hilde Roels, VLM planner and VLM contact for the farmers, had been keeping some information behind, this led to some degree of mistrust from the farmers towards Hilde. This problem has been resolved but could have been avoided by appointing a facilitator for the whole project.

***What are the results of the group?
How did you reach the solutions?***

Good results have been achieved by communicating a lot with the farmers about the exchange in land use, rather than making up the exchange plan on the desktop by our planner. (of course both jobs are necessary: communicating and planning in a desktop manner)

Do you know other actors who want to participate? Why did they not participate?

The Flemish administrations of monuments, landscape, nature and forest, and the involved Municipalities aren't members of the exchange committee and maybe they should. On the other hand, we cannot forget that the temporary exchange in use project is a mitigating measure towards the farmers surrounding the area where the highway is constructed. The main objective should always remain

improving the agricultural economic situation of the farmers on site. Bilateral consultation and meetings are held with the administrations and Municipalities who aren't members of the committee to discuss the project. Until now, this is a good alternative as it works really well.

Are we on the right track?

Our temporary exchange in use project follows a legal procedure. Perhaps a little bit odd, in our procedure the owners of the plots are not treated in a same way as the users of the plots. We only have to inform the owners with a letter letting them know the project is happening, but they can't officially object towards the plans, whatever happens to their plots they own in the project. This in contrast with the land users, who can object to our plans officially. Of course, within the course of our public enquiry, if one of the involved owners objects unofficially to the plans, our VLM

planner tries to take this into account as much as possible. In the future, when we will execute a permanent land consolidation project following another legal procedure, linked to that kind of project, the owners of the plots will be involved officially, embedded in the legal procedure, as a stakeholder with the same rights and duties as the users of the plots. The temporary exchange in use project is a temporary phase and will be followed by a land consolidation project which has a more permanent status.



Stakeholders intensively participating in one of the 'AII' project workshops

Lessons learned

- the communication with all stakeholders can require more time than the actual preparation of the re-use plan. (of course both jobs are necessary: communicating and planning)

Recommendations

- invest in a communications facilitator, someone dedicated to guide the interaction with and between stakeholders, to avoid miscommunication and distrust.
- aside from the theoretical research and documentation, face-to-face meetings and workshops with the SEEDS partners to share experiences are very much appreciated



Artist impression of the completed highway, and a picture of the groundbreaking ceremony.

Porter Brook Sheffield, United Kingdom



SEEDS partner: South Yorkshire Forest Partnership
Project manager: Sara Parratt-Halbert/Jan Stratford
Location: Sheffield city centre

The Porter Brook is a river that runs through Sheffield's city centre. As a result of its strongly urban context, the river now flows through culverts, and in between buildings, hidden from the eye. The first goal of the Porter Brook project is to have a long term strategy for the Lower Porter Brook. On the longer term, the plan is to deculvert the Brook and bring it back into the visual life of the city and its inhabitants. Porter Brook is an official SEEDS pilot project.

Questions for the project leader

Who are your stakeholders and how did you involve them?

Stakeholders are wide and varied, including those with an academic interest in what happens hydrologically and ecologically when a river is deculverted; people who live close to the river; and people who have a love of rivers and want to see the Brook regenerated and opened up. For some, this includes not only

the city centre, but the headwaters and flood control in the city. Other stakeholders are professionals whose job means they must be included in the planning processes for river improvements and flood mitigation, and Local Authority officers who have to be involved because of planning permissions and city centre design, for example.

The community stakeholders make up a very loose group of interested people. They are not yet a 'Friends' group, but it is hoped that the first steps of the Porter Brook work will begin to strengthen the relationship between them, and result in a constituted group that will be able to care for the river and carry the strategy forward.

They first came together as a group of like-minded people meeting for drinks in pubs along the Porter Brook. A couple of them also work for the Local Authority, and it was through them that steps towards forming a firmer group were first taken.

What is their position in the project? Commitment, information, investments, ideas, property, acceptance?

The community's position in the project is very fluid at the moment. They all seem to be committed to improving the Brook and its standing in the city, but for different reasons. They want to see investment in the Porter Brook, and want to offer, or generate, ideas for carrying the project forward.

In which part of the process do you want them to participate eg the beginning, the realisation?

The vision is that the stakeholders will be involved right from the start, identifying what they think should comprise the long term strategy for the river. This has already begun with a workshop held late November 2013. Further work will take place where they will prioritise the tasks. They will be involved throughout, giving feedback on proposed plans and giving ideas of their own on how the river should be transformed. Some stakeholders are ecology or hydrological experts who will be able to help Sheffield City Council prepare detailed planning.

How do you get their commitment? How do you keep their commitment?

It is really important for community stakeholders to see that the project is progressing in some way. The workshop held in November, which was the first of (hopefully) several that will identify a strategy and vision for the river, was also an opportunity to keep the group interested and motivated.

The strategy will comprise their suggestions for next steps, how they will be carried out and who will carry them out. It is very important that everything is bottom up and is clearly so.

What inspiration did you get from your SEEDS partners?

The community work done in Gamlestaden and in Steilshoop in a previous project, both of which had tasks to carry out which required professional partners working together to achieve specific outcomes. For example, working with the housing owners and the Municipality to maintain open spaces, when it was the responsibility of neither. It will be similar for the Porter Brook, engaging professionals who don't have to deculvert the river, but will. Also, the planning for real carried out with Gamlestaden residents was used as inspiration for the first steps towards the river planning being spatially based. At the workshop in November, residents were asked to identify opportunities and constraints on a map of the urban stretch of the river. This gave a clear overview of

what people felt were opportunities and where, as well as constraints they felt needed to be dealt with. Using the map showed where the most problematic areas were, as well as those areas people were most attached to, and thought were most important.

What recommendations do you want to give for this Workpackage?

If one is to keep stakeholders interested, it is important for them to know and to see that some kind of progress is being made, even if it is strategic rather than capital works. They must not be made to feel that their input is only to fulfil a funder's requirements on stakeholder engagement. It is also important to recognise expertise. Just because a stakeholder is a member of the public does not mean he/she has no skills or knowledge.

Questions for the Stakeholder

Responses to these questions were taken using a questionnaire at the first Porter Brook workshop, which was used to begin creating a vision and strategy for the river. Of 18 attendees, 5 responded. As a result, multiple answers are given to (most of) the questions below.

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

Please note: each bullet point under the following questions was answered by a different person:

- Until recently I was living in Sheffield. I am studying freshwater ecology and have an interest in natural and human history. I am also involved in a university project on the rivers



A group of volunteers clearing the Porter Brook

of Sheffield. I got involved through colleagues at the university.

- I have lived in Sheffield all my life, and now live near the Hunters Bar (this is where the river enters the city – Editor’s note). I was asked by another local person interested in the Porter Brook and asked if I could take photos of the Brook – I am a member of the Sheffield Photographic Society.
- I am a local resident, and got involved through my local Councillor (local politician – Editor’s note).
- I am a Sheffield resident and I am interested in walking and wildlife. I got involved through a friend.
- I am involved through my work.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

- I want to see a river that provides interest for, and improves the lives of, those living in Sheffield. This is done by celebrating the river, improving the ecology, character and aesthetics, preserving the heritage, and increasing the opportunity to see and interact with the river.
- I think the Lower Porter Brook (the part of the river within the city – Editor’s note) needs a bit of tender loving care. The Upper Porter Brook has a huge group associated with it and I think the Lower Porter can, in time, be a great benefit to all the people who live along its route. Ideally, my dream is to be able to walk alongside the river from the station to Hunters Bar, although realistically I think this isn’t likely to happen as there is too much built along the route. So I would like to see those parts that are open, cleaned up and a walk made along the river. With some streetwalking you could still follow the river.
- It would be great for the city to be aware of the river, and for the river to become a nice place to be.
- I want to improve the environment and wildlife of Sheffield – to create a wildlife corridor and to be able to walk from city to countryside.
- I want to improve the environment.

Can you tell me something about the relation with other stakeholders: how many are there? What is the relation between the stakeholders in this project? Is there overlap in position, or opposition?

It is too early in the project’s lifetime to answer this question, so it wasn’t asked of the stakeholders, who have only just come together and are yet to form a co-ordinated group.

What are the results of the group? How did you reach the solutions?

- Progress is not so fast at the moment, but this is inevitable given the lack of financial and human resources, plus the massive constraints
- imposed by other interests in the city such as economic regeneration. But Sheffield is well placed, as there are many in the city with skills they could use to help the river.
- It is too early to answer this question.
- I attended the workshop, which was very interesting
- The workshop was useful, providing a good debate.

What do you think of your contribution to the result?

- I was unable to attend the workshop and can’t answer this.
- It is too early to say.

Do you know other actors who want to participate? Why do they not participate?

- I’m sure there are many, but it is difficult to find people who have the time to be involved in a meaningful way.

Are we on the right track?

