



CPC and affordable private rental housing

An explorative study of collaboration between parties

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Preface

During my bachelor in Architecture I considered the perspective of the user as very intriguing yet underexposed. The buildings and housing design assignments were fiction, with relatively little understanding of the people who were going to make use of or live in them. Afterwards, I made the choice to continue my study career with the masters Management in the Built Environment. In this master course the perspective of the user is highlighted more. I enjoyed the courses and took a special interest in Housing Policy, Management and Sustainability. In this course I found possibilities in new forms of (developing) housing very exciting and interesting. I wanted to learn more about these, which is why I chose the topic of Collaborative Housing for my paper assignment.

Combining this with user involvement in the supply of housing made the graduation lab of New Partnerships in Housing Provision the most appealing to me, as I believe there are a lot of benefits of user-involvement. In addition, I wanted to focus on a segment with a high demand in the current market. Hence I chose the topic of CPC for affordable private rental housing.

After my graduation I would like to pursue a career in the built environment, focusing even more on the user perspective to create a better environment. This is the last part of my studies and therefore it was important for me to be happy with the result myself.

My graduation process has been both exciting and a challenge. I would like to take the opportunity here to thank my two mentors Darinka Czischke and Marietta Haffner. Without their knowledge, guidance and support I would not have been able to conclude it.

I would also like to thank all the interviewees that contributed to this study by sharing their expertise, experiences and views on this topic.

Finally, special thanks to my family and friends, for always supporting me and making the journey very enjoyable.

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"It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed." – Charles Darwin

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Executive Summary

CPC and affordable private rental housing: an explorative study of collaboration between parties

Abstract

The middle-income households in the Netherlands are currently disadvantaged in finding affordable housing, as they are pushed towards the private rental market in which affordable private rental housing is scarce. Together with participation trends, this gives opportunities for collective private commissioning (CPC) to add to the supply and make it more inclusive and stable, as different interests could come together and the housing is expected to stay affordable. Therefore, this study entails an explorative research into the possibilities of CPC and affordable private rental housing, focussing on the type of collaboration, the enablers and barriers in the collaborative process and the role division within the collaboration. A single case study of CPC for middle-segment owner-occupied housing was conducted, supplemented with a cross-sectional study, with interviewees currently involved in CPC for affordable private rental housing. The main findings show that the type of collaboration can be considered hybrid, as it can act in a commercial market while maintaining its social goal and it has a collaborative and innovative approach. Important enablers and barriers towards collaboration are in the initial phases of such a project, where expertise and political influence are crucial. During collaboration, a board providing connecting leadership, acknowledging power differences, trust and striving for a win-win situation by serving both social and commercial interests encourage collaboration. However, difficulties in the complex financial situation of such a development can cause barriers. Important roles for this type of development are defined as process responsible and executive, in order to guide the process. An enabler within the role division is making clear agreements at the beginning. Besides the previous implications, the role of the residents seems moderated compared to other forms of CPC, as they will only be in charge after the housing is realised. Implications for practice can be found and this type of development is considered to be an option, as the findings show that with the right conditions, this type of development can contribute to the supply of affordable private rental housing in the long-term.

Keywords: *CPC, affordable private rental housing, housing cooperative collaboration, collaborative process, role division*

Introduction

There is an increasing housing shortage in the Netherlands. The middle-income households are especially disadvantaged when it comes to finding appropriate affordable housing (Boelhouwer & Schiffer, 2016) and are pushed towards private rental properties due to institutional characteristics (Groot, Möhlmann & Lejour, 2016). In addition, the supply of private rental housing is scarce in peripheral areas and it is considerably more expensive in areas with overpressure. Besides, the supply for affordable private rental housing is difficult to start up and expand (Boelhouwer & Schiffer, 2016). According to Tijsseling, Brekelmans, Liebrand and Raadgever (2014), these current difficulties imply that alternative ways of adding to the supply need to be introduced in the Dutch housing market, in order to make it more inclusive and stable.

A reaction to lack of sufficient properties on the housing market is the re-emergence of collaborative housing (Czischke, 2017). In addition, Verhoeven and Tonkens (2013) state that the active participation of inhabitants in the Netherlands in various fields is encouraged more and more, as the government is steering towards a participation society.

A housing cooperative in the form of Collective Private Commissioning (CPC) is an example of collaborative housing. CPC for newly built private rental housing is a logical form of housing cooperatives for the middle segment according to Tijsseling et al. (2014). Van Triest and Hanemaaijer (2013) indicate that different promoters of CPC for middle segment rental housing have chosen for the CPC cooperative form, because this organisational form can guarantee the short-term needs of the resident (an affordable rent) and long-term needs of society (an attractive housing stock) and of the middle-income households (an accessible and affordable rental housing stock), together with the interests of the financier or the investor in a well-balanced way. The housing is expected to stay affordable for the middle-income households because the cooperative is in charge of the rents (Gebiedsontwikkeling.nu, 2013).

In this form, the cooperative is owner of the building and the members rent their property from the cooperative and take a share in it, as they pay an amount to purchase or develop the building. In addition, external funding is attracted and external financiers or investors also take risks. Therefore, this form of CPC differs from the form of CPC for owner-occupied housing, since the residents do not carry all the risks. As other parties are involved as well, a CPC initiative will have to form collaboration.

According to Tijsseling et al. (2014), the previous named signals offer chances for the cooperative housing form to fill gaps in the housing market. They state that the possibilities of cooperatives have been looked into for longer. However, little has been achieved and little has been researched on the collaboration between CPC groups and other stakeholders for middle segment private rental housing. Research into these collaborations is relevant for municipalities, as more knowledge in this field could establish if these cooperatives could contribute to the supply of this type of housing. More insight in housing cooperative models could encourage the emergence of them. Besides the more practical implications, this study will contribute to the body of knowledge in housing cooperatives and partnerships between stakeholders in housing provision.

The aim of this study is to gain more insight in the collaboration of the CPC initiatives and other stakeholders when realising affordable private rental housing in the middle segment. Therefore the following research questions are formulated:

1. *What type of collaboration may characterize CPC initiatives?*
2. *What are the enablers and barriers in the course towards and during collaboration between and within CPC initiatives and other stakeholders realising affordable private rental housing?*
3. *What roles within the CPC collaboration contribute in the realisation of affordable private rental housing?*

Hereafter, the concepts and theoretical framework that the concepts can be associated with are defined. Then, the conceptual framework is presented. Subsequently the methodology is explained and the findings are discussed. Finally, conclusions are drawn and discussed, after which recommendations are given for possible future research.

Concepts

The excluded middle-income households – the middle segment

The middle-income households are defined in this research as households with gross incomes from €36.165 and €50.000.

Affordable housing for middle-income households – the middle segment

In this research, the affordable housing refers to sufficient and affordable for the middle-income households in the Netherlands in the liberal rental sector, with rents from €710,68 up to €1200 per month.

CPC for affordable private rental housing in a cooperative form

The cooperative consists of members and a board. It represents the material interests of its members and operates in favour of them. As the cooperative is owner of the building, there is no question of home ownership, but rather of collective ownership. On the one hand, it is possible to make a profit (which is not possible within an association form), and on the other hand, it is possible for members to acquire control (without having to be shareholder in terms of an investor and thus incurring investment risks) (Van Triest & Hanemaaijer, 2013).

Theoretical framework

Collaborative housing and CPC for private rental housing can be related to a number of concepts in theory, which are explained in the following sections.

Hybrid organisations and social enterprise

Czischke, Gruis and Mullins (2012) explain that many social housing providers can be classified as hybrid organisational forms, combining 'state', 'market' and 'civil society'. In their article, they recognise a common thread and define it as 'social enterprise', which has emerged within the broader notion of the third sector. According to Mertens (1999, p. 502 in Czischke et al., 2012), this third sector encompasses "all the small-scale production units set up by individuals or community groups with a view to trying out novel collective practices and to filling a hole as regards meeting a genuine need". Housing cooperatives that are currently re-emerging in the Netherlands can be identified with these concepts as well. Besides, the provision of housing has a complex position between state and market, since it is both a social and an economic good (Van Bortel, 2016). This suggests the hybridity of a housing cooperative and its consensus with the third sector. Since it is a private organisation with a societal objective while being able to operate in a market situation, it can be considered as a social enterprise.

Collaborative planning

Arnstein (1969) explains that in most cases the citizens took power where power in decision-making has been shared between both citizens and parties that traditionally have this power. With collaborative planning a high level of collaboration is achieved than more conventional participation methods. Although collaborative planning is a more unconventional than

traditional method according to Arnstein (1969), it could be of importance for social enterprise organisations and public parties when trying to reach their goal. Besides, collaborative planning can be associated with social enterprise, as this is also a step forward from a more traditional form and a new way of entrepreneurship compared to more traditional approaches (Czischke et al., 2012).

Organisational approaches

Hybrid organisations could also have different approaches, as explained by Stull (2003 in Czischke et al., 2012). He distinguishes a 'traditional management approach' from a 'opportunity-oriented approach'. As Dutch housing associations are also typified as hybrid organisations (Priemus, 2001 in Gruis, 2008), Gruis (2008) presents a theoretical classification for housing associations with four organisational archetypes. Herein he distinguishes two types of approaches: 'prospectors' and 'defenders'. The more traditional and conventional participation methods explained by Arnstein (1969), the 'traditional management approach' of Stull (2003 in Czischke et al., 2012) and the 'defender' approach of Gruis (2008) seem to be related to each other. They all show characteristics of traditional activities and focused on efficiency within the company instead of on innovation and broadening the horizon. These could be classified under 'traditional approach'. On the other hand, the concept of collaborative planning of Arnstein (1969), the 'opportunity-oriented approach' of Stull (2003, in Czischke et al., 2012) and the 'prospector' approach of Gruis (2008) seem to be related to each other as well. They all show characteristics of innovation, openness towards new ways of working and flexibility. These could be classified under 'innovative and collaborative approach'. Together, these two different approaches provide a framework for classifying the approach of an organisation.

The Compass model

Bremekamp, Kaats, Opheij and Vermeulen (2010) state that collaboration is improved when working together is achieved based on the logics of network structures, as opposed to collaborating based on the logics of hierarchal structures. 'Het kompas' (the Compass model) is a process model for collaborative relations. This model serves as an analytical framework for the process between the first explorations up until carrying out the collaboration. It reflects the guidelines and essence of a collaboration formation process, keeping into account that reality cannot be grasped in such a simple approach. It also gives focus points that need to be addressed, defines which requirements are made for the content of the roles and for the nature of the conversation of collaboration. The process takes place in a certain context: the participating stakeholders, the process in which they are related with each other and the environment in which this takes place.

