A platform to facilitate the collaboration within CLT Amsterdam and connected CLT associations

Strategic Product Design
Thesis Elvira Kok

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A platform to facilitate the collaboration within CLT Amsterdam and connected CLT's

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Preface

Dear reader,

The moment is finally here, to finalise my time as a student, I present to you, the thesis of my graduation project from the MSc Strategic Product Design at the Technical University of Delft.

This thesis is made possible through the opportunity given by And The People. I would like to express my gratitude for working together with this small social innovation company. Joris, Jip, and Dieuwer made me feel immediately welcome and part of their team. All of them were open in sharing their experiences and always tried to make time for me to guide me throughout my process. I could feel that they also wanted that my project would succeed. I admire their optimistic way of working on complex projets like these. A special thanks goes to Joris, my company mentor during this project. Joris his way of coaching was a combination of guidance, collaboration, and having conversations. I noticed that this aligned with my preferable way of coaching which helped me to get the most out of this project.

Next to the guidance provided by And The People, they additionally introduced me to the community they work with, the target group of this thesis: the members of a neighbourhood association located in the Bijlmer, in Amsterdam. I would like to thank all the members that I have met throughout my journey, they received me with open arms and taught me by far the most important lessons of my whole graduation project. The conversations I had with them contributed to my own personal development. They showed me new perspectives and increased my respect towards other people outside my bubble.

From within the faculty, I was coached by Giulia and David. Giulia, I really appreciated that you always asked how I was experiencing the graduation project. You helped me to keep an overview and put things in perspective. David on the other hand, showed me different perspectives on the matters I was looking into.

At the end of this preface, I would like express my gratitude towards the people most close to me. Especially my brother, who read the whole report to ensure that all the yoda sentences I typed were transformed into academic proof sentences. Thanks everyone, you helped me to get the most out of this project and made me proud of myself and grateful for the wonderful people I have surrounded myself with.

Enjoy reading!

Elvira Kok
27-05-2021

Executive summary

The Netherlands is dealing with a housing crisis, which originates from the financial crisis of 2008 (Obbink, 2020). After the financial crisis, the population grew whereas construction declined. The current shortage of houses is around 330.000 (Obbink, 2020), to counter this issue an estimated 1 million new houses need to be built in the coming 10 years (ABF Research, 2019). This graduation project focuses on an initiative to remedy this crisis.

This project is executed in collaboration with And The People (ATP), a consultancy and innovation agency in the field of sustainable and inclusive urban development (And The People, n.d.). They are currently developing a Community Land Trust (CLT) association in the Bijlmer H-neighbourhood

A CLT association is a community-led not-for-profit organisation that creates and manages affordable housing for people with low or modest incomes and develops neighbourhood facilities that benefit the local community. CLT associations are open member organisations that use an alternative development model which includes the interests of residents and the neighbourhood. The ownership and management of the land, homes, and neighbourhood facilities are anchored in the CLT organisation by taking them in joint ownership, as well as establishing conditions that ensure sustainable and social use.

The approach taken during this project was agile project management (Alliance, 2001). This approach assumes simplicity, embraces change, tries to maximise value through managing with a purpose and tries to receive rapid feedback from all stakeholders (Fernandez & Fernandez, 2008). The report is structured following the Double Diamond method (Council, 2007), visualised at the top of this page.

Discover

The initial assignment for this thesis was to develop a toolkit that helps to empower residents to play an active role and make them see how a CLT association can enrich their lives. Before any research took place, the initial assignment was decomposed to identify any gaps and specify underlying assumptions hidden in the assignment. These gaps and assumptions were guiding through the executed explorative research about the context of the project. Through the explorative research, a better understanding of the community and its stakeholders was created and resulted in the insight that the focus should be on empowering members right at the place where they would be when they would have an active role in the community: a workgroup. This is why the second research chapter was focused on exploring the existing and planned workgroups of the community. The workgroups were analysed through action research: "a participatory, democratic process concerned with developing practical knowing in the pursuit of worthwhile human purposes" (Reason & Bradbury, 2001). This research resulted in the identification of several requirements and guidelines that were transformed into a design brief in chapter 4.
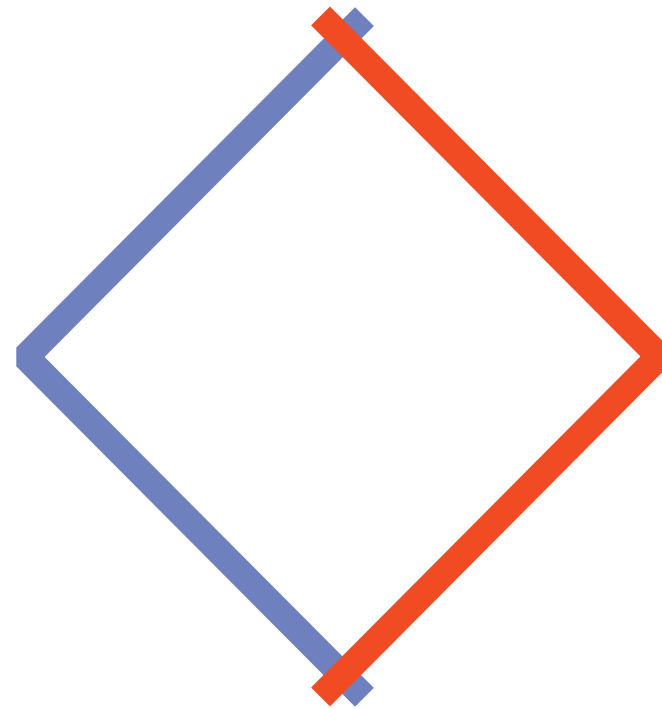
Define

All the research done was converged to create the design brief. The brief clarified the problem statement this thesis aimed to solve: how can the CLT association facilitate successful collaboration within workgroups between its members and external experts? In order to solve this problem, the following design statement was proposed: design a platform for CLT members that stimulates a desirable way of working, and includes an approach towards making democratic decisions, in order to empower members and create a flourishing community. The requirements that resulted from the research phase were clustered into the four foci: integrate tools for community development, enhance internal and external communication, create clear roles within the community, contribute to democratic decision-making, and create a living platform.

Develop

All the research and insights were integrated during the development of the CLT members platform. The platform mainly focuses on being a communication channel for the association that helps to clarify the structure and purposes of the association, and provides tools that support the community throughout their operation. The platform is especially helpful during the onboarding process by the information it provides to members. Through various validation methods, it became clear that a storyline that shows how a member's journey would look like in the community was missing. This storyline could additionally clarify how the platform fits within this process and how the tools integrated in the platform contribute to the journey of members. Furthermore, the validation also showed that there was a wish for more tools focused on community development and tools that facilitate in democratic decision-making. These three mentioned points of improvement function as input for the last design stage, the deliver phase.
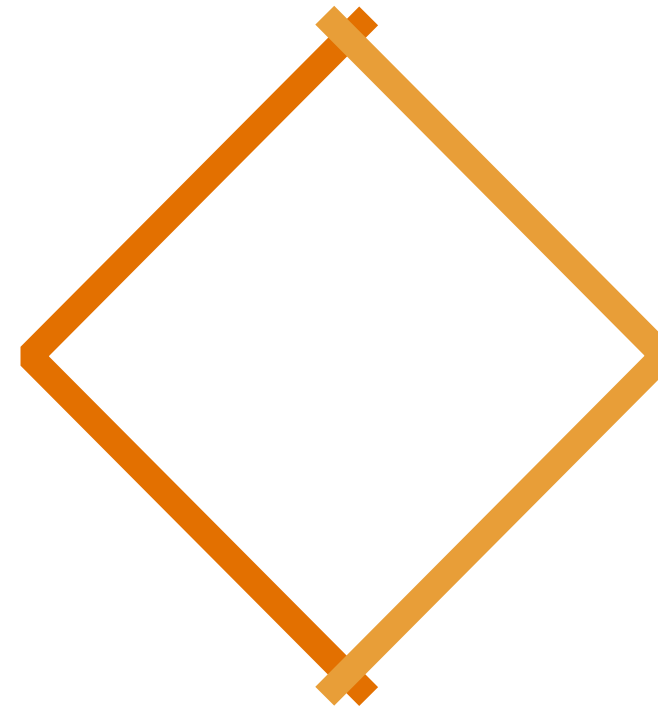
Deliver

To cater the need for a storyline, a CLT blueprint was designed. This blueprint shows the journey of a member within the community, starting with the onboarding process, followed by being an active member, and ending with being part of an empowered community. For every of the three stages, activities that could occur are described by explaining the various entry points, the process, the outcome, and how this outcome might influence other processes happening in the community. Several tools are proposed that could be useful during the mentioned activities. To explain the blueprint more thoroughly, a use-scenario is described where in detail is explained how this journey would actually look like from a members perspective.

To focus on the delivery of the platform together with the CLT blueprint, a roadmap was designed. A design roadmap is a visual portrayal of the design elements plotted on a timeline (Simonse, Hultink & Buijs, 2015). The roadmap of this thesis is aimed to synchronise the different development processes within the association and to align the outcome of this project with the aimed timeline of CLT-H-buurt. This roadmap is designed to provide steps towards realising the following future vision: develop a community where members are stewards in creating a desired, and facilitating neighbourhood. To realise this future vision, three horizons are indicated. The first horizon focuses on creating and building the community. In the second horizon, the first CLT-H-buurt building will be opened, and by doing so the community will make its first step in actively partaking in neighbourhood development. The community will, in the last horizon, open other neighbourhood facilities and have a substantial say in neighbourhood development.

Concluding

The report is concluded with a design evaluation, this evaluation describes if and how the combination of the platform, blueprint, and roadmap align with the design brief created. From this design evaluation it is concluded that the main value of this thesis is bringing clarity in the CLT model and association towards the community and the CLT-team members. This thesis functions as a springboard for CLT-H-buurt, a first step towards the process of giving members ownership in the community and neighbourhood. To further develop this process, the following recommendations are given to the CLT-team: built expertise test tools and iterate on the processes; create a training for CLT builders; officialise the entity of CLT Amsterdam and introduce them to the community; start giving ownership to the members; broaden the community; and continue to create more clarity in the organisation of CLT-H-buurt.

Table of content

Reading guide

This reading guide provides an overview of reoccuring visual elements that guide the reader through this report. To make this report more accessible, the abbreviations and terms used in this report are additionally described in the glossary below.

Glossary
ATP = And The People
CLT = Community Land Trust
ABCD = Asset Based Community Development
MCTC = Maranatha Community Transformation Centre
SHICC = Sustainable Housing for Inclusive and Cohesive Cities

Main chapters
The chapters of this thesis are recognizable by the purple lined squares.

01

introduction

Icons
During the research phase, the outcomes are categorised following these icons.

▣ Requirements
A requirement needs to be integrated in the final design for this thesis.

⇨ Guideline
A guideline is more a general advice that needs to be taken into account throughout the association.

⚲ Challenge
The identified challenges are aimed to be solved through this graduation project.

❓ Open question
The question mark implies open questions present in the context of this thesis.

Important topics

Outcomes or insights that are important are either surrounded by a square or placed before coloured square.

Main insights
Every chapter is concluded with a brief summary of the main insights gathered in that specific chapter. The main insights are recognizable through a dark purple square at the bottom of the page.

PARAGRAPH 1.4

Main insights

01

introduction

This chapter introduces the project assignment, explains the context of the project, and ends by describing the approach taken during this thesis.

Introduction

The Netherlands is dealing with a housing crisis, which originates from the financial crisis of 2008 (Obbink, 2020). After the financial crisis, the population grew whereas the construction declined. The current shortage of houses is around 330.000 (Obbink, 2020), to counter this issue an estimated 1 million new houses need to be built in the coming 10 years (ABF Research, 2019). This graduation project focuses on an initiative to remedy this crisis.

This project is executed in collaboration with **And The People** (ATP), a consultancy and innovation agency in the field of sustainable and inclusive urban development (And The People, n.d.). They are currently developing a **Community Land Trust** in the Bijlmer H-neighbourhood (CLT-H-buurt). CLT-H-buurt will be the focus of this graduation project. CLT-H-buurt is an association initiated **to create inclusive area development, affordable housing, and community engagement for people in the Bijlmer** (And The People & CLT Bijlmer, 2020).

Initial project assignment
The development of CLT-H-buurt is complex with a lot of dependencies and uncertainties. Different stakeholders, including the members of the CLT-H-buurt (CLT members), are now designing the structure and vision of the organisation. CLT-H-buurt is the first CLT in the Netherlands and therefore new to all parties involved. The existing CLT members, consisting mainly of residents of the Bijlmer, could benefit from all the social and environmental aspects that the CLT could bring them. Due to a variety of factors, it is currently hard for the members to play an active role within the community, which is a challenge because a CLT is a community-led organisation.

The purpose of this thesis was to capture the values of the residents; visualise how a CLT can be used to achieve the goals of CLT members; display how participation would increase the probability of their goals becoming reality; and give CLT members the right tools to do so. The following goal was formulated:

> **Develop a toolkit that helps to empower residents to play an active role and make them see how a (circular) CLT can enrich their lives (and the neighbourhood).**

Project stakeholders
Multiple stakeholders collaborated to make this graduation project a success. From the faculty of Industrial Design Engineering (IDE) of the Delft University of Technology (TU Delft), Giulia Calabretta and David Keyson are involved as coaches. The project initiator is Joris Kramer, co-founder of ATP. They initiated CLT-H-buurt and CLT Amsterdam. CLT Amsterdam is an overarching organisation that manages and maintains experiences and knowledge about CLT's in the Amsterdam area. Secondary stakeholders are Co-Operate, a coalition part of CLT Amsterdam, and the municipality of Amsterdam, which is also involved in CLT Amsterdam. In chapter 2, the stakeholders will be analysed and explained thoroughly.
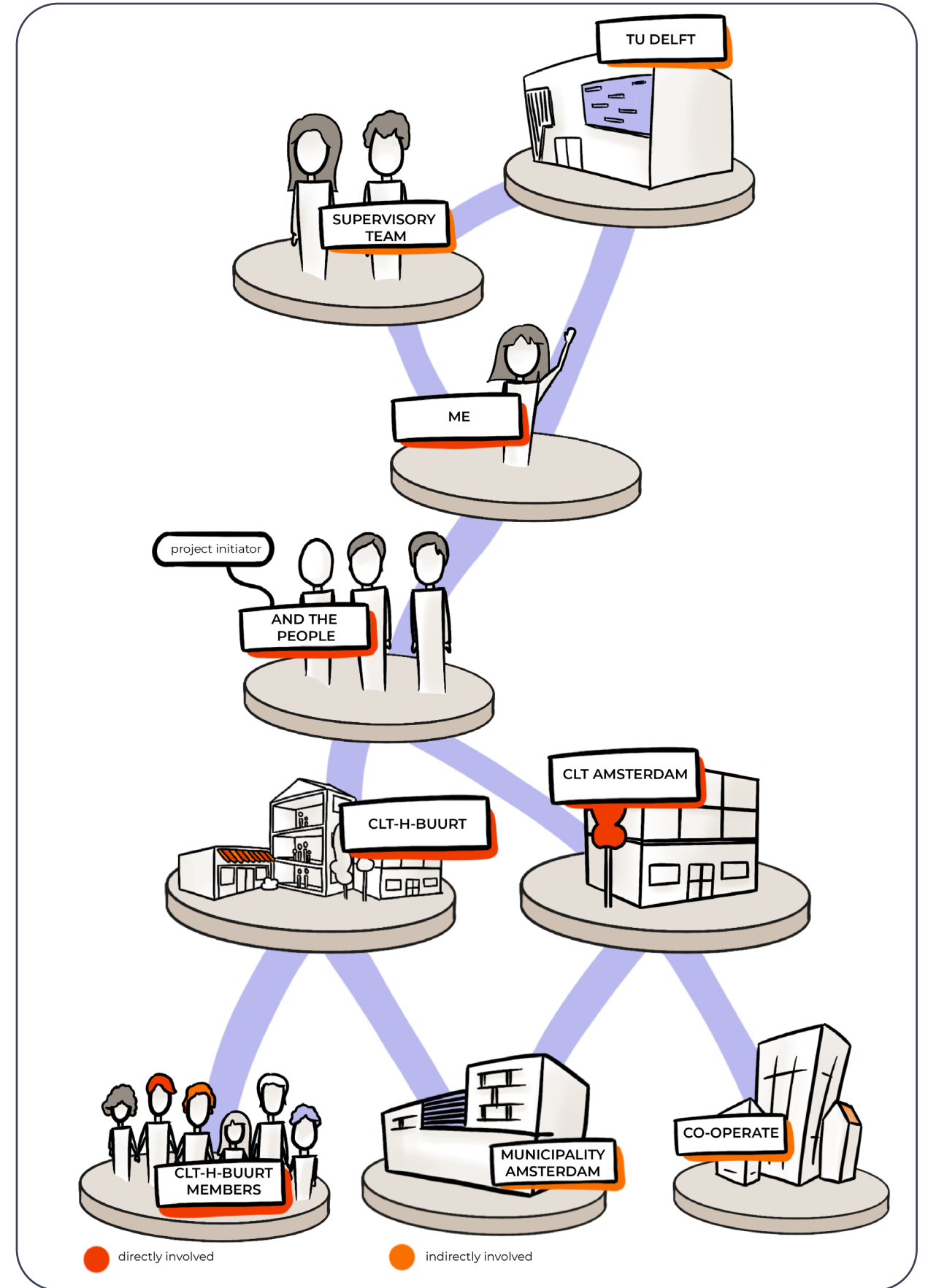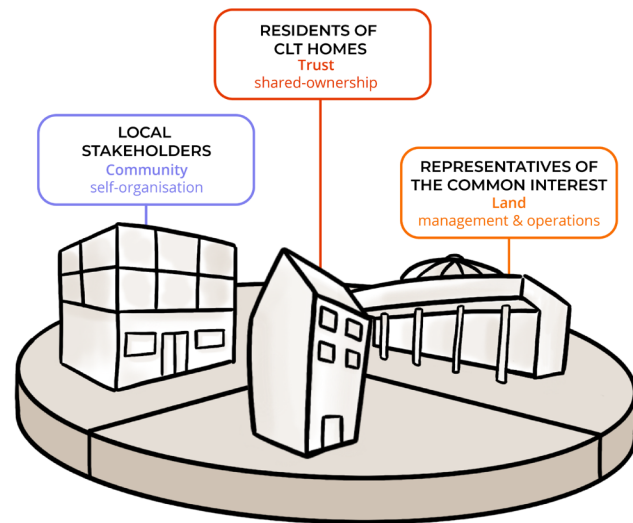

Figure 1.1: Project stakeholders

Context of the project

Figure 1.2a: CLT-model

Figure 1.2b: CLT Amsterdam

Figure 1.2c: CLT-H-buurt

Figure 1.2d: Organisational structure of clt-h-buurt

To create a better understanding of the complexity of the project, an elaboration of the context of this project is described. It is important to stress that multiple stakeholders are collaborating to realise CLT-H-buurt successfully. To structure this complexity, the CLT model will be explained first. Then CLT Amsterdam is discussed and followed by an additional explanation about the CLT-H-buurt.

Community Land Trust

The first CLT was developed by activists who wanted to use this new form of property to obtain social purposes (Meehan, 2014). The first CLT was established in Dudley Massachusetts in 1968. Currently, Europe is recognizing the value of CLT and in 2017 the SHICC (Sustainable Housing for Inclusive and Cohesive Cities) project was initiated to develop, support, and disseminate the CLT model in Europe (Interreg North-West Europe SHICC, 2020). New CLT's are now being initiated in Belgium, England, France, and now also in the Netherlands.

A CLT can be seen as a **social invention** with a focus on solving problems considering land ownership, from affordability to preservation (Meehan, 2014). It is a community-led not-for-profit organisation that creates and manages affordable housing for people with low or modest incomes and develops neighbourhood facilities that benefit the local community. CLT's are open member organisations that use an alternative development model which includes the interests of residents and the neighbourhood. The ownership and management of the land, homes, and neighbourhood facilities are anchored in the CLT organisation by taking them in joint ownership, as well as establishing conditions that ensure sustainable and social use. **The three main aspects are defined as self-organisation (Community); management and operation of real estate (Land); and shared ownership (Trust)** (figure 1.2a). How these aspects overlap, interact, and are organized is specific to each CLT context (And The People & CLT Bijlmer, 2020).
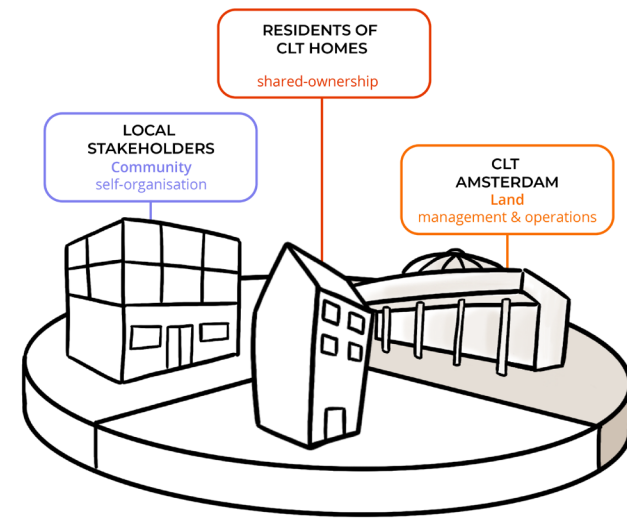
CLT Amsterdam

As stated in the previous section, every CLT is different and designed fitting to the context. Within the Dutch context, the CLT model is used and contextualized on legal, financial, and organisational aspects. The difference is that the land in ownership (leasehold) of the city of Amsterdam remains, instead of the 'trust' (And The People & CLT Bijlmer, 2020). The trust is therefore non existing in the Dutch context, and from here on referred to as shared ownership, figure 1.2b. CLT Amsterdam is an umbrella name for multiple representatives of the common interest, who make up one-third of the CLT structure. These representatives are briefly described below and will be elaborated upon in paragraph 2.4. Another third, the local stakeholders, represent a local CLT, like the CLT-H-buurt. CLT Amsterdam can represent the common interest for multiple local CLT's.