- Yes, I think we are on the right track, but it needs someone or some group with the time, motivation and vision to turn all of the ideas into reality. In the modern world a lot of us already

have too much on our hands to make a meaningful contribution to a project like this.

- Yes, but there is a lot more work to do talking to the relevant agencies. The workshop was a good start.

Can you give an example of remarkable events during the project? What did you like most? Do you have recommendations for this kind of project?

It is too early in the project’s lifetime to answer this question, so it wasn’t asked of the stakeholders.

Lessons learned

- recognise experience; just because a stakeholder is a member of the public does not mean that he or she has no skills or knowledge
- use visualisation tools like drawing and mapping to avoid misconceptions, and clarify problem statements, visions or action plans

Recommendations

- involve community groups not just to “tick the community participation box”. Failing to show progress and give feedback to the participating stakeholders can undermine their trust in the project. Make sure that the participants feel valued, and know that they can actually influence the project rather than being there as a token member
- use the process to strengthen the community group and vice versa

Sandall Park Doncaster, United Kingdom



SEEDS partner: South Yorkshire Forest Partnership
Project manager: Sara Parratt-Halbert
Location: DN2 5DY Doncaster

The Sandall Park project is not an official SEEDS pilot. Local residents took up responsibility to improve and preserve a long neglected park. They aim to encourage people to use and enjoy the space, to maintain the park and to make it a place where people feel safe when visiting.

Questions for the project leader

Who are your stakeholders and how did you involve them?

The Friends group was begun by a group of people living within sight of the park who were fed up of it looking uncared for, and of it suffering from anti-social behaviour. It had a new lease of life at the time I began working with them when the Chair's view of what the park should be was in opposition to what the other members thought. When he left, a new person to the group joined and took over the Chairship. From that point the group ceased to be a complaints forum and became a highly active, proactive and successful group. People became involved from then on because they could see what a positive effect the

group was having on the standard and care of the park.

What is their position in the project? Commitment, information, investments, ideas, property, acceptance?

The group is definitely a driving force in how the park is improved, working closely with a very supportive Council, bringing in funding, carrying out improvement projects such as planting bulbs, fitting bird boxes and regenerating an old pond. They have also instigated public events such as charity funruns, fairs, rock concerts and summer brass band concerts. They are highly committed people, highly informed, and have invested huge amounts of time, possible only because nearly all the members are retired. The two members of the group that have been the driving force are retired police officers, which means they are only in their 50s and have a lot of energy.

The group has had a lot of support from the Council in the past, due mostly to the area in which the park is situated having a dedicated area-

based Council team. The way in which the Council has changed in recent years means there are no longer area-based teams. I suspect this will have a detrimental effect as there will be no Council officers for whom this is their 'baby'.

In which part of the process do you want them to participate eg. the beginning, the realisation?

The group is involved in everything to do with the park: maintenance such as litter picking; community events; raising funds for new play equipment, outdoor gym equipment, a new play area, pond regeneration including planting up a wetland; and dealing with anti-social behaviour in partnership with the police.

How do you get their commitment? How do you keep their commitment?

The group's commitment strengthened and grew because they could easily see they were achieving things, even if it was something as small as a local fast food chain picking up its litter from the park. Their commitment remained strong through the clear support of the Council, and a strong Chair. Without her, it has to be asked whether the group would ever have got past the complaining stage.

What inspiration did you get from your SEEDS partners?

Not applicable

What recommendations do you want to give for this Workpackage?

Friends groups, or community groups, must be fully supported by the local Council. They must not be made to feel they are being tolerated, or included only to tick funders' boxes. They must be seen as valuable, intelligent people with their own skills and attributes, especially if they are retired.

Questions for the Stakeholder

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

I became involved as a local stakeholder because I wanted to continue to work with the group when my job took me away to another part of the town. I lived close to the park, although that wasn't the most important thing for me. What was most meaningful was that the Chair was a strong and capable person, and the group was not interested in being just somewhere to come together once a month to complain.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

The group wanted its park to be brought up to scratch and to be maintained properly. It had local historical significance and the group wanted people to know about it and respect the park as a result. The eventual changes to the park were far

removed from the original plans of the group, but these were inevitable after funding became extremely difficult to obtain. Instead of creating a park and animal farm (like Graves Park in Sheffield), the park instead became a quality park where families could picnic, where people could exercise, where children and young people could play. If the dream was to have a top quality, well maintained park with good facilities, then that dream has been realised.

Can you tell me something about the relation with other stakeholders: how many are there? What is the relation between the stakeholders in this project? Is there overlap in position, or opposition?

In its younger days the group was very weak, run by a Chair who had a very definite idea of what the park should be. It seemed he had set up the group as a means to his own ends and he wasn't particularly amenable to other people's ideas and wishes. It led to a fractured group with no real leadership that achieved nothing. Relations between members were poor, and the relationship between the group and the Council was antagonistic.

After the new Chair, this all changed. The original group was around 6 people strong, whereas at its height the group had around 20 members, with twice that number supporting the group through interaction with the website, or taking part in the park lottery.

What are the results of the group? How did you reach the solutions?

The group's results were fantastic. They had regular bulb planting days and litter picking days. They raised the funds to create a wetland from an old manmade pond; they funded outdoor gym equipment and a new children's play area. They funded new picnic tables, had diseased trees removed, and took out a tall hedge that hid part of the park from public view, encouraging anti-social behaviour. They were instrumental in reducing anti-social behaviour in the park, making it a much safer place. They successfully campaigned several times to keep the toilet block open (now since closed, unfortunately). Their ideas for the park were reached by consensus, and everyone had opportunity to feed into this process.



Music day 2014 in Sandall Park (source: sandallpark.org.uk)

What do you think of your contribution to the result?

In the early days I was able to contribute a lot, partly due to the fact that I could legitimately use work hours to support them, writing a business plan for the site. But when I changed to a more demanding job I had less time and energy to devote to them and the park and had to withdraw. Most of what they achieved was after I left as a volunteer, but I was very proud to have been one of the original drivers.

Do you know other actors who want to participate? Why do they not participate?

People I knew who wanted to be a part of the group but weren't, was due to work commitments. It is very hard to work full time and to commit to regular volunteer hours as well.

Are we on the right track?

Yes.

Do you have any wishes?

N/A.

Can you give an example of remarkable events during the project? What did you like most? Do you have recommendations for this kind of project?

There were many remarkable events during this project. Perhaps the most notable was being approached by a national organisation that put on rock concerts and wanted to hold one of its events on the park.

Recommendation is that any group needs a strong, committed Chair willing to put the hours in for funding, and people who are less interested in finding constraints and more interested in mining, or creating, opportunities.

Lessons learned

- as the initial efforts of the community group became visible successes, their commitment strengthened. As a result, additional community members were willing to contribute to the project
- a strong, committed chair can lift a community group out of the complaining stage and bring it to active participation in neighbourhood

Recommendations

- enterprising community groups are most valuable and should be fully supported by the Municipality. They must not be made to feel they are merely being tolerated or included to tick funders' boxes
- the Municipality could let community groups take over some of its tasks to ensure their commitment to the project and the area

Het Paleis Groningen, the Netherlands



SEEDS partner: Regio Groningen-Assen (Hero Havenga de Poel)
Location: Boterdiep 111, 9712 LM Groningen

When this old laboratory was nominated to be demolished, a local artist caused a turn around by initiating a re-use project for the site. This project is not an official SEEDS pilot.

Sint Jan Kloosterburen, the Netherlands



SEEDS partner: Regio Groningen-Assen (Hero Havenga de Poel)
Location: Sint Jansstraat 25, 9977 RT Kloosterburen

When the local government decided not to invest any more in their village, the local community intervened and started an initiative to tackle the consequences of a declining number of inhabitants. This project is not an official SEEDS pilot.

The following report for these two cases differs from the others, as the respondent didn't use the agreed format.

Introduction

Time is changing. Houses aren't sold, structural vacancy of shops and office buildings, loans are hard to get and so on. Is this temporary or a new balance in the economy? One thing is for sure. We have to deal with this environment, right now. This asks for a new level playing field. What is the role of the owner, the role of the government, the role of the social housing companies, the role of the banks, the role of the entrepreneurs? New business models. Think in starting a process rather than end images. There are several good and bad examples in the Regio Groningen-Assen and in the Netherlands. During the last period I had many conversations with lots of different people about adaptive planning, temporary use and government roles. Three things struck me during these conversations, in relation to partnership; the way of decision making, cultural shift and instruments.

Decision making

Flexible area development is influenced by a lot of stakeholders, for example inhabitants, financiers, owners, government. Especially when new development takes place in an existing city environment. But it doesn't mean that all of these parties are involved all the time and can influence the decision-making powers to the same level. But the core is central commitment. And this often starts at the beginning of the project. Because once a decision is made, it is irreversible.