Stakeholders' ambitions and interests

The stakeholders entering the collaboration all have their own interests and ambitions for the outcome. Together the stakeholders have to give meaning to the outcome of the process, because without giving meaning together an effective collaboration cannot be formed (Weick, 1995 in Bremekamp et al., 2010). The stakeholders entering collaboration with the cooperative have their own interests as well. Among others, these interests could include: commercial interests, short-term interests of the residents and long-term interests of society (Van Triest & Hanemaaijer, 2013). For his four archetypes, Gruis (2008) distinguishes a commercial from a social orientation. In addition, the EMES (European Research Network for the emergence of social enterprise in Europe) has distinguished nine indicators to describe social enterprise, which can be classified under the two main dimensions of the 'social' and

'economic' (or commercial) (Defourny, 2009 in Czischke et al., 2012). Therefore, hybrid organisations or 'social enterprises', like housing associations and housing cooperatives collaborating with other stakeholders, can have both a 'social orientation' and a 'commercial orientation', with social and economic activities. The 'social orientation' can be classified under the 'welfare, people-oriented approach' of Gruis (200), corresponding to the social indicators of "an explicit aim to benefit the community"; "an initiative launched by a group of citizens"; "a decision-making power not based on capital ownership"; and "a participatory nature, which involves various parties affected by the activity" as defined by the EMES (Defourny, 2009 in Czischke et al., 2012). The 'commercial orientation' can be classified under the 'business, property-oriented, approach' of Gruis (2008), which corresponds to the economic indicators of "a continuous activity producing goods and/or services"; "a high degree of autonomy"; "significant level of economic risk"; "a minimum amount of paid work"; and "a limited profit distribution" as defined by the EMES (Defourny, 2009 in Czischke et al., 2012). This literature provides a framework to classify the orientation of an organisation.

Types of housing cooperative collaborations

Based on the framework with archetypes to classify housing associations of Gruis (2008) and the literature of and discussed in Czischke et al. (2012), Arnstein (1969) and Bremekamp et al. (2010) discussed above in section 2.4.1 to 2.4.5, a framework for housing cooperative collaborations can be drawn up. In this framework, the housing cooperative and additional parties can be placed, according to their approach and orientation. The framework provides this classification based on a 'traditional' or an 'innovative and collaborative' approach and a 'social' or 'commercial' orientation. By combining these approaches and orientations, four types can be distinguished to classify housing cooperative collaborations, namely: the 'societal housing manager'; the 'traditional real-estate investor'; the societal innovator; and the innovative real-estate investor'. This framework is presented in figure A.

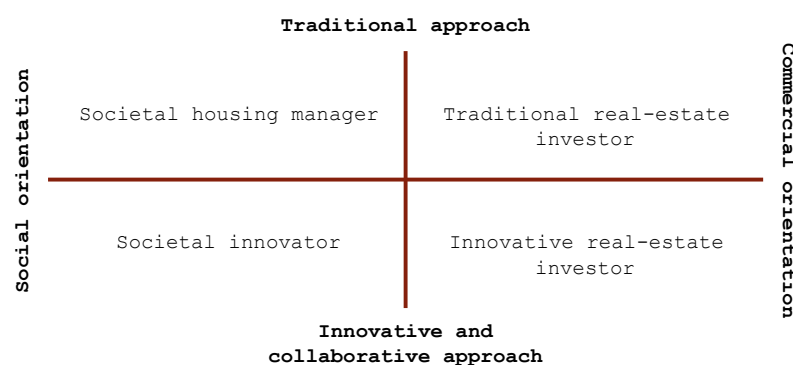


Figure A Types of housing cooperative collaborations, based on Gruis (2008), Czischke et al. (2012), Arnstein (1969) and Bremekamp et al. (2010).

Enablers and barriers in the collaborative process

Bremekamp et al. (2010) define five different enablers for the process towards collaboration between stakeholders, namely: 'increasing trust' or trust; 'acknowledge and make use of the power differences' or power distribution; 'use conflicts' or difficulties; 'make sure there is connecting leadership' or leading; 'guarantee value creation' or win-win situation. These enablers can be analysed throughout the collaborative process.

DPEA roles

When collaboration is formed between stakeholders, the roles of the stakeholders in the project are important. Therefore the roles of stakeholders during a real estate development project need to be defined.

	Stands for:	Role & responsibility:
D	Decisive	The function of this role is to make decisions on the progress of the sub-steps in the process.
P	Process responsible	This role is responsible for the progress of the process and makes sure that the roles E and A deliver their substantial contribution. Where needed this role also delivers a substantial contribution to the project.
E	Executive	This role delivers a continuous substantial contribution to the development of the project, from the specialism of the stakeholder with this role.
A	Advising	This role delivers a substantial contribution to the project as well. However, this role is not continuously involved, but is temporarily involved for a specific question or problem in the project.

Table A The DPEA roles, based on Van der Kuij (2013, p.165)

For the analysis of the roles of stakeholders within a housing corporation, Van der Kuij (2013) uses the RASCI-method. To apply the RASCI-method specifically to real estate development, Van der Kuij defines new roles: the DPEA roles based on the RASCI-method roles, as shown in table A. These roles can be recognised within real estate development in an organisation.

Enablers and barriers in DPEA role division

In addition, Van der Kuij (2013, p. 172) defines barriers within the division of the roles, namely: defined beforehand and consistency; differences in observation and responsibility; inconsistencies or overlap.

Conceptual framework

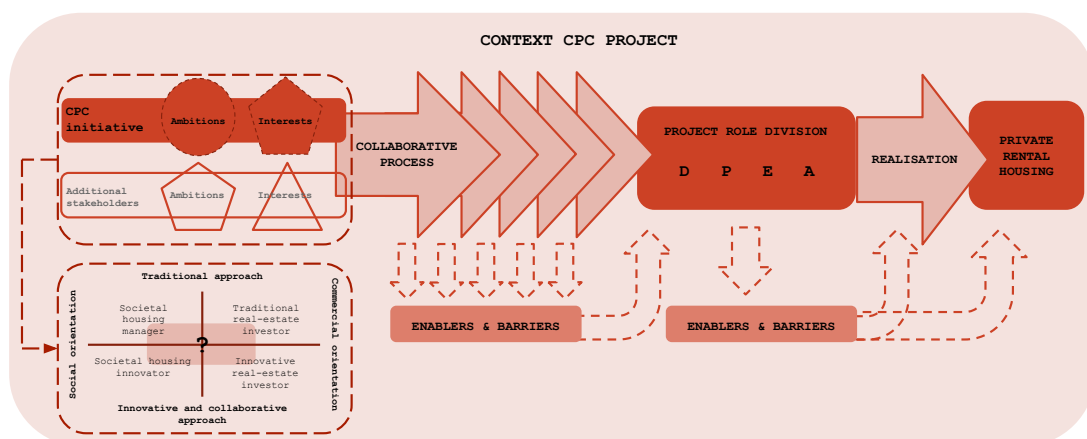


Figure B Conceptual framework

To be able to answer the research questions, different concepts in theory are combined. To be able to establish the type of collaboration that may characterize CPC initiatives, an inventory of stakeholders needs to be made. Besides this, their interests and ambitions for the project need to be defined (Bremekamp et al., 2010). Next, to determine the enablers

and barriers in the course towards and during the collaboration defined to realise affordable private rental housing, different principles of Bremekamp et al. (2010) are analysed throughout the collaborative process. Then to be able to define the role that CPC initiatives need to take within a collaboration to realise affordable private rental housing, the roles as explained by Van der Kuij are used for an analysis. The enablers and barriers for the responsibility division within this role method will be analysed as well. This results in the conceptual framework, as displayed in figure B.

Research methods

The research questions are covered in the conceptual framework in the way presented in figure C.

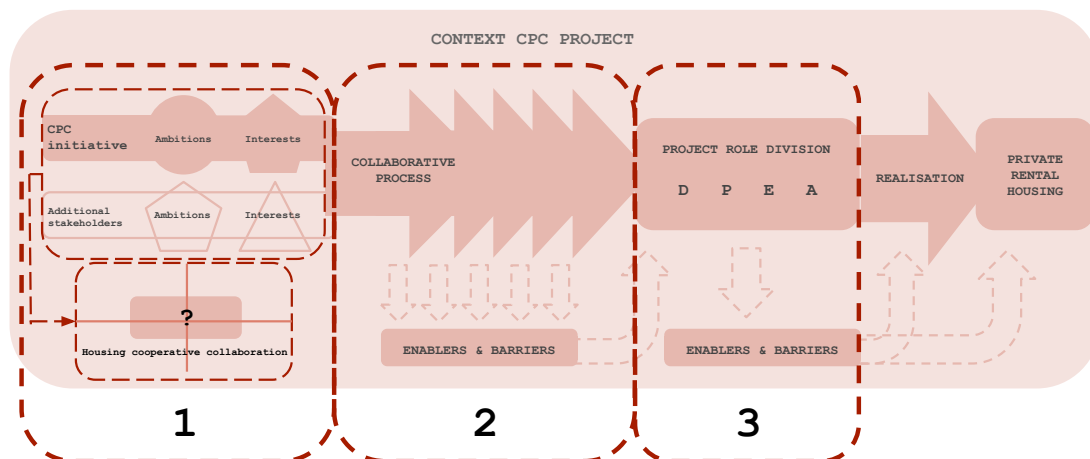


Figure C Research questions in conceptual framework – based on figure A

Study design

This study provides an inductive view of a relationship between theory and empirical research, in which theory is generated out of this research. Therefore, a qualitative study design is chosen (Bryman, 2012, p.380) employed within case study design, in which a single case study is used to analyse detailed and intensively (Bryman, 2012, p.66). This case study design is supplemented with a cross-sectional design, in which unstructured and semi-structured interviews are conducted (Bryman, 2012, p.62). The sampling of cases and interviewees in this study is purposeful. Cases and interviewees are selected based on set criteria for which the research questions will provide guidelines (Bryman, 2012, p.416). The case study will be a representative or typical case, also referred to by Bryman (2012, p.70) as an exemplifying case.

One case is selected with the following criteria: (1) a CPC initiative of middle-income households; (2) realised affordable private rental housing for the middle segment; (3) in the context of the Netherlands; (4) recently realised (2012 and after), so the information on the case is still accessible and the interviewees remember the course of the process; and (5) housing realised appropriate for rental destination. Several cases have been tested to the criteria, for which information on the cases has been gathered through contact with professionals who were involved (in)directly in these cases before selecting one. However, in the exploration phase of this study, no case has been encountered that meets all the defined criteria. Since the structure of housing provision for social rental tenants is different from

private housing provision due to the involvement of housing associations, the choice for an owner-occupied case for middle-income households is made with generalised housing. Hence, the case meets criteria 1, 3, 4, and 5. This is the case in the 'Groene Hart'. Within this case the following eight interviewees were selected: (A) urban planner; (B) process manager at the municipality; (C) secretary of the CPC group and current resident (CPC 1); (D) architect; (E) owner-occupied advisor 1; (F) commercial and acquisition for contractor; (G) chairman of the CPC group and current resident (CPC 2); (H) owner-occupied advisor 2.

The interviewees for the cross-sectional study were selected based on the following requirements interviewees: (1) at least one interviewee within the organisation of a CPC initiative wanting to realise affordable private rental housing; and (2) at least one professional interviewee involved in CPC projects and/or middle segment private rental housing with experience in this type of project. Based on these requirements the following three interviewees are selected: (I) private rental advisor 1, currently involved in a project trying to realise private rental housing in the middle segment with CPC in Rotterdam; (J) private rental advisor 2, currently involved in a program trying to realise private rental housing in the middle segment with CPC in Amsterdam; (K) secretary and treasurer of a CPC initiative currently involved in a project trying to realise private rental housing in the middle segment in Amsterdam.