MUNICIPALITY OF AMSTERDAM
As the owner of the land, the municipality of Amsterdam uses the CLT as a means to be climate neutral in 2030.

LOCAL PARTIES
These are employees of the municipality who work specifically for the Southeast district.

CO-OPERATE
Co-Operate is a coalition that calculates the potential of new ownership models. They use CLT-H-buurt for place-based prototypes.

LOCAL ORGANISATIONS
Also known as welfare organisations or civil society.

ANCHOR INSTITUTIONS
Local nearby entities like Amsterdam UMC and the Johan Cruijff Arena, aiming to improve the long-term health and social welfare of the neighbourhood (UCSF Anchor Institution Initiative, n.d.).

EXISTING HOUSING COOPERATIVES
Housing cooperatives like De Warren and De Nieuwe Meent have a role as experts, they can exchange their knowledge with the community.
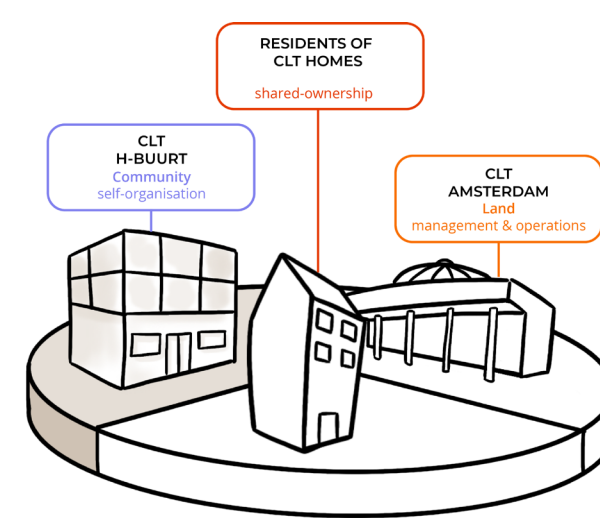
CLT-H-buurt

Every CLT association will consist of its own partners who together collaborate to develop a flourishing community. They all have their own residents and local stakeholders. Different CLT associations can, on the other hand, have the same representatives of the common interest. If another CLT association is initiated in Amsterdam, they can have CLT Amsterdam as their representatives as well, sharing them with CLT-H-buurt, figure 1.2c.

The organisational structure of CLT-H-buurt is visualised in figure 1.2d. On top, there is a board and an executive board, also referred to as the CLT team. Within this team, there are different roles: 1) the community manager, 2) someone responsible for the housing process, 3) the administrator, 4) someone responsible for the realisation of the CLT, and 5) someone looking after community transformation. The ones responsible for CLT realisation and community transformation guide multiple community builders. Community builders are CLT members who volunteered to play an active role within the CLT.

Within a CLT you have different workgroups. Currently, in CLT-H-buurt the following groups exist: ABC-developers, coop developers, and the self-builders. In an ideal situation, every workgroup consists of a CLT builder, CLT member(s), resident(s) of (future) CLT homes, and representative(s) of the common interest, figure 1.2e. These workgrops will be further elaborated on in chapter 3.
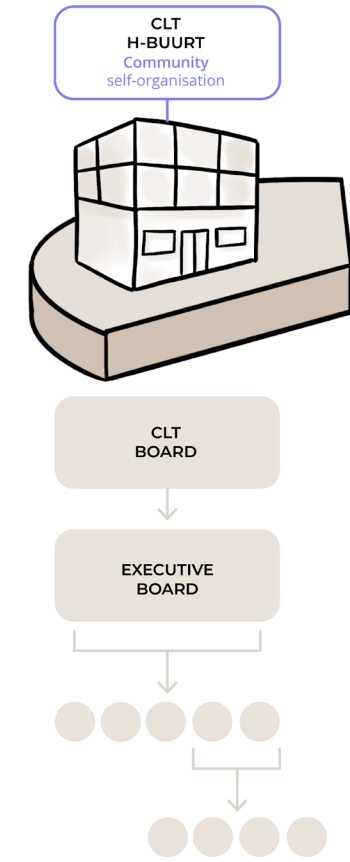

Figure 1.2e: Composition of workgroups

Project approach

This paragraph gives insight into the approach taken during this project and will additionally describe how the process undertaken is structured in this report.

As previously mentioned in paragraph 1.1, the development of the first CLT in the Netherlands, CLT-H-buurt is in an early stage of development and many diverse stakeholders are involved. Due to this complexity and uncertainty, an **agile project management** (Alliance, 2001) approach was applied. This approach assumes simplicity, embraces change, tries to maximize value through managing with a purpose, and tries to receive rapid feedback from all stakeholders (Fernandez & Fernandez, 2008).

With the use of this approach, the project was open to rapid changes, new developments, and uncertainties. Next to this benefit, working agile helps with receiving insights from members which aligns with the goal of the CLT-H-buurt: ensure member participation.

Report structure
This report is a concise version of all the processes undertaken during this thesis, it only discusses the main outcomes and intermediate decisions that were made. For a detailed overview of all the insights and processes, I will refer you to the appendices.

While during the execution of the project an agile approach was used, the structure of this report will, for the sake of readability, follow the **Double Diamond method**, figure 1.3 (Council, 2007). This method distincts four phases: discover, define, develop, and deliver. Each of the phases consists of iterative loops where exploration and/or testing takes place.

DISCOVER
During the discover phase, a better understanding of the context and target area is created. This is done through, first doing explorative research, consisting of attending meetings and reading literature. This is then followed by action research focussed on the target group: organising meetings, analysing them, and subtracting insights from these activities.

DEFINE
Within the define phase, all the gathered insights of the discover phase are converged into a design brief stating the problem statement, design goal, requirements, and guidelines.

DEVELOP
This third phase describes the development of the platform, its first version with the content and a fist validation session which is input for the following phase are described.

DELIVER
In the last section, the final concept is described, showing a blueprint for the CLT explaining how the organisation is structured and how the platform fits within this association. Implementation guidelines are given and the project is concluded by evaluating the process and stating last recommendations.
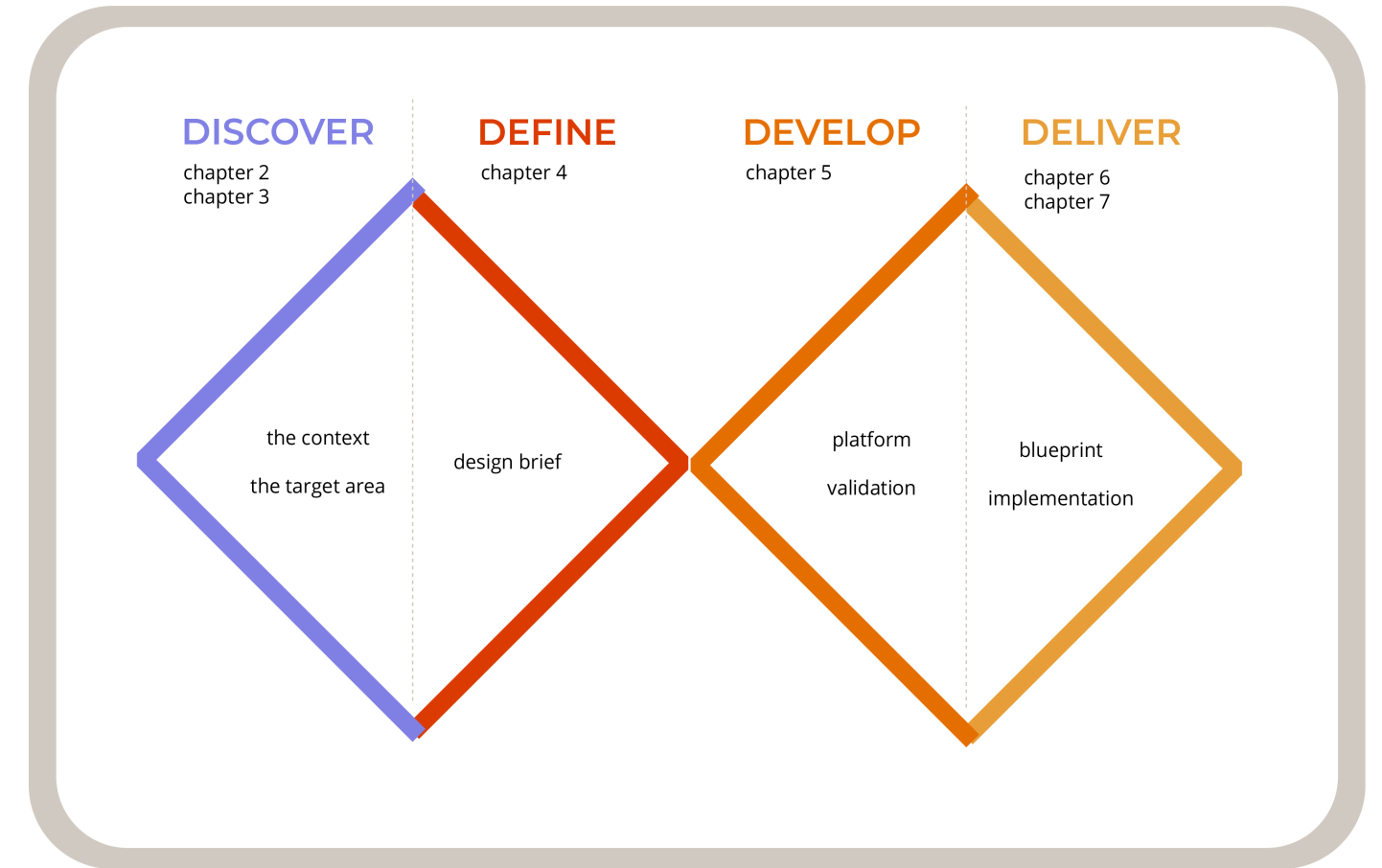
Figure 1.3: Double diamond approach

Main insights

Within CLT-H-buurt, the aim is to create inclusive area development, affordable housing, and community engagement in the neighbourhood | The initial assignment of this project is to explore how CLT-H-buurt can help to empower CLT members to play an active role and make them see how a CLT can enrich their lives | To ensure self-organisation, CLT-H-buurt is built up from multiple workgroups consisting of top-down and bottom-up stakeholders | For readability, the report is structured according to four phases: discover, define, develop and deliver.

02

discovering
the context

With this chapter, the researchc phase is initiated. The initial assignment is decomposed to uncover gaps. These gaps are then researched by looking into the directly involved stakeholders. The insights gathered are summarised at the end of this chapter and used as input for the third chapter.

Approach

The first part of this thesis is focused on getting a clear understanding of the design goal by exploring the context. Through explorative research, assumptions and open questions that were hidden in the initial assignment are uncovered and explored. Every involved stakeholder is analysed to finally conclude this chapter with a set of requirements and input for the following research chapter.

The project started with detecting assumptions and unanswered questions in the initial assignment. These assumptions and questions are guiding throughout this chapter. To analyse these questions and assumptions, extensive desk research and numerous informal conversations with members of the CLT-H-team took place. These conversations were focused on discussing their experiences gained since the initiation of CLT-H-buurt. Several formal online meetings were additionally attended that provided insights into their way of working and their future ambitions.

The research is structured according to the directly involved stakeholders mentioned in paragraph 1.2. For every stakeholder, an introduction is given, followed by their main interests and challenges, to finally describe the relations these stakeholders have with others that may influence them. Every paragraph ends with the identification of requirements for the toolkit and remaining questions that need to be researched. These questions serve as input for the following research chapter. This chapter is concluded with an overview of the directly involved stakeholders, showing their interests in contributing to the realisation of CLT-H-buurt and what values they reciprocally exchange, figure 2.1.
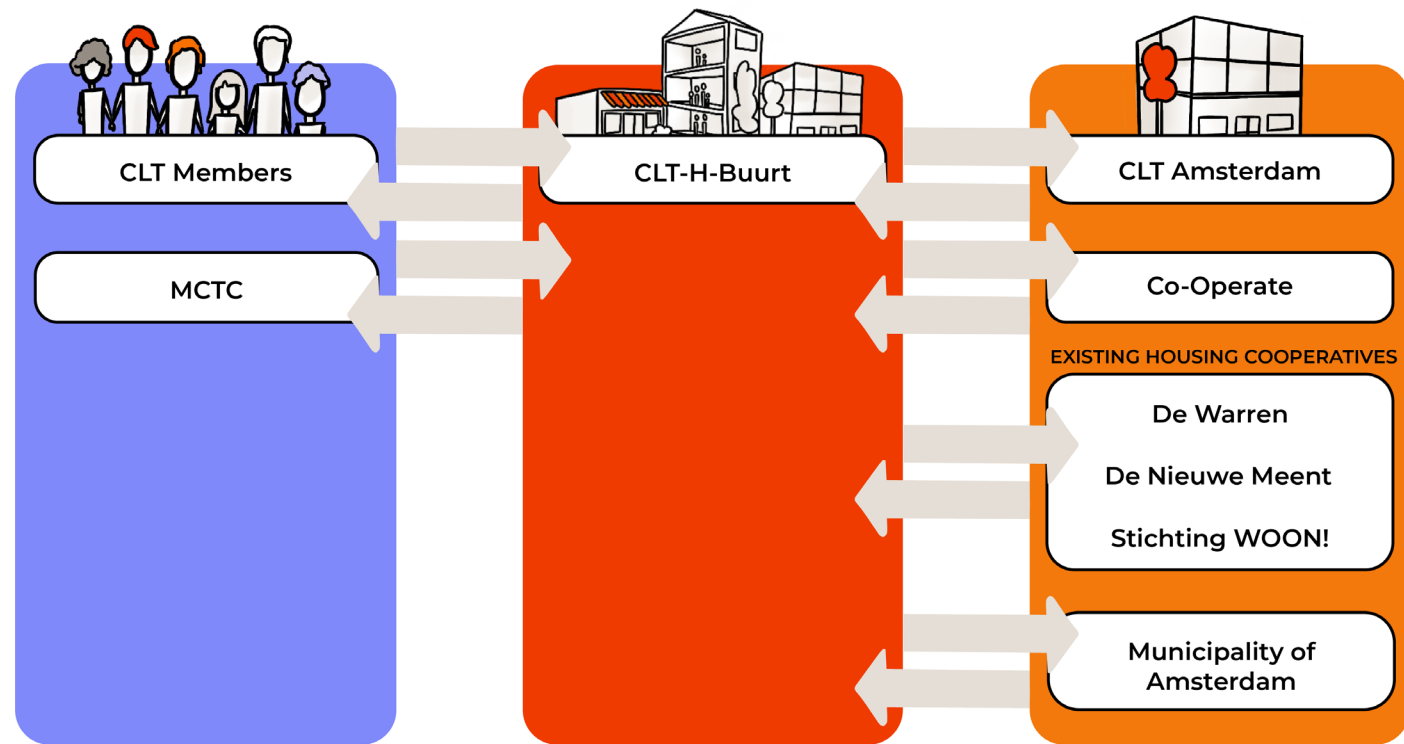

Figure 2.1: Overview value exchange of the directly involved stakeholders

Detecting gaps

The first chapter described the context of the project, this was a brief introduction and left many questions about the stakeholders and the initial assignment unanswered. First, these gaps and assumptions need to be identified before conducting research.

To fill in the gaps, the stakeholders with their connections are mapped in a concise overview and the initial assignment is decomposed. At the end of this chapter, in paragraph 2.6, it is discussed whether these questions have been answered.

Mapping the stakeholders
To solve complex problems like these, a systemic approach is required that uses **social innovation** to uncover an optimal solution (Manzini, 2011). Forlizzi (2013) proposes a framework that allows understanding the part-whole relationships of a situation by looking at it holistically. Based on this framework, the **ecosystem map** of figure 2.2a is created for CLT-H-buurt.

This map shows an overview of the invovled stakeholders and aims to visualise the existing relations between them next to their individual roles. The end-user, a CLT member, is placed in the middle. The other involved players are located in the space around the CLT member. At the horizontal axis, the involved organisations are described, and the vertical axis shows the different layers of stakeholders within CLT-H-buurt collaborate, which is in the workgroups.

What is still missing, is a better understanding of their interests and if they complement or conflict each other. The vision of CLT-H-buurt is that the three layers: members, CLT-H-buurt, and CLT Amsterdam, will complement each other within their collaboration. The following paragraphs aim to seek the balance between the current interests and relations of the directly involved stakeholders. The other stakeholders are out of scope because they still need to be organised or are not involved with the association yet.
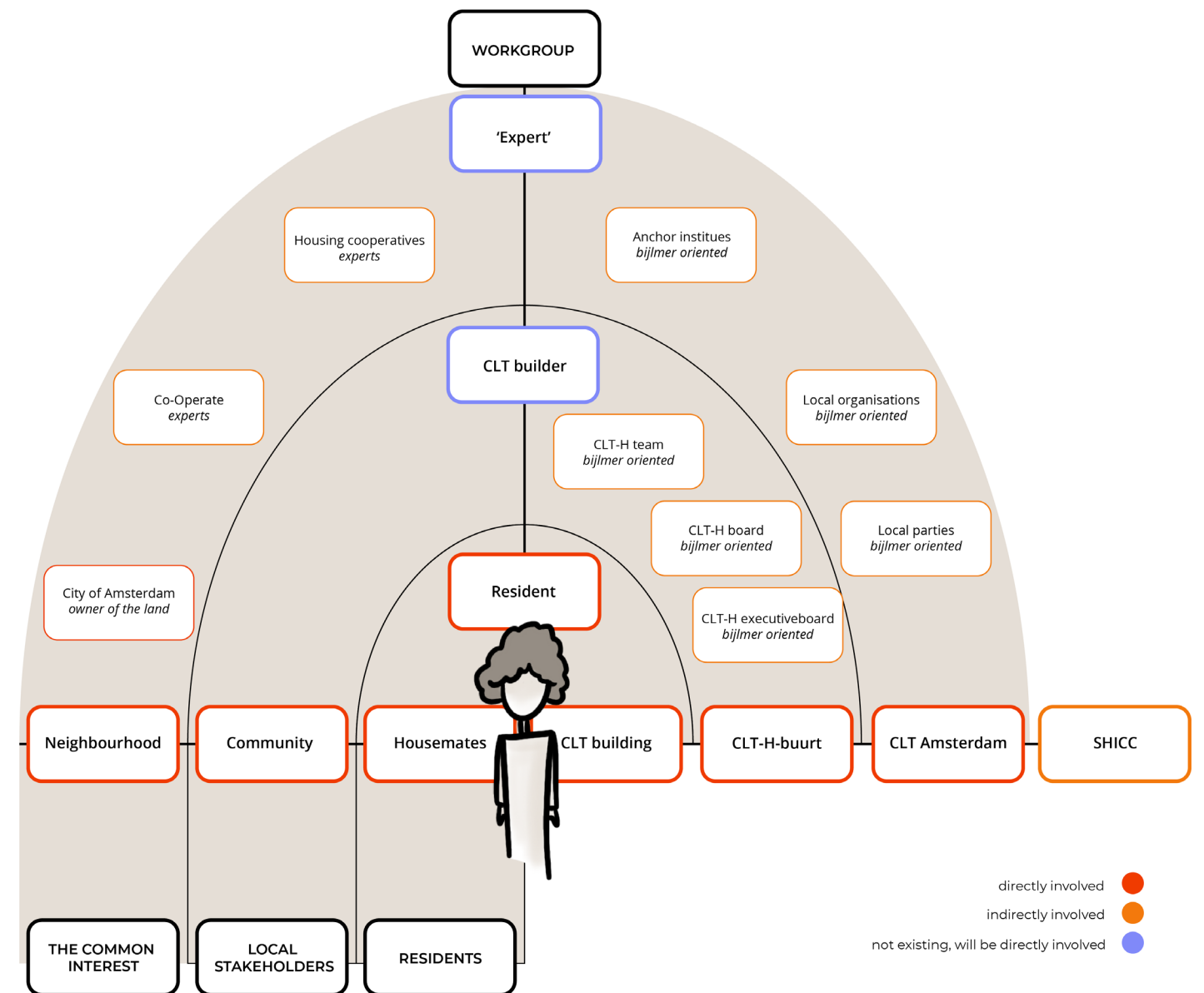

Figure 2.2a: Ecosystem map

Decomposing the initial assignment

The initial assignment indicated that the final deliverable would be in the form of a **toolkit**. The main goal of this toolkit should be **enriching the lives** of CLT members. The toolkit is aimed at two target groups: the **members** that will be empowered through the use of the toolkit, and the **CLT-team** that is responsible to guide the members throughout this process.

To achieve the empowerment that is stated in the initial assignment, the assumption is made that this will be realised when members have an active role in the community. It is then first necessary to answer what it means to play an active role within the CLT association.

The formulation of the initial assignment additionally suggests that when a member is empowered, he or she will then automatically play an active role. To find out whether this correlation is indeed correct, research is needed. To clarify, empowering in this case means "*make (someone) stronger and more confident, especially in controlling their life and claiming their rights*" (Oxford English Dictionary, n.d.).