Instruments

To enhance stakeholder involvement, important instruments are: matchmaking, placemaking, co-creation, social media, expectation management, round-table sessions, act local, step-by-step. Just get started or the "Berlin model" is of great use for involving stakeholders. The principle is based on just try, don't be afraid to

fail, everything won't be tidy from the beginning. But some beautiful things will happen.

Cultural shift

In this new economic situation, new patterns appear. The market reacts fast on these changes. But government doesn't. Often government organizations hold on to old practices and habits, but in this new era a new attitude of the government is required. In addition, the internal organization is not yet adapted to the changing role. Departments do not work together, calculations are for the old Government role, law/rules are not equipped. If government wants to continue to play a "major" role, than it should adapt different roles in different project phases. This requires flexibility and sensitivity. Two inspiring examples are Sint Jan at Kloosterburen and Het Paleis at Groningen.

Het Paleis

The initiator of the re-use project first struggled to talk the language of the civil servants. But after involving the right people she managed to get through. Important in this development was that everybody who participated in the project felt he/ she had ownership (at least a little bit). This was the result of an open process and the amount of time people were involved in the project. This seemed to be the key to its success.

Sint Jan

Sint Jan is based on 4 pillars: housing, care, ecology and culture. Because of this focus it is very hard to interact with local government. Governments are not organised in this way and it asks for a totally different way of thinking as well as a lot of effort on the part of the foundation. Now the organisation has its own project office with 5 people with different backgrounds and knowledge. Sint Jan is still an foundation but it wants to become a cooperative CoopGrow model. Where people can use the best of their own skills, to get the most benefit for the community.

Most important in the success of Sint Jan is they created a co-ownership between the inhabitants of the village.

From the point of view of the local government this approach was totally new. This asks for a cultural shift by the government and a lot of trust to let citizens deal with tasks that normally are of concern of the local government.

Lessons learned

- the government should learn to adopt different roles in the various phases of the development process if it wants to continue to play a major role. This cultural shift requires flexibility and sensitivity
- trust citizens to deal with public tasks that used to be carried by the (local) government. This strengthens their sense of ownership and engagement, and ultimately leads to more voluntary hours invested in the project

Recommendations

- involve your stakeholders from the start of the project, the initiation phase, to stimulate central commitment. In later phases, choices can be made on which stakeholders to involve and their level of interference
- active stakeholder management can contribute greatly to a projects success. Conduct a stakeholder analysis, set up a participation strategy and monitor the level of engagement of each (key) stakeholder throughout the process. Chapter 3 elaborates on this issue

Schnelsen-Süd Gym Hamburg, Germany



SEEDS partner: Lawaetz-Foundation
Project manager: Karin Robben
Location: Graf-Johann-Weg 38, 22459 Hamburg

Empty shops are a blight on local communities and send out the wrong message to both residents and visitors, blocking any further possible investments taking place. Lawaetz Foundation will be working to find solutions to benefit communities and property owners, helping to revitalise local economies. In this case, a vacant shop was transformed into a sports centre with the support and involvement of the local community. This project is an official SEEDS pilot.

Questions for the project leader

Who are your stakeholders and how did you involve them?

Stakeholders are the housing society, local city council and the community board. We involve the neighbourhood in the Community board. It is the group where we enable socially and economically disadvantaged people to have access to the labour-, training- and housing market via innovative methods of mobilizing the potentials of self-organization.

What is their position in the project? Commitment, information, investments, ideas, property, acceptance?

The Housing society and the local city council are responsible for the investment. The property is given by the housing society, for free. The community board is responsible for the idea, the commitments and the acceptance. The whole process is discussed, supported and reviewed by the neighbourhood board, which is very important for the acceptance of this project.

In which part of the process do you want them to participate?

From the start until the end. How do you get their commitment? How do you keep their commitment? Commitments are given in the public discussions in the neighbourhood board every now and again. Before starting the redecoration of the place into the GYM, a contract has to be signed by all parties.

What inspiration did you get from your SEEDS-partners?

None

What recommendations do you want to give for this Workpackage “people and partnership”?

Involve everybody from the Community from the beginning to the end. The project can only work, if everybody works together.

Questions for the stakeholder (Housing company, city council)

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

From the beginning we were part of the neighbourhood board. It is important for us, to involve the neighbours in the development of the community.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

The empty site is part of a small shopping centre. It is important for us to have a busy shopping centre. We hope with the Gym, more people will visit the centre.

Can you tell me something about the relation with other stakeholder: How many are there? What is the relation between the stakeholders in this project? Is there overlap in position, opposition?

Everybody works at the same level. The common goal is to develop the Community. So we had no opposition. Everybody is investing the same amount of money and working hours in the project.

What are the results of the group? How did you reach the solutions?

The results are, that the GYM opened last year and we have a lot of users of the GYM and more visitors in the Centre. We reached the solutions through frequent discussions with all parties.

What do you think of your contribution to the result?

I was proud of being part of the project and I think everybody contributed enough to get a good result. It was really important to stay in contact with everybody all the time.

Do you know other actors who want to participate? Why did they not participate?

No other actors are known who are not participating and want to.

Do you have any wishes?

None

Can you give an example of remarkable events during the project? What did you like most? Do you have any recommendations for this kind of projects?

We don't have any recommendations.

Lessons learned

- the whole process was supported and reviewed by the neighbourhood board, which was essential to the project's acceptance
- permanent discussion with all stakeholders involved was critical to come to solutions
- the stakeholders had a common goal and were convinced to commit the same amount of resources to the project



A fitness class in the Schelsen-Süd Gym

Community Capacity Building and Land Re-use Gamlestaden, Göteborg, Sweden



SEEDS partner: City of Göteborg
Project manager: Emma Johansson
Location: Holländareplatsen (1), Bunkeberget (2) Gamlestaden Göteborg

The project focuses on two sites in Gamlestaden, 3km northeast of Gothenburg's city centre: Holländareplatsen which is a neglected public square and Bunkeberget which is a hilltop greenspace. Gamlestaden had a reputation for social deprivation, criminality, pub fights, and drugs and alcohol trafficking, but it is beginning to become popular with the creative community and has turned itself around through the efforts of the tenants themselves. Bunkeberget is a wooded hilltop with a few benches and walking paths. Although dense vegetation was cleared in 2010, it remains to be seen as an unsafe area. The goal is to use both spaces as a tool for social and economic development by developing forms of participation and dialogue with residents, officials and other local stakeholders in the development, while renewing Holländareplatsen and Bunkeberget. In this way the project will create attractive venues that attract visitors and thereby strengthen prospects for work and business in the district. This project is an official SEEDS pilot.

Questions for the project leader

Who are your stakeholders and how did you involve them?

The stakeholders are:

- property owners in Gamlestaden
- the Eastern Gothenburg's District Administration
- planner at the Local Planning Office
- project manager Catherine Gerle & Gardencontroller Lennart Wahlstedt at Poseideon, one of the largest housing companies in Gothenburg
- tenants association
- community members

We involved them by letting property owners in Gamlestaden arrange for "the right people" to come to our workshops. We arranged workshops where the stakeholders met and shared information and ideas.

What is their position in the project? Commitment, information, investments, ideas, property, acceptance?

Property owners in Gamlestaden have an important role in the pilot project. They know this part of the city best and who to involve when. The stakeholders have given us information and ideas.

In which part of the process do you want them to participate?

In the beginning of the project – to get their knowledge about the site, how they use it, pros and cons and how they would like to use the site, changes. Than later in the process to discuss a design proposal. And in some parts of the realization with guiding from the planner/designer. Maybe a local artist can make an art piece for one of the meeting places or the locals can build the stage that they wanted.

How do you get their commitment? How do you keep their commitment?

We have invited them to two workshops about Bunkeberget. One in the beginning to collect thoughts and ideas about the context of Bunkeberget, Gamlestaden and one later on site, Bunkeberget. The stakeholders were divided into three groups and discussed three themes.

What inspiration did you get from your SEEDS-partners?

We had a discussion by e-mail with other SEEDS-partners about the difficulties with dialogue-work. That it often gets object focused. We got a tip from another partner to always ask the stakeholders what they want to do and not what they want.

What recommendations do you want to give for this Workpackage "people and partnership"?

Be sure to tell the stakeholders from the start what they can influence and how they can participate. Then you can avoid disappointment and wrong

expectations. Do not ask what they want but what they want to do on the site, function not object. Be sure to call back and explain why you cannot do some things that they suggested. Let them be involved throughout the process. Then there is a better chance that they will see the site as theirs and take care of it.

Questions for the stakeholder

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

Fastighetsägare i Gamlestaden is a NID-organisation working in the Gamlestaden neighbourhood for more than ten years. The organization has worked continually with the renewal of various sites, parks, streets, paths, squares in the area. The two pieces of land that are to be renewed within the SEEDS-project should be seen as part of a long term renewal effort of a previously derelict local area.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

The SEEDS project in our area concerns two pieces of land, that are to be developed into local parks. The objective with one of the parks is a local hangout for nearby residents, innovative and safe playground for children. The second, bigger one, situated on a forest hill in the middle of the local area, will hopefully be filled with culture. We hope it will be a site for picnics, music, art, live action role-playing.