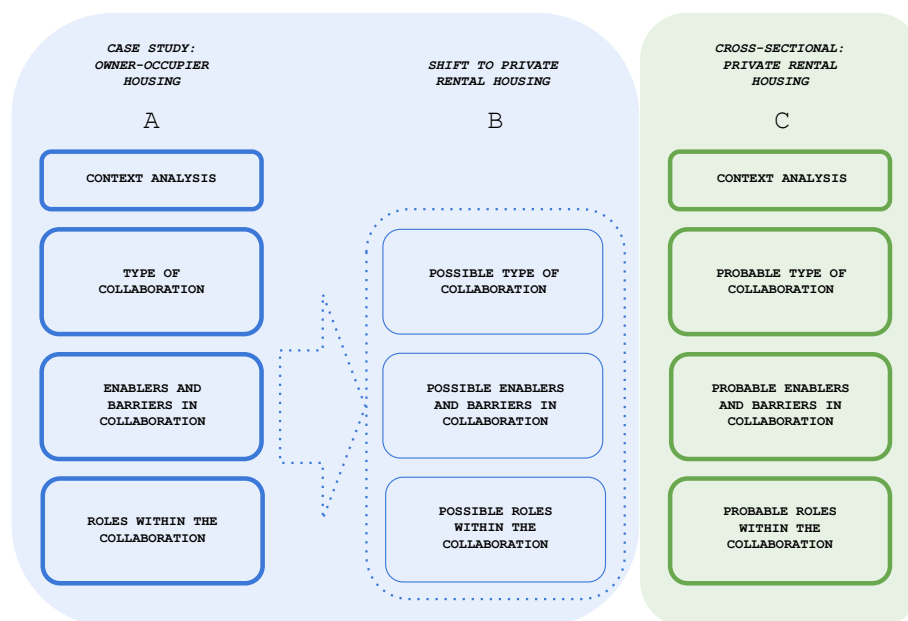


Figure D Summarized analytical approach

The data is collected with the following methods (Bryman, 2012, p.383): (1) literature review; (2) a detailed and intensive analysis of a single case by conducting qualitative partially semi-structured and partially unstructured interviews; and (3) conducting qualitative interviews, both semi-structured and unstructured (Bryman, 2012, p.213). The analytical approach is illustrated in figure D. As presented in this figure, interview questions focus on the topics of the three research questions: type of collaboration; enablers and barriers in collaboration; roles division. For the case study interviewees the owner-occupied housing case (A) is addressed and what would be different when private rental housing would have been realised (B). For the cross-sectional interviewees only private rental housing is addressed (C).

Besides this, a context analysis is executed. The conversations during all interviews were recorded. These recordings were written into summaries.

Main research results

The findings are organised in line with the three research questions. In order to process the findings in an organised way, based on the summarized analytical framework (figure D). In this framework, the categories are combined into four main themes based on the research questions and the conceptual framework (figure C), namely: (1) context analysis; (2) type of collaboration; (3) enablers and barriers in collaboration; and (4) roles within the collaboration. Hereafter, the main findings of part 'A' and 'B' combined, complemented with part 'C' (as presented in figure D) are presented, divided over the four themes.

(1) Context analysis

The case study is located in the 'Groene Hart' in the Netherlands. In this area there was a lot of demand for owner-occupied housing from starters. This project was realised during the credit crunch in the Netherlands when developing housing was difficult. The municipality saw CPC as an opportunity to realise the demanded type of housing and cover the costs they made for the project already. The CPC resident group formed an official registered association with statutes. The project started in 2012 and was completed in 2014. The contractor delivered the housing casco and the individuals within the CPC group could construct their own interior.

The 'private rental CPC member' and 'private rental advisor 2' are both involved in an on-going project in Amsterdam. The municipality of this city has decided to allocate three lots for an association or a cooperation to build housing, with the condition that it needs to stay an association or cooperation. The first location is 'Centrumeiland IJburg' which is the one addressed in the interviews. The tender has closed and the private rental CPC group (of which the interviewed 'private rental CPC member' is part of the board) has subscribed as well.

'Private rental advisor 1' is currently involved in an on-going project in Rotterdam with a new initiative. This initiative is formed by a group of professionals who form the board. This board is currently a foundation, which will establish the housing cooperation. This housing cooperation will enter the lease contracts with the tenants later on. Hereafter, the foundation will transfer the board to residents within the housing cooperative. A developer and an architect are already involved.

(2) Type of collaboration

(A) In the collaboration to realise owner-occupied housing in the case study, the following stakeholders are involved: urban planner; municipality; CPC group, with chairman, secretary and treasurer; architect; advising party; contractor; notary; constructor. The interests of the case study interviewees differ, corresponding to the type of party. Only a few state to have a social interest, whilst most parties seem to have more interest in maintaining the business of the company. The majority of parties did not have specific ambitions for the project.

(B) The interviewees within the case study roughly addressed two different types of CPC for private rental housing: a private rental housing form with tenant involvement without a cooperative and private rental housing in a cooperative form with board/residents as client.

They mentioned the following additional and deviating stakeholders from the owner-occupied housing for the form without a cooperative: municipality; developer; investor; housing association; project leader. For the form with a cooperative they mentioned the following additional and deviating stakeholders: project leader; investor; crowd funding; financial expertise. Owner-occupied advisor 1 and 2 indicate that they see more chances in the cooperative form, however gaining investment is expected to be difficult. The majority of parties do not expect other interests and ambitions for a private rental housing project. However, the tenants state that their ambitions would be completely different and they would like to be less involved. In addition, for the expected additional investor, interviewees indicate that this party could have a commercial interest, but should be benevolent towards the residents.

(C) The cross-sectional interviewees define the following possible stakeholders: municipality; province; members/residents; wealthy individuals; banks; housing association; developer; architect; board of professionals; contractor; investor. These stakeholders are all based on the cooperative form of realising this type of housing. The interests and ambitions of the cross-sectional interviewees seem to be more alike, as they all state to have some sort of social interest in developing this type of housing, for which some state that there is a social interest in itself as it could provide durable affordable private rental housing, since it will stay affordable. However, it is also indicated that other parties do not have to have an explicit social interest and should be able to have their usual interests and ambitions for such a development.

(3) Enablers and barriers towards and within collaboration

(A) From the findings of the case study interviewees, the following steps can be defined in the collaborative process for the owner-occupied housing: Initiative from the municipality (municipality and urban planner are involved); Municipality sets up process with advising party (municipality, urban planner and advising party are involved); People signed up and had to form a CPC group with an association (municipality, urban planner, advising party and private individuals (later CPC group) are involved); Cooperation agreement and land reservation (municipality, advising party and CPC group are involved); Purchase agreement, change of the zoning plan with delay and delivery of the land (municipality, advising party, CPC group and notary are involved); CPC group chooses contractor, talks to the architect and applies for permits (CPC group, advising party, contractor and architect are involved); Construction phase (CPC group, contractor, architect and municipality are involved); Completion of the housing (only CPC group is involved).

The interviewees define the following enablers and barriers, based on the literature of Bremekamp et al. (2010): there was no trouble in the power distribution; there was a win-win situation for all the interviewees and striving for it promoted the collaboration; there was good trust between the parties, as they were transparent and open and some parties had worked with each other before; some difficulties were mentioned, concerning the zoning plan, cost distribution and utilities, however this did not cause major conflicts.

(B) Based on the findings from the case study interviewees, the following collaborative process can be defined for when private rental housing would have been realised: Initiative from the municipality and expected that political influence is of importance (municipality and urban planner are involved); Municipality and advising party are expected to set up process with involvement of investor and developer. Expected more financial expertise involved

(municipality, urban planner, advising party, investor, developer and financial expertise involved); People sign up and CPC group is formed with an association (municipality, urban planner, advising party and private individuals (later CPC group) professional project leader and financial expertise involved); Cooperation agreement and land reservation (municipality, advising party, professional project leader and financial expertise involved, less involvement CPC group); Purchase agreement, change of the zoning plan and delivery of the land (municipality, advising party, notary, professional project leader and financial expertise involved, less involvement of CPC group); Choice of contractor and architect, applying for permits (advising party, contractor, architect, professional project leader and financial expertise involved, less involvement of CPC group); Construction phase, completely finished housing (contractor, architect and professional project leader involved, less involvement of CPC group).

Within this process, the following differences in enablers and barriers were defined, based on the literature of Bremekamp et al. (2010): the eventual owner of the building will be leading in the process and the power distribution will be different, as the party that pays has the most power.

(C) From the findings of the cross-sectional interviewees, the following collaborative process can be defined: Municipality makes lots available and initiation by board (municipality and board with expertise and experience involved); People could join the association already, process is set up with the financial feasibility and sketch design (board, members, optionally architect and optionally a developer involved); Investment and mortgage is gained (board, optionally architect, optionally developer, optionally members and investor/bank/crowd funding/housing association/wealthy individuals involved); Design and build phase (board, residents/members, architect, contractor and other parties involved at real estate development); Housing cooperation enters lease agreements with the tenants and hands over board to the residents (board, residents/members).

The interviewees define the following enablers and barriers, based on the literature of Bremekamp et al. (2010): the board provides connecting leadership throughout the process; the power is not with the residents in such a process; to gain trust within the project, the dynamics within group and clear shared vision are important. In addition they stress that the first phase is very crucial for the project and therefore the expertise is very important.

(4) Role division and role of the CPC group

(A) In the collaboration to realise owner-occupied housing in the case study, the following role division is defined, based on the DPEA roles of Van der Kuij (2013): the CPC group has the decisive role; the municipality, the advising party and the architect have the process responsible role; the advising party also has the executive role; according to the majority report, no other parties are involved to cover the advising role.

The interviewees define the following enablers and barriers in this role division, based on the literature of Van der Kuij (2013): the roles were defined at the beginning and consistent throughout the process; there were no differences in observation of responsibilities between stakeholders; there were no inconsistencies or overlaps between roles.

(B) Based on the findings from the case study interviewees, the following change in role division is defined when private rental housing would have been realised, based on the

DPEA roles of Van der Kuij (2013): the eventual owner of the building will have the decisive role; the process responsible role is expected to be more important; the executive role is also expected to be more important.

The interviewees define the following enabler in this role division, based on the literature of Van der Kuij (2013): it is expected that clear agreements and a clear role division at the beginning is necessary in this type of project.

(C) From the findings of the cross-sectional interviewees, the following role division can be defined, based on the DPEA roles of Van der Kuij (2013): the board or the party that takes the risks has the decisive role; there are different advisors per phase (shifts in construction phase) that have the process responsible role; the architect or the advising party has the executive role; all parties involved in real estate development with specific expertise have the advising role.

The interviewees define the following enabler in this role division, based on the literature of Van der Kuij (2013): it is important that all the roles are defined beforehand.

Conclusion and recommendations

Because up until now little has been achieved and little has been researched on the collaboration between CPC groups and other stakeholders for affordable private rental housing, the aim of this study was to gain more insight in this field. Hereafter, the key findings are discussed in relation to the literature.

What type of collaboration may characterize CPC initiatives?

First of all, an inventory of stakeholder was made. According to the empirical findings, the composition of parties in collaboration in order to realize CPC for affordable private rental housing seem to be almost the same as real estate development for private rental housing without CPC, since parties such as an investor, an architect and a contractor should be involved. Nevertheless, some exceptions were observed. Specifically the following parties: the municipality should be more involved than with a form without CPC; the project is initiated by a board of professionals with expertise who lead the process; the residents or members are involved earlier in the process of this development than with a form without CPC.