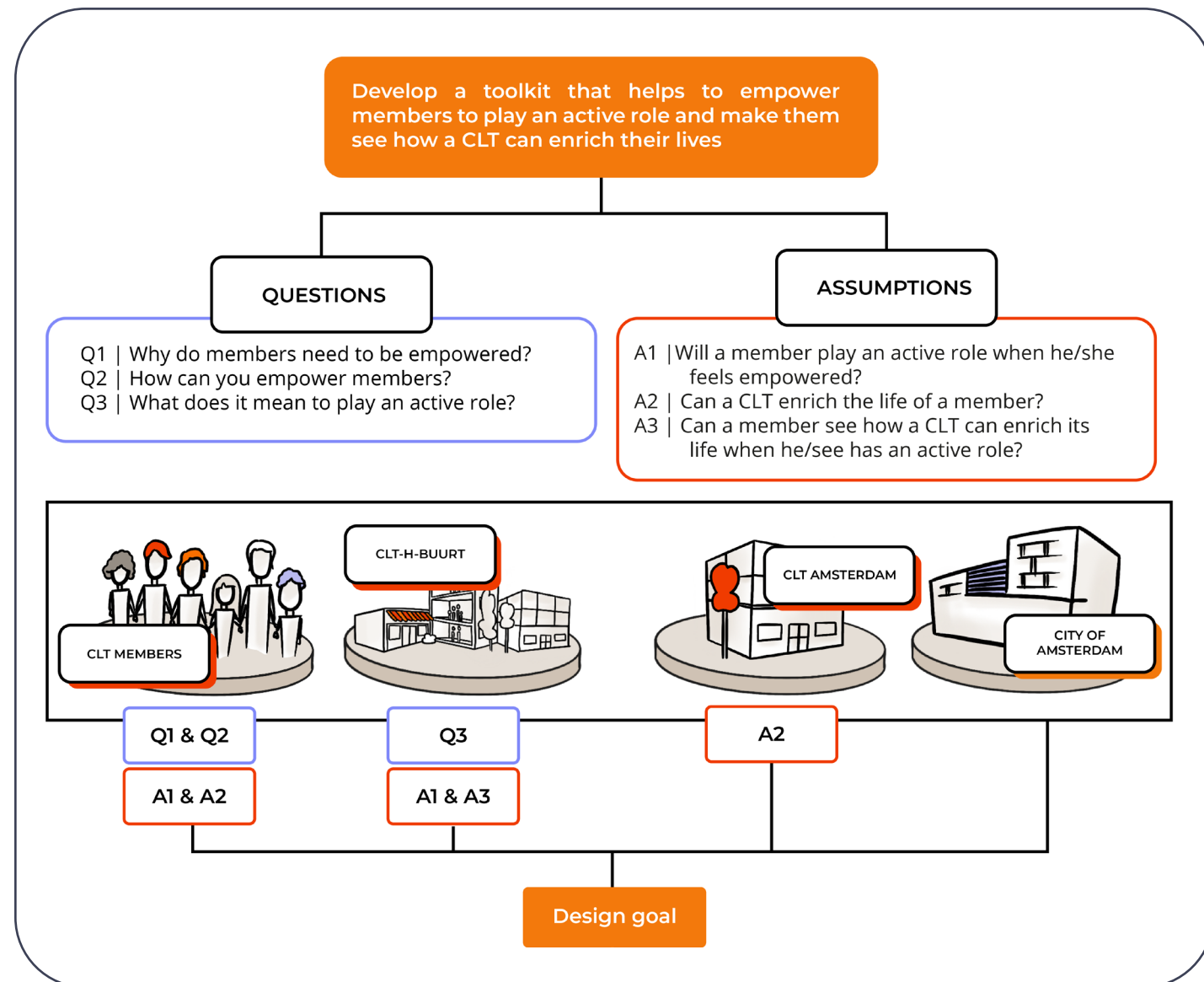The above mentioned assumptions and questions are summarized in figure 2.2b.

Figure 2.2b: Overview of the assumptions and questions resulting from the initial assignment

CLT-members

Q1 | Why do members need to be empowered?
Q2 | How can you empower residents?

One of the target group of this thesis are the CLT-members. According to the initial assignment, they need to be empowered. This paragraph seeks to find out why this empowerment is needed by first looking into their interests: why did they sign up for the CLT-H-buurt, followed by an exploration of the challenges members frequently deal with. Lastly, the relationships that could influence members are described.

The insights are gathered through multiple informal conversations with the CLT-team. The CLT-team members shared their experience gained with conducting intake interviews. Next to these conversations, desk research about the area was conducted. The full analysis, done to get a better understanding of the CLT-members, is described in appendix 2.2. At the time of writing, CLT-H-buurt consists of around 130 members, of which most live or have lived in the Bijlmer, specifically in the H-neighbourhood.

Interests
During the intake interviews, CLT members indicated various important themes of why they signed up to be a CLT member, namely: inclusivity, diversity, equality, solidarity, and democratic decision-making. Next to these themes, the members also believed that CLT-H-buurt could bring hope for the future, give perspective to youngsters, and would help fight loneliness in the area.

Challenges
The challenges that are identified of the members, that will be discussed below, are the result of desk research together with insights gathered from analysing conducted intake interviews. This desk research was namely focused on the Bijlmer area and its inhabitants.

The Bijlmer is a multicultural area where a lot of inhabitants struggle to integrate into the Dutch culture. This is especially hard for the older generations, whereas the younger generation has less difficulty integrating in the Dutch culture. This creates a gap between these generations.

The youngsters in the area make up 20.6% of the Southeast district population (Gemeente Amsterdam, 2017). They do not always have a steady home, their household sizes can change frequently, and domestic violence occurs at a higher rate. Additionally, there is a high number of juvenile suspects, 4.1% of the youngsters between the age of 12-24 in the Bijlmer area are categorised as such (Gemeente Amsterdam, 2017). While the statistics are not in their favour, they do want to stay live in the Bijlmer. Therefore, the suggestion was made by a member to focus the recruitment process on young people so they can be representatives for the CLT and role models for peers to bring hope for their future.

The overall satisfaction of inhabitants of the Bijlmer, with living in the Bijlmer, is a 7.2 on average. Yet 33% of the inhabitants feel sometimes unsafe while walking down the street. This also relates to the above average safety index for crime and fear of crime (Gemeente Amsterdam, 2017).

This could relate to the large group that is registered as unemployed, of which half also receives welfare. Even when people do have a job, it is quite common for them to juggle multiple jobs at the same time. There may be a link with an identified feeling of having no control over their lives (Gemeente Amsterdam, 2017). It does not help that almost 40% of the population is low educated (Gemeente Amsterdam, 2017). Taking these results into consideration could be a reason why a member said that they need flexibility in scheduling meetings. They also need a personal approach, to create a sense of belonging to fight against loneliness, which is a big problem in the Southeast district as 19% feels lonely (Gemeente Amsterdam, 2017).

Relations
CLT members are influenced by their neighbourhood, the Bijlmer. Therefore, as a result from desk research, the history of the Bijlmer is briefly explained to create a better understanding of the area and its background.

The Bijlmer, currently part of the Southeast district of Amsterdam, was built in 1968 to accommodate the predicted population growth and housing shortage. The vision of the City was to build an area for the middle-class, a 'city of the future' consisting of high-rise buildings of the modern age for multi-family living with communal facilities and social equality (Smets & Den Uyl, 2008; Helleman & Wassenberg, 2004). In effect, the neighbourhood became a symbol of social fear, inequality, immigration, and integration issues (Pinkster, Ferier & Hoekstra, 2019). What happened was that, while the Bijlmer area was being realized, municipalities in the area started expanding by building single-family houses. The aimed middle-class however, preferred to live in a single-family house rather than in a multi-family house and started to move away from the Bijlmer. During that period, thousands of people migrated from former colonies to the Netherlands and started to inhabit the Bijlmer. The Bijlmer turned out to be a mixed neighbourhood with problems considering criminality and a high degree of unemployment (Smets & Den Uyl, 2008).

Since its introduction, numerous interventions have taken place in the Bijlmer, including the demolition of a quarter of the housing stock, the improvement of existing houses, and the building of new types of houses. An attempt was made to achieve differentiation in living forms and ownership models. Problems regarding crime and drugs decreased but the stigma around the Bijlmer had already been created. The residents, on the other hand, perceive their neighbourhood as green, quiet, and multicultural (Pinkster et al., 2019).

Outcomes

Q1 | Why do members need to be empowered?

When taking the mentioned challenges and information about the area that the members live in into account, it can be concluded that, on average, members have more challenges on a daily basis. This is why it is important to empower members and thus help them overcome these challenges.

Empower the members

Q2 | How can you empower residents?

The themes that were labelled as important by the members need to be focal points of CLT-H-buurt. CLT-H-buurt additionally needs to ensure democratic decision-making throughout the organisation.

Incorporate the following values: inclusivity, diversity, equality, and solidarity.

Ensure democratic decision-making.

Interests of CLT members

Creating a community where inclusivity, diversity, equality, and solidarity are a common good. Being part of an association that has democratic decision-making integrated.
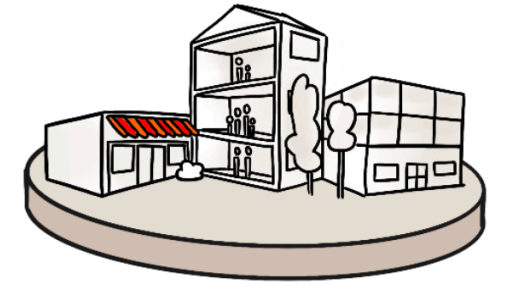
CLT-H-buurt

Q3 | What does it mean to play an active role?

The CLT-H-buurt, under guidance of the CLT-team, will be responsible for empowering members. This paragraph therefore seeks to find out how this can be achieved through looking into the interests of the association, identifying their challenges, and uncover stakeholders that influence CLT-H-buurt. A special focus of this paragraph is answering the question of what it means to have an active role within the community.

This analysis is done by conducting desk research, having various informal conversations with the CLT-team and attending formal meetings.

The initiative to start a CLT in the Netherlands was taken in 2018 by a local neighbourhood association, the Maranatha Community Transformation Center (MCTC). Thanks to financing from the Stimuleringsfonds and the Triodos Foundation, ATP could take a leading role in the organisation and implementation of the project. Throughout the process the association adjoined the European CLT movement: Sustainable Housing for Inclusive and Cohesive Cities (SHICC). SHICC supports the establishment of CLT associations across the North-West European region. By doing so, SHICC has created a knowledge platform, useful for other CLT associations in the region (Interreg North-West Europe SHICC, 2020).

Since the initiation of CLT-H-buurt, a lot of action research and recruitment has been done. The process of developing the first CLT building is ongoing and is aimed to be in the H-neighbourhood of the Bijlmer. Therefore, the creation of CLT-H-buurt is the first local CLT of CLT Amsterdam. As mentioned previously, CLT-H-buurt has around 130 members, consisting of (future) residents of CLT homes; members representing the neighbourhood and civil society; and experts and (social) investors. Different workgroups are organised, and the first general member assembly has already taken place in February.

Interests

CLT-H-buurt aims to create a flourishing community with socially and economically emancipated residents. The community will eventually steer neighbourhood development for current and future generations by giving them the right capacity, skills, and ownership to do so (CLT-H-buurt, 2021). To achieve this flourishing community, the following steps are planned:

1. Separating the ownership of the land (communal property) and homes (residents),
2. Limiting the resale price via anti-speculative clauses,
3. **Giving residents the opportunity to become owners and closely involve them in the development and organisation of projects,**
4. Developing access to neighbourhood-oriented facilities,
5. **Finding the right balance between the individual interests of the users/residents of the homes and the general interest of the community.**

(CLT Bijlmer, n.d.).

Challenges

The main challenge for CLT-H-buurt, that correlates with the initial assignment, is in the above mentioned steps 3 and 5. The association aims to let members join one of the workgroups, by doing so, members can be closely invovled in the development of the neighbourhood and that, consequently, the right balance between individual and communal interests is created in those workgroups. To achieve this, members do need to join the workgroups and this balance is also something that cannot be taken as a common good, there is work to be done to create this. Additionally, it is important to stress that CLT-H-buurt is still in development which brings its own challenges.

Relations

The CLT-H-buurt is closely related to MCTC, the organisation that initiated CLT-H-buurt. MCTC is a grassroots organisation located in the H-buurt. This organisation has been locally active for more than fifteen years and is supported by the municipality of Amsterdam (CLT-H-buurt, 2021). Most of the existing members were connected to MCTC and signed up via this way. MCTC is a source of members and therefore an important part of the community. CLT Amsterdam, the umbrella entity for (future) CLT's in the Amsterdam area, is related to CLT-H-buurt as a knowledge partner and will be elaborated upon in the next paragraph.

Outcomes

Q3 | What does it mean to play an active role?

To play an active role as a member entails joining one of the workgroups. By doing so, members can let their voices be heard and help balance the top-down and bottom-up influences within the community. Members can steer their priorities onto the agenda of the association.

▣ **Have the right balance between bottom-up and top-down influences.**

A1 | Will a member play an active role when he/she feels empowered?

Taking a more leading or active role within the community requires a certain level of confidence. The members need to believe they can contribute something to the community. Empowering members could therefore enhance the chance of them joining one of the workgroups but on its own will not guarantee this. The following challenge needs to be addressed in this thesis:

? **How to encourage members to join a workgroup?**

A2 | Can a CLT enrich the life of a member?

The stated goals of CLT-H-buurt are all aimed at solving the needs and wishes of its members. This is only under the condition that the members become stewards within the organization. This results in another design challenge to safeguard the members perspective throughout the association:

? **How to ensure democratic decision making in the organization?**

A3 | Can a member see how a CLT can enrich its life when he/she has an active role?

If the above-mentioned challenges are considered: members join workgroup, and democratic decision making is ensured, the member still needs to feel comfortable enough to share its opinion within a workgroup.

? **How to ensure that members share their perspective within the workgroups?**

The fact that the association is still in the development phase the following requirement is formulated:

▣ **Make sure the final concept can continue to grow following the development of the association.**

Interests of CLT-H-buurt

Creating a flourishing community with socially and economically emancipated residents.

CLT Amsterdam

CLT Amsterdam, the representatives of the common interest, is built up from different organisations. At the moment of writing, this entity is in the process of being realised, it does not exist yet. Some parties are already closely involved, while others are yet to be contacted. In an ideal situation CLT Amsterdam consists of the municipality of Amsterdam, anchor institutes, local organisations, Co-Operate, local parties, and existing housing cooperatives. The idea is that they collaborate to realise and maintain the CLT by contributing their expertise. For this thesis, the assumption is made that when CLT Amsterdam is organised, besides the external stakeholders there also is a board that organises these stakeholders and is responsible for the maintenance of the produced knowledge.

A brief description of the already involved partners is given in this chapter. The information about the partners are gathered through extensive desk research and several meetings of Co-Operate were attended. The municipality of Amsterdam will be described in the next paragraph due to the big influence it has on the association.

Interests
CLT AMSTERDAM
The goal of CLT Amsterdam is to be an advisory body for several CLT associations in the Amsterdam area. They would like to built expertise and knowledge that they can exchange with local CLT assocciations. These associations will in turn share their experiences with CLT Amsterdam in order for them to further develop their expertise.

CO-OPERATE
Co-Operate is a coalition of And The People (social innovation), Space&Matter (strategic and spatial design), New Economy (circular business models), and CLT Amsterdam.

What Co-Operate does is calculate the potential of new ownership models that help in the transition towards a regenerative economy on a neighbourhood scale. They validate systematic interventions on affordability and practicality for residents through place-based prototypes. By doing so, they make residents the stewards of their environment (Co-Operate, n.d.). CLT Amsterdam is used for these place-based prototypes. Based on action research the coalition designed a framework of seven principles for a successful, circular, and inclusive neighbourhood:
1. For current and future generations,
2. Collectively owned, open, and democratic,
3. Resilient: social-ecological and financial,
4. Healthy: people and the planet,
5. Connected and accessible,
6. Inclusive and affordable,
7. Regenerative by design.

These principles are inspired by relevant frameworks, including the Doughnut; Metabolic's Seven Pillars; and Paul Hawken and Amanda Ravenhill's Project Drawdown (Co-Operate, n.d.). The framework from Co-Operate distinguishes itself from existing ones in that it is tailored to social and circular neighbourhood development including new ownership models.

The goal of Co-Operate is "*to achieve our climate goals and cater to a growing population, we need to develop a new framework for developing and operating neighbourhoods that allow communities to thrive without transgressing the safe boundaries of the earth's natural systems*" (And The People, Dr2 New Economy, Space&Matter & CLT Bijlmer, 2020). The top-down vision of Co-Operate and the bottom-up vision of CLT Amsterdam need to eventually be intertwined in order for the framework to be implemented by future CLT associations. The designed principles in the framework can then be contextualised and prioritised to the specific are to increase its relevance for the residents and members of that specific CLT association.

EXISTING HOUSING COOPERATIVES
CLT Amsterdam already exchanges knowledge with housing cooperatives De Warren and De Nieuwe Meent. Stichting Woon!, a knowledge platform that helps residens with renting or buying a house, with energy, and participation matters, is also already collaborating with CLT Amsterdam in the creation of a educative training for the community.

These stakeholders are seen as experts in setting up a housing cooperation and other matters considering the self-build process. They on the other hand, can learn from the experiences the CLT association gains in their development process.

Challenges
The difficulty for CLT Amsterdam is the variety of stakeholders: How to manage all their interests within CLT Amsterdam but more importantly, the balance between the interests of CLT Amsterdam and the interests of the CLT members. It is necessary to safeguard the members' needs from the top-down organisations.

Relations
As previously mentioned, the entity of CLT Amsterdam still needs to be officialised. It is therefore too complicated to already start mapping the existing or upcoming relationships. Most important is the relationship that they need to build with the CLT members.

Outcomes

Interests of CLT Amsterdam

Creating an organisation with expertise in helping CLT associations thrive.

Interests of Co-Operate

Developing a framework to help neighbourhoods towards a regenerative economy by implementing new ownership models.

Interests of housing cooperatives

Exchange knowledge with CLT Amsterdam about creating and maintaining a housing cooperative in the Netherlands.


Municipality of Amsterdam

In order, for a CLT association in the Amsterdam area, to obtain a plot to build homes and facilities, they need to participate in a tender. For participation the association needs to subscribe to the 'Kaartenbak' (card catalogue) from the City of Amsterdam. The City will then decide who, from all the subscriptions in the Kaartenbak, is best suited to build on the plot. It is therefore strategic to align with the goals and strategy of the municipality of Amsterdam as it may increase the chance of a successful tender. Additionally, within the Dutch context, Amsterdam will remain the owner of the land whereas the CLT-H-buurt is only the leaseholder.

This paragraph investigates the interests of Amsterdam via desk research, exploring the strategy of the City. For CLT-H-buurt to incorporate these, different challenges are identified and verified.

Interests

In the Amsterdam Circular 2020-2025 Strategy, Amsterdam states the goal of becoming climate neutral in 2050. To achieve this goal, measures for businesses, the City, and residents are given (Gemeente Amsterdam, 2020a). In the report they mention the CLT-model as an opportunity to use as a means towards becoming a climate-neutral city. Another part of this Strategy is the Amsterdam City Doughnut; an elaboration on what it is and how CLT-H-buurt can use this to its advantage will follow in the next section. Another goal of Amsterdam is defined in their 'Actieplan Wooncoöperaties'. With this plan the City will invest in the development of housing cooperatives, aiming for 10% housing cooperative houses out of the total supply of homes in 2040 (Gemeente Amsterdam, 2020b).
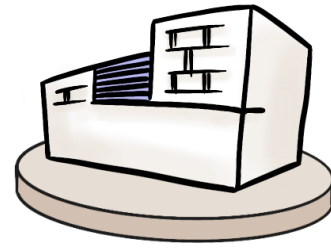
DOUGHNUT ECONOMICS

The Amsterdam City Doughnut is based on Doughnut Economics. The Doughnut is a visual representation of a new economic mindset, figure 2.3, where the inner circle represents the social foundation where no one should fall short. The outer circle is the ecological ceiling that humanity should not overshoot because it pressures Earth's life-supporting systems (Raworth, 2017). Since the introduction of the Doughnut, the Doughnut Economics Action Lab (DEAL) was initiated, and actionable tools were introduced. DEAL translated the economic mindset into the actionable Doughnut Principles of Practice (2020). The doughnut can only be implemented if the initiative follows all the principles of practice. Due to the recent launch of DEAL in 2020, the variety of available tools is not that broad yet. There is one tool interesting for this context though, the City Portrait Canvas. The whole tool can be found in appendix 2.1. It is designed to help participants (members/residents) to see the interconnectedness between local goals and global responsibilities (Thriving Cities Initiative, 2020). It could be interesting to transform it into a 'Community Portrait Canvas', such that CLT members could learn to think more holistically and from a different perspective.
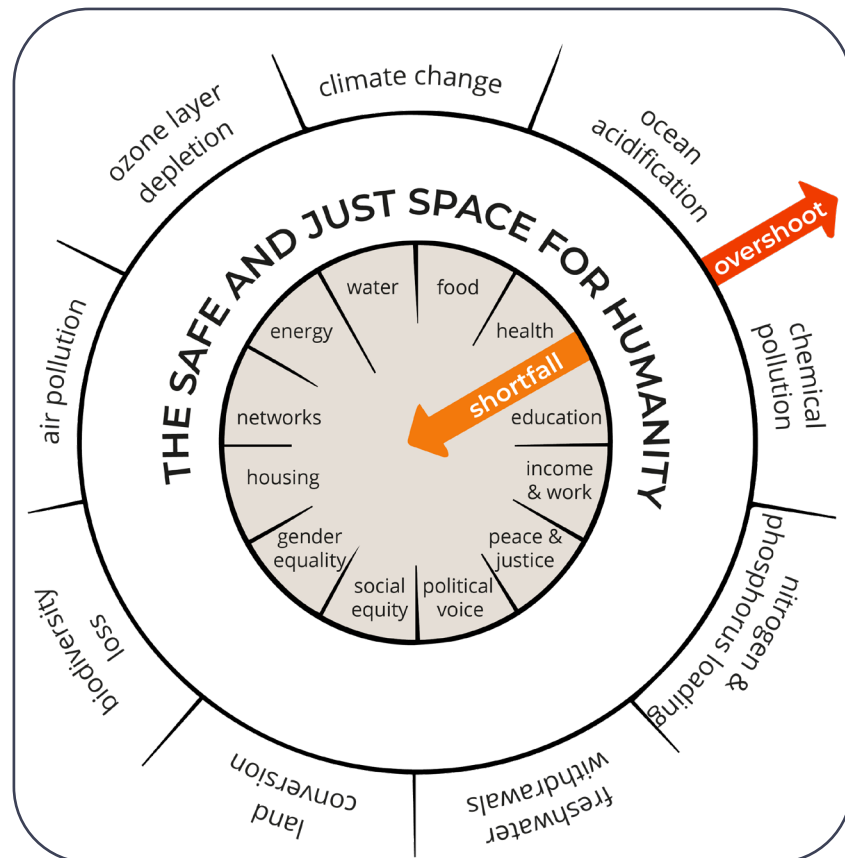
Challenges

CAN THE DOUGHNUT BE INTEGRATED INTO THE CLT MODEL?