Can you tell me something about the relation with other stakeholder: How many are there? What is the relation between the stakeholders in this project? Is there overlap in position, opposition?

The NID-organisation Fastighetsägare i Gamlestaden has 30+ members, all local property owners of various sorts. The SEEDS-project is proceeded together with the Parks Authority in Gothenburg Municipality. They own

and are responsible for maintaining the pieces of land. Partners in the project are local residents, civil society, artists etc. On one of the sites there is currently a new house being constructed, by housing company Poseidon, which makes them a key partner in that part of the SEEDS project. This construction has met some opposition among nearby residents.

What are the results of the group? How did you reach the solutions?

1. The results are two visions for the use of the two pieces of land, see above. These visions are results from an analysis of local needs and profile of local population, and from dialogue processes with local residents.
- 2.

What do you think of your contribution to the result?

Fastighetsägare i Gamlestaden functions as a facilitator to these, and many other, processes in the local area. Fastighetsägare i Gamlestaden



A community event at Holländareplatsen

is the link that links local authorities, property owners, residents, civil society together.

Do you know other actors who want to participate? Why did they not participate?

No other actors are known who are not participating and want to.

Are we on the right track ?

We believe so, yes.

Do you have any wishes ?

I hope that the sun will shine a lot so that local people will want to spend a lot of time outside!

Can you give an example of remarkable events during the project? What did you like most? Do you have any recommendations for this kind of projects?

The involvement of local residents. Especially the meeting with a broad range of invited local residents in April 2013. They came up with many innovative ideas, that have been useful in the process.

In communicating with local people it is very important to be crystal clear about which aspects are open for influence and which are not. E.g. the construction of the new building - many people living nearby were opposed to that, but it still had to happen. The site had been predisposed for a new building for a long time, and lack of housing is one of Gothenburg's main problems. If you conduct dialogue processes, make sure you treat people with respect. If there is an uncomfortable change coming up, as a public official you need to stand by that change and not pretend that it is open for change if it isn't.

Maybe the broad dialogue process, where everyone is invited, isn't always the most productive and efficient method. Sometimes it is better to invite locals who are known to be well connected, wise, indigenous.

Recommendations

- be sure to inform the stakeholders from the start what they can influence and how they can participate. This avoids disappointment and wrong expectations. Ask what stakeholders want to do with the site, rather than to ask what they want
- be sure to call back and give feedback, explaining why some things that they suggested are unfeasible
- involve the stakeholders throughout the process. Then there is a better chance that they will see the site as theirs and take care of it

Urban Local Food Gardening in Linnéstaden, Göteborg, Sweden



SEEDS partner: City of Göteborg
Project manager: Johan Blomqvist
Location: Risåsgatan, Linnéstaden Göteborg

This official SEEDS pilot is set on a hill in an historic part of the city. It became a landscaped park on one side, at the beginning of the 20th Century, with a factory and a number of apartment blocks constructed on the other. These buildings were demolished some time later, leaving 13 acres of terrace which have been left to deteriorate due to a lengthy and ultimately failed planning process. The site is now used predominantly by dog walkers. In response to a growing desire among Gothenburg's citizens to grow their own food, and a shortage of allotments and community gardens, this project will work together with the local community, the local gardening club, the dog owning community and other divisions of the Local Authority to showcase how an inner city vacant site can be given over to productive use – namely a community garden.

Skansen Kronan on top the hill is a listed building, so the landscape treatment of its surroundings is of concern to both the city and Sweden's Heritage Agency. It is the Parks and Landscape Administration's long-term goal that Skansberget is turned into an attractive park for the local borough as well as an important tourist destination, making the hill more inviting and accessible.

Questions for the project leader

Who are your stakeholders and how did you involve them?

The stakeholders or members of our association are people living in the immediate area around our lot.

What is their position in the project? Commitment, information, investments, ideas, property, acceptance?

They are mainly involved as members in meetings, in taking care of the area. There is a board which handles most of the administration for "Skansbergets odlarförening".

In which part of the process do you want them to participate?

I have been chairman of the board of the association from the beginning. It started with a meeting initiated by the City of Gothenburg, division for "park and nature". After that we formed the association and the board signed an agreement on how to take care of the area. Shortly after that, the building of the raised beds began. The city took care of everything and the beds are

fantastic. Come spring the association started planting and this year was the first summer. Sadly the beds were built in an area with many rats and many beds were raided by these rats.

How do you get their commitment? How do you keep their commitment?

We are a relatively new group, hopefully the rat problem will not discourage our members.

What inspiration did you get from your SEEDS-partners?

We have been in contact trying to book a meeting for our members, but it has been cancelled twice. Hopefully this will be realized during this coming spring.

What recommendations do you want to give for this Workpackage "people and partnership"?

None really. We are very happy with the collaboration.

Questions for the stakeholder

Can you tell me what your relation is with the neighbourhood and the piece of land? How did you get involved?

I live in inner city Gothenburg as do most of our members. Some of us have used the area for guerilla gardening beforehand. I got involved through the association that formed.

What do you want to achieve with the re-use of your empty site, what is your dream for this area?

I hope it will be a beautiful place for us to gather and meet the community around us.

Can you tell me something about the relation with other stakeholder: How many are there? What is the relation between the stakeholders in this project? Is there overlap in position, opposition?

We are almost one hundred people involved with 90 gardening beds to take care of. Each member has one bed, but some share with spouses or friends. We help each other a lot and swap seeds or plants during the season. Two days involve tending to the area in general and we have also branched out, forming new beds around us.

What are the results of the group? How did you reach the solutions?

The result has been a beautiful area, a meeting point for our members, as well as other people in the area. Dog walkers pass through on a regular basis, for instance. Solutions are found within our meetings.

What do you think of your contribution to the result?

I decided to grow flowers mostly. This is mainly due to the rats. I have also motioned to the association to buy seating areas and a bulletin board. This was realized. A personal goal would be to try and get a grill in place, as well.

Do you know other actors who want to participate? Why did they not participate?

The members have different situations in their lives. We all participate as much as we feel we can handle. Gardening should be fun, that's our motto.

Are we on the right track?

I think so.

Do you have any wishes?

A grill and fewer rats.

Can you give an example of remarkable events during the project? What did you like most? Do you have any recommendations for this kind of projects?

I was surprised by how we all worked well together, during our "tidying day". Cleaning up the area felt really good, and working alongside neighbours was fun.

Recommendations

- allow volunteers to contribute what they do best, as much as they feel they can handle



Raised flower beds at the project site



Community members collectively tending the gardens (source: <http://skansodling.se/>)