Second of all, the interests and ambitions of the stakeholders were inventoried and are analysed, based on literature of Bremekamp et al. (2014), Gruis (2008), Czischke et al. (2012) and Arnstein (1969), which was combined to provide a framework to analyse the orientation and approach of housing cooperative collaborations (figure A). The empirical findings indicate that the interests and ambitions of the involved stakeholders seem to differ in development with CPC. Although possibly having some type of social interest, the stakeholders usually involved in real estate development within housing cooperative collaborations are mainly interested in maintaining their business. These interests can be classified as commercial and correspond to the concept of 'commercial orientation', as it is a business approach, the interest is to produce services, there is an economic risk for these parties and it involves paid work for these parties. Without these stakeholders the chance of the project succeeding is expected to be unlikely.

On the other hand, the interests of the interviewed involved stakeholders in CPC for affordable private rental housing seem to be more social oriented. Their social interests correspond to the concept of 'social orientation' in the framework for housing cooperative collaborations, as they are based on welfare and the interest is to benefit the community, by making this a more common way of development and contributing to the supply of affordable private rental housing. Besides, it can be initiated by a group of citizens and there is a participatory nature as there is resident involvement in the process. This outspoken social orientation lies with the board of the cooperative and the advisors. In addition, the findings show that there is a social interest for this type of housing in itself, as this type is expected to remain affordable on the long-term.

Although the interests are differing, all the parties involved in projects with CPC seem to be open to new ways of developing and collaborating with other parties, as indicated by the empirical findings. Two types of approaches are included in the framework for housing cooperative collaborations. As the 'innovative and collaborative approach' entails a more innovative, collaborative and new way of working and is more flexible, the approach of the housing cooperative collaboration for affordable private rental housing complies with this approach most.

It can be concluded that the type of collaboration is hybrid, since both social and commercial interests can be recognised. Hence, in this type of collaboration different interests can come together, as defined by Van Triest en Hanemaaijer (2013, since affordable private rental housing could be realised that contributes to the supply, making the housing stock more attractive and accessible for middle-income households, while serving the commercial interests of stakeholders usually involved in real estate development. Therefore, despite being able to act in a commercial market, the main interest and ambition for this type of development is social for the housing cooperative collaboration and the way of developing can be recognised as a collaborative and innovative approach. Although involved parties could have social objectives, the interests and ambitions of these stakeholders are commercial. Thus, it can be typified by a combination between 'societal housing innovator' and 'innovative real-estate investor' in the housing cooperative collaboration framework (figure E).

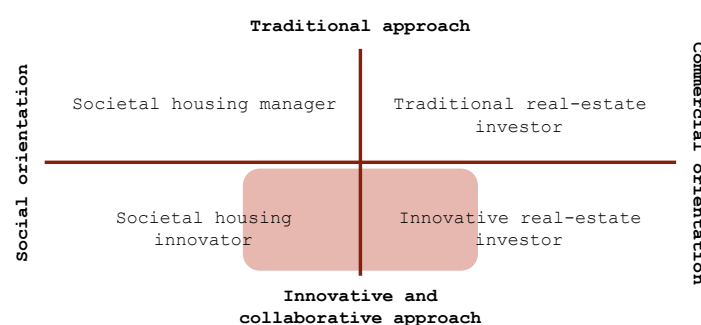


Figure E Type of housing cooperative collaboration

What are the enablers and barriers in the course towards and during collaboration between and within CPC initiatives and other stakeholders realising affordable private rental housing? As stated by Bremekamp et al. (2010), in a collaborative process the involved stakeholders have to give meaning to the outcome. In addition they stated that the collaborative process takes place in a certain context.

First, a collaborative process with the following steps is defined based on the empirical findings:

1. *Involvement of the municipality in beginning to stimulate enabling the project;*
2. *The initiation then is by a board with professionals;*
3. *The board will set up the process; residents or members can join the housing cooperative;*
4. *Investments have to be arranged to proceed;*
5. *Construction phase;*
6. *Board is handed over to the housing cooperative members (residents).*

The phases described before construction (1 to 4) are defined as crucial for feasibility of the project in the empirical findings. Therefore, it is emphasised that professionals with specific expertise should be involved in these phases and a board should lead the project. Furthermore, it is expected that the construction or realisation phase will not be different from any other housing development. An additional step is added after construction when compared to CPC for owner-occupied housing, as the residents are not in charge before completion of the building. Thus, in this final phase, the control will be handed over to the housing cooperative, of which all the residents will be members.

Second, enablers and barriers in the collaborative process can be defined from the empirical findings, based on the literature of Bremekamp et al. (2010). Bremekamp et al. described 'leading' as the presence of connecting leadership, since leadership is important in collaboration to make a start. The empirical findings indicate that the board will start the project and connect parties to each other. Thus, the board provides connecting leadership to enable the project at the beginning, which complies with the literature.

Bremekamp et al. described 'power distribution' as necessary to accomplish things. Power should be acknowledged and made use of. However, it could also cause discomfort and hence it is important that the most powerful stakeholder is reserved. The empirical findings indicate that the power distribution can be different than with CPC for owner-occupied housing, since there are more powerful parties involved. The power of these parties should be acknowledges according to the findings as well, since it is stated that their demands need to be honoured. In addition, the findings indicated that the investor should be benevolent, complying with the powerful stakeholders staying reserved. Hence, the empirical findings seem to comply with the literature of Bremekamp et al.

Bremekamp et al. (2010) defines a 'win-win situation' as guaranteed value creation. According to them, the most can be achieved when stakeholders also consider the interests of other stakeholders. Striving for this in the owner-occupied case was an enabler in collaboration. Even though no clear statements can be defined from the findings on private rental housing, it is indicated that when combining the interests of the expected involved stakeholders, a win-win situation implies that this type of housing will become a more standard and conventional way of developing and more widely supported in the Netherlands, whilst the other involved stakeholders can maintain their commercial interests.

Schruijer & Vansina (2007 in Bremekamp et al., 2010) stated that 'trust' is the key to success in collaboration. Paul & Wesslink (2010 in Bremekamp et al., 2010) added that trust is incentivised by genuine interest, openness, transparency, reliability and consistency. The findings indicate that trust can be incentivised by being transparent and open, and familiarity. This can be related to openness, transparency, reliability and consistency. In addition the findings indicate that group dynamics and a clear and shared vision are

important for building trust, coinciding with genuine interest, openness, transparency and reliability. Therefore, all the enablers seem to be able to incentivise trust and trust seems to be key in collaboration.

Bremekamp et al. described 'difficulties' as making use of conflicts by providing insight into the causes, reasons, possible behaviour and the consequences. The findings indicate that there could be more difficulties than with CPC for owner-occupied housing, since the process is more complicated and stakeholders do not have experience with this type of development yet. The empirical findings indicate that mostly difficulties with financing are expected. However, the empirical findings do not indicate how to use possible conflicts because of these difficulties.

Overall, more barriers are expected because of the newness of this type of development and stakeholders not being familiar with it. However, many enablers are provided as well. Towards collaboration, the involvement of the municipality and involved expertise can enable the project. Based on the literature of Bremekamp et al., enablers during collaboration can be defined as leadership of the board, acknowledging power differences, striving for a win-win situation and improving trust with group dynamics, a clear shared vision and open communication.

What roles within CPC collaboration contribute in the realisation of affordable private rental housing?

A role division for real estate development was defined from the empirical findings, based on the literature of Van der Kuij (2013).

First of all, the 'decisive' role was described by Van der Kuij as to make decisions on the progress of the sub-steps in the process. From the empirical findings it is indicated that this is the role of the eventual owner of the building or the party taking the risk. Second of all, Van der Kuij described the role of 'process responsible' as responsible for the progress of the process and the substantial contribution of the roles 'executive' and 'advising'. The empirical findings indicate that this role is expected to be more important than for CPC for owner-occupied housing and should be fulfilled by an advising party. The role will shift of advising party when construction starts. Third, Van der Kuij describes the role of 'executive' as delivering a continuous substantial contribution to the project from the specialism of the stakeholder in this role. Based on the empirical findings, it seems that this role is expected to be more important than with CPC for owner-occupied housing as well, and the advising party or an architect should take it. Finally, Van der Kuij describes the 'advising' role as the role that delivers a substantial contribution, but is temporarily involved for a specific question or problem. The advising role is expected to be the same as with CPC for owner-occupied housing and is expected to be taken by all the parties involved for specific expertise. Hence, the roles of decisive (the eventual owner), process responsible or executive (advising parties or an architect) and the advising roles (all parties involved in real estate development) will contribute in the realisation of affordable private rental housing, with an emphasis on the importance of the process responsible and executive roles.

In addition to the roles, three enablers and barriers in the role division were defined by Van der Kuij (2013), namely (1) inconsistencies between the formally defined position and the performed functions of a stakeholder; (2) differences perceived in the responsibility division between stakeholders; and (3) inconsistencies or overlap between the identified roles of stakeholders. Based on this literature of Van der Kuij, no majority report was recognised from the empirical findings on barriers in role division. However, a key enabler for role division

and a way to avoid the three barriers of Van der Kuij follows from the empirical findings, namely making sure that agreements on the role division are clear from the beginning on.

Implications for practice

This type of development is considered to be an option, since the cooperative itself has a social goal on both a small scale (achieve affordable rents) and a larger scale (contribute to the supply of affordable private rental housing, making housing accessible for the middle-income households and creating new accepted forms of development), while being able to operate in a commercial market and gain investment. In addition, the rents can stay affordable, as the cooperative is in charge of them, and the supply of affordable private rental housing could remain more stable, as apposed to affordable private rental housing realised by only commercial parties, where the rents are expected to increase over time as they will be determined by the market of demand and supply. Therefore, this type of development seems suitable for filling (a part of) the gap in the housing market. However, the process towards the realisation is new for all interviewed stakeholders, since there is no realised project yet, the feasibility is still uncertain and the composition of the collaboration is precarious. Nevertheless, based on this study, some minimal requirements and guidelines can be defined, namely:

1. *The municipality needs to enable the project by making a lot available;*
2. *A board with (internal or external) expertise needs to initiate and guide the project;*
3. *The feasibility needs to be set up by the board and external investment needs to be gained;*
4. *Clear agreements need to be made from the beginning on and a clear shared vision needs to be created;*
5. *During the process, the power differences need to be acknowledged, communication between stakeholders needs to be transparent and open and all interests should be taken into account;*
6. *All the involved parties need to have an innovative and collaborative approach.*

Based on this study, an addition can be made to the literature of Tijsseling et al. and Van Triest & Hanemaaijer. The literature seems to imply that the board of the cooperative will be formed out of residents or members. However, this study shows that this is not expected to be the case, as the residents or members will be in charge later on, when the housing is already realised. Before this, a board of private individuals or professionals will be in charge. Therefore, the concept of CPC seems somewhat moderated in this type of development, as the process would not be led by a group of residents or the cooperative. Nonetheless, the residents are still expected to have influence during the process and the model could still provide an organisational structure for when the housing is realised.