To answer this question, connections between the three parts of CLT (self-organisation; management and operations; and shared ownership) and the Doughnut model are identified.

According to Raworth (2017), to build effective organisations they need to have three properties: healthy hierarchy, resilience, and self-organisation.

When it comes to the management and operation of real estate, the Doughnut suggests that the market, the commons, and the state need to collaborate to make it distributive by design. Where Raworth (2017) says *"the commons are shareable resources of nature or society that people choose to use and govern through self-organising, instead of relying on the state or market for doing so"*. Within the CLT-model this collaboration mostly takes place within the diverse representatives of the common interest who work together with the members.

Even a direct link towards shared ownership models is made in Raworth her book (2017): *"Tackling inequalities at root calls for democratizing the ownership of wealth, because political-economic systems are largely defined by the way property is owned and controlled"* and *"Redistributing land ownership has historically been one of the most direct ways to reduce national inequalities"*. Raworth proposes that land should be owned by the commons, by a community instead of the current land-owners model.

IN WHAT FORM CAN THE DOUGHNUT BE INTEGRATED?

Now that the conclusion can be made that the CLT model is an interesting approach towards living inside the Doughnut, the form needs to be discussed upon. It can be said that the DNA of the CLT model is already similar to the Doughnut mindset. It is necessary though to have a document to show how it follows these principles. Next to that, it can integrate Doughnut tools when they eventually arrive for neighbourhood or community scale. Eventually, if the CLT-model proves its relevance towards the Doughnut model, it has the opportunity to be scaled up to other cities and therefore increases its impact.

WHAT CAN WE LEARN FROM THE AMSTERDAM CITY DOUGHNUT?

In April 2020, at the start of the pandemic, Amsterdam was the first city to adopt the Doughnut model, introducing the Amsterdam City Doughnut. This is a holistic snapshot of Amsterdam to catalyse big-picture thinking, boost co-creative innovation and systemic transformation. They additionally saw it as a roadmap to successfully survive the pandemic (DEAL, Biomimicry 3.8, Circle Economy & C40, 2020). By using the Doughnut, the City identified different initiatives that help to bring Amsterdam inside the socially just and ecological safe space of the Doughnut.

For the creation of the Amsterdam City Doughnut, residents of different areas of Amsterdam were interviewed. General priorities of Amsterdam citizens were identified, interesting for this project are the following:
*   Affordable housing to ensure the wellbeing of all in a diverse city,
*   Wish for greater recognition for community networks,
*   More green spaces in the city.

Relations

The municipality of Amsterdam is influenced by the goals set by the Dutch government. The Netherlands has obliged to work towards the Sustainable Development Goals (SDGs) initiated by the United Nations.

Outcomes

From the analysis about the strategy of the municipality of Amsterdam the following requirements are identified:

> **CLT-H-buurt needs to follow the Principles of Practice to successfully incorporate Doughnut Economics.**

> **There needs to be Doughnut tools in the toolkit.**

Interests of municipality of Amsterdam

Creating successful initiatives that help the City towards their goal of becoming a climate neutral city in 2050.

Figure 2.3: Doughnut Economics

Input for further research

The aim of the explorative research was to conduct research to further discover the context of the initial assignment and form an overview of the involved stakeholders with their interests. Additionally, the assumptions and open questions identified were analysed to detect any gaps and set requirements for the toolkit. This paragraph summarises the findings and reflects upon the research done to gather input for the next research chapter.

The gathered insights about the value exchange and interests of the discussed stakeholders are visualised in an overview in figure 2.6. An important notion, CLT Amsterdam still needs to be organized. The players discussed are already involved but not under the name of CLT Amsterdam. The organisations within CLT Amsterdam have different interests, this makes this area most conflict sensitive. The organisation of CLT Amsterdam is out of scope for this thesis, further research will be left out. Nonetheless, the insights gathered during this research are collected in the recommendations section of paragraph 7.2.

The exploration of the initial assignment answered the identified open questions and discussed the stated assumption. The research led to new questions and requirements for the toolkit, stated in the square on the right.

Requirements

- Empower the residents
- Incorporate the following values: inclusivity, diversity, equality, and solidarity
- Ensure democratic decision-making
- Have the right balance between bottom-up and top-down influences
- Make sure the final concept can continue to grow following the development of the association.
- CLT-H-buurt needs to follow the Principles of Practice to successfully incorporate Doughnut Economics
- There needs to be Doughnut tools in the toolkit.

Questions

- How to encourage members to join a workgroup?
- How to ensure democratic decision-making within the organization?
- How to ensure that members share their perspective within the workgroups?

Furthermore, the research made clear that, for a member, having an active role within the community means to join one of the workgroups. The following information about these workgroups is still missing:

- What types of workgroups exist?
- What is the goal of the workgroups?
- How do they collaborate?

Next to the above-mentioned questions, it is also important to get to know the CLT members by talking to them. The next chapter will focus on getting to know the members, explore the workgroups and, by doing so, seek opportunities to empower members from within and by use of the workgroups.
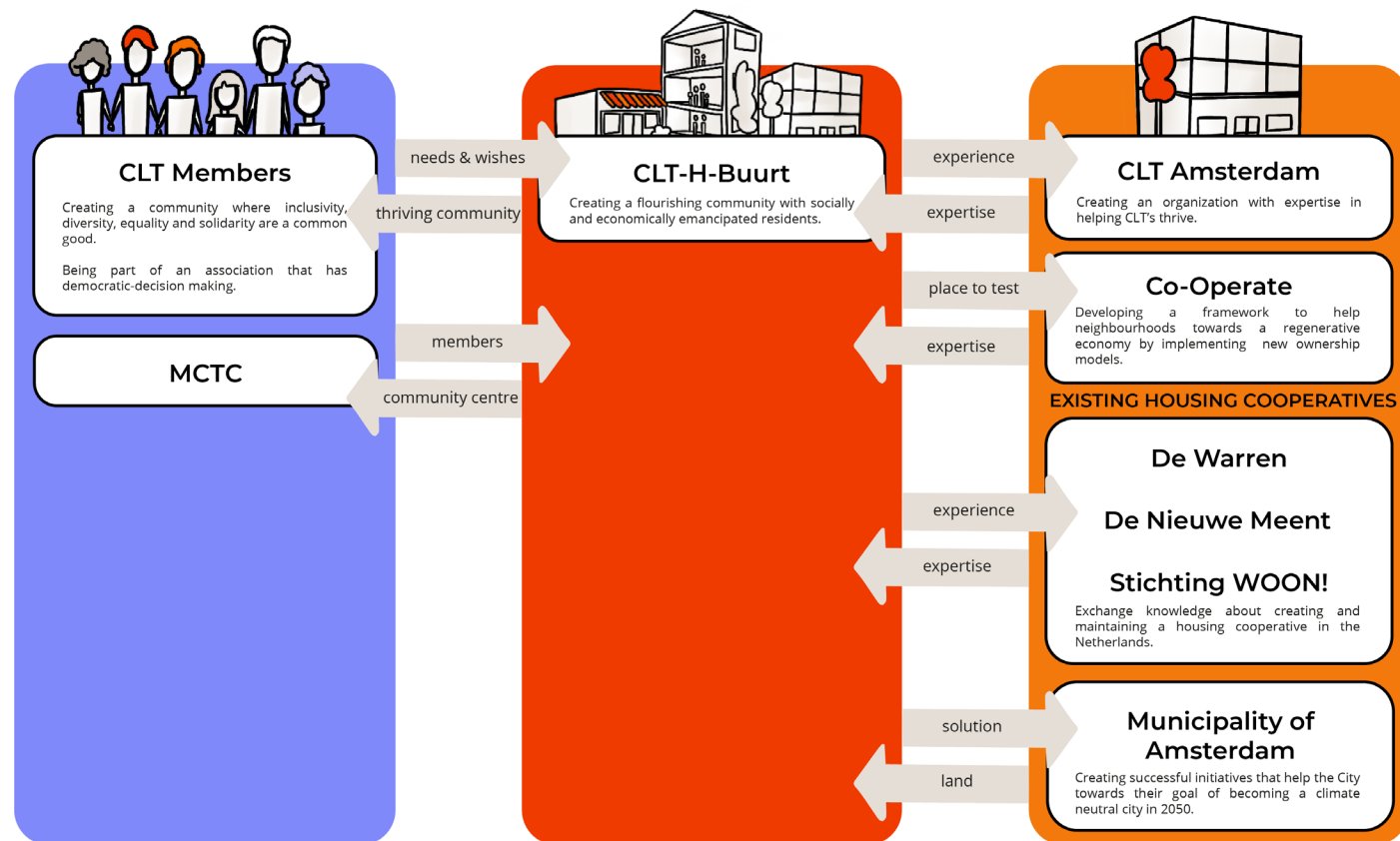
Figure 2.6: Value exchange and interests of the involved stakeholders

Main insights

CLT members have a lot to deal with daily and empowering them could help them cope with these challenges. | Members signed up because they thought CLT-H-buurt could bring hope for the future. | Members find it important that the organisation ensures inclusivity, diversity, equality, solidarity, and democratic decision-making. | For a member to have an active role, he/she needs to join a workgroup. | To empower members, it is important to seek opportunities in how members can join a workgroup and in what way they can be empowered within those workgroups.

03

discovering the target area

In this second research chapter, the existing and planned workgroups are analysed. The analysis resulted in the identification of requirements, guidelines, and challenges. These serve as input during the creation of the design brief in chapter 4.

Approach

This chapter seeks to explore opportunities to empower members within the different workgroups. Next to exploring opportunities, points of contrast between members and experts are identified as well. The goal of this research is, same as the previous chapter, immersing oneself in the complex context of the CLT association. The previous and this chapter serve as input for the design brief that will be created in the next chapter.

The approach that is taken during this research is action research. Action research is "*a participatory, democratic process concerned with developing practical knowing in the pursuit of worthwhile human purposes*" (Reason & Bradbury, 2001). This methodology combines action and reflection, and puts theory into practice with the participation of the end-user. When action research is executed, practical knowledge is produced that functions as input for further research and is useful to the CLT association. This research approach suits with the context of this thesis because it aims to work towards practical outcomes, creating new forms of understanding that additionally increase the wellbeing of the involved people (Reason & Bradbury, 2001). Action research is also the method that is applied by ATP throughout the creation of CLT-H-buurt.

For this thesis, several meetings were organised, reflected upon and some iterations were already implemented. These meetings were either organised for this thesis specifically or were immediately on the agenda of the CLT-team. The process is visualised in figure 3.1.

The insights of this action research are structured following the workgroups as introduced in chapter 2.3. For every group, the current context is described, followed by an analysis that resulted in requirements, challenges, and guidelines that need to be taken into account when designing the toolkit.
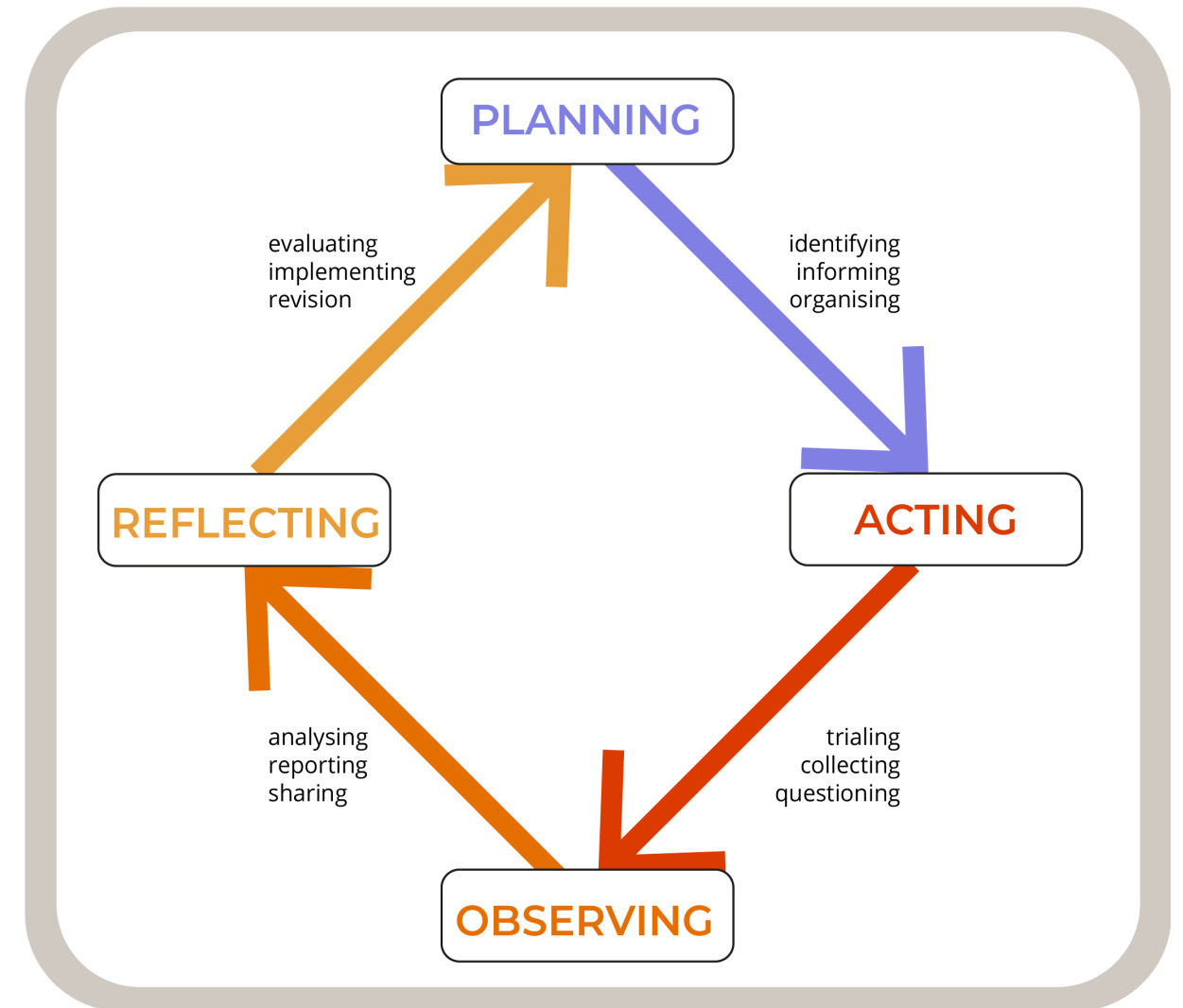

Figure 3.1: Visualisation of the action research approach

ABC-Developers

This group's focus is mainly on creating and maintaining the community through different activities. To create and maintain a community it is important to get to know each other and that members feel part of the community as well. Within the CLT association the ABC-Developers will self-organise events that fit with identified opportunities originating from the members self.
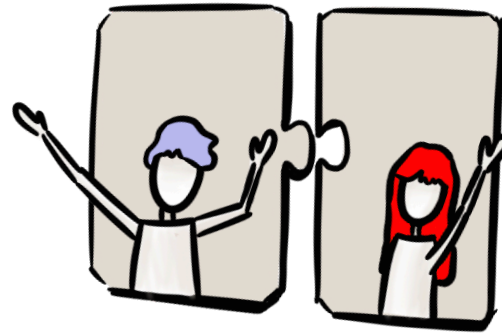
Current context

Currently, this workgroup consists of only one member, an anthropologist who is part of the CLT-H-team. She is responsible for doing intake interviews with the existing and new members. This interview is used to get to know the members, see what they remembered of the CLT model and to spot opportunities and challenges. These opportunities and challenges are then mapped into a Community Asset Map, which is an overview of the talents and gifts present in the community. With this overview, events can be organised that fit with the capabilities and needs of the community.

ASSET-BASED-COMMUNITY DEVELOPMENT

The methodology behind this process is Asset-Based-Community Development (ABCD). This is also where the name of this group comes from. One of the goals is that members from this workgroup become educated and experienced ABCD-experts.

ABCD is an approach towards building and sustaining a community. This method was originally initiated by Kretzmann and McKnight in 1996 to empower communities by identifying and addressing their own problems through the use of the local assets that are available (Kretzmann & McKnight, 1996). Within this approach, the focus is on asset-building rather than on problem-solving (Wilke, 2006). The so-called assets of this method include:
- talents and skills of individuals,
- organisational capacities,
- political connections,
- buildings and facilities,
- financial resources

(Page-Adams & Sherraden, 1997).

In the case of CLT-H-buurt, the focus will be mainly on retrieving talents and skills of individuals, organisational capacities, and the present buildings and facilities within the community. The assets are categorised into personal, collective and potential assets. Looking back at the CLT model, which is based on the combination of the communal, local, and personal interests, it can be said that they are aligned within the combination of the talents and skills of individuals, organisational capacities, and the present buildings and facilities.

Within the ABCD approach there are multiple actionable methods identified to mobilise community members. Within CLT-H-buurt the following are used: (1) a community asset map, (2) a core steering group, and (3) building local assets within the community for mutually beneficial problem solving (Wilke, 2006).

ACTIVITIES

At the time of writing, the anthropologist has taken around thirty interviews and is still doing this on a weekly basis. The main takeaways are noted in (1) the member database, (2) a document with intake data and/or (3) in the gift database. After approximately the twentieth interview, the anthropologist started mapping these gifts in the Community Asset Map. Additionally, the first activities, that follow the identified needs from the members, are being organised.
* First read the insights on the next page before reading the outcomes

Outcomes

Use the toolkit as a platform to inform members about the CLT model. Show an overview of what the CLT does and how it is structured.
(insights: 2.1, 2.2, 2.4, 2.7, 3.3, 5.2)

A place where updates about the association are shared is needed.
(insights: 2.5, 6.1)

Have tools that give a broader perspective on community building by introducing other methodologies than ABCD (e.g., Doughnut Economics).
(insights: 3.1, 3.6, 4.1, 4.2, 4.3, 6.2)

The onboarding process needs to be streamlined through interventions in the current interview guide and the way of documenting the insights.
(insights: 3.4, 3,.5, 5.1).

The structure of the interview guide must support a flexible conversation.
(insights: 1.2, 2.3, 3.5)

Show examples in order to help members share their talents and show how these can be used within the community. Let the ABC-Developers help the members feel more comfortable while doing so.
(insight: 3.2)

Focus on younger generations during the recruitment process
(insight: 2.6).

Insights
The full analysis can be found in appendix 3.1.

	1 Three intake interviews	2 Intake interview data of ±25 interviews	3 Interview with anthropologist	4 Literature research ABCD methodology	5 Interview with the community builder of CLT Brussels	6 Brainstorm sessions with CLT-H-team
ROLE	observant	analyst	interviewer	researcher	interviewer	participant

ACTION / ROLE / INSIGHTS

1 — observant
- 1.1 A better understanding of the onboarding process was created.
- 1.2 The interview follows a conversational structure.

2 — analyst
- 2.1 People are not aware what the CLT model entails.
- 2.2 Most members did not sign up out of their own interest, they did it because someone instructed them to do so.
- 2.3 Members need a flexible approach during the interview but also through other communication channels.
- 2.4 Information about the organisation is not clear for members.
- 2.5 There is a need for frequent informal updates on what is happening within the community.
- 2.6 It is important to focus on involving the younger generation.
- 2.7 There are too little active members.

3 — interviewer
- 3.1 She experiences the use of ABCD methodology as an individualistic approach towards solving communal problems.
- 3.2 Members have trouble sharing or coming up with their own talents. This could be caused by the members who do not understand the question, they feel not comfortable enough, are not aware of their talent or are too modest and do not want to brag.
- 3.3 It is hard to find members that volunteer to have an active role in the community.
- 3.4 The whole onboarding process is too time consuming.
- 3.5 All the interviews go differently and she would like to have a bit more structure during the conversations.
- 3.6 The ABCD-methodology does not guide you on how to build a community and how to recruit members.

4 — researcher
- 4.1 There is a lack of clarity on how to implement and evaluate the ABCD methodology.
- 4.2 ABCD remains an individualistic approach towards neighbourhood development, it continues to be a city-led effort.
- 4.3 The experiences of the anthropologist are recognized challenges of the methodology.

5 — interviewer
- 5.1 They experienced that using ABCD is indeed time-consuming.
- 5.2 In Brussels they also had difficulty in finding active members.
- 5.3 He mentioned that it is hard to keep momentum within the CLT. Members start with enthusiasm but to keep this high to eventually realize an activity is a challenge.

6 — participant
- 6.1 The community asset map needs to be participatory and always accessible for members to see.
- 6.2 Within the map there are opportunities to incorporate Doughnut economics.

Table 3.2: Insights ABC-developers

Coop developers

This workgroup will look into how to implement shared ownership models in the specific context of CLT-H-buurt. When the community shares different products or services, members can save money, build a more sustainable lifestyle, and work on community building at the same time. The Coop developers explore different solutions and ideas that could be worth implementing in the community. They see whether those solutions are desirable, feasible, viable and sustainable. These solutions are from here on referred to as use-cases. The use-cases can be connected to either the development of a future CLT building or to developments in the neighbourhood around it.

Current context

Cooperate started gathering and designing a longlist of interesting use-cases for CLT-H-buurt. They received a subsidy to eventually prototype three of these use-cases. From this longlist, a shortlist of twenty-eight use-cases was created. After multiple brainstorm sessions, they narrowed it down to five realistic and valuable use-cases. To ensure that these use-cases would also fit with the members, this workgroup was initiated. Additionally, the members will also be educated and build expertise around these use-cases.

The ABC-developer was consulted when this group was initiated, she selected several members that would be willing to join and would add value to the group. From here on, the process was handed over to me, to immerse myself into the target group and see how the collaboration between top-down (Co-Operate), and bottom-up (members) could be enhanced.

Insights

The full analysis can be found in appendix 3.2 and 3.3.

First, the proposed members were called and asked if they would be interested in a one-on-one physical interview to discuss some use-cases and their co-ownership models. In total, five members became part of this workgroup. The content discussed during the interviews was pre-designed by Co-Operate and can be found in appendix 3.2. All the use-cases were discussed one-by-one, with an explanation and several questions. After every interview, an iteration was made on the form and structure. This whole process can be found in appendix 3.3.

All the insights gathered and iterations done were presented back to Co-Operate. They then organised an expert session to gather expert feedback and fill the gaps identified by the members.