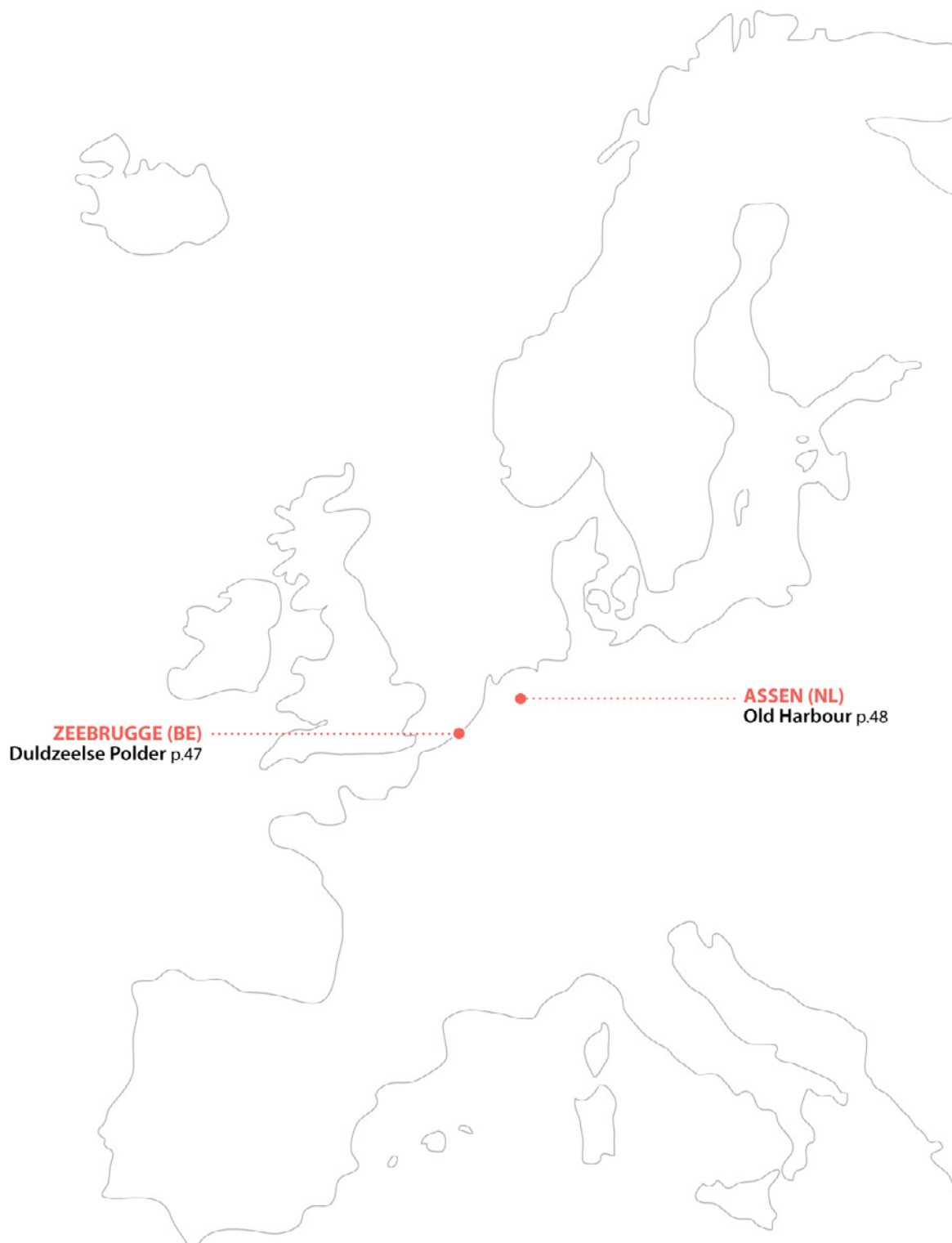


Figure 2: Locations of the pilots discussed in the SEEDS graduation thesis

3 Stakeholder analyses

This chapter shows some results of the SEEDS graduation thesis on 'process management of temporal projects' ('Procesmanagement tijdelijke ininitiatieven') by Giel Hakman, September 2013.

In this thesis a stakeholder analysis was performed for the SEEDS pilots 'Dudzeelse Polder' in Belgium and 'Havenkwartier' in Assen, The Netherlands. The stakeholder analysis consists of two parts: a stakeholder analysis using an 'interest matrix' and a stakeholder involvement indication using the 'participation ladder'. Within this chapter first the theory regarding the 'interest matrix' and the 'participation ladder' will shortly be introduced, subsequently the 2 cases will be introduced and the results of their stakeholder analysis from the thesis will be presented. Finally, the results will be shown of a follow up SEEDS workshop regarding the thematics of the 'participation ladder' in relation to additional cases. Stakeholder analysis using the 'interest matrix'

In the thesis the 'interest matrix' is used with the purpose of making an inventory of both the interest as well as the influence of the stakeholders involved.

Along the first axis of the matrix, the level of influence of a stakeholder is visualised with degrees that vary from very influential, some influence, little or no influence to unknown influence. Along the other axis, the level of interest of a stakeholder is drawn, varying from a large interest, some interest, little or no interest to unknown interest. In the matrix, there are four categories as shown in figure 3.

Category A contains the stakeholders that have considerable influence and interest, and that are thus relevant to the project. These stakeholders can use their power either in a positive or negative way, which makes it essential to keep them well involved in the project.

Category B includes the stakeholders that have great interest but little influence in the project.

This group can potentially be actively involved if this involvement protects their interests.

Category C includes stakeholders with considerable influence but little or no interest. In general they will not have enough interest to be involved in the project, but when they are sympathetic towards the projects they could be actively involved in order to utilise their influence.

Category D includes stakeholders with limited influence and interest. They do not have to be actively involved in the project.

		INTEREST			
		Unknown	Little/none	Some	Large
POWER	Large	Group C		Group A	
	Some				
	Little/none	Group D		Group B	
	Unknown				

Figure 3: Stakeholder analyses matrix as used in the thesis

Stakeholder analysis using the 'participation ladder'

In the thesis the participation ladder of Edelenbos & Monnikhof is used to create an inventory of the degree of involvement of stakeholders in a certain project. The 'participation ladder' consists of five steps that relate to five different levels of involvement as can be seen in figure 4. Going up the ladder, the five steps are informing, consulting, advising, co-producing and co-deciding.

Informing the stakeholder is the first step and includes providing and explaining essential information so that the relevant stakeholders are up to date with regard to the project.

The second step is consultation and refers to enabling and inviting stakeholders to express their wishes or advices. The stakeholders will be heard but their input is not binding.

The third step is involving the stakeholder as an adviser. This also relates to inviting the stakeholders to express their wishes and advice but in a more official way. Justification is necessary when wishes and advice are disregarded.

The fourth step is to invite stakeholders to co-create the project. The stakeholders are involved in the formation of the agenda and in formulating options; the outcome of the stakeholder process is binding. The final step is to invite stakeholders to co-decide. This means that the stakeholders that are involved are responsible for all aspects of the project, while the instigator's role is limited to an advising one.

Pilot stake holder analysis

In the thesis assignment a desk study and interviews facilitated a stakeholder analysis using the 'interest matrix' and to indicate the stakeholder involvement by use of the 'participation ladder'.

In general, the questions of the interview with the project leaders in the thesis report were more informative by nature than if they had been specifically asked for reflection. This results in descriptive answers rather than reflective answers or the formulation of lessons learned.

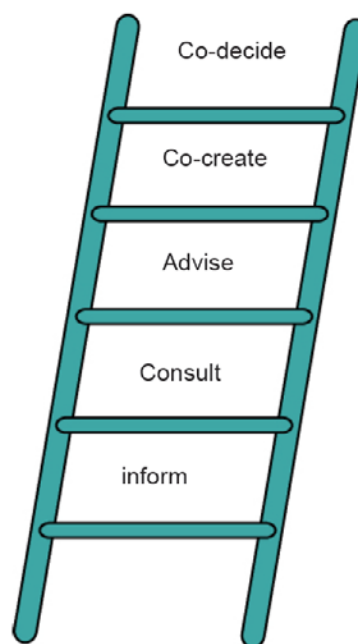


Figure 4 Participation ladder with steps as defined by Edelenbos and Monnikhof, 2001

Dudzeelse Polder Zeebrugge, Belgium



SEEDS partner: VLM
SEEDS contact: Edgard Daemen
Location: Brugge, Belgium

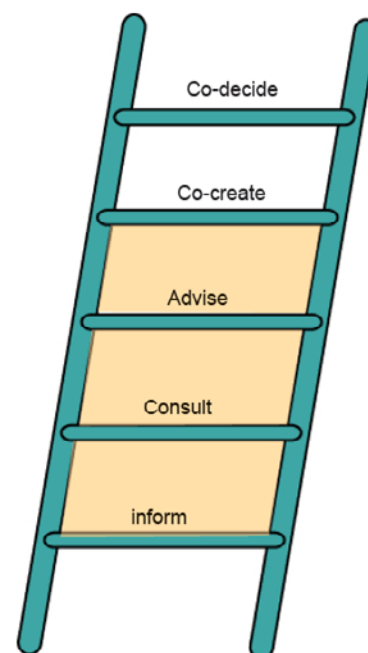
The Dudzeelse Polder is an area earmarked for future harbour development according to the strategic plan for the port of Zeebrugge. Since the area will remain undeveloped up until 2030, habitat development and implementation of suitable management measures will be carried out in the area as part of the compensatory measures for the economic development of other parts of the harbour of Zeebrugge. This project is an official SEEDS pilot.

Dudzeelse polder 'Interest matrix'

The interest matrix for this pilot is shown below, in figure 5.

Dudzeelse polder 'Participation ladder'

The pilot project leaders of both cases were asked during an interview to indicate which phases of the participation ladder are covered or expected to be reached within the pilot. For the Dudzeelse Polder the project leader indicated to have covered the steps of informing and consultation and expected to reach the third step of involving the stakeholders as advisers.



		INTEREST			
		Unknown	Little/none	Some	Large
POWER	Large	Dept. of mobility and public works		Vlaamse landmaatschappij, Agentschap Natuur&Bos, agricultural organisations, Dept. of Agriculture and Fishery, Vlaams Gewest, Algemeen boerensyndicaat, Natuurlandpunt	
	Some				
	Little/none	Maatschappij der Brugse Zeevaartinrichting		Boerenbond, Bestuur Oostkustpolder, Port authorities	
	Unknown				

Figure 5 Stakeholder analyses matrix of the pilot 'Dudzeelse polder'

Old Harbour Assen, the Netherlands



SEEDS partner: Local authority of Assen
Project manager: Wim Kamminga
Location: Brugge, Belgium

Assen old harbour is a 20ha disused harbour area close to the city centre. It is a patchwork of marginal companies with a lot of pressures on the local environment. In order to keep up with the growing population of Assen, the site has been earmarked for development. This will include new, high quality buildings for companies and for cultural activities. As this is longer-term planning that will take time to realise, temporary short-term creative uses are being explored. This project is an official SEEDS pilot.