Reflection

The enablers and barriers from the literature of Bremekamp et al. (2010) in a collaborative process were useful to get an overview of the enablers and barriers in collaboration of such a project. However, they were not recognised by all of the interviewees. This could be explained by the fact that not all the interviewees were familiar with real estate development in general or could not oversee the whole process. Since a project with affordable private rental housing has not been completed yet, enablers and barriers over the whole process in this form of development cannot be overseen completely.

Moreover, the DPEA role division and the enablers and barriers herein from the literature of Van der Kuij (2013) were not always recognised or referred to by the interviewees. The fact that Van der Kuij uses them for a housing organisation could explain this occurrence, since the housing cooperative collaboration seems a more complicated composition of roles than one can recognise in a single organisation and these roles can shift. In addition, not all the interviewees were familiar with real estate development in general or could not oversee the whole process. This could have caused confusion when linking the specific roles to the involved stakeholders. Hence, although the framework was useful for obtaining a general overview, the limitations resulted in relatively 'fuzzy' conclusions on the role division and the defined enablers and barriers of Van der Kuij.

As the collaborative process is on-going throughout the realisation of the housing, the composition of stakeholders and role division changes. Therefore there is no fixed collaboration and role division before realising the project that remains the same up until it is finished. The conceptual framework as presented in figure B thus shown to be too static, since the process is expected to be more iterative. On the other hand, the framework for housing cooperative collaborations seemed very useful to typify the collaboration for this development. It could shift during the collaborative process, however no statements can be made on this yet, as the process is not yet completed.

Since the case study was on owner-occupied housing instead of private rental housing, gaps in findings could be observed. Although a shift towards private rental housing was made in the case study, many interviewees could not provide insights because of their lack of experience with housing cooperatives and other forms of collaborative housing. The empirical findings from the case study show two forms of development, of which only the findings addressing the form with a cooperative are taken into account in the conclusions. This choice was made because only the interviewees without experience mentioned the form without a cooperative. The involved experts were able to provide insights in the cooperative form and had experience with CPC and other forms of collaborative housing. Although the cross-sectional study offered more insights, the addressed projects were not completed yet. Hence, the findings were mostly based on the expectations of the interviewees, who however were familiar with housing cooperatives and these types of developments. Besides, more interviews with experts in this field, instead of less experienced stakeholders, possibly could have enriched the findings and the sequence of interviews could have been planned in a more logical order, starting with the case study and ending with the cross-sectional study. In addition, it is important to acknowledge that the contexts from the case study and the addressed cases from the cross-sectional study are very different. Therefore, parts of the findings from the case study could not be translated to an affordable private rental case in another context. Since only one case study and three more interviewees from cross-sectional study provided the findings, the conclusions are restricted to these contexts.

Recommendations

There are many possibilities to extend this study and contribute more to the body of knowledge in this field. First of all, more research could be conducted once an affordable private rental housing CPC project is realised, as this could provide a case study. Second of all, the framework for organisational archetypes of Gruis (2008), which was adapted for defining the type of collaboration in this study (figure A), could also be used and adapted to determine other collaborative housing exemplifications. Furthermore, other aspects that are related to this study could be researched further, namely: the governmental and legal side of

this type of development; the side of the stakeholders (not) wanting to invest in such a new development and their motives; the group of residents wanting to join such a housing cooperative and their motives; the possibilities of accomplishing social inclusion with such a development and other side effects or advantages of this type of development; and research into the collaboration in the board and the exact composition within the board that is necessary for such a development.

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1 Introduction

1.1 *Difficulties in the Dutch housing market*

There is an increasing housing shortage in the Netherlands. The middle-income households (as defined in section 2.3.1) are especially disadvantaged when it comes to finding appropriate affordable housing. This group earns just over the limit of income to be able to qualify for social housing and other types of housing are generally too expensive (Boelhouwer & Schiffer, 2016). In addition, the European Liaison Committee for Social and Housing (CECODHAS, 2012 in Czischke, 2017) states that these middle-income households are facing housing exclusion in many parts of Europe.

Institutional characteristics work together to create this situation in the Netherlands. The rents of regulated rental housing or social housing are determined through a point system called the WWS ('woningwaarderingstelsel'). In this system points are awarded for the physical aspects of the housing, which determine the rents, up to a set amount depending on the year of entry. In addition, subsidies are granted for this housing. Together this ensures that this housing remains affordable for the residents. Because of the income-dependant rental policy and the corresponding housing allocation for social housing, the middle-income households are increasingly forced towards private rental housing and owner-occupied housing. Moreover, the financial standards for the mortgages that finance owner-occupied housing have been and are being tightened in the Netherlands over the past years, and the middle-income households are mostly pushed towards private rental housing. Since there is no regulation for private rental housing, the rents are determined by demand and supply and no subsidies are granted (Groot, Möhlmann & Lejour, 2016). In addition, the supply of private rental housing is scarce in peripheral areas and it is considerably more expensive than social housing in areas with overpressure, for example the cities in the Randstad (Boelhouwer & Schiffer, 2016).

The supply for affordable private rental housing (as defined in section 2.3.2) is difficult to start up and expand since it is not subsidized, in contrast to social housing and owner-occupied housing (Boelhouwer & Schiffer, 2016). In addition, landlords with more than 10 properties are disadvantaged by the property taxes (verhuurdersheffing) and the construction of owner-occupied housing is often considered more profitable at most locations than private rental housing. This is due to the fact that the commercial value of this type of housing is usually higher. So when land is allocated for private rental housing, the land price is lower than when it is allocated to owner-occupied housing (Groot et al., 2016).

According to Tijsseling, Brekelmans, Liebrand and Raadgever (2014), these current difficulties imply that alternative ways of adding to the supply need to be introduced in the Dutch housing market, in order to make it more inclusive and stable.

1.2 *The re-emergence of collaborative housing*

A reaction to lack of available sufficient housing is the re-emergence of collaborative housing. Different forms of these initiatives are re-emerging across Europe (Czischke, 2017).

In many countries, drivers for these initiatives are to do with 'affordability' and 'social inclusion' (Carriou, Chatterton, Bresson & Denèfle, in Czischke, 2017). Bresson and Denèfle (2015) also state that a re-emergence of collaborative housing is due to affordability problems, moreover the economic crisis. As defined in the previous section, the difficulties in the current market create a need for new possibilities to realise affordable housing for the middle-income households.

Tijsseling et al. (2014) also indicate that this need fits other socio-cultural developments: among other things, the housing consumers are becoming more critical and have an increasing need to take control. Different forms of collaborative housing, for instance collective private commissioning (CPC) and DIY houses ('klushuizen'), are examples of this shift. In addition, Verhoeven and Tonkens (2013) state that the active participation of inhabitants in the Netherlands in various fields is encouraged more and more, as the government is steering towards a participation society. Consequently, the current situation and participation trend stimulate the re-emergence of collaborative housing in the Netherlands.

1.3 CPC for affordable private rental housing

Housing associations in the Netherlands have the wish to sell rental housing from their current housing stock to gain more room for investment, which is currently being encouraged by the Dutch government, as they have made adjustments in the law to facilitate this in 2017 (Woningwet 2015, 2017). This could be an interesting option for housing cooperatives to acquire housing. After it is sold, the housing association can remain involved, by doing the professional management of the maintenance (NUL20, 2013 in Tijsseling et al., 2014). However, this form is expected to be less appropriate for a housing cooperative for middle-income households because housing associations are required to focus on their main task of providing social housing.

Tijsseling et al. (2014) explain that collective private commissioning (CPC) for newly built rental housing is a more logical form of housing cooperatives for middle-income households. It is expected that, because private individuals unite in a collective, they would be better equipped to make decisions during the process towards realising a housing project. Besides, this form offers an opportunity for middle-income households to realise shared housing solutions, which could offer possibilities to realise common areas within the housing project. After the realisation, the model provides an organisational structure.

A motive for this type of initiative could be the possibility for future residents to realise the type of housing that is currently lacking in supply (Tijsseling et al., 2014). In addition, Van Triest and Hanemaaijer (2013) indicate that different promoters of CPC for middle segment private rental housing (defined in section 2.3.2) have chosen for the CPC cooperative form, because this organisational form can guarantee the short-term needs of the resident (an affordable rent, as defined in section 2.3.2) and long-term needs of society (an attractive housing stock) and of the middle-income households (an accessible and affordable rental housing stock), together with the interests of the financier or the investor in a well-balanced way. The housing is expected to stay affordable for the middle-income households because the cooperative would be in charge of the rents, as with the example of the cooperative housing association 'Samenwerking' in Amsterdam (founded in 1908) and the many

examples abroad (Gebiedsontwikkeling.nu, 2013). Therefore it could contribute to the short-term needs of the resident, but also to the long-term needs of the middle-income households and society.

A cooperative association of residents is a legal form to exert a business. As the cooperative is owner of the building, the residents rent their property from the cooperative. Besides the financial participation of the residents, external funding is attracted and external financiers or investors take risks (Tijsseling et al., 2014). By sharing the control over the real estate between multiple parties different interests can come together (Van Triest & Hanemaaijer, 2013). This form of CPC differs from the form of CPC for owner-occupied housing, since the residents do not carry all the risks and other parties are involved. Therefore, the CPC group will have to collaborate with these additional parties.

1.4 Scientific and societal relevance

According to Tijsseling et al. (2014), the previous named signals offer chances for the cooperative housing form to fill gaps in the housing market. They state that the possibilities of cooperatives have been looked into for longer. However, little has been achieved in this form and little has been researched on the collaboration between CPC groups and other stakeholders for middle segment private rental housing. Research into these collaborations is relevant for municipalities, as more knowledge in this field could establish if these cooperatives could contribute to the supply of this type of housing. More insight in housing cooperative models could encourage the emergence of them, and with this help improve the balance in the housing market and stimulate the active participation of inhabitants in the Netherlands. As middle-income households are in need of affordable private rental housing, the focus of this research is on CPC for affordable private rental housing. Besides the more practical implications, this research will contribute to the body of knowledge in housing cooperatives and partnerships between stakeholders in housing provision.

1.5 Research aim

The aim of this study is to gain more insight in the collaboration of the CPC initiatives and other stakeholders when realising affordable private rental housing. Therefore the following three research questions are formulated:

4. *What type of collaboration may characterize CPC initiatives?*
5. *What are the enablers and barriers in the course towards and during collaboration between and within CPC initiatives and other stakeholders realising affordable private rental housing?*
6. *What roles within the CPC collaboration contribute in the realisation of affordable private rental housing?*

1.6 **Structure of report**

Hereafter, background information on previous research and the current gap in knowledge in this are explained. Then, a more specific description of the current housing market in relation to the topic is discussed after which important concepts are defined. Subsequently, the explanation of the theoretical framework, with which the concepts can be associated with, is provided and the conceptual framework is presented. Afterwards, the methodology is explained and the findings are described. Finally, conclusions are drawn and the research questions are answered and discussed, after which limitations are discussed and recommendations for possible future research are provided.

2 Background

This chapter provides an overview of previous research in the field of this study and the current context in the Netherlands, after which the main concepts are defined. Subsequently, the theoretical approach is provided and the conceptual framework is presented.