Eventually, an online Coop developers meeting was organised. During this meeting, the rewritten description of every use-case was presented based on their vocabulary; their ideas were shared with the group; and a statement was discussed focussing on an assumption about the use-case that was necessary to test.

Afterwards, a flyer with a summary of the use-cases was designed in order for the Coop developers to gather feedback from the community. This is done simultaneously while Co-Operate is working on the back-end of the use-cases to make them ready to prototype.

Outcomes

Help external partners emphasize with the members.
(insights: 1.1, 1.2, 2.1, 3.1)

Again: an overview of the structure and goals of the CLT association is needed.
(insight: 3.1)

How to make sure the long-term goal is chosen over making quick wins?
(insight: 1.3)

When new ideas are introduced to members, make sure these ideas are presented in such a way that it is easy to understand for members.
(insight: 2.1, 2.2)

Always start brainstorming for new ideas with the members and use this as a starting point for further exploration.
(insight: 2.3)

When members need to be enthused, let other members do that instead of top-down.
(insight: 4.1, 4.2)

ACTION	**1** Weekly check-ins Co-Operate	**2** Five interviews with Coop developers	**3** An expert workshop	**4** A session for the Coop developers
ROLE	*observant*	*interviewer*	*participant*	*facilitator*
INSIGHTS	The involved partners have trouble empathizing with the members. **1.1**	It was hard for the Coop developers to fully understand all the information that was discussed. **2.1**	It took too much time to only explain the concept of CLT and the use-cases to receive actual valuable feedback. **3.1**	The feedback was given that they felt heard by repeating the input that they had given during the individual interviews. **4.1**
	Every partner has their own interests. **1.2**	Explaining an unfinished concept makes it even harder for members to understand because the questions that they have cannot be answered. **2.2**		When you really listen and give room for members to take initiative, they will take action and are the best ones to enthuse peers to join as well. **4.2**
	People go for having quick wins instead of going for the long-term goal. **1.3**	The experience is that the initiated use-cases are being top-down pushed on the members. **2.3**		

Table 3.3: Insights action research of the Coop developers

Self-builders

With the introduction of 'Actieplan Wooncoöperaties', Amsterdam is investing in the development of housing cooperatives, aiming for 10% housing cooperatives houses of the total supply of homes in 2040 (Gemeente Amsterdam, 2020b). The initiative for a housing cooperative must come from citizens, which creates a great opportunity for partaking in an inclusive built environment. The already established housing cooperatives are mostly initiated by highly educated citizens with professional experience in the built environment or have warm contacts with municipal authorities. The setting up of civilian-initiated housing cooperatives is in a premature stage and is not accessible to a wider public. This is why ATP started a Train the Trainer training, to build enthusiasm and knowledge around housing cooperatives. To test and co-create this training, the self-builders were called into the world.

Current context
The self-builders consists of members who have an expertise within this field, would like to enhance their self-building knowledge, and/or like to train fellow members on the topic. The training currently consists of five modules:
1. A baseline measurement on their current knowledge about the self-building process,
2. CLT in the Bijlmer,
3. What is the context?,
4. Housing cooperatives,
5. Steps in the design process (CLT Bijlmer, 2021).

The modules are then divided into five meetings. During the first meeting, the first three modules were treated. During this meeting the present knowledge and remaining questions about the self-building process were identified, additionally some validation took place to check why people joined this group and what an effective way of transmitting knowledge is.

During the second meeting, module 4 was partially discussed by creating a vision based on CLT-H-buurt and the principles of Co-Operate were developed. This was done through an interactive online session using Mentimeter. The Co-Operate principles were explained one-by-one, followed by the question of what they would think it would mean in relation to the building and to the neighbourhood.

After the workshop, the results were summarised, and the participants received a recap. This is where the process is at the time of writing. Further workshops will focus on the remainder of module 4 and 5.

It is important to state that this process is technical and an actual training. The content is fixed and the main insights for this thesis are focused on their way of working and collaborating.

Insights
The full analysis can be found in appendix 3.5.

Table 3.4: Insights action research of the Self-builders

Outcomes

⚑ **Finding the right balance between top-down and bottom-up, know when it is the right time for both to play their part.**
(insights: 3.1, 3.2)

⇨ **Everytime there is a session with the purpose of gathering feedback from members, there needs to be enough time for discussions and questions. Additionally, the goal and next steps of the meeting need to be shared.**
(insights: 1.1, 1.2, 1.3)

⇨ **When new information is shared to members, use a language, examples and visuals that are recognizable for members.**
(insights: 1.4, 2.1, 2.2, 3.3)

⇨ **Again: it is important that ideas come from members and that experts are involved in a later stage to help with detailing.**
(insights: 3.1, 3.2)

CLT builders

The CLT builders, introduced in paragraph 1.2, do not exist yet. The idea is that several members will volunteer for this role and will follow a, yet to be created, CLT builders training that focuses on project management. CLT builders will be responsible for governing and guiding the different workgroups.

Current context

The tasks of the CLT builders is currently being executed by the CLT-team. They manage the different workgroups, curate expert inquiries, and function as mediators between members and top-down experts. To research the possible future context of the CLT builders, processes were designed, tested, and iterated upon. The insights are described in table 3.5.

Insights
The full analysis can be found in appendix 3.6 and 3.7.

Table 3.5: Insights action research of the CLT builders

Outcomes

▤ **Within newly designed tools, guiding questions need to be present to help members.**
(insight: 2.3, 3.1)

▤ **A tool is needed to guide in the development of the tools.**
(insight: 2.4)

▤ **Facilitate the interaction between CLT Amsterdam and local CLT associations on how they experience tools, so CLT Amsterdam can implement the gathered knowledge.**
(insight: 2.4)

⚑ **How to go from informal to formal when a new workgroup is initiated?**
(insight: 2.1)

⚑ **What if a conflict occurs within a workgroup?**
(insight: 3.2)

⇨ **Use the STAR-method to guide the reflection process.**
(insight: 5.1)

⇨ **Implement a doughnut in tools to help members familiarise with doughnut thinking.**
(insight: 1.1)

Main insights

The organisation of CLT-H-buurt still has a lot of difficulties in finding the right balance between top-down and bottom-up influences. It is important to know who is responsible for what, when to involve who, and how they can collaborate successfully. | The toolkit needs to cater to the need for clarity. There is a lot of miscommunication about the structure of the organisation and the opportunities that are within the model for members. This miscommunication is inter- and externally present and functions as a blockade. | ABC-developers cannot start working on community building because members have trouble sharing their talents. These talents are needed for the workgroup to start organising activities.

04

defining the brief

The research is converged in this chapter into a design brief. This brief states the problem statement, design goal, and design statement. It gives an overview of the gathered requirements and guidelines for the deliverable of this thesis.

Design brief

To ensure that this thesis solves the right problem, the previous chapter explored the context of the given initial assignment. As a result, various challenges were identified and the initial assignment was translated into a design brief. This brief includes a problem statement, a new design goal, and design requirements.

PROBLEM STATEMENT
The initial assignment stated that there was a need to empower members in order for them to actively participate in the CLT association. The research showcased the underlying problems that currently make it hard for those members to feel empowered or to be actively involved. The challenge is that members need to work together with top-down stakeholders in workgroups, not only in order to play an active role, but also to become stewards in the community and the neighbourhood. To get a more in-depth result, the following problem statement is formed: **How can the CLT facilitate successful collaboration within workgroups between its members and external experts?**

DESIGN GOAL
The research resulted in various design goals that need to be incorporated to make this project a success. The following goals are formulated: clarify the structure of the organisation, show how and when top-down stakeholders are most useful to be involved, explain how democratic decision-making can be ensured, and provide tools for collaboration.

DESIGN STATEMENT
The described design goals are translated into a design statement following the form of the brand positioning statement of Van der Vorst (2017). This statement describes the product category[1]; target group[2]; and functional[3], emotional[4], and self-expressive[5] benefits.

> **Design a platform[1] for CLT members[2] that stimulates a desirable way of working[3], and includes an approach towards making democratic decisions[4], in order to empower members and create a flourishing community[5].**

Design requirements
Based on the explorative and action research, the following design requirements are formulated. These design requirements are focused on the platform and its content. An analysis was done on the outcomes and resulted in several clusters which are described below. The full list of separate requirements and the analysis can be consulted in appendix 4.1. These requirements and the guidelines of the next alinea are the basis for developing the platform that will be explained in the next chapter.

Integrate tools for community development

The tools inside the platform need to help throughout the whole process of community development, from community forming and building to maintaining.

Enhance internal and external communication

Functionalities of the platform will not only be focused on sharing tools for successful collaboration but will also support the internal and external communication. The platform needs to clarify the structure of the organisation and need to make aware of the opportunities and updates within the organisation.

Create clear roles within the community

The platform should indicate when it is the best time for who to help. The roles of top-down and bottom-up need to be clarified. The organisation is a bottom-up led community which uses the expertise of top-down stakeholders whenever needed. To ensure this, the activities need to be started by members, they should be the first ones to do a brainstorm session. This can be input for top-down partners, but it cannot start with top-down ideas being pushed on the members.

Contribute to democratic decision-making

A special focus will be on democratic decision-making, it is important that members are highly involved during the initiation phase of a project and during the decision phase as well.

Create a living platform

The platform should facilitate its own growth, so it can follow the development of the association and it can integrate generated knowledge.

Design guidelines
These are general guidelines focused on behavioral preferences of members considering on how to work together. These guidelines are widely applicable within the CLT association.

When new information is shared, try to use examples, visuals, and easy to understand language. The examples and visuals need to fit wihtin the context ,and be recognisable for the members of the community.

Whenever members need to be enthused, let other members, to whom they can relate to, do this.

The whole organisation and its success is dependent on its members. Therefore, a special focus needs to be on the onboarding of members: how to make members sign up, how to make members join a workgroup, and how to make members enthusiastic about the organisation.

Main insights

The final deliverable will be in the form of a platform where the focus is going to be on providing the right information and tools to help members play an active role within the community. | To do so, a special focus will be on how to let members join a workgroup, how decisions are being made in the advantage of members, and when and how top-down stakeholders will be involved.

05

developing
the platform

In this chapter, the platform is introduced by explaining its purpose, structure, and content. The content for all the workgroups is validated, which generated input for the next chapter where the platform is finalised.

Approach

In order to design the platform, an action research approach is applied. As mentioned in the previous chapter, this approach stimulates the use of the design process to produce knowledge, places certain prototypes or tools in action, and co-creates solutions together with the aimed target group. The development phase is built around iteratively testing various tools with the community. After every test activity, reflecting, analysing, and designing took place. Throughout this iterative process, the platform was established and immediately implemented by CLT-H-buurt. This helped to validate the platform as well. Within the platform, the previously indicated requirements and guidelines are integrated.

This chapter starts with introducing the platform by describing its purpose, characteristics, context, and the value it exchanges towards the CLT members, the CLT association and CLT Amsterdam. After this short introduction, the platform's content is explained by showcasing three workgroups, together with their activities and corresponding tools.

To see whether this first concept of the platform fits with the target group and the intentions set in the design brief of chapter 4, validation took place. This validation resulted in input for further iterations which will be implemented for the final concept that is described in the following chapter.

Introducing the platform

This paragraph introduces the platform by first explaining its purpose, characteristics, context, and lists the values the platform brings to involved stakeholders. To give an idea of the content and use of the platform, the activities and corresponding tools of several workgroups are described. The CLT builders and ABC-developers are integrated in this description because both the groups are present in other CLT associations, and could be in other neighbourhood associations. The Coop developers are added to this description to showcase how a localised workgroup uses the platform.

An overview of every workgroup is given consisting of their goal, a storyline that explains the activities and tools that the workgroup uses, finally the placed interventions are summarised with the insights from chapter 2 and 3 they are connected to.

PURPOSE OF THE PLATFORM
The main purpose of the platform is being a communication channel for the community. A precondition of a thriving community is its communication. After this has been put in place, the platform additionally supports the community in their activities.

CHARACTERISTICS OF THE PLATFORM
The platform is open and for everyone to visit, this helps to make the platform transparent for members in order for them to easily follow the developments and activities in the community. The platform is structured following three topics: (1) welcoming new members, (2) sharing information about the organisation, and (3) supporting workgroups.

01 Welcome
When a resident signs up to be a member of the CLT association, he/she will receive a text message with a link to the welcome section within the platform. This section consists of this welcome message, an explanation on how a member can be involved, where information can be found, and how community updates are shared.

Looking back at the insights gathered through research, the welcome section addresses the challenges of helping members know what they signed up for, getting acquainted with the CLT model, and showcasing the available opportunities within the community.

02 Organisation
When a newly registered member (or an already existing one) is interested in more information, they can consult the organisation section. This section provides information about the mission and strategy of the organisation, the onboarding process, the financial operations, the allocation policy, the complaint policy, and the volunteer policy.

This section helps members to create a full understanding of the community which makes it more likely for members to participate actively, being aware all the opportunities and activities within the community.

03 People
Whenever a member decides to take action and participates in a workgroup, the people section provides information on how these workgroups operate, the types of activities they do, and the available tools that could help along the process.

The people section guides members in the process of organising activities and initiatives for the community. It can be consulted to know what to do, who can help and how to improve upon previous work.

CONTEXT OF THE PLATFORM
The platform is designed to have value throughout the whole development process of the community. The different sets of tools provided can help from start to finish, ranging from tools that help during the onboarding process of members to tools that help reflect and learn from experiences. The platform is specifically designed for local CLT associations with integrated tools that CLT Amsterdam provides.

Values of the platform
The clear and structured information that is communicated via the platform helps members understand the organisation and by doing so, members can see how they can contribute to their community. The tools within the platform educate members on how they can best use the expertise within CLT Amsterdam and how they can safeguard their own needs by several approaches towards democratic decision-making. The platform additionally provides members with the opportunity to connect with other members.

FOR MEMBERS

The association can easily use the platform to communicate its complex structure and share updates about the organisation. The tools provided by CLT Amsterdam help in community forming, building and maintaining.

FOR LOCAL CLT ASSOCIATIONS

The platform supports CLT Amsterdam in their role of being an advisory body for other CLT's. The platform showcases the tools introduced by CLT Amsterdam to local CLT associations. CLT Amsterdam can gather experiences via the platform, that they can then integrate in the tools that they provide.
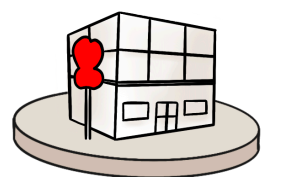
FOR CLT AMSTERDAM

CLT builders

Goal
CLT builders are leading characters within the community. After following a specially designed CLT builders training they guide one or multiple workgroups in their activities. For the work they put into the community, they will receive compensation.

Storyline

01
A member can either volunteer or be asked to become a CLT builder. To become one, the member first needs to follow the CLT builder training. A CLT builder will be contacted whenever a new workgroup is initiated, this can be done by a member, an ABC-developer or by CLT Amsterdam. The CLT builder will then initiate a first meeting with the workgroup to start working towards their goal.
Note: the CLT builder training still needs to be created.

02
During or before collaborating various challenges can occur: expertise that is needed to achieve the goal of the workgroup is missing, there is misalignment within the team about the goal, and/or the workgroup needs to apply for funding for their work. To cope with these challenges, the CLT builder can organise an **alignment workshop.**

03
If the misalignment issues are not solved by doing the alignment workshop, the conflict may originate from a different perspective towards working together. Whenever this is the case, a CLT builder can organise a **collaboration workshop.**

04
In the situation that the workgroup obtained learnings through organising activities or by using tools, a **reflection workshop** can help the group assimilate this experience.

Interventions
The doughnut is implemented in the above mentioned workshops as a nudging strategy, to help members get acquainted with the doughnut mindset (insight: CLT builders 1.1).

Within every workshop, guiding questions are integrated for members to make it easier to follow the workshops (insights: CLT builders 2.3, 3.1).

The interaction between CLT Amsterdam and workgroups is facilitated through the reflection sheet of the reflection workshop (insight: CLT builders 2.4).

In every workshop, the emphasis is on sharing individual perspectives first and to then come to a common vision (insights: CLT builders 3.2, 3.3, 4.1).

The introduction of the collaboration and alignment workshop makes it easier for external experts and members to emphasise with each other (insights: Coop developers 1.1, 1.2, 1.3).

Alignment workshop
The goal of this workshop is to create alignment within the group about their objectives, commitments and resources.

This workshop consists of two worksheets that need to be filled in: a profile sheet and an alignment canvas. The profile sheet is done individually to create member profiles, and the alignment canvas transforms the individual perspectives into a shared vision.

The outcome of this workshop could additionally create a stronger bond within the group, by getting to know each other better. The filled in alignment canvas can also be used to acquire the necessary resources, this could be in the form of funding or expertise.
* This tool is designed for this graduation project, the design process can be consulted in appendix 3.6.

Collaboration workshop
The aim of this workshop is to create a safe environment in the workgroup by creating room for members to share how they would like to be treated and collaborate.

The workshop consists of two individual and one group assignments. Through the individual assignments, the group members create a visual overview of their desired way of working together. Then, as a group they try to translate the individual perspectives into a common understanding of how the group would like to collaborate in a visual overview.
* This tool is designed for this graduation project, the design process can be consulted in appendix 3.6.

Reflection workshop
The reflection workshop focuses on the personal growth of members and the workgroup. These reflections can then contribute to the platform and ensure that the platform continues to grow together with the community.

Through guiding questions the group will first reflect on what went well and what could have been done better. Their insights are then transformed into a visual overview. Whenever their outcomes suggest that other groups could benefit from their insights, they will additionally fill in a reflection sheet and share this with CLT Amsterdam so they can incorporate the insights.
* This tool is designed for this graduation project, the design process can be consulted in appendix 3.7.

Profile sheet
STEPS [2C, 2D, 2G, 2I]

- I would like to contribute the following to the group
- I would like to learn the following in this workgroup
- What do we intend to achieve?
- I am happy when
- I have the following knowledge and experience
- My role in this group is

Alignment Canvas
STEPS [2A, 2C, 2D, 2E, 2F, 2G, 2I]

- Joint objectives — What do we intend to achieve together? When are we happy, with what types of results?
- Joint resources — What resources do we need? What expertise do we need?
- Joint commitments — How do we stay in contact? How often do we meet? What channels do we use? At what frequency do we meet? Who does what and with whom?
- GAP

Guiding questions
STEPS []

- **Result** — In what way was the tool/workshop valuable? What worked and what didn't work to achieve the desired result?
- **Process** — How does the group think about their process? What worked and what didn't work throughout the process?
- **Roles** — How was the division of the roles? What worked and what didn't worked about this division?
- **Tool** — Could you achieve better results with a different approach? What worked and what didn't work following this approach?

Reflection Doughnut
STEPS []

WHAT DIDN'T WORK? / WHAT WORKED?
Result / Process / Roles / Tool

Reflection CLT Amsterdam
STEPS []

- **Tips** — Do you have any tips for future users?
- **Steps** — Would you change something about the given steps? Would you change the order, leave a step out, or add something? Were the steps given clear?
- **Resources** — Did you miss any resources? Would you change something about the worksheet(s)?

Guiding questions
STEPS []

- **Result** — In what way was the tool/workshop valuable? What worked and what didn't work to achieve the desired result?
- **Process** — How does the group think about their process? What worked and what didn't work throughout the process?
- **Roles** — How was the division of the roles? What worked and what didn't worked about this division?
- **Tool** — Could you achieve better results with a different approach? What worked and what didn't work following this approach?

Reflection Doughnut
STEPS []

WHAT DIDN'T WORK? / WHAT WORKED?
Result / Process / Roles / Tool

Reflection CLT Amsterdam
STEPS []

- **Tips** — Do you have any tips for future users?
- **Steps** — Would you change something about the given steps? Would you change the order, leave a step out, or add something? Were the steps given clear?
- **Resources** — Did you miss any resources? Would you change something about the worksheet(s)?
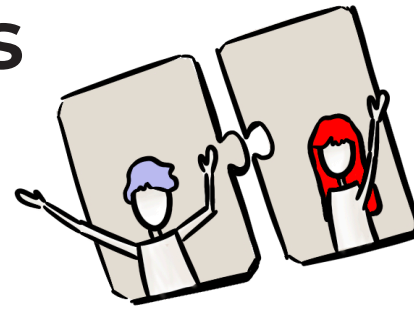
ABC-developers

Goal
The ABC-developers, also known as the connectors of the community, are responsible for creating, building, and maintaining the community. Due to their frequent contact with the members, they are seen as the face of the community.

Storyline
01
When a resident signs up to become a CLT member, the member or the community manager initiates to schedule an intake conversation with an ABC-developer.

02
All the gathered assets of the community in the community asset map can result in different opportunities for the community.

Interventions
The community asset map and the interview guide contribute to the understanding of members about the onboarding process and why they are asked to share their talents. The integration of the homework assignment and using the community asset map during the intake, supports members in sharing their talents.
insights: ABC-developers 2.1, 2.4, 3.2, 6.1

Through the integration and ideation of the present tools, the onboarding process is more streamlined and less time-consuming. This is partially caused by the multi-purpose interview guide that also functions as a minute. Making the members actively participate in the creation of the community asset map saves time for the ABC-developers in documenting as well.
insights: ABC-developers 3.4, 3.6, 5.1,

Intake conversation
These conversations are aimed to help during the onboarding process of members. The ABC-developer gets to know the member and the member learns about the association and the community. The goal for the ABC-developers is to uncover talents and/or gifts from the member that he/she could contribute to the community.

Before the intake, the members are asked to complete a homework assignment. During the intake, the ABC-developer uses the interview guide to structure the conversation. This guide and the homework assignment help to uncover talents and interests of the member and, through the use of a community asset map, the new member can then place their own talent(s) on the map.

Hopefully, new talents can be added to the community asset map resulting from the intake conversation.
* The homework assignment is initiated for this graduation project.
* The interview guide was realized through an iteration on an existing guide, the design process can be consulted in appendix 4.1.

Community asset map
The goal of the map is to have a visual representation of all the assets present in the community.