Havenkwartier 'Interest matrix'

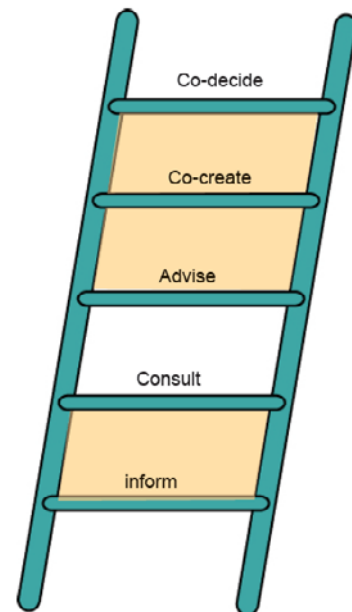
The interest matrix for this pilot is shown below in figure 6.

		INTEREST			
		Unknown	Little/none	Some	Large
POWER	Large	External advisors, residents, entrepreneurs/business owners		Municipality of Assen, land owners	
	Some				
	Little/none	Hanzehogeschool Groningen, Hotel and Catering industry, Creative industry		Housing corporation Actium, Credo plan development, external financiers	
	Unknown				

Figure 6 Stakeholder analyses matrix of the pilot 'Old Harbour Assen'

Havenkwartier 'Participation ladder'

The Havenkwartier pilot covered the steps of 'informing' and 'advising', and expected to reach the co-creation step.



‘Participation ladder’ workshop

In addition to the thesis, a workshop session was organised in which:

- Different SEEDS partners and other pilot partners were asked to have a discussion on the participation ladder in relation to a SEEDS pilot project of their choice
- The conclusions of the thesis were presented For the workshop three groups were formed that discussed the participation ladder in a generic sense or in relation to a specific pilot project of their choice. In this report, conclusions are summarized that relate to lessons or advices in relation to stakeholder participation and the applicability of the participation ladder in general.

Lessons learned on stakeholder participation

- it is important to have many dialogues and to start the dialogue in an early stage, before decisions are made
- it is important throughout the process to keep revising and discussing each others ‘needs
- users should be encouraged to consider what (other) people might need in the future, not only what they themselves want right now
- enough time should be available for revising plans and designs
- the timing of involving different stakeholders is crucial – sometimes it is better to involve someone later on in the process rather than from the beginning; for instance, in the case of a very busy influential politician where you’ll only have one chance to pitch your idea – better to be well-prepared and present a more involved idea. In other words, you have to be strategic about this
- it is important to consider which milestones can be identified in the process
- it is not only about reaching consensus: conflicts can be constructive as well

Two special types of stakeholders were identified in relation to their participation ladder:

- the trespasser: the stakeholder who moves himself up the ladder.
- the gatekeeper: politicians often don’t want to involve people in the process, as they think it has already been decided what needs to happen

General conclusions

In general, the stakeholder analysis based on the interest matrix and participation ladder was considered to be a valuable tool in the stakeholder participation process.

The main conclusions are that:

- it is essential to conduct a stakeholder analysis at the beginning of a project and to review it throughout the project
- decide for each stage of the project which level of participation you’d like to achieve. And consider how participation levels of stakeholders can be improved, if required

Reflections on the use of the participation ladder

- keep in mind that the perception of participation ladder positions might differ between for instance project leaders and stakeholders: a project leader might think that the stakeholders are taking part as advisers, whereas the stakeholders might feel like they are only being kept informed
- ‘pulling people up the participation ladder’ after initial formation can be a bit tokenistic

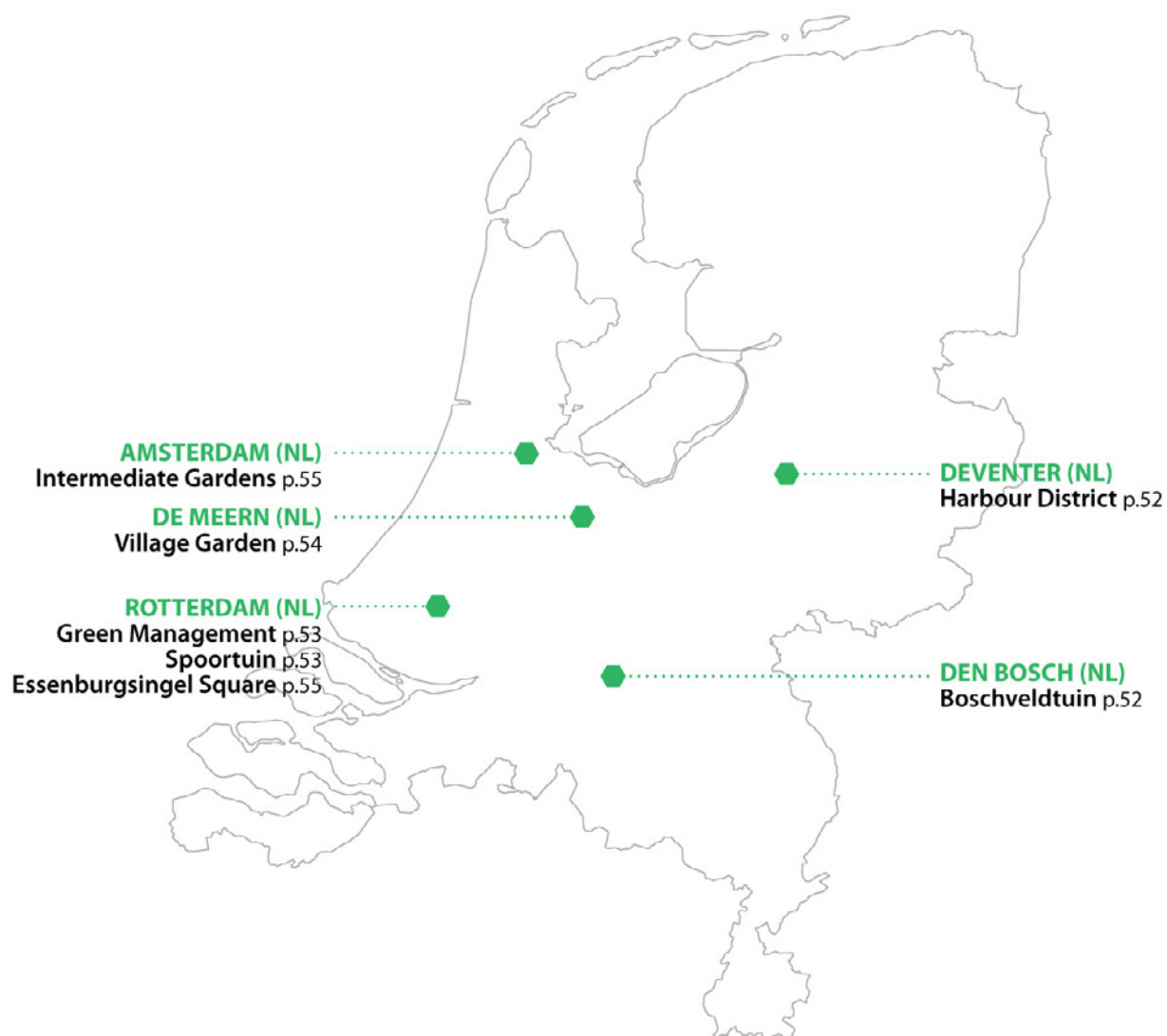


Figure 7: Locations of the selected SEEDS website gallery projects.

4 Lessons website gallery

For the SEEDS website gallery (<http://www.seeds-project.com/re-use-projects>), several example re-use projects were selected as an inspiration and learning tool for the SEEDS pilots projects and website visitors.

Knowledge regarding the example projects is collected through interviews with stakeholders or desk research. The questions answered for each example project are:

- What was the aim of the project
- What were the big challenges
- What are the lessons learned

Although the example projects were not specifically part of Workpackage 6, among the lessons learned there are some valuable lessons regarding stakeholder participation.

In this chapter some of the 'big challenges' and 'lessons learned' that relate to stakeholder participation are summarized. Not all example projects have 'big challenges' that relate to stakeholder management.

Boschveld Community Garden Den Bosch, the Netherlands



Local residents of the Boschveld district, a disadvantaged neighbourhood, aim to create and maintain a green meeting place and to foster positive energy in the local community.