2.1 *Previous research on collaborative housing and private rental housing in the middle segment*

Different studies have provided knowledge on collaborative housing. Boelens and Visser (2011) conducted a research in which they reflected on ten years of experimentation with different forms of user involvement in building processes. The projects in this research were either owner-occupied or social rental. They made a distinction between three different forms: (1) Private Commissioning, where 'the end user is responsible for building process itself'; (2) Collective Private Commissioning, where 'a self-reliant group of residents is responsible for the building process itself'; (3) Participatory Commissioning, where 'the end user is highly involved by the builder or project developer at an early stage'. Thus they used a broad selection of cases and did not focus on private rental housing in the middle segment. Boelens and Visser (2011) concluded that the costs for the realisation of this housing are usually higher than costs of construction projects without forms of end user involvement. However, as a quick scan showed, the market value of these homes increased and was 20-40% higher than the construction costs.

In the case studies of this research, the financial risks were never with the residential commissioning parties completely. A housing association or a developer often supplied an additional financial guarantee or extra support. For example, these parties would take on the risk of unsold housing. Not having the complete control over the project made the risks even higher for the other involved parties. Nonetheless, the parties had a positive attitude towards this form of housing supply and indicated that they were willing to continue with these experimental forms. They also believed that it offered a lot of potential for serving a new market. As the resident initiatives did not carry the full financial risk and responsibility, these cases can be considered more as semi-self-construction instead of self-construction. Besides, Boelens and Visser (2011) concluded that if the group of residents had been formed in advance, it is more likely that the process will go smoother than if this was not the case. Other incentives for a smoother process are the awareness within the group of issues that are related to building processes or hiring a supervisory agency at an early stage. However, this is no guarantee for speeding up the process. Another important conclusion was that self-construction can 'make an important contribution to the quality of the housing stock and wider living environment', but there is no demand for this form of housing supply in itself. Boelens and Visser (2011) state that the involvement of the end-user would stimulate a more inclusive, self-coordinated and bottom up society. In this research the role of the CPC initiative from owner-occupied housing is analysed. However, a research gap can be observed, since the roles within CPC collaboration can be different when rental housing is realised, let alone middle segment private rental housing. Furthermore, the collaborative process is not specifically discussed.

Zeulevoet (2016) also conducted research in this field. She studied the collaboration between stakeholders, focusing on collective self-organised (CSO) newly built owner-occupied housing and their architectural design. Furthermore, Kievit (2013) researched the role of municipalities and housing corporations together with a housing cooperative, in the transformation process of vacant real estate into owner-occupied housing in the middle segment. However, in these studies there is also no focus on private rental housing.

Czischke (2017) placed the emphasis on the perspective of the resident initiatives, which partner up with established housing providers. Even though the cases analysed involve different types of housing cooperatives to affordable rental housing, the cases are located abroad. This means they address a different housing market, different regulations and a different context than in the Netherlands.

Research conducted by Tijsseling et al. (2014) involved a quickscan for housing cooperatives in the middle segment rental sector, with the help of two cases of initiatives trying to realise rental housing with a housing cooperative. An important conclusion from this research was that social developments together with the current situation in the Dutch housing market and financial perspectives on homeownership, offer opportunities for rediscovering the cooperative model. In addition it was proposed that the most logical form of housing cooperatives for the middle segment is, as stated before, CPC for rental housing. Besides, this form could appeal to a multitude of target groups.

Because the concept of cooperatives is relatively unknown and perhaps therefore less popular with investors, there is a need for successful example projects. Especially for local authorities it is of importance to support the initiatives within their framework. Market parties could also seize the opportunity to respond to housing cooperatives, by offering clear '(investment) packages' that align with this concept of living for example (Tijsseling et al., 2014, p.27). Nonetheless, despite the positive results towards CPC and collaborative housing in this previous research, studies on or analyses of projects with collaborations with CPC groups focused on the middle segment private rental sector have not been conducted so far.

2.2 Current position of the housing market

The provision of housing has a complex position between state and market, because it can be seen as both an economic and social good (Van Bortel, 2016). Hence it is often referred to as the so-called "wobbly pillar" of the welfare state (Torgersen, 1987, pp. 116-118; Malpass, 2005 in Van Bortel, 2016). The Netherlands is the country in which the providers of social rental housing, also known as housing associations, are most financially independent from the government (Dutch Parliament, 2014 in Van Bortel, 2016). In the Netherlands the welfare state seems to have become more liberal and the market is more and more involved in the provision of welfare services (Van Bortel, 2016).

At the same time, negative developments in commercial real estate have increased the attractiveness of investing in the private rental-sector. The combination of a low vacancy rate and stable rents, which are adjusted for inflation, provides a very limited risk at a reasonable

return. Besides, the supply of private rental housing is smaller than the demand and this gap is expected to grow in the future (Tijsseling et al., 2014).

In addition, according to the Dutch real estate investor Syntrus Achmea Real Estate & Finance (n.d., p.9), the prospects for the investment market of housing from the perspective of the investors are considered as excellent (years 2015-2018). They state that the strong cities in the randstad area, as well as urban regions in other parts of the Netherlands have potential, where a high initial yield compensates a relatively limited value increase. More risks will need to be taken according to Syntrus Achmea Real Estate & Finance. Apart from transforming and investing in developing areas, strategic alliances will need to be formed between municipalities and housing associations to determine the amount of housing investments for the coming years. In this, the importance of the city aligns with the interests of the institutional investors. Institutional investors are willing to compensate to obtain development rights in certain locations in cities, by investing in vulnerable areas for example.

The research of Bosch (2015) also showed that investors see middle segment rental housing as an appealing investment. The reason for this lies in the low risk, as there is a high demand for this type of housing. Syntrus Achmea Real Estate & Finance (n.d., p.9) also states that the demand for middle segment rental housing is large, with prices of €710 up to €1.000 a month. Within city centres, the rent levels between €1.000 and €1.500 are easier to achieve. For the coming years (2017-2019) the investment opportunities for the housing market in the Netherlands are expected to remain excellent. Besides, according to Bosch (2015), there are low yield requirements because of lower interest rates for external financing. To obtain enough properties, strategic alliances between municipalities, housing associations and (constructing) developers continue to be an important issue (Syntrus Achmea Real Estate & Finance, 2016, p.20). In addition, Van Triest and Hanemaaijer (2013) indicate that investment in the cooperative form of CPC could provide sustainable returns. They state that financiers or investors usually assume rent duration of fifteen years, after which the housing is sold with an expected return of 8 to 10%. Therefore, it is questionable if the cooperative can interest a financier or an investor with a lower, but guaranteed return of 4 to 5%.

Bosch (2015) states that a large threat to the rental sector is the owner-occupied sector. Even though these owner-occupied properties were not interesting to developers and investors in the past years, the sector is setting in again. Developers are usually more drawn to this sector, as these properties are more profitable for them. Bosch (2015) concludes that this threat can be reduced if the municipality focuses on middle segment rental housing with their tenders, which has been done by the municipality of Amsterdam before. He also concludes that, even though there is a high demand for middle segment rental housing in Amsterdam, the tenders set out are not issued. However, currently the municipality of Amsterdam seems to be experimenting with new forms of housing, as lots are made available for housing cooperatives for middle segment private rental housing and social housing (Gemeente Amsterdam, n.d.).

2.3 Concepts

In this section the important concepts that are addressed in this research are defined.

2.3.1 *The excluded middle-income households - the middle segment*

Middle-income households as defined by the Centraal Planbureau (Groot, et al., 2016) and Schilder and Conijn (2017) have gross incomes between €34.911 and €50.000. Regulated rental housing, otherwise known as social housing, is made available for gross incomes up to €40.349 since 2017. Within this group, housing corporations are obliged to rent out at least 90% of their housing stock to households with gross incomes up to €36.165, the remaining 10% is left for gross incomes in between €36.165 and €40.349 (Kokke, 2016). Therefore the 'excluded middle-income households' in this research are defined as households with gross incomes from €36.165 and €50.000.

2.3.2 *Affordable housing for middle-income households – in the middle segment*

In this research, the concept of 'affordable housing' refers to sufficient and affordable housing for the middle-income households in the Dutch liberal rental sector. This rental housing is defined by Van der Gijp (2017) with rents between €700 and €1200 per month. In addition, Kokke (2016) states that the 'liberalisation limit' (the maximum rent for housing to be restricted to the regulated rental housing market is €710,68. Therefore 'affordable housing for middle-income households' or 'affordable private rental housing' is referred to as liberalised rental housing with rents from €710,68 up to €1200 per month.

2.3.3 *Collective Private Commissioning (CPC)*

A housing cooperative can be defined as an organisation form in which the control is primarily with the residents themselves. The structure of these cooperatives is basically the same as the structure of an association, which has the goal to exploit and/or manage the dwellings of its members. CPC for owner-occupied housing and CPC for rental housing are forms of these housing cooperatives (Platform31, n.d.).

Kievit (2013) defines CPC as a form in which equal individuals act as a group, organised as a non-profit legal entity, who have the freedom of choice, control and responsibility with regard to the construction of, the renovation of and transformation to housing. If applicable, like-minded individuals acquire land and/or properties in a group. The description of CPC of BIEB (n.d.) complies with this definition, to which they add that the collective of residents usually gain help of an external advisor and that the residents fully bear the risks as they make the initial investment. VROM (2000 in Platform31, 2014) explains that the state defines CPC as a citizen (or a group of citizens) having the full legal control for a responsibility for the use of land, the design and the construction of the housing.

2.3.4 *CPC for affordable private rental housing in a cooperative form*

As explained by Tijsseling et al. (2014) in section 1.3, a cooperative is a legal form to exert a business. In the course of trade, it carries rights and obligations independently. CPC for private rental housing differs from the form of CPC for owner-occupied housing, since the

residents do not carry all the risks. As the cooperative is owner of the building, the residents rent their property from the cooperative. The private assets of the members are separate from the cooperative's assets. All cooperatives formally establish the liability in their statutes. A cooperative is different from a private company, as the members are not legally required to contribute money or monetary value goods. Hence, in the first instance, there is no capital requirement. However, the statutes could obligate a contribution that, for example, could be linked to voting rights (Tijsseling et al., 2014).

The cooperative consists of members and a board. The members form the general members meeting, which is the highest authority of the cooperative. Every member has at least one vote in this meeting, unless the statutes decide otherwise. On the one hand, it is possible to make a profit (which is not possible within an association form), and on the other hand, it is possible for members to acquire control (without having to be shareholder in terms of an investor and thus incurring investment risks). The cooperative represents the material interests of its members and operates in favour of them. As the cooperative is owner of the building, there is no question of home ownership, but rather of collective ownership. A resident can participate financially and thus benefit from the financial return of the real estate (Van Triest & Hanemaaijer, 2013).

2.4 Theoretical approach

Collaborative housing and CPC for private rental housing can be related to a number of concepts in theory, which are explained in the following sections.

2.4.1 Hybrid organisations and social enterprise

Czischke, Gruis and Mullins (2012) explain that many social housing providers can be classified as hybrid organisational forms, combining 'state', 'market' and 'civil society'. In their article, they recognise a common thread and define it as 'social enterprise', which has emerged within the broader notion of the third sector. According to Mertens (1999, p. 502 in Czischke et al., 2012), this third sector encompasses "all the small-scale production units set up by individuals or community groups with a view to trying out novel collective practices and to filling a hole as regards meeting a genuine need".