The ABC-developers frequently consult and analyse the map. The ABC-developers can spot talents that could 1) help cater a need, wish, or problem in the community, 2) identify a pattern of similar talents, 3) find talents that can complement each other, 4) or identify an expertise needed for a specific workgroup. Whenever one of the above mentioned actions are carried out, the ABC-developer will connect the right members by creating a new workgroup or by linking members to an existing one.
* The community asset map is an initiative of the CLT-team.

Intake interview guide

INSTRUCTIONS
Make sure the interviewees feel welcomed and comfortable, offer them something to drink/eat (only if applicable: remain aware of social distancing measures).
Make sure you print this form, bring a pen, bring post-it notes and bring something that can record the interview.
Homework: Ask three relatives/close friends: "What do you think are my greatest talents/gifts?"

CHECKLIST FOR START
- Introduce yourself
- Ask permission to record the interview

INTRODUCTORY SCRIPT
We are very happy and thankful to have you here! I will first explain why we are doing this interview. We do this because we want to get a clear image of who our members are and to get to know each other better on a more personal level. As CLT-H-buurt we focus on the 'strongs' instead of the 'wrongs' in building our community. In this map *point to map*, you can already see a lot of skills and talents from the community. During this interview, we want to give you a place on this map to make you part of the community and see what your role could look like here.

SUBTOPIC 1 | ICEBREAKER
Ask the interviewee to introduce themselves by choosing 3 cards that illustrate something about them. Then introduce yourself using 3 cards.
- Could you please introduce yourself (name & age)

NAME:
AGE:

SUBTOPIC 2 | BIJLMER
- How long have you lived in the Bijlmer?

1   2   3   4   5   6   7   8   9   10

- Do you plan to stay here in the future? Why yes or no?

YES/NO
- Which spots, places, organizations or groups are important to you in the Bijlmer/H-buurt and why?

- Do you feel part of a community in this neighbourhood and if yes, which one(s)?

- How are you already committed to the community?

- What would you like to see happening in the community (public areas)? Activites, what is missing? Can you name something (activities/events) where you would like to participate?

- Which cultural background(s) do you identify with? (multiple answers are possible)

SUBTOPIC 3 | PASSIONS AND TALENTS
- What gives you energy?

- What are you passionate about? Or: what do you enjoy doing?

We believe everyone has gifts. Now we would like to discuss the homework assignment.
- How did your relatives/friends describe your talents/gifts?

- What talents/gifts would you like to add yourself? Would you write them on post-its and place them on the community asset map/doughnut?

- Which of these gifts would you like to contribute to and share with the CLT members? In what way?

- Can someone call you up in the middle of the night for this?

SUBTOPIC 4 | PARTICIPATION
The CLT is a community-led organization. Every member can contribute in their own way, here are a few existing examples:
- Technical working group for wooncoop
- Board member
- Community builders: ABCD-teams: community activities
- Co-ownership designers
- Promotion and recruitment of new members
- General volunteer for community meet-up facilitation

- How much time could you contribute monthly to one of these activities/subgroups?

SUBTOPIC 5 | CLT
- How did you become involved as a member of CLT & what makes you enthusiastic?

- Could you explain in your own words what CLT means to you? (Remind them that there is no wrong answer)

- Is there anything you would like to better understand about CLT?

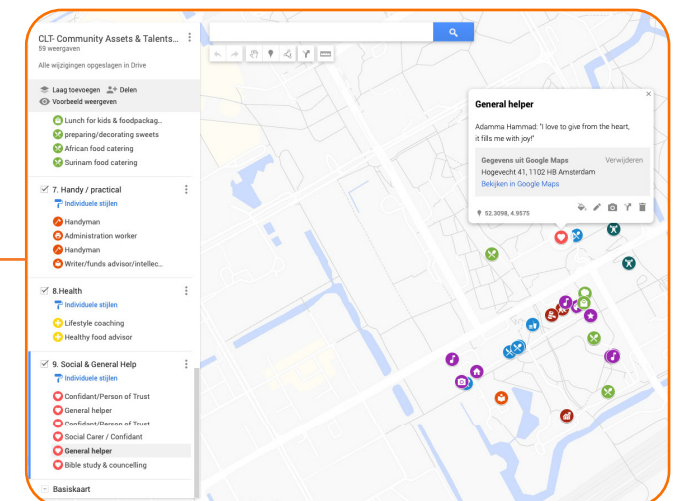- What is important for a CLT community to flourish according to you?

CHECKLIST FOR CLOSURE
- Is there anything you can advise us to improve in our way of working? (recruiting, contract, meetings, information or explanations etc.)

- Thank the interviewee
- Aks if we can take a picture of the person for our member database

OPTIONAL FOLLOW-UPS
In what ways; when was the last time;

Coop developers

Goal
Coop developers try to select and implement suitable use-cases that fit with the needs and wishes of the community.

Storyline

01
Before Coop developers can start with exploring use-cases, an opportunity needs to arise. This opportunity can come from new funding, ABC-developers that gathered insights that could be solved through the implementation of a use-case, or CLT Amsterdam would like to prototype and test use-cases in the community. Whenever one of the above mentioned actions takes place, the Coop developers will explore the use-cases catalogue to select multiple use-cases to test with the community.

02
When the Coop developers made a selection, they will then share the use-cases via different channels.

03
Gathering feedback is different for every on- and offline channel. On social media, polls or questionnaires are easy tools to gather feedback. For offline collection, an idea box can be placed within the community centre where people can for instance put their filled-in flyer with feedback.
* The idea box was initiated by one of the Coop developers.

04
When all the feedback is analysed, the Coop developers can decide which of the use-cases will be selected for further development.

Tip: CLT Amsterdam can be asked to help with making a decision or with the development and implementation of the use-cases.

Interventions
By suggesting that members can be the stewards in this process, helps in making bottom-up decisions. When this does not feel right, they can always use their helpline, CLT Amsterdam.
insight: Coop developers 2.3

Use-cases catalogue
The goal of this catalogue is to give the Coop developers a database of interesting use-cases for the community.

Coop developers can start with exploring desirable use-cases in the catalogue without consultation of external experts.

Tip: Whenever advice is necessary to make a selection, the Coop developers can reach out to CLT Amsterdam as a helpline.
Tip: The ABC-developers can also be contacted, they know the community and can maybe suggest certain use-cases.
* The use-cases catalogue was realized through a synthesis of information gathered by Co-Operate.

Channels
These communication channels could be online via social media, or the platform. The use-cases could also be shared offline through the use of posters, flyers and word to mouth.

Tip: If the CLT association has a promotion team, they can be asked to help with spreading the use-cases in the community.
Tip: Make sure when the use-cases are shared, this is done in an easy to understand language with complementing visuals.
* The flyer was designed for this graduation project, the content was provided by Co-Operate.

This is a catalogus full of interesting use-cases to implement in your CLT. There are divided between the shearing layers: site, structure, skin, services, space plan, stuff, social and others.

▼ 📍 Site
Eternal | the geographical setting in which the building is positioned.

Longlist (site)

Name	Circular business/...	House or neighb...	Link
Shea-hausu (shared housing - Japan)	Shared housing	House Story	https://www 020.174476
Limited equity cooperatives	Shared ownership	House Story	http://synd Beyond-Pr
Mietshäuser Syndikat / Tenement Trust	Shared ownership	House Story	http://synd Beyond-Pr
Group mixed equity	Shared ownership	House Story	https://pos ID=252085 64082020 60400470 30800120: 116023068 079081102
Common housing	Shared ownership	House Story	https://dlc. 69/F423_V sequence=
Common owned public transportation	Shared ownership	City	https://wed
Community owned park		Neighbourhood	https://www
Communal gardens		Neighbourhood	https://ede https://www s-en-wonir zelfbeheer, korting-op
Community Improvement Districs			https://edc
Circular infrastructure			https://www schagen-ir
Road as a service		Neighbourhood City	https://www road-as-a-

▶ 🏛 Structure
30 - 300 years | the foundation and load-bearing elements.

▶ 🏠 Skin
20 years | facade of the building

▶ ⚙ Services
7-15 years | working guts: communications wiring, electrical wiring, plumbing, fire sprinkler systems, HVAC (heating ventilating and air conditioning), and moving parts like elevators and escalators.

▶ Space plan
3-30 years | the interior layout of walls, ceilings, floors and doors.

▶ Stuff
Stuff within a building, all the things that are around daily to monthly.

▶ 👥 Social

▶ Other

Community garden
CO HERBS & FOOD
A place for the community to grow herbs and vegetables, work-out, relax and meet. The heart of the neighbourhood with access to healthy food and the ability to gather and bond.

IDEAS FROM THE COMMUNITY
Collaborate with schools for healthy lunches;
Donate fresh produce to the voedselbank;
Sell flowers;
Sell produce at the local market.

CLT ESCO-OP
CO-COMFORT-AS
The Energy Service Company (ESCO) provides the required investments to generate energy. Residents pay a monthly fee for the energy they use. The ESCO invests in energy reduction and sustainable use and educates the members.

IDEAS FROM THE COMMUNITY
Members will have more awareness about energy consumption and production.

Sharing washing machines, tools & equipment
CO-OWN CLEAN & FIX
Save space at home by sharing different tool instead of owning them. By doing so, member's have access to the best appliances, tools and equipment. Additionally, the community helps each other and the trust may increase.

IDEAS FROM THE COMMUNITY
Share the tools with the needed;
People pay according to their life stage.

WHAT OPPORTUNITIES DO YOU SEE?

WHAT ARE YOUR IDEAS?

WHERE AND HOW DO WE START?

Adaptable/modular building
SPACE 4 CHANGE
When your household size or housing requirements change, your house can change with you. Giving you the freedom to change your floor plan accordingly.

IDEAS FROM THE COMMUNITY
Mixed apartments for time-efficiency;
Anticipate while designing the floorplan.

Lease facade
GENERATIVE FACADE
The front of the building, the facade is owned by a third party. The CLT will design the form and functions of the facade together with the third party. These functions can be: providing energy, food, art and/or commercial activities for the CLT.

IDEAS FROM THE COMMUNITY
Rent out spaces for profit for the CLT.

WHAT MAKES YOU ENTHUSIASTIC?

HOW CAN YOU CONTRIBUTE?

OTHER FEEDBACK

Internal validaton

As stated in the design brief, the platform should stimulate a desired way of working and contribute to making democractic decisions by empowering members to create a flourishing community. This paragraph describes the four validation methods that are applied as well as the insights that were gathered.

Approach

To create a complete validation, four methods were applied. First the target group was observed focusing on how they were using the platform. Their way of working was observed without any interference which resulted in multiple insights. After the observations took place, the second method of validation was applied. Interviews were held with CLT-team members about their experience of using the platform. The observations and interviews were focused on the desirability and usability of the platform: does the platform address the needs and wishes of the community and is the CLT-team able to use the platform? To validate whether the platform fulfils the design goal and requirements of chapter 4, the insights gathered during the action research of chapter 3 are checked whether they are taken into account in the platform. The insights of the first three methods are structured following the five requirements of the design brief of chapter 4. The last approach, focused on the communication functionalities of the platform, was a reflection session together with the CLT-team member responsible for this process and is described in the square on the right page. The insights gathered from this session can be consulted in appendix 5.2.4.

Insights

01 INTEGRATE TOOLS FOR COMMUNITY DEVELOPMENT

To address this requirement, the challenge of *"how to engage the community?"* and insights 3.6 and 5.1 of the CLT builders: how to do community building and recruit new members, need to be considered. The idea within the CLT-H-buurt was to use the ABCD methodology for this process, however according to insight 4.1 of the CLT builders, a lack of clarity exists about the ABCD methodology. The platform needs to create clarity and integrate tools that help cope with the following mentioned challenges: *"how to extract underlying values and needs?"*, and what happens when the group cannot come to a consensus? (insight 3.2 of the CLT builders). Following the observations, it became clear that the intervention of using the community asset map during the interview guide is perceived as valuable, helps in making the map a participatory project, and creates clarity for members in the onboarding process.

02 ENHANCE INTERNAL AND EXTERNAL COMMUNICATION

The current concept of the platform contributes to the internal communication through the creation of the overviews of the workgroups with their activities and corresponding tools. The insights, 2.4, 3.3, and 5.2 from the ABC-developers, indicated that the information about the organisation must be clear to its members in order for it to contribute to the process of becoming an active member. The overview of the workgroup does help in this matter, however, an overview of the organisation and how the workgroups interact with each other is missing. Within this process are additional challenges indicated by the CLT-team that need to be addressed as well: *"What happens if there are any conflicts?"*, *"How to create a sense of trust?"*, and *"When and how to go from informal to formal?"*. This last quote follows insight 2.1 from the CLT builders: The transition from informal to formal needs to be addressed. Looking at the different communication channels of the CLT, the following was said by a CLT-team member: *"the platform cannot be an overload of information, the line between the platform and website is currently blurry. We need to identify the different goals, target groups and interactions for the different channels"*.

03 CREATE CLEAR ROLES WITHIN THE COMMUNITY

This requirement focuses on clarifying, in the platform, who, when, and how the different parties in the community work together. As stated in the previous paragraph, clear explanations for every activity and set of tools are described, together with an indicated helpline when applicable. Besides, both the alignment and collaboration workshop aim to contribute to a comfortable way of working. What is still missing is a broader understanding of the platform as a whole: *"The storyline of how the platform will be used is still unclear, what are the different possible routes"*. There was also more specific feedback on the CLT builders, their importance of taking this leading role and the workshops that are designed around this purpose, was validated with the CLT-team: *"Some tasks are indeed too much to handle for members by themselves, the CLT builders need to be equipped with tools that they can apply in their group work under the guidance of the CLT builders"*.

04 CONTRIBUTE TO DEMOCRATIC DECISION-MAKING

Looking back at the development phase, the main emphasis was on creating an overview of the workgroups and how certain sets of tools could help the workgroups in their activities. The only intervention that could contribute to this goal is the collaboration workshop where the workgroup discusses how they would like to make decisions together. *"The platform does not ensure democratic decision-making enough, there is a need for tools that can safeguard the members"*, multiple sets of tools need to be added and integrated throughout the whole organisation.

05 CREATE A LIVING PLATFORM

The platform should continue to grow together with the community. To facilitate this growth the reflection workshop was initiated. This workshop should help members communicate with CLT Amsterdam about any feedback considering the content they provide on the platform. What was overlooked, is that a living platform is not only focused on the set of tools that live, but also on the life of and within the community: *"The platform needs to be a social network of the community, members need to be able to visit the platform to explore recent activities that are happening in the community"*. This correlates with the following quote: *"the platform is too process-focused, too much focused on top-down sharing information, where is the input from the members?"* implying that the platform should also focus on showing what members are doing in the community. This could be solved by taking insight 2.5 from the ABC-developers into account: there is a need for frequent informal updates on what is happening within the community. Which could additionally influence the younger generation as well (insight 2.6 from the ABC-developers). Observed was that the CLT-team had no trouble with working with the platform other than just getting used to the new environment, it even sparked ideas on how the platform could be used for other purposes as well.

SITUATION BEFORE

Channels & purpose
- Social media (instagram and facebook): events
- Analogue campaigns: posters and flyers of events
- Website: snformation about the organisation
- Blog items: announcing events and reporting of events
- Whatsapp (audio and text messages): share flyers for events
- Community events: sensemaking

Challenges
- The community prefers information exchange through oral channels, which makes it hard to create a collective memory of the activities and events to share with all the members.
- There was no communication strategy, it was not clear for the community manager to know how to create a campaign that was repeatable.

SITUATION AFTER

Channel & purpose
- Member platform: information about the organisation, onboarding information, and descriptions of the workgroups with their activities and tools.

Challenges
- Knowing what communication channel to use and for what purpose or audience.
- What is missing, is an overview showcasing what it means to be a member and how they can contribute.

Benefits
- The association can transparently communicate through the platform how they are organised to everyone, also for non members.
- **The platform functions as a go-to space when a member seeks information, it helps in taking the first step for members to take ownership of the association.**

Input for further iterations

To conclude the development phase, the insights gathered during validation are transformed into actionable input for the creation of the final concept for this thesis. Four foci and several additional adjustments are identified that need to be incorporated in the final design phase.

01

INTEGRATE MORE TOOLS THAT CONTRIBUTE TO COMMUNITY DEVELOPMENT.
It is not feasible, nor do we need to reinvent the wheel by designing new community development tools. Existing tools can be consulted from the ABCD methodology for example. It is important to select the suitable tools that bring value to this specific context. By implementing these tools, the clarity about the methodology itself can be increased because people will get more used to this way of community development.
This focus point is connected to requirement 1.

02

CREATE AN OVERVIEW OF THE ORGANISATION.
This overview needs to show a storyline of the whole process of a member and explain how the platform and different tools can contribute to their journey to become more empowered and play an active role within the community. Additionally, different routes need to be indicated, together with coping mechanisms for occuring challenges.
This focus point is connected to requirement 2.

03

INTEGRATE TOOLS THAT FACILITATE DEMOCRATIC DECISION-MAKING
Due to the previous focus on the specific workgroups, the goal of ensuring democratic decision-making was lost out of sight. Therefore a special focus needs to be on integrating more tools to safeguard democratic decision-making throughout the community.
This focus point is connected to requirement 4.

Main insights

A platform for CLT members is created that functions as a communication channel for the community. | The platform integrates information and tools that help members during the onboarding process and supports workgroups in their activities. | The internal validation showed that the following three statements need to be considered: 1) integrate more tools that contribute to community development, 2) create an overview of the organisation, and 3) integrate tools that facilitate democratic decision-making.

06

delivering
the platform

This chapter describes how the platfrom can best be implemented. This is done by introducing a CLT blueprint, a use-scenario, and a design roadmap.

CLT blueprint

The previous chapter identified the need for an overview that displays the structure of the CLT association, together with the interactions of the different elements in the association, and shows how the platform fits within this structure. This led to the creation of the CLT blueprint, figure 6.1.

The structure of the blueprint is inspired by a **service blueprint**, this design technique is customer-focused and helps businesses to visualise their service processes and points of customer contact (Bitner, Ostrom & Morgan, 2008). In the context of this thesis, the customers are members and the CLT association is the business. Other elements on the y-axis are adjusted in order to fit within the context of this thesis. To come to the final design of the blueprint, the insights gathered during this thesis combined and additional co-creation sessions were organised with three members of the CLT-team. The insights of these sessions can be consulted in appendix 6.1.

The top of the blueprint indicates three consecutive stages: onboarding, action, and empowerment. These stages aim to create a flourishing community that is empowered to take ownership in neighbourhood development and creates multiple sustainable businesses that support the community in either creating jobs or creating financing for community activities. In order to achieve this community empowerment, the first stage focuses on personal empowerment: giving members the right capabilities to be aware of all the opportunities the association can bring them. This can spark their imagination or creativity for the next stage: members take action towards achieving their desired neighbourhood by working together with other CLT members within workgroups.

The **creation spiral**, referred to as creation in the map, is used to describe the journey from a wish towards realisation from a member (Knoope, 1998). This spiral is built up from twelve steps of which the first six relate to processes that take place in an individual's head. The second half of the steps are about sharing your wish with others to help realise it. This correlates with the focus identified in the three stages of the roadmap. Members first need to identify their wish by imagining it. When a member is made aware of all the possibilities within the association through the welcome message, intake conversation, and/or exploring the communication channels, the member can start to believe that their wish can actually be realised. They can start to express and examine the opportunity area. If they feel comfortable enough about these first six steps, they start to take action by make plans which could be in the form of initiating or joining a workgroup. Together with the workgroup they can decide which steps to take and then act on it. They together have to persevere to eventually feel empowered because they achieved their goal.

In paragraph 6.2, a use-case scenario is described to explain how a member's journey within this blueprint could look like.
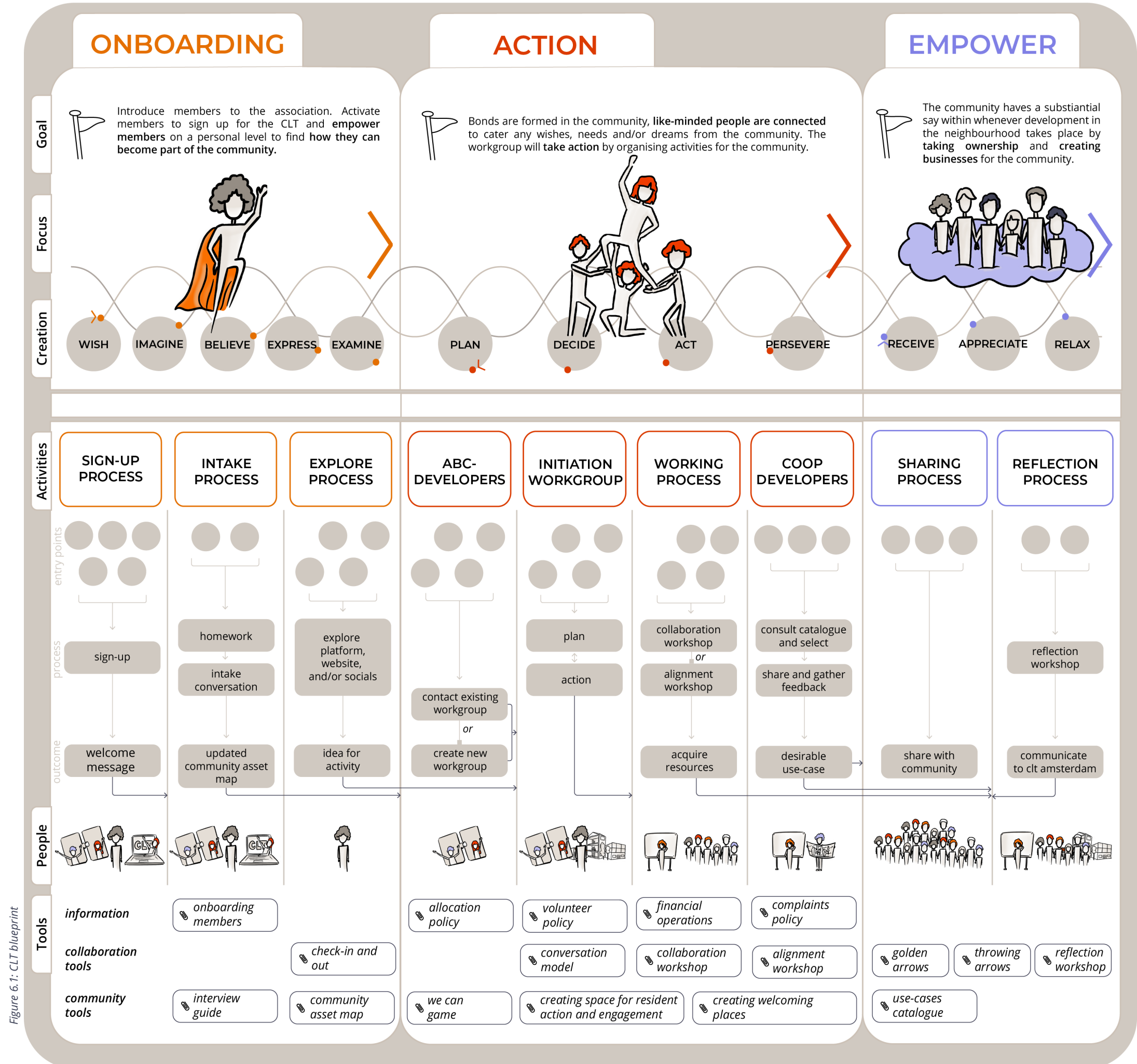

Figure 6.1: CLT blueprint

ONBOARDING | **ACTION** | **EMPOWER**

Goal
Introduce members to the association. Activate members to sign up for the CLT and **empower members** on a personal level to find **how they can become part of the community.**
Bonds are formed in the community, **like-minded people are connected** to cater any wishes, needs and/or dreams from the community. The workgroup will **take action** by organising activities for the community.
The community haves a substantial say within whenever development in the neighbourhood takes place by **taking ownership** and **creating businesses** for the community.