Lessons Learned

- the garden's goal is to involve a wide range of residents. To effectively put everyone that is willing to participate to good use, tasks should be clearly divided and communicated. Ultimately, every person can flourish in what he or she likes to do best, and provide fresh energy to the group of participants and the neighbourhood
- keeping people interested and involved is an ongoing task. It is not enough to involve people at the start and leave it at that. Attracting new people requires a wide variety of engagement strategies. For Boschveld, participants are recruited through a local newspaper and a neighbourhood magazine, and are also approached directly on the streets and in meetings
- involve local politicians and the district manager. They can often help speed up official arrangements

Harbour District Deventer, the Netherlands



The city of Deventer plans to redevelop its former industrial harbour into an urban area with a mixed use programme. The phased development of new offices, dwellings and amenities will gradually lead to the availability of large amounts of square metres, both indoors and outdoors.

Lessons Learned

- it is always difficult to develop a new district over a number of years, as local people might become very cynical about a project that does not seem to make any progress. It is therefore important to remain transparent at all times, staging events where plans can be shared, for example

Temporary Alternative Green Management Rotterdam, the Netherlands



As an alternative to mowing by big tractors, which caused environmental damage, a flock of sheep keeps the grass tended in this busy Rotterdam neighbourhood.

Lessons Learned

- if you want something that may seem radical to some people, Municipalities are tempted to go down the path of least resistance and pick the side of the naysayers. To get what you want, you will need perseverance and a positive, constructive attitude. Try to expose all worries and objections against the project and reply accordingly

Spoortuin Community Garden Rotterdam, the Netherlands



The Spoortuin (Railway Garden) community garden was initiated by a community group to green up the neighbourhood, educate their children, and strengthen the community. It holds several vegetable gardens maintained by local schools, a natural playground, and a beehive.

Lessons Learned

- when more citizens are involved in urban sustainability, they can stimulate one another. When a relatively small number of people accomplishes promising results it encourages more residents to become active in the project and the community
- the success of any project relies heavily on the direct involvement of residents in the appearance of their neighbourhood through green area maintenance
- it is vital to prepare any funding application with thorough and transparent estimates. All expenses on vegetation, tools and equipment for the Spoortuin development were specified, including exact volumes and unit pricing

Essenburgsingel Square Rotterdam, the Netherlands



The Essenburg Square used to be a small abandoned lot that was misused as a provisional car park by Rotterdam's inhabitants. Nearby residents started an offensive with the Municipality to reclaim this piece of neglected public space. Their mission was to transform the car park into a permanent square that could boast local spatial quality.

Lessons Learned

- if personal relations between initiators and the managing official stand in the way of getting a project realized, try to involve another public department or even the responsible alderman. A successful citizen initiative is of great value and importance to any city. When the Essenburg project stagnated, the initiators found additional support with the Municipality, by persisting in their efforts and not hesitating to put pressure on the officials involved. In addition, the project demonstrated that unforeseen expenses, often caused by unspoken expectations, can leave initiators or public services with additional costs. Sound expectation management and a transparent project set-up can prevent this

Intermediate Gardens Amsterdam, the Netherlands



While Amsterdam Nieuw-West rebuilds its housing stock, the goal of the city council and housing association is to maintain the standards of the district's liveability by transforming empty lots into quality green meeting places that are maintained by local volunteers.

Big Challenges

- in most cases the initiation phase of these gardens ran smoothly, with residents being curious and easily enticed. However, after the first few months, finding enough participants to maintain all gardens was tough. A garden needs attention 12 months a year, and maintenance can be physically demanding. To re-establish the required momentum to get things going again, joint gardening days and dinner parties were organised

Lessons Learned

- the garden's functional design should be well discussed with its intended users. In this case, some of the gardens were supplemented with a playground, so gardening parents can watch over their children

Village Garden De Meern, the Netherlands



When construction of a new shopping centre was halted shortly after the pre-existing buildings had been demolished, De Meern's historic centre was scarred with a derelict plot of land. 10 years after construction was stopped, local residents picked up the idea to improve the historical centre and attract people back to De Meern by developing a temporary garden on the abandoned building site.

Big Challenges

- the development process was challenging, to say the least. With every licence, request or task, another local official was made responsible and thus became involved in the project. When the actual construction of the garden commenced, about 80 officials were affiliated with the project
- local residents were so eager to see the project being completed that they urged officials to speed up things. But some processes, such as licensing, could not be accelerated, causing frustrations to both parties and leading the community to think the Municipality was deliberately dragging its feet. Officials were exasperated that the community did not understand how slow internal processes can be

Lessons Learned

- one of the initiators later suggested that it would have been much more effective to appoint a single project manager with full responsibility for handling budget, planning and progress
- clear, transparent communication and planning are key. When the project was completed, both officials and residents had gained an increased understanding for each others concerns and ambitions

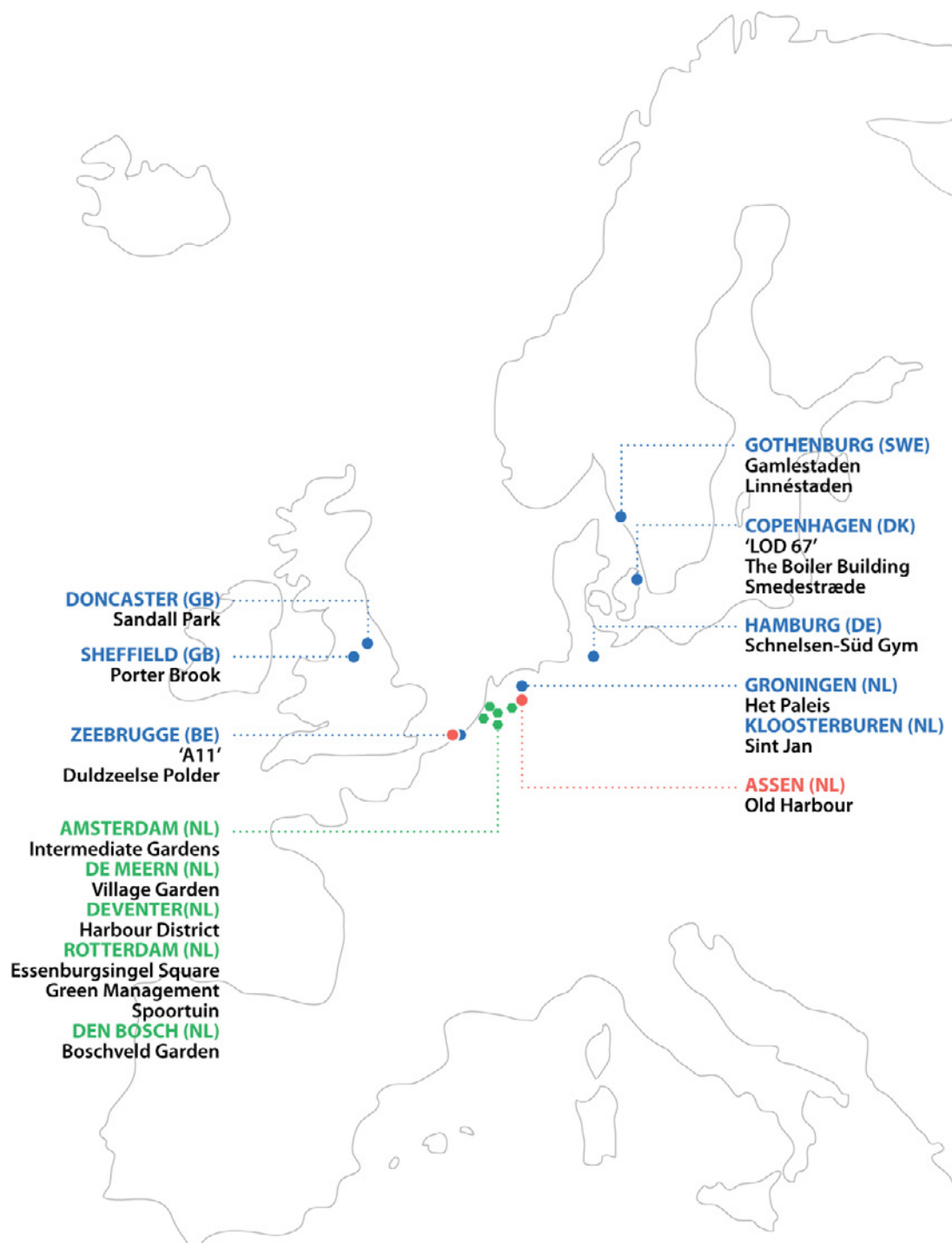


Figure 8: All locations of the submitted SEEDS pilots, cases and website gallery projects as handled in this report

5 Overview lessons and recommendations

When having an overview of the lessons and recommendations of the different pilot and example project we can find three main themes with regard to lessons for stakeholder management in re-use projects:

- New roles of stakeholders in a transforming development process
- Strategic stakeholder management
- Participation practices

New roles in a transforming development process

In a changing development process (induced by the financial crisis), stakeholders are confronted with the need and opportunity to transcend from their original (sectoral) roles and reinvent their positions. Opposed to the traditional model of realising a project with a fixed final image, stakeholders in re-use projects commit to a development process. This flexible development requires the commitment of more stakeholders, and a regard of both the short and long term.