The concept of 'social enterprise' has been defined by various authors in Czischke et al. (2012). For instance, the Dutch Network of Social Enterprises (NTMO, 2003 in Czischke et al., 2012) defines it as "organisations that have been designed as private enterprises, operating in a market situation, that at the same time use their means to fulfil a societal objective that is interwoven with (or parallel to) the common interest, that produces goods and services and that uses its profit entirely for the realisation of its societal objective". The EMES (European Research Network for the emergence of social enterprise in Europe) defines social enterprise as "(...) not-for-profit private organisations providing goods or services directly related to their explicit aim to benefit the community. They rely on a collective dynamics involving various types of stakeholders in their governing bodies, they place a high value on their autonomy and they bear economic risks linked to their activity" (Defourny & Nyssens, 2008 in Czischke et al., 2012). Crossan (2007 in Czischke et al., 2012) explains that social enterprises are hybrid institutions. Based on these definitions, it can be determined that the concept of 'social enterprise' includes a not-for-profit organisation, which can operate in a

market, in which it has a market position, but has a societal or public objective for the greater good of the community.

Defourny (2009 in Czischke et al., 2012) states that an important milestone for the 'social enterprise' type of organisation was giving status to social cooperatives by the Italian Parliament in 1991 by adopting a law. These cooperatives emerged as a reaction to a lack or insufficient supply by public services. According to Czischke et al. (2012) this corresponds to the earlier defined notion of the third sector. Macro-structural factors, for example decreasing public funding and increasing and unmet social needs have incentivised the emergence of third sector actors (Brouard, 2007; Defourny, 2009 in Czischke et al., 2012).

Consequently, the notion of the third sector, hybrid organisations and the concept of 'social enterprise' are connected to each other. Housing cooperatives that are currently re-emerging in the Netherlands, as described in section 1.2 and 1.3, can be identified with these concepts as well. Besides, as stated in section 2.2, the provision of housing has a complex position between state and market, since it is both a social and an economic good (Van Bortel, 2016). This suggests the hybridity of a housing cooperative and its consensus with the third sector. More specifically, the housing cooperative with CPC for affordable private rental housing aims to fulfil a societal objective: to contribute to the supply of affordable private rental housing (as explained in chapter 1). However, it is also a private organisation, as it is initiated by individuals and has to operate in a market situation with a general objective to act in the interests of the members, not to make a profit (Van Triest & Hanemaaijer, 2013; Tijsseling et al., 2014). Therefore it can also be associated with the concept of 'social enterprise'.

2.4.2 Collaborative planning

As stated in section 2.3.4, the cooperative represents the material interests of its members and operates in favour of them. However, as external funding is attracted, additional stakeholders with their own interests are involved and collaboration has to be formed in which various parties could participate. Arnstein (1969) explains that in most cases, where power in decision-making has been shared between both citizens and parties that traditionally have this power, the citizens took the power. With these traditional powerful parties, she refers to boards and committees, or public bodies and policy makers. She adds that citizens traditionally have an advisory role. Arnstein explains that this is a familiar concept, since the parties that traditionally have this power usually want to keep it. With collaborative planning a high level of collaboration is achieved than more conventional participation methods. In the process of collaborative planning, direct control is delegated to the stakeholders, who work together and negotiate to reach an agreement, preferably before any conflicts take place (Carr et al., 1998; Wondolleck & Yaffee, 2000; Duffy et al., 1996; Susskind et al., 2000; Leach et al., 2002 in Gunton & Day, 2003).

Weaknesses and challenges of collaborative planning can be identified (Amy, 1987; Cormick, 1987; Forester, 1989; Riesel, 1985; Gunton & Flynn, 1992; Susskind et al., 2000; Frame et al., 2003 in Gunton & Day, 2003). For example, during negotiation the more powerful stakeholders could avoid collaboration, as they can usually achieve their objectives with alternative resources. This is a significant challenge. However, many advantages of collaborative planning are defined, comparing it to other models of planning. For example, the developed plan is more likely to be in the interest of the users and the implementation of

the plan is more successful compared to planning models without collaborating stakeholders. Another advantage is proposed in the creation of “social capital”, which describes improving skills, knowledge and relations between stakeholders, beyond the realisation of a specific plan (Selin & Chavez, 1995; Innes, 1996; Wondolleck & Yaffee, 2000; Frame et al., 2003 in Gunton & Day, 2003).

Moreover, ‘collaborative advantage’ can be achieved when social issues that threaten to fall between gaps are tackled, with for instance partnerships between public organisations and non-profit organisations (Huxham & Vangen, 2005), which corresponds to the social issue of the current gap in the Dutch housing market (as defined in section 1.1). Therefore, although collaborative planning is a more unconventional than traditional method according to Arnstein (1969), it could be of importance for social enterprise organisations and public parties when trying to reach their goal. Besides, collaborative planning can be associated with social enterprise, as this is also a step forward from a more traditional form and a new way of entrepreneurship compared to more traditional approaches (Czischke et al., 2012).

2.4.3 Organisational approaches

As explained in section 2.4.1, social enterprises are hybrid institutions (Crossan, 2007 in Czischke et al., 2012). Hybrid organisations could have different approaches, as explained by Stull (2003 in Czischke et al., 2012). From a behavioural perspective, he provides approaches for strategies and decision-making within hybrid organisations. First of all, Stull defines a ‘traditional management approach’, which is based on an obligation towards the inelastic ‘mission and tradition’ of the organisation, focussing on the internal program and process linked to specific outcomes related to organisation and market, often defined by external funding sources and organisational resources. Second of all, Stull defines an opposite more ‘opportunity-oriented approach’, complying with the field of social entrepreneurship, as explained by Czischke et al. (2012). This approach entails more elastic characteristics, which can be recognised in the constant evaluation and reinterpretation of the organisation to meet the changing needs of itself and the market, by aiming to fuse mission and market perspectives and not defined by external funding sources and organisational resources.

Dutch housing associations are also typified as hybrid organisations that perform both social and market activities (Priemus, 2001 in Gruis, 2008). Gruis (2008) presents a theoretical classification for housing associations with four organisational archetypes, in which he also distinguishes two types of approaches as can be seen in figure 2.1. The other aspects of this framework will be discussed further on in section 2.4.5. Gruis makes a distinction between ‘prospectors’, being “very innovative, in a broad sense, and undertake all kinds of activities outside their traditional working area”; and ‘defenders’, being “not very innovative, except as far as the efficiency of their operations is concerned...focus on performing the traditional activities: building and managing rental dwellings, in particular for lower income households”. After testing the archetypes with case studies, Gruis concludes that the distinction between ‘prospectors’ and ‘defenders’ can be applied to housing associations.

The more traditional and conventional participation methods explained by Arnstein (1969), the ‘traditional management approach’ of Stull (2003 in Czischke et al., 2012) and the ‘defender’ approach of Gruis (2008) seem to be related to each other. They all show characteristics of traditional activities and focused on efficiency within the company instead of on innovation and broadening the horizon. These can be classified under a ‘traditional

approach'. On the other hand, the concept of collaborative planning of Arnstein (1969), the 'opportunity-oriented approach' of Stull (2003, in Czischke et al., 2012) and the 'prospector' approach of Gruis (2008) seem to be related to each other as well. They all show characteristics of innovation, openness towards new ways of working and flexibility. These can be classified under an 'innovative and collaborative approach'. Together, these two different approaches provide a framework for classifying the approach of stakeholders.

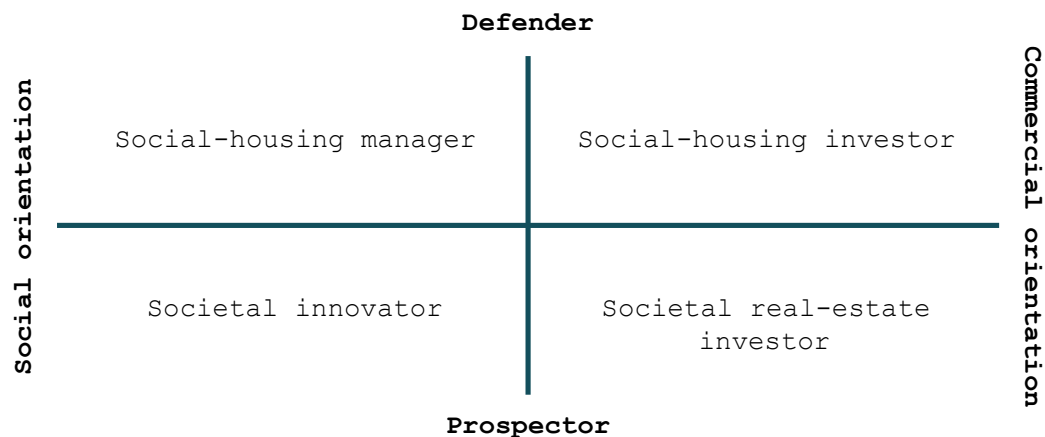


Figure 2.1 Conceptual organisational archetypes, adapted from Gruis (2008, p.1081)

2.4.4 The Compass model

Bremekamp, Kaats, Opheij and Vermeulen (2010) state that collaboration is improved when working together is achieved based on the logics of network structures, as opposed to collaborating based on the logics of hierarchal structures. De Bruijn and Ten Heuvelhof (2004 in Bremekamp et al., 2010) define these two types of logic. Within the logic of hierarchal structures, stakeholders are focussed on their own position: how can I gain as much as possible and who do I need to achieve this. But within the logic of network structures, stakeholders take interests of other stakeholders into account as well. In the process of network thinking, the issue or project is redefined by means of stakeholders determining what they have to offer and what they want to gain within collaboration.

'Het kompas' (the Compass model) is a process model for collaborative relations. This model is illustrated in figure 2.2. Bremekamp et al. (2010) state that an analysis of processes in practice and an analysis of conceptual insights show that all processes of collaboration consist more or less of similar phases (Child, Faulkner & Tallman, 2005; Huxham & Vangen, 2005; Man, 2006; Nuiver et al., 2008; Bell, 2003; in Bremekamp et al., 2010). They define a collaborative process as the process of a first exploration, based on a meeting, an idea or an issue, through shaping solutions to making the most of the outcomes. In this process, stakeholders go from a dialogue to working together. In figure 2.2 this process is illustrated as a linear process. However, in reality this process can be more fluctuating, as new insights can cause the necessity of repeating phases like 'agreeing course and direction', even though the solution was already shaped (Bremekamp et al., 2010).