Focus

Creation
WISH — IMAGINE — BELIEVE — EXPRESS — EXAMINE — PLAN — DECIDE — ACT — PERSEVERE — RECEIVE — APPRECIATE — RELAX

Activities: SIGN-UP PROCESS | INTAKE PROCESS | EXPLORE PROCESS | ABC-DEVELOPERS | INITIATION WORKGROUP | WORKING PROCESS | COOP DEVELOPERS | SHARING PROCESS | REFLECTION PROCESS

process / outcome:
- SIGN-UP PROCESS: sign-up → welcome message
- INTAKE PROCESS: homework → intake conversation → updated community asset map
- EXPLORE PROCESS: explore platform, website, and/or socials → idea for activity
- ABC-DEVELOPERS: contact existing workgroup *or* create new workgroup
- INITIATION WORKGROUP: plan → action
- WORKING PROCESS: collaboration workshop *or* alignment workshop → acquire resources
- COOP DEVELOPERS: consult catalogue and select → share and gather feedback → desirable use-case
- SHARING PROCESS: share with community
- REFLECTION PROCESS: reflection workshop → communicate to clt amsterdam

Tools

	information	collaboration tools	community tools
SIGN-UP	onboarding members		interview guide
INTAKE		check-in and out	community asset map
ABC-DEVELOPERS	allocation policy		we can game
INITIATION	volunteer policy	conversation model	creating space for resident action and engagement
WORKING	financial operations	collaboration workshop	creating welcoming places
COOP	complaints policy	alignment workshop	
SHARING		golden arrows / throwing arrows / reflection workshop	use-cases catalogue

Activities

It is important to stress that the blueprint is a visualisation of how a member's journey could look like within the CLT association. However, in reality, this could look very different. Not all members follow all the mentioned activities, nor do they use all the corresponding tools. To create a better understanding of the activities, for every activity the entry points and how an activity influences other activities are elaborated upon.

SIGN-UP PROCESS

- As seen with CLT-H-buurt, most of the members who signed up did this because someone inspired them to do so. This can for example be at church or can be parents who motivated their children to register.
- Another reason why members sign up, is for instance when the CLT association organises a campaign that activates members to sign up.
- The website, platform, and social media could attract new members.
- Whenever the CLT association organises activities, it could inspire people walking by or people hearing about the activity to register.
- The CLT building may also function as a communication channel and can attract new members.
- → This sign up process influences the intake process. The welcome message asks the member to take initiative in scheduling the intake conversation.

INTAKE PROCESS

- The community manager can take the initiative to contact a new member to schedule an intake.
- The newly subscribed member can also contact the community manager after reading the welcome message.
- → During the intake, the community asset map will be updated with the talents of the new member. This specific talent could inspire the ABC-developers to link them to a certain activity, workgroup, or initiative.

EXPLORE PROCESS

- The welcome message could spark the interest of a member to explore the links that are presented in the welcome message.
- A member could have remaining questions after the intake conversation and tries to find answers through one of the different channels. .
- If a member is introduced to the CLT via observing or attending a CLT activity, he/she may be interested to learn more about the organisation.
- It could also happen that an existing member talks about the association which leads to residents that would like to seek more information about the association.
- → This exploration could lead to an idea for a community activity, for which you can form a workgroup that will be responsible for organising that activity.

ABC-DEVELOPERS

- The ABC-developers could spot a pattern of similar assets in the community asset map. They could organise an activity together or share their similar interests.
- The community asset map could also display complementing assets that, together, could bring value to the community or to those specific members.
- The ABC-developers could also use the community asset map to find assets/talents to fill an expertise gap in an existing workgroup.
- The ABC-developers could also be aware of a certain problem or wish from the community and find certain members that could help with these issues.
- → The above mentioned actions may influence the creation of a new workgroup or complement an existing one.

INITIATION WORKGROUP

- As mentioned in the previous process, the ABC-developers could initiate a new workgroup or recruit members for an existing workgroup.
- The CLT-team could also initiate a workgroup that helps in realising their strategy.
- The initiative can also come from top-down organisations within CLT Amsterdam. It could happen that they want to test/prototype something and need help from members in doing so.
- An individual member, or a group of members could also have an idea for the community, and initiate a workgroup to realise it.
- → Whenever a workgroup is initiated, the 'working process' will start.

WORKING PROCESS

- Whenever a workgroup is active, certain issues may occur. It could for instance happen that a specific expertise is needed.
- The workgroup can also need financial resources.
- The workgroup could also have to deal with internal misalignment about their goal or way of working.
- It could even happen that conflict or frictions occur within the workgroup.
- → Whenever a workgroup is dealing with one of the above mentioned challenges, they can organise certain workshops to help cope with this. If they did use one of the workshops, they can use the 'reflection process' to get the best out of their experience.

COOP DEVELOPERS

- The Coop developers can start looking for interesting use-cases because there are financial resources that give them the freedom to implement a use-case.
- It could also happen that CLT Amsterdam takes the initiative to test something and asks the Coop developers to do this process together.
- ABC-developers could also identify an interesting problem/wish that could be catered to by implementing a use-case.
- → After the process of selecting use-cases and gathering feedback from the community, they have an overlap with the 'sharing process' and can additionally start the 'reflection process' whenever this is desired.

SHARING PROCESS

- When an activity or event has taken place within the community, this needs be shared with the community to show all the opportunities present in the association.
- If an (online) meet-up has taken place, this needs to be shared with the community to create a transparent and open organisation. This ensures everyone can be up to date if they want to.
- The same applies for when a general member assembly has taken place.

REFLECTION PROCESS

- The reflection process can be initiated at any time during collaboration within a workgroup. It can especially be valuable whenever a certain tool/workshop is used.
- It may also help, whenever a process did not go as planned, to reflect together and learn from the experience.
- → When the reflection was on a specific tool/workshop that is provided by CLT Amsterdam, they can share their reflections with CLT Amsterdam. They can also share their experiences with the community to ensure everyone can learn from it.

Tools

According to the identified focus areas of paragraph 5.3, it was necessary to add a set of tools that contribute to community development and democratic decision-making. Valuable tools from the ABCD-methodology are selected and integrated in the blueprint to give guidelines to the community in community building activities. To ensure democratic decision-making, tools from the method of deep-democracy are integrated in the blueprint as well. This method includes a set of conflict resolution and inclusive decision making tools that guide in making difficult decisions, inspire participation, resolve conflicts, and uncover resources (Lewis, 2008). The goal of this method is not to seek consensus but consent, it consists of five goals: say everything, empower the no, break out, touch the wisdom and add, and enter into tension and conflict (Matheusen, 2018). Besides these additional tools, existing policies that are integrated in the platform are also supplemented in the blueprint. This helps to get the most out of the existing information.

✎ We can game

The purpose of this game is to support members, in a fun and interactive way, in learning something about each other and providing an experience of what capacity inventory is and how this can be useful (Russel, 2012). This tool can additionally be beneficial for CLT builders to train them in asset mapping.

✎ Creating welcoming places

The aim of this tool is to increase the size and diversity of your community, get members to participate, and keep members coming back. It helps groups to assess their current capacity to make the involved members feel comfortable and valued, and to make plans for improvement (Anderson & Paton, 2004).

✎ Creating space for resident action and engagement

As the name states, this tool is applied whenever resident action and engagement is sought. It focuses on activities that can be handed over towards members, it helps in the journey to create stewardship from members (Duncan, 2012). This workshop can be a reoccuring one, it might help in evaluating how members could take more ownership in the community.

✎ Check-in and -out

This exercise can be done at the beginning or ending of a meeting. During a check-in, you give everyone the opportunity to share something about oneself or about the agenda of the meeting. The check-out is done to conclude by letting everyone share some last words about the meeting in order to complete the gathering carefully.

Executing these exercises could deepen relations, create trust and safety, and uncover unspoken issues (HUMMUS, n.d.).

✎ Golden arrows

This exercise is applied whenever a workgroup wants to take the next step in their relationship. Golden arrows you value about your team members (HUMMUS, n.d.). This tool may help members to become empowered by learning about their own talents and strengths.

✎ Throwing arrows

This exercise is similar to 'golden arrows', the goal of this conversation model is to resolve whenever contradictions take place within a group by having an ordinary conversation following four steps: create safety principles, ensure that everyone shares everything, identify what feelings got 'hit', and finally resolve the situation together (Kramer, 2015).

✎ Conversation model

To ensure that the voice of the minority is heard when decisions are made, deep-democracy proposes a conversation model that specifically seeks the deviant opinion, tries to appreciate this and find ways how this deviant opinion can be included in the decision (Kramer, 2015).

✎ Onboarding members

This section explains to members the steps they will undergo during the onboarding process.

✎ Financial operation

The financial operation page describes how the finances are managed and by who. By doing this, the association gives transparency towards its members.

✎ Allocation policy

This policy describes the process towards (future) housing allocation.

✎ Complaints policy

Whenever a member has complaints about the process of allocation, they can turn towards the complaint commission. This page provides members with steps on how to deal with complaints.

✎ Volunteer policy

The volunteer policy gives a thorough explanation about what it means to be a volunteer within the association by describing their rights and obligations, guidance, and reimbursable costs among other things.

Use-scenario

To help explain and understand the CLT blueprint, a use scenario is described, telling the journey of a persona, named Ana, within the CLT association. Through this use scenario, the CLT blueprint will be elaborated upon and gives a better view of how the tools and the platform fulfil a supporting role in her journey. The story elaborates the onboarding process and action process partially, this is done due to the early stage of development of the CLT-H-buurt, there is still a lack of experience with the action and reflection activities to create a more detailed scenario.

It is important to stress that members can have different entry points and may not follow this exact order. For this thesis, the decision was made to let Ana follow the blueprint order to give the broadest explanation possible to inform the reader.

Meet Ana, she lives in the Bijlmer for over 8 years now. She lives together with her two childer of 18 and 21 years old in the H-neighbourhood.

SIGN-UP PROCESSS

Entry point
Ana became aware of the existence of CLT-H-buurt via the church she goes to. She was especially interested when she heard about the opportunity to acquire a home in the Bijlmer.

Welcome message
A day after Ana signed up to become a member, she receives multiple Whatsapp messages from the community manager to welcome her to the community. This first message gives an explanation about the organisation and its goals. This helps her to understand what it exactly is she signed up for. The video explains that the CLT is an open, democratic member association with the goal to empower the community to give input in neighbourhood developments.

The meaning of being a member
After watching the first video, Ana watches the second video that tells her about her rights being a member: she can let her voice be heard during a general assembly or at other meet-ups. The video also explains how she can be involved in the community: by participating in workshops, join a workgroup, or by (co-)organising community activities.

Link to communication channels
The third message leads her to the website of the association and the members platform. These two sources can help whenever she has any remaining questions. The other communication channels of the CLT association are introduced as well.

Community updates
This message makes it clear for Ana how the association tries to keep members up to date and immediately states that this is partially realised by attending meetings. Which means that the initiative is partially with her.

Call to action
The community manager asks in this last message if the member, Ana, would like to take the initiative to schedule an appointment to meet each other. It clearly sates that the initiative is on Ana's side. Ana decides to contact the community manager and replies to schedule an intake conversation.
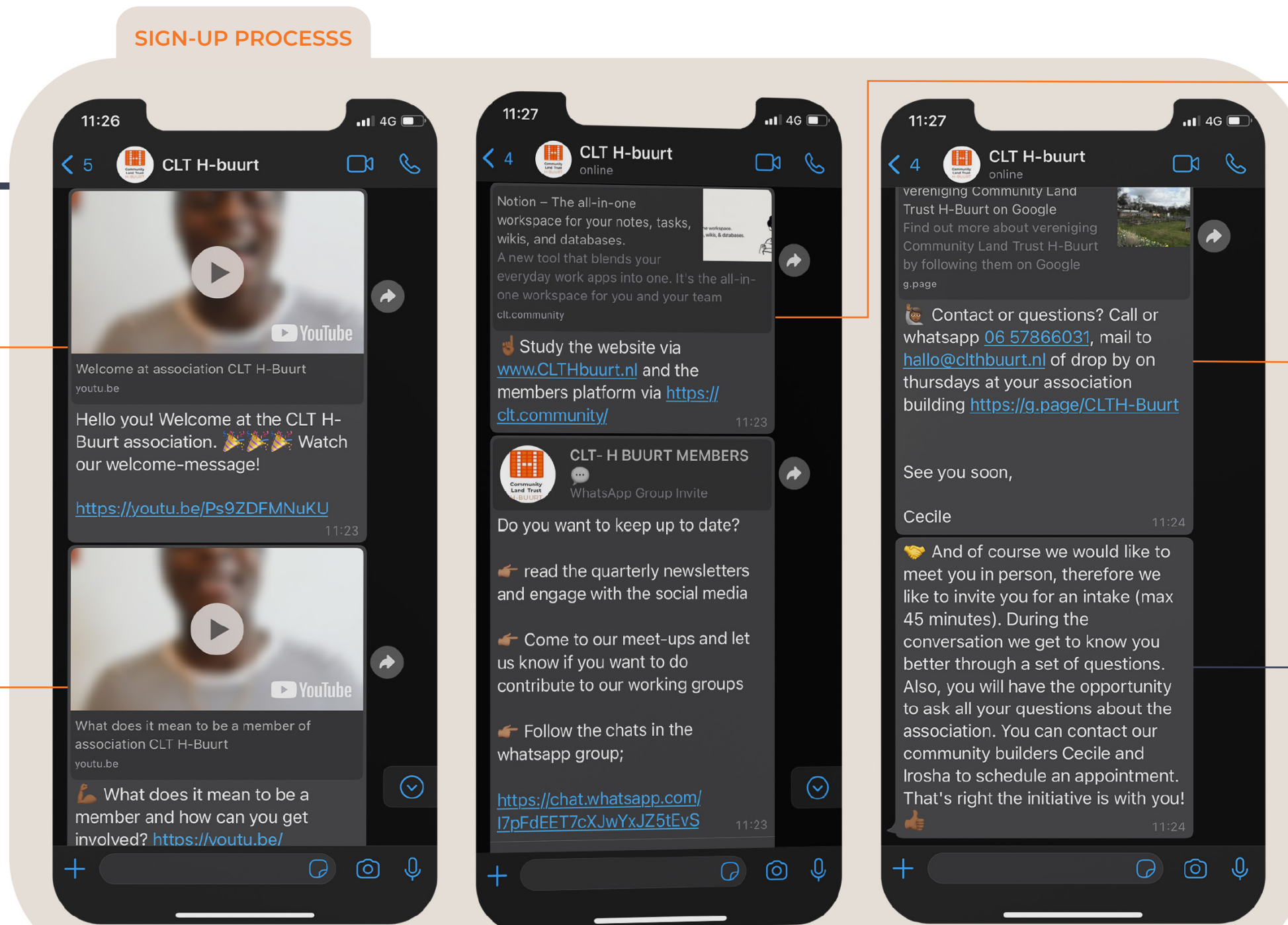
Figure 6.2a: The welcome messages Ana receives

Homework assignment
When the community manager schedules the appointment with Ana, he/she explains to her that as preparation a homework assignment needs to be done. Ana has to ask three of her friends or relatives what they think her greatest talents are.

The community asset map
The intake conversation is preferably held at the community centre by an ABC-developer. During this intake, a physical community asset map is used to help Ana understand the association and the reason for having these intake conversations.

Conversation structure
The structure provided in the interview guide creates a buildup to guide Ana through the questions in a comfortable way.

Intake interview guide

INSTRUCTIONS
Make sure the interviewees feel welcomed and comfortable, offer them something to drink/eat (only if applicable: remain aware of social distancing measures).
Make sure you print this form, bring a pen, bring post-it notes and bring something that can record the interview.
Homework: Ask three relatives/close friends: *"What do you think are my greatest talents/gifts?"*

CHECKLIST FOR START
- Introduce yourself
- Ask permission to record the interview

INTRODUCTORY SCRIPT
We are very happy and thankful to have you here! I will first explain why we are doing this interview. We do this because we want to get a clear image of who our members are and to get to know each other better on a more personal level. As CLT-H-buurt we focus on the 'strongs' instead of the 'wrongs' in building our community. In this map *point to map*, you can already see a lot of skills and talents from the community. During this interview, we want to give you a place on this map to make you part of the community and see what your role could look like here.

SUBTOPIC 1 | ICEBREAKER
Ask the interviewee to introduce themselves by choosing 3 cards that illustrate something about them. Then introduce yourself using 3 cards.
- Could you please introduce yourself (name & age)

NAME: ANA
AGE: 43

SUBTOPIC 2 | BIJLMER
- How long have you lived in the Bijlmer?

1   2   3   4   5   6   7   (8)   9   10

- Do you plan to stay here in the future? Why yes or no?

(YES)/NO

- Which spots, places, organizations or groups are important to you in the Bijlmer/H-buurt and why?
MCTC = CHURCH

- Do you feel part of a community in this neighbourhood and if yes, which one(s)?
SHE FEELS CONNECTED TO THE CHURCH & THE COMMUNITY AROUND THE CHURCH.

- How are you already committed to the community?

- What would you like to see happening in the community (public areas)? Activites, what is missing? Can you name something (activities/events) where you would like to participate?
WORKSHOP FOR WOMEN ON BASIC SKILLS LIKE: COOKING, SEWING.

- Which cultural background(s) do you identify with? (multiple answers are possible)
NIGERIAN

SUBTOPIC 3 | PASSIONS AND TALENTS
- What gives you energy?
BEING AROUND FAMILY

- What are you passionate about? Or: what do you enjoy doing?
SHE LOVES TO COOK FOR HER FAMILY AND FRIENDS

We believe everyone has gifts. Now we would like to discuss the homework assignment.
- How did your relatives/friends describe your talents/gifts?
COOKING, LISTENING, TAKING CARE, CALM

- What talents/gifts would you like to add yourself? Would you write them on post-its and place them on the community asset map/doughnut?
SPECIALITY IN BAKING

- Which of these gifts would you like to contribute to and share with the CLT members? In what way?
SHE DOES NOT FEEL COMFORTABLE STANDING BEFORE A GROUP

- Can someone call you up in the middle of the night for this?

SUBTOPIC 4 | PARTICIPATION
The CLT is a community-led organization. Every member can contribute in their own way, here are a few existing examples:
- *Technical working group for wooncoop*
- *Board member*
- *Community builders: ABCD-teams: community activities*
- *Co-ownership designers*
- *Promotion and recruitment of new members*
- *General volunteer for community meet-up facilitation*

- How much time could you contribute monthly to one of these activities/subgroups?
→ SKIPPED

SUBTOPIC 5 | CLT
- How did you become involved as a member of CLT & what makes you enthusiastic?
SHE HEARD ABOUT IT AT CHURCH, THROUGH THE PASTOR AND DECIDED TO SIGN UP. SHE DID IT FOR HER TWO CHILDREN, SO THEY CAN GET A HOUSE.

- Could you explain in your own words what CLT means to you? (Remind them that there is no wrong answer)
AN OPPORTUNITY FOR HER CHILDREN TO HAVE A HOUSE IN THE BIJLMER.

- Is there anything you would like to better understand about CLT?

- What is important for a CLT community to flourish according to you?
BEING CONNECTED TO EACH OTHER AND HELP.

CHECKLIST FOR CLOSURE
- Is there anything you can advise us to improve in our way of working? (recruiting, contract, meetings, information or explanations etc.)

- Thank the interviewee
- Aks if we can take a picture of the person for our member database

OPTIONAL FOLLOW-UPS
In what ways; when was the last time;

Community Land Trust
H-BUURT

Figure 6.2b: The interview guide filled in by the ABC-developer

Discovering assets
Halfway in the intake, Ana is asked to share her results of the homework assignment. Together they discuss these and Ana feels comfortable to share any of her talents with the community. This talent is then written on a post-it and placed on the community asset map. This physical act helps Ana feel part of the community.

Gathering feedback
At the end of the intake, the opportunity is given to Ana to share feedback considering the communication she had so far with the association.

ABC-DEVELOPERS

People section
During the intake conversation, the ABC-developer briefly introduces how you, as a member, can be involved in the community through the different workgroups. This section provides more in-depth information about the existing and planned workgroups.

Organisation section
This section clearly states all the present information about the organisation. This helps Ana to get familiar with the association.

After the intake, Ana noticed that she was a bit overwhelmed with all the information and decided to explore the links that were given in the welcome message.

Welcome section
The 'Hello you!' page repeats the welcome message Ana received in her Whatsapp.