It is essential to trust stakeholders with public tasks that used to be carried by the (local) government. This strengthens their sense of ownership and engagement, and ultimately leads to more voluntary hours invested in the project. The government can support by offering resources to support the legal/administrative side of the process

Strategic stakeholder management

The pilots brought different views on when and how to involve stakeholders. With long and short term perspectives combined, more stakeholders with different levels of power and interest are involved. Following the SEEDS conceptual frame work, keep in mind to oversee and explore the informal interaction between stakeholders and their formal rules of engagement. Ultimately this will highly contribute to the alignment of the stakeholders interests, the overcoming of administrative or legal barriers and ultimately the success of the project.

The stakeholder interest matrix and stakeholder participation ladder proved to be valuable tools for stakeholder monitoring.

Participation practices

As said, community groups are often key to the successful development of a project. In the reviewed pilots, community groups varied from being well organised to highly fluid. It is essential to have clear communication and expectations. And to not only involve stakeholders at the beginning but to keep them involved.

In the matrix shown on the next pages the most important lessons, recommendations, tips&tricks and pitfalls are included in an overview.

Lessons Learned

Recommendations

Ownership of stakeholders is essential

- trust citizens to deal with public tasks that used to be carried by the (local) government. This strengthens their sense of ownership and engagement, and ultimately leads to more voluntary hours invested in the project

Trust in the value of stakeholders

- recognise experience within community groups

The government should adopt different roles, which requires flexibility and sensitivity.

- be complementary to community groups, offering resources to support the legal/administrative side of the process
- the government should learn to adopt different roles in the various phases of the development process if it wants to continue to play a major role

Landowners and developers can gain from allowing a re-use project on their vacant site

- set up the project as a testing ground, and bridge between the community and the intended future use of the sites.

Conduct a stakeholder analysis and setup a participation strategy

- invest time in an adequate stakeholder analysis and strategy, and update the two continuously during the project
- set up a participation strategy and monitor the level of engagement of each (key) stakeholder throughout the process. And consider how participation levels of stakeholders can be improved, if required

Obtaining active political support can be crucial for the success of a re-use project.

- keep politicians committed by involving them in project communication and activities

Involvement is essential for acceptance and realisation of temporary re-use projects

- use a neighbourhood board to review and support the project

Tips & Tricks

Pitfalls

- | | |
|---|---|
| | <ul style="list-style-type: none"> make sure that the participants feel valued, and know that they can actually influence the project rather than being there as a token member |
| <ul style="list-style-type: none"> a strong, committed chair can lift a community group out of the complaining stage and bring it to active participation in the neighbourhood. | <ul style="list-style-type: none"> enterprising community groups are most valuable and should be fully supported by the Municipality. They must not be made to feel they are merely being tolerated or included to tick funders' boxes |
| <ul style="list-style-type: none"> involve local politicians and the district manager in the re-use project. They can often help speed up official arrangements. appoint a focal point to prevent that with every licence, request or task, another official is made responsible and thus many officials became involved in the project | <ul style="list-style-type: none"> if you want something that may seem radical to some people, Municipalities are tempted to pick the side of the naysayers. To get what you want, you need perseverance and a positive, constructive attitude. Try to expose all worries and objections against the project and reply accordingly |
| <ul style="list-style-type: none"> frequent reports on the stakeholder involvement process (e.g. interaction with the community, Municipality, etc.) can be extremely valuable in future development processes of the site users should be encouraged to consider what (other) people might need in the future, not only what they themselves want right now | |
| <ul style="list-style-type: none"> the stakeholder involvement matrix and the participation ladder proved to be a valuable means of stakeholder and participation monitoring many projects rely on the commitment of volunteers, who can invest a limited amount of time. Prioritise which stakeholders to involve for each phase, to maximize the efforts invested enough time should be available for revising plans and designs the timing of involving stakeholders is crucial – sometimes it is better to involve someone later on in the process rather than from the beginning attracting new people requires a wide variety of engagement strategies | <ul style="list-style-type: none"> lots of effort can be lost in stakeholder management instead of investing it in the actual re-use project, causing a standstill in its development keep in mind that the perception of participation ladder positions might differ between for instance project leaders and stakeholders 'Pulling people up the participation ladder' after initial formation can be a bit tokenistic |
| <ul style="list-style-type: none"> when the owner/developer of a vacant site fears that the intended re-use project interferes with its future development plans, remain positive. A constructive approach can be more rewarding than adopting an aggressive, opposing stance | <ul style="list-style-type: none"> enabling a re-use project as a testing ground for future development can put extra tension on the process, as some of the key stakeholders (landowner, Municipality) are keen to make it a success and nothing else. Simple neighbour complaints can evoke large, unwanted consequences |

Lessons Learned

Clear communication and expectations between stakeholders is essential

Recommendations

- permanent discussion with all stakeholders involved is essential to come to solutions
- be clear in your intentions to effectively match interests and develop positive collaboration
- invest in a communications facilitator, some dedicated to guide the interaction with and between stakeholders, to avoid miscommunication and distrust

Get and keep stakeholders involved

- celebrate and communicate successes to maintain attention and motivation
- involve your stakeholders from the start of the project, the initiation phase, to stimulate central commitment
- make sure that potential project participants know how to get involved when they want to
- invest in the community network, as it will make or break the projects success
- it is important to consider which milestones can be identified in the process

Trust and understanding between stakeholders and governments is essential

Tips & Tricks

- use visualisation tools like drawing and mapping to avoid misconceptions, and clarify problem statements, visions or action plans
- make volunteers feel useful and proud by allowing them to contribute what they do best
- it is important to have many dialogues and to start the dialogue in an early stage, before decisions are made
- it is important throughout the process to keep revising and discussing each others needs
- it is not only about reaching consensus: conflicts can be constructive as well
- to effectively put everyone that is willing to participate, to good use, tasks should be clearly divided and communicated
- it is vital to prepare any funding application with thorough and transparent estimates

Pitfalls

- failing to show progress and give feedback to the participating stakeholders can undermine their trust in the project
- local residents can become so eager to see the project being completed that they urged officials to speed up things. But some processes, such as licensing, cannot not be accelerated, causing frustrations to both parties

- as the initial efforts of the community group begin to achieve visible successes, their commitment will strengthen. Additional community members will be willing to contribute to the project as a result
- use social media, workshops, and informal activities to create a recognizable point of contact. Maintain these communication channels to retain the participants' and stakeholders' attention and commitment. Keep in mind that direct, personal contact is most inspiring and effective

- after the first few months, finding enough participants to maintain the project can be tough. To re-establish the required momentum to get things going again, interventions are needed

- if personal relations between initiators and the managing official stand in the way of getting a project realized, try to involve another public department or even the responsible alderman

6 Most essential lessons and recommendations

Start a process rather than delivering a final picture

What we have found in the cases, is that especially the (local) government is struggling with this new situation. The internal organisation still has to adapt and focus on facilitation and support of the development process rather than ensuring compliance. Departments fail to work together and hold on to old practices and habits. What is needed, is the flexibility to adopt different roles throughout the process. For example, to support initiatives and be complimentary to community groups, offering resources to support the legal/administrative side of the process (as successfully done in Vanlose, Denmark). In Doncaster, a very supportive city council trusted the community to take over some of its public tasks, fostering ownership of the project.

The regard of the short and long term perspective (SEEDS approach) requires a flexible position of all stakeholders. New relations and interdependencies bring new opportunities for enterprise, in which the role of the community often proves to be key.

Connecting long and short term goals

An important lesson is to invest time in an adequate stakeholder analysis and strategy, and update the two continuously during the project. This begins with stakeholder mapping (power and interest) and exploring the potentials for the alignment of the stakeholders goals.

Involve communities not just to “tick the community participation box”

The participation ladder helps to identify and consider the adjustment of the level of engagement of each stakeholder for each phase of the project. Use this to develop a specific participation strategy for each (group of) stakeholder(s).

In some cases, a important pitfall was discovered. As stakeholder management can consume a lot of time, the development process in general stagnates. Therefore it is important to manage expectations, start with a clear goal and be honest in your intentions. Expect the same from all stakeholders and communicate this

Workshops are essential to maintain attention, engagement and progress

Celebrate and communicate successes to maintain attention and motivation. Commitment grows with stakeholders when they see progress.

Good group dynamics are essential. A good chair can make or break a group. In the Doncaster pilot, the replacement of the chair got the group from complaining to active participation in the process.

Use the develop process to strengthen community groups, and/or vice versa.

A higher level of ownership with the volunteering stakeholders results in more time invested. In a dedicated council-team for the project to support weak community groups.

Be practically inspired by other SEEDS pilots

The value of the SEEDS network is in the people

Informal interaction of stakeholders to align goals. Exchanging experiences face-to-face.

References

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