EXPLORE PROCESS

Analysing the community asset map
The ABC-developers scan the community asset map to find people in the community that relate to an identified wish, for example a community BBQ. Ana, with cooking as one of her talents, is contacted to help organise the BBQ together with other members who have experience with African and Surinam food catering.

Figure 6.2d: The community asset map showing Ana and her talent.

INITIATION WORKGROUP

Forming a workgroup
While the ABC-developers identified interesting members to help organise the BBQ, they also contacted the CLT builders if one of them would help guide this group.

Action!
A group can immediately start by working together towards their goal. Whenever challenges, conflicts, or formal actions are needed, the CLT builder can decide to use one of the recommended tools/workshops.

Implementation

In order to make the outcome of this thesis as valuable as possible, several actions need to take place after finalising this project. To guide the CLT association in this process, a roadmap is created that is aligned with the strategy of the CLT-H-buurt (CLT-H-buurt, 2021). This roadmap is based on the principles of a design roadmap: a visual portrayal of the design elements plotted on a timeline (Simonse, Hultink & Buijs, 2015). The goal of this roadmap is to synchronise the different development processes within the association, and displaying how the outcomes of this thesis fit with the aimed timeline and strategy of CLT-H-buurt.

A roadmap provides different horizons explaining the steps needed for the realisation of a future vision. This future vision describes a desired future which correlates with the wishes and needs gathered from the members. This roadmap is designed around the following vision:

"Develop a community where members are stewards in creating a desired, and facilitating neighbourhood."

Every roadmap has its own format and visualisation (Phaal, Simonse & Den Ouden, 2008). The roadmap displayed in figure 6.4, focuses on explaining how the community and workgroups will evolve over time, how the communication channels change over time, and how the financial resources are managed in order to achieve the imagined vision of the future.
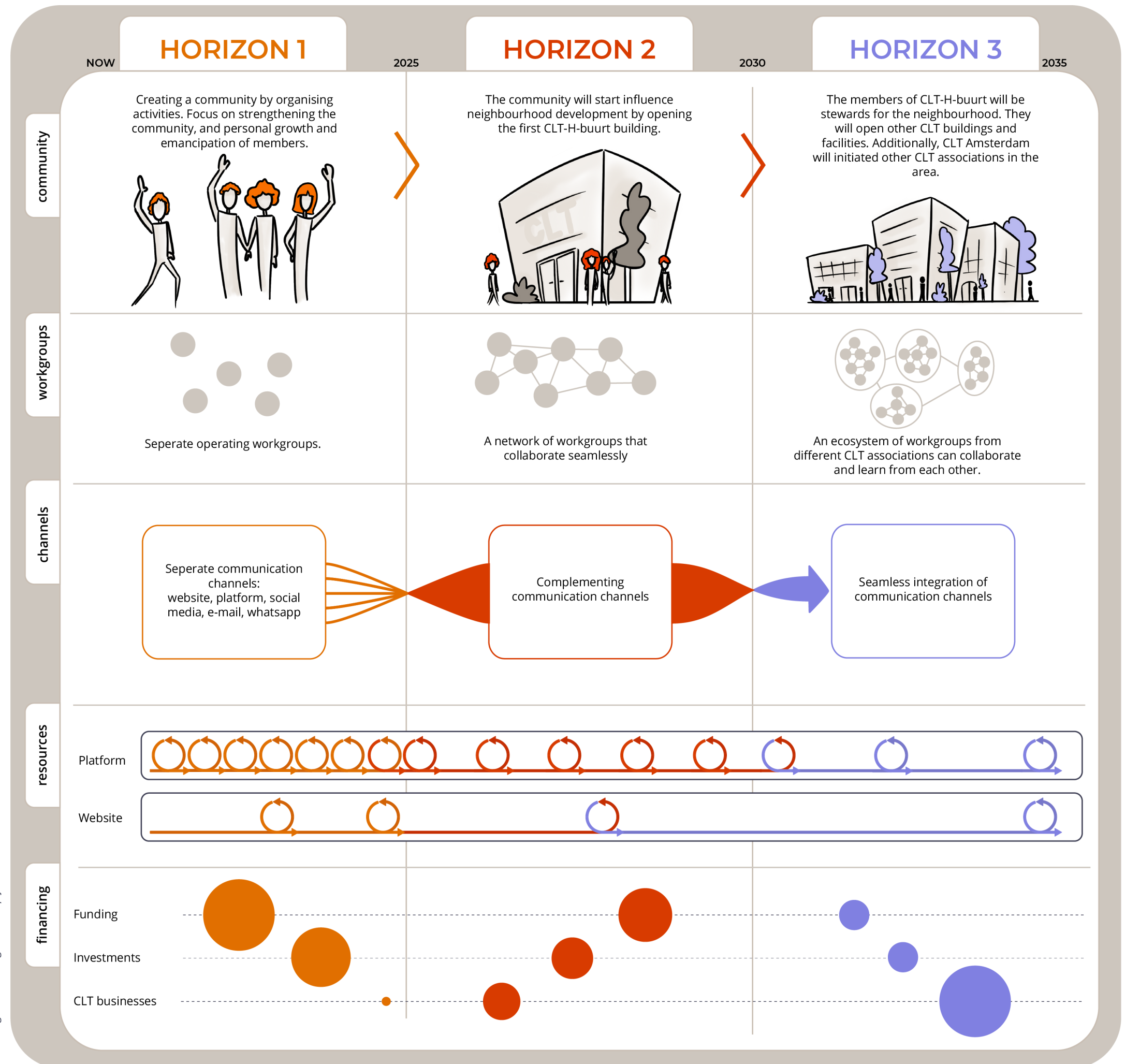
Community

The first horizon concentrates on the creation of trust and familiarity in the community. Through the organisation of community activities, the community will not only get to know each other but will additionally learn about the opportunities the association offers to the neighbourhood. During this first horizon, the community is being educated in how they can influence neighbourhood development. As a result, the first CLT building with CLT homes and facilities will be realised in the second horizon. While the knowledge of and experience with community and neighbourhood development further increases, the association can start creating other desirable facilities. In the background, CLT Amsterdam is also building expertise and will initiate other CLT associations in the area.

Workgroups

Currently, only two operational workgroups exist, this amount will continue to grow over the years with the intention that in horizon 2, there will be a variety of workgroups that can work together. They know who to reach out to and for what. This will eventually evolve to multiple networks of workgroups from different CLT associations that can help each other.

Figure 6.3: Design roadmap for CLT-H-buurt

Channels

After the implementation of the platform, the association needs to create a clear communication strategy. It will take some time and experience, to finally ensure that the communication channels will complement each other. It must be clear when and how to use which channel. Especially because members do not only need to see some structure, they additionally need to understand the strategy well enough to eventually implement it themselves. In the end, the goal is to have integrated channels for members to have a seamless experience.

Resources

The resources section in the roadmap indicates how frequent the present resources need to be evaluated and iterated upon. The iteration loop shown in the roadmap for 'platform' focuses on the structure, the skeleton of the platform. The updates of what happens in the community, and the use of the platform as a workspace will be continuously updated and is therefore not mentioned in the roadmap. As stated in the design brief of chapter 4, the platform is intended to be a living entity. To build a platform that seamlessly fits within the community, it is important to start with frequent iterations. When the basic structure is aligned to the community's needs, the time between updates can decrease.

The website currently has the function of displaying general information about the why, how, and what of the association. It additionally consists of blog posts informing about previous and upcoming events. In the following horizons, the functions of the website will decrease and the website will, from then on, only function as a landing page with a recap of the organisation and links towards the socials, and the platform. This also means that in the beginning some iterations will be needed, but as the platform develops, less energy is needed to update the website.

The tools are left out in the roadmap, this is done because the responsibility for updating the tools lies with CLT Amsterdam and the target group for this roadmap is CLT-H-buurt.

Financing

How the finances are managed within the association is a topic that was out of the scope of this thesis and was left out in the previous chapters. However, this topic is integrated in the roadmap because the validation showed that the platform could contribute to the acquisition of funding due to its open and transparent manner of communication. Currently, the association depends on funding and investments from external parties. In horizon 2, the goal is that the association starts to create CLT businesses that generate a money flow for the community and will create jobs for CLT members. This hopefully continues to grow towards horizon 3 where multiple CLT businesses create a sustainable business model for the community.

Validation

In paragraph 5.5 the first version of the platform was validated through various methods. After the implementation of the new iterations and the blueprint, a second validation was initiated to increase the probability of use and to gather feedback from the end-user. Due to the COVID-19 circumstances and the misalignment with the process of the development of CLT-H-buurt, it was unfortunately not feasible to validate the platform with a large sample size. To still obtain valuable user insights, one member who knows the community well was interviewed together with members of the CLT-team.

The feedback is structured by first explaining their perspective on the functionalities of the platform, followed by the benefits for members, and finally their opinion of necessary steps to further develop the platform are mentioned.

Main functions
The platform was described as *"a wiki of the association"*: showing all the existing information and resources which helps the association to be open and transparent, and guides members to organise activities. Besides, this transparency helps during the application for funding. The platform is seen as a go-to place for the community that functions as a communication channel that is: *"[...] more helpful than the other means of communication available [...] this should bring it together"*. The CLT-team uses the platform to structure their work, streamline processes, and it already *"brought ownership to the team"*. Besides the functionalities for the CLT-team and members, the platform may also help other, yet to be established, CLT associations: *"You have now assembled the skeleton of a CLT in the Netherlands, depending on which location you want it to be, it can be decorated with things that are important to that community"*.

Member benefits
Every member will use the platform for a different purpose: some will only look, while others will actively build the platform. The majority will use it to obtain information and some will explore the possibilities of the community in the platform. Members have access to transparent information about activities and meetings happening in the community: *"The platform helps to give credibility to the members/ association. Informal processes are made visible and a track record of the activities and meetings is built up and made accessible"*. All this information empowers members the capability to be an active member: *"Information about the CLT is a basis, as it were a springboard for the people of okay, I have committed myself to this, that way I can commit myself, I know what to expect from them. Then it [platform] can also grow, just a little more than just the general"*. The advantage of this information is especially obvious during the onboarding process, when new members join and can quickly be on the same knowledge level as other existing members.

Future steps
In order to prevent a lack of activity on the platform, it needs to be tested and monitored how members use the platform. Currently, the platform is a skeleton, the right content needs to be created in order for the platform to take shape and make it more community focused: *"It's a matter of patience, I think this is a very good start. You can point people to it, that you say, please visit the platform, let your thoughts flow and you know who to contact"*. Additionally, following the design goal of empowering members, it is important to organise more small workshops to show members the possibilities within the community. This helps to enthuse members so their creativity and imagination can run wild, which can lead to great new initiatives.

Main insights

A blueprint is created that shows an overview of the activities with the corresponding tools and routes that are currently happening in the community. | Through the use-scenario, the welcome message intervention was described, which shows how an attempt is done to immediately empower residents after they signed up to become a member. | The roadmap indicates that in the upcoming five years, CLT-H-buurt should focus on testing how, and if members use the platform. The platform will be further developed to cater to the needs and wishes of the community.

07

concluding

This chapter finalises this thesis by giving an evaluation of the design process, stating any last recommendations, and ends with a personal reflection.

Design evaluation

This paragraph evaluates if and how the combination of the platform, blueprint, and roadmap align with the design brief. To ensure that all the insights gathered during the research phase are also implemented in this thesis, the identified challenges of chapter 2 and 3 are also evaluated. The outcome of the evaluation is structured following the five design requirements and challenges that resulted from the research phase. Only five of these will be discussed because the other identified challenges are previously answered in this report. This paragraph serves as input for the next paragraph, where the last recommendations are given for the CLT-team.

Requirements

01
INTEGRATE TOOLS FOR COMMUNITY DEVELOPMENT
Multiple tools that focus on community development are integrated in the platform. The blueprint shows that a total of six community tools are provided. From these tools, four are existing community development activities coming from the ABCD-methodology. It is still necessary to experience if the selected tools fit within the context of this community. The other two are specifically designed during this thesis and are therefore already aligned with this context. The proposed tools function as a starting point for the community, it is now up to the community to test these and explore other tools to create a database of tools that are tailored to their context.

The tools that contribute to this first requirement are: the interview guide, the community asset map, the we can game, the creating space for resident action and engagement workshop, the creating welcoming places workshop, and the use-cases catalogue.

02
ENHANCE INTERNAL AND EXTERNAL COMMUNICATION
The second validation confirmed that the platform is more helpful than the other means of communications available. The platform gives credibility to the members and the association through its openness and transparency. It even affects other future CLT associations, they can use the platform as a template to create their own member platform. Besides these internal and external benefits, this way of communication brings financial benefits as well, the platform may increase the probability of acquiring funding for the association. This clear communication is partially realised through making information available for everyone, additional through the integration of several tools.

The tools that contribute to this second requirement are: onboarding members, the allocation policy, volunteer policy, financial operations, complaints policy, check-in and out, conversation model, collaboration workshop, alignment workshop, golden arrows, interview guide, community asset map, creating space for resident action and engagement workshop, and creating welcoming places workshop.

03
CREATE CLEAR ROLES WITHIN THE COMMUNITY
All the roles that are now clearly identified in the community are either described in the platform or elaborated upon in the use scenario. At every sub-page in the platform, the person responsible for that specific topic is mentioned as a contact person. The platform additionally reminds the members that they are also partially responsible to steer the community. The intention of this thesis is to function as a stimuli for the association to further specify and explore the roles within the community.

04
CONTRIBUTE TO DEMOCRATIC DECISION-MAKING
To ensure democratic decision-making in the association, four tools are proposed in the platform and displayed in the CLT blueprint. These tools originate from the deep-democracy method and are considered to be part of a way of working rather than as a tool that you use once and fixes democratic decision-making for good. To fulfil this requirement, it is important to additionally introduce a specific training and informative meet-ups to create a common understanding in the community of what democratic decision-making in their association entails.

The tools that contribute to this fourth requirement are: the check-in and out, the conversation model, the throwing arrows exercise, and the golden arrows exercise.

05
CREATE A LIVING PLATFORM
The preconditions for a living platform are designed and integrated in the platform. The platform is designed in a way that it is easy for the community to navigate through, adjust items, and to create new pages. The validation sessions confirmed these assumptions, now it is up to the community to use and co-create the living platform.

Challenges

01
HOW TO ENCOURAGE MEMBERS TO JOIN A WORKGROUP?
To cope with this challenge various interventions are implemented. These interventions are placed on multiple touchpoints within the members journey in the association, starting with the welcome message. This message immediately informs the members in what ways they can be involved. During the intake conversation, this is again explained but now in person. Members will also be remembered of the existence of the workgroups when activities or meet-ups are organised. Every channel of the association makes sure to encourage members in one way or another to join a workgroup. It is, though, not the purpose that every member is involved in a workgroup, the goal is that a small group of members will be active. This is similar to other existing associations.

02
HOW TO ENSURE THAT MEMBERS SHARE THEIR PERSPECTIVE WITHIN THE WORKGROUPS?
To create an environment where members feel comfortable to share their perspective, eight tools are suggested. These tools are only proposed and the CLT builders are responsible to help create this safe environment within workgroups.

The tools that contribute to this second challenge are: the check-in and out, the conversation model, the collaboration workshop, the alignment workshop, the golden arrows exercise, the throwing arrows exercise, and the reflection workshop, and the creating welcoming places workshop.

03
FIND THE RIGHT BALANCE BETWEEN TOP-DOWN AND BOTTOM-UP, KNOWING WHEN IT IS THE RIGHT TIME FOR BOTH TO PLAY THEIR PART.
The workgroup of the Coop developers, explained in chapter 5, clarified the balance, stating that the workgroup members can consider CLT Amsterdam a helpline. Such an overview is important to also create for new workgroups, some workgroups will not need the advice of CLT Amsterdam while others will depend on the expertise present in CLT Amsterdam. To help workgroups in finding their own balance, it would be beneficial if the members are informed about the role of CLT Amsterdam and that the organisations within CLT Amsterdam are personally introduced to the community.

04
HOW TO GO FROM INFORMAL TO FORMAL WHEN A NEW WORKGROUP IS INITIATED?
For this purpose, the CLT blueprint clearly states that there is no structured path to follow. The research showed that members need flexibility and are easily scared when formal activities need to take place. This is why the decision was made that the CLT builder is responsible for deciding when and what workshops are in place.

05
WHAT IF CONFLICT OCCURS WITHIN A WORKGROUP?
To cope with this challenge, the conflict resolution tools that are part of the deep-democracy toolset are implemented in the platform and CLT blueprint. These tools are specifically focused on solving conflicts and uncovering underlying perspectives present within a group. Also for this challenge it is important that the CLT builder knows how to prevent a conflict, and how to deal when a conflict happens.

Final recommendations

01
EXPERIENCE, TEST AND ITERATE
The outcome of this thesis can best be described as a springboard for CLT-H-buurt, a first step towards the process of giving members more ownership in the community and neighbourhood. To continue this process, the CLT-team needs to ensure that members will use the platform and test whether there are still knowledge gaps present in the community. To achieve this, feedback needs to be gathered from the members about their experiences and about specific interventions that are introduced.

This process should help in contextualising the platform and the provided set of tools. By doing so, CLT-H-buurt and CLT Amsterdam can build expertise that they can later on use when new CLT associations are initiated.

Additionally, as the roadmap stated as well, community activities need to be organised. This will be the best way to build the community and to create awareness.

02
EDUCATE THE CLT BUILDERS
A lot of what is proposed in this thesis depends on the skills of the CLT builders. It is therefore important that a training is designed to educate the CLT builders. This training should prepare them for their various roles of being a project manager, facilitator during workshops, and bookkeeper. It should additionally equip them with the knowledge on the available tools and how to implement them correctly.

03
OFFICIALISE THE ENTITY OF CLT AMSTERDAM AND INTRODUCE THEM TO THE COMMUNITY
To create clarity towards the members and external stakeholders, it is important that the entity of CLT Amsterdam is officialised. The external stakeholders can then introduce themselves during a meet-up for example, they can explain their expertise and reason for being part of CLT Amsterdam. By doing this, it clarifies the role of CLT Amsterdam, which is beneficial for the members and the external stakeholders. It would be easier to create a balance between top-down and bottom-up influences that works for all parties involved.

Furthermore, within CLT Amsterdam it is also important to specify roles. A recommendation is to introduce an independent board that is responsible for a fair collaboration and is in charge of the knowledge that will be produced and shared.

04
START GIVING OWNERSHIP TO THE MEMBERS
Now that the first incentives to the members are given to take ownership, the association can start thinking about how to continue this process. This could be done through doing the 'creating space for resident action and engagement' workshop for example. A suggestion that would be worth considering is to specify certain responsibilities and roles that can be filled by members, e.g. a platform developer.

05
BROADEN THE COMMUNITY
The current member base of CLT-H-buurt is diverse when talking about their backgrounds and interests. There is still a large group though part of the MCTC community. According to the statistics, mentioned during various informal conversations, more students and young professionals are moving to the Bijlmer. It would be valuable to focus the acquisition process also on this target group, they could help to bring expertise in the community.

06
CLARIFY THE ORGANISATION OF CLT-H-BUURT
Experience has learned that the CLT model is complex to understand. It additionally creates confusion when the original CLT model is explained, because this version of a CLT association is not feasible to establish in the Netherlands. Therefore, it would be worth considering using a different name to introduce the model as it is and prevent any confusion.

Personal refletion

To wrap up this report, a personal reflection of my own design process will be shared. An elaboration will follow describing how I experienced working on a project that focuses on social innovation, using an agile approach, and a reflection about the overall experience of doing a graduation project.

Social innovation
During the search for a graduation assignment, one of my requirements was that the project needed to contribute to either people or to the planet. My other interests in social innovation, urbanism, and strategic design made me decide to work together with And The People on their project of realising CLT-H-buurt. The development of this neighbourhood association is at its roots a social innovation project that aims to increase the livability of the neighbourhood and wellbeing of its residents at the same time. My experience has taught me that social initiatives like these often start with a lot of enthusiasm, they create momentum around the topic, and generate ideas. Along the way, unfortunately, it becomes hard to maintain this momentum and to keep all the stakeholders involved and motivated. The challenge is in the persevere stage. In the beginning of projects like these, structure is not necessary to spark interest and is therefore not seen as a priority. My personal opinion is that in order to secure a successful social project, the right balance needs to be found between action research and taking the time to evaluate and structure the process. I additionally believe that these types of projects are complex to solve and take a lot of patience, yet are also the most rewarding because you work with the people you aim to help.

Working agile
At the faculty of Industrial Design Engineering, you are being taught how to work in a structured and organised way, which, I thought, was beneficial for me because I am naturally structured and organised. This project, with an agile approach, taught me otherwise. I learned that I could increase my impact in projects that are naturally chaotic and complex. It felt surprisingly comfortable to work agile and became my prefered way of working. The lesson learned here is that my strength is not necessarily generating the most innovative ideas but more in structuring complex projects, being flexible, and keeping the long-term goal in mind throughout a project.

Graduation process
Due to the circumstances caused by COVID-19, most of the work was done at home and meetings were organised via Zoom. Luckily, I had the opportunity to meet a couple members in person in one-on-one interviews at the community centre in the H-neighbourhood. Although this was just a small group, it immediately had an impact on my understanding of the topic. Personally, I think the outcome of this thesis would be more valuable in 'normal' circumstances. It would have made it easier to gather community feedback and contextualise the platform and blueprint even more. Yet, I did try to make the most out of this situation and think that the outcome of this thesis will nonetheless have a positive influence on the community.

Graduation was for me an opportunity to explore what my preferred way of working looked like. I learned that I am good at setting boundaries and priorities for myself. From the beginning I said that I did not want to work during the weekends or in evenings especially during the pandemic where social activities were already limited. I managed to increase my productivity during the week so I could keep my promise. The hardest part of this graduation project for me was not necessarily doing the project by yourself, but being the only one who is working towards certain deadlines, you have no one in the trenches with you. At times like that, you notice that human beings are made to connect to other human beings. It taught me to set boundaries towards the people close to me and to be more independent in making plans.

To finalise this reflection, I would like to share that the overall experience of doing a graduation project has taught me a lot about myself as a designer but more importantly, about my own values, boundaries, and ambitions, I wish the same for other (future) graduate students.

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