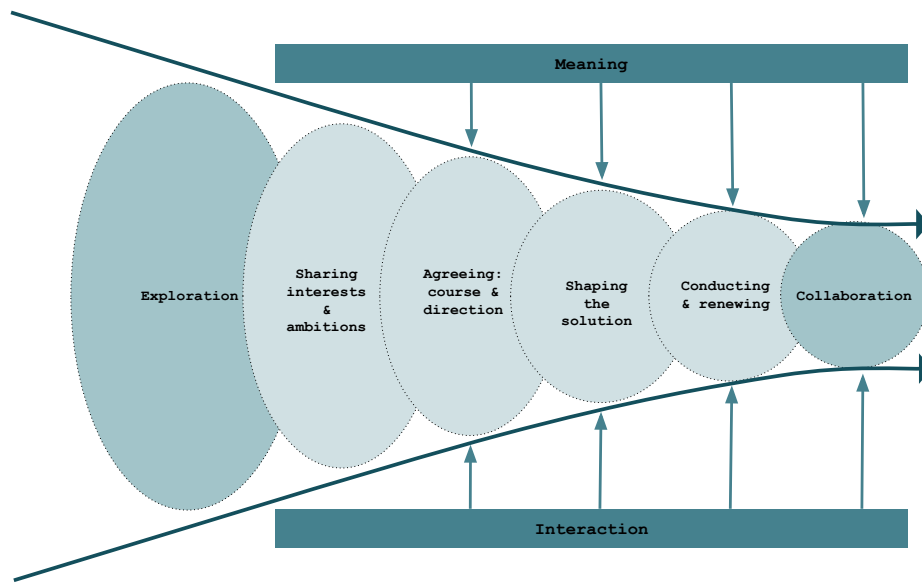


Figure 2.2 The Compass model, adapted from Bremekamp et al. (2010, p.10)

This model provides an analytical framework for the process between the first explorations up until carrying out the collaboration. It reflects the guidelines and essence of a collaboration formation process, keeping into account that reality cannot be grasped in such a simple approach. It also gives focus points that need to be addressed, defines which requirements are made for the content of the roles and for the nature of the conversation of collaboration. The process takes place in a certain context: the participating stakeholders, the process in which they are related with each other and the environment in which this takes place.

2.4.5 Stakeholders' ambitions and interests

The stakeholders entering the collaboration all have their own ambitions for the outcome of the issue, and have social, organisational and personal interests. Social interests are defined as the interests of the people, like citizens, patients, etc. In a complex project, these interests need to be taken into account, even though these people do not have a direct say. Organisational interests are linked to the goals and core values of the organisation. The personal interests also play a part, as you can only disconnect people from their function in theory. Therefore personal ideals, career, reputation, fear, etc. need to be taken into account as well (Bremekamp et al., 2010). Together the stakeholders have to give meaning to the outcome of the process, because without giving meaning together an effective collaboration cannot be formed (Weick, 1995 in Bremekamp et al., 2010).

The stakeholders entering collaboration with the cooperative have their own interests as well. Among others, these interests could include: commercial interests, short-term interests of the residents and long-term interests of society (Van Triest & Hanemaaijer, 2013). In line with the hybridity of cooperatives, the EMES has distinguished nine indicators to describe social enterprise, which can be classified under the two main dimensions of the 'social' and 'economic' (or commercial). The following five economic indicators are identified: "a continuous activity producing goods and/or services"; "a high degree of autonomy"; "significant level of economic risk"; "a minimum amount of paid work"; and "a limited profit

distribution" (Defourny, 2009 in Czischke et al., 2012). The following four social indicators are identified: "an explicit aim to benefit the community"; "an initiative launched by a group of citizens"; "a decision-making power not based on capital ownership"; and "a participatory nature, which involves various parties affected by the activity" (Defourny, 2009 in Czischke et al., 2012).

In addition, within the archetypes discussed in section 2.4.2 and presented in figure 2.1, Gruis also distinguishes a commercial from a social orientation. As he states: "Social entrepreneurs differ from normal enterprises, because they have to combine a commercially healthy operation with the achievement of social objectives. Housing associations can take different approaches when balancing their social and commercial objectives". Within housing associations there are two types of approaches according to Gruis: (1) "a 'welfare', people-oriented, approach, taking the (local) societal problems as a main starting point for their policies"; and (2) "a 'business', property-oriented, approach, taking their position on the (residential) real-estate market as a main starting point for their policies". These are also defined as the social and commercial orientation. Gruis concludes that the distinction between social and commercial orientation is hard to apply to housing associations in practice. He adds that this might not be surprising, taking into account that housing associations are hybrid organisations and have had to balance commercial and social objectives since the 'privatisation' of Dutch housing associations in the 1990s.

Therefore, hybrid organisations or 'social enterprises', like housing associations and housing cooperatives collaborating with other stakeholders, can have both a 'social orientation' and a 'commercial orientation', with social and economic activities. The 'social orientation' can be classified under the 'welfare, people-oriented approach' of Gruis (2000), corresponding to the social indicators of "an explicit aim to benefit the community"; "an initiative launched by a group of citizens"; "a decision-making power not based on capital ownership"; and "a participatory nature, which involves various parties affected by the activity" as defined by the EMES (Defourny, 2009 in Czischke et al., 2012). The 'commercial orientation' can be classified under the 'business, property-oriented, approach' of Gruis (2008), which corresponds to the economic indicators of "a continuous activity producing goods and/or services"; "a high degree of autonomy"; "significant level of economic risk"; "a minimum amount of paid work"; and "a limited profit distribution" as defined by the EMES (Defourny, 2009 in Czischke et al., 2012). Therefore, the orientation of the cooperatives is also expected to have a hybrid nature and include (parts of) both classifications. This literature provides a framework to classify the orientation of stakeholders.

2.4.6 Types of housing cooperative collaborations

Based on the framework with archetypes to classify housing associations of Gruis (2008) and the literature of and discussed in Czischke et al. (2012), Arnstein (1969) and Bremekamp et al. (2010) discussed above in sections 2.4.1 to 2.4.5, a framework for housing cooperative collaborations can be drawn up, in which the collaboration of the housing cooperative and additional parties can be placed, according to the approach and orientation. The framework provides this classification based on a 'traditional' or an 'innovative and collaborative' approach of collaborations (section 2.4.3) and a 'social' or 'commercial' orientation of collaborations (section 2.4.5). By combining these approaches and orientations, four types can be distinguished to classify housing cooperative collaborations, namely: the 'societal

housing manager'; the 'traditional real-estate investor'; the societal housing innovator; and the innovative real-estate investor'. This framework is presented in figure 2.3.

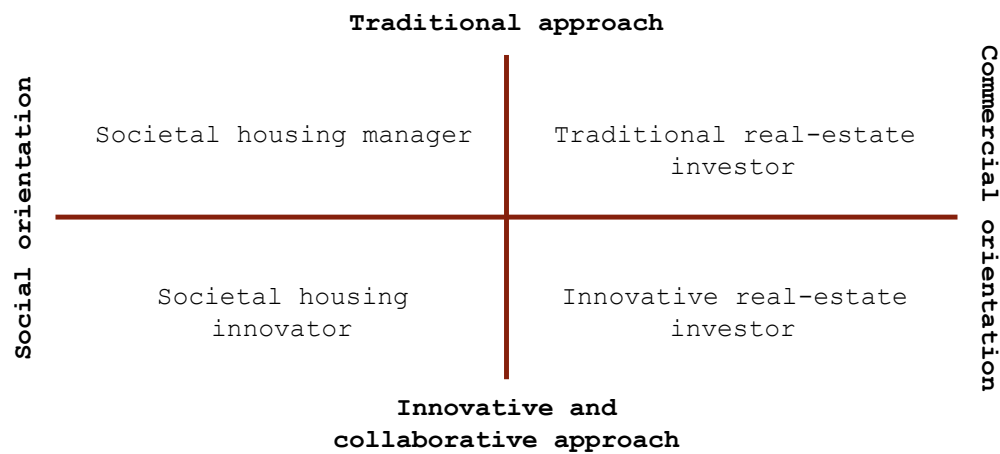


Figure 2.3 Types of housing cooperative collaborations, based on Gruis (2008), Czischke et al. (2012), Arnstein (1969) and Bremekamp et al. (2010).

2.4.7 Enablers and barriers in the collaborative process

Bremekamp et al. (2010) define five different enablers for the process towards collaboration between stakeholders. The first is defined as 'increasing trust'. According to Schruijer & Vansina (2007 in Bremekamp et al., 2010) trust is the key to success in collaboration. In an ideal situation this is reached at the start of a collaboration process. However the chance that this happens is extremely small. Trust needs to be built in every round of forming a collaboration and is incentivised by genuine interest, openness, transparency, reliability and consistency (Paul & Wesselink, 2010 in Bremekamp et al., 2010).

The second enabler is to 'acknowledge and make use of the power differences'. Bremekamp et al. (2010) discuss that power differences have large influence on the quality and possibilities of interaction. Power is necessary to accomplish things but behaviour of stakeholders is usually coloured by the experience of discomfort because of differences in power. Power can also be structuring driving force in interpersonal relationships and in networks (Mulder, 2004 in Bremekamp et al., 2010). Important in collaborations, is that the most powerful stakeholder is reserved (De Bruijn & Ten Heuvelhof, 2004 in Bremekamp et al. 2010).

The third enabler is to 'use conflicts'. They explain that conflicts are necessary to give meaning to collaborations. Providing insight into the causes, reasons, possible behaviour and the consequences can help to make use of conflicts. This way, stakeholders receive a 'grip' to deliberately choose for escalating or de-escalating behaviour. Important in collaboration is to keep both interpersonal aspects and intergroup aspects into account, since neglect decreases the chance on a successful solution for all stakeholders.

The fourth enabler towards collaboration is to 'make sure there is connecting leadership'. They state that leadership is important in collaborations as well, as this is necessary to take the first step. The question is if stakeholders are able to lead the collaboration in the right direction themselves, or if an intermediary role is necessary.

The fifth and last enabler is defined as 'guarantee value creation'. Stakeholders within collaborations should not only consider each other's interests, but should also make sure that other stakeholder's interests are achieved. Striving for a win-win situation usually yields the most. This is also referred to as the principle of 'mutual gains'. These enablers can be analysed throughout the collaborative process.

2.4.8 The RASCI-method and DPEA roles

When collaboration is formed between stakeholders, the roles of the stakeholders in the project should be taken into account as well. Therefore the roles of stakeholders during a real estate development project need to be defined. For the analysis of the roles of stakeholders within a housing corporation, Van der Kuij (2013) uses the RASCI-method. He states that this method is often used in literature to clarify the division of responsibility between stakeholders in a project, for example in Nieuwenhuis (2003). Even though the scientific origin of this method is not clear, it is appointed as a 'well-known and often used method' and it provides a tool for the description of the function for the involved parties. The letters of this method correspond to the roles and responsibilities as shown in table 2.1.

	<i>Stands for:</i>	<i>Role & responsibility:</i>
R	Responsible	Carrying out of the work; responsible in terms of content and quality of the result.
A	Accountable	Ultimately responsible; to whom R is accountable
S	Supportive	Provides support in the process
C	Consulted	Checks the result; needs to be consulted beforehand and can influence the result
I	Informed	Needs to be informed afterwards; cannot influence the result

Table 2.1 The RASCI-method, based on Van der Kuij (2013, p.153)

	<i>Stands for:</i>	<i>Role & responsibility:</i>
D	Decisive	Similar to 'Accountable'. The function of this role is to make decisions on the progress of the sub-steps in the process.
P	Process responsible	Partially the function of 'Responsible'. This role is responsible for the progress of the process and makes sure that the roles E and A deliver their substantial contribution. Where needed this role also delivers a substantial contribution to the project.
E	Executive	The substantive executive part of 'Responsible' and 'Supportive'. This role delivers a continuous substantial contribution to the development of the project, from the specialism of the stakeholder with this role.
A	Advising	Similar to 'Consulted'. This role delivers a substantial contribution to the project as well. However, this role is not continuously involved, but is temporarily involved for a specific question or problem in the project.

Table 2.2 The DPEA roles, based on Van der Kuij (2013, p.165)

To apply the RASCI-method specifically to real estate development, Van der Kuij defines new roles: the DPEA roles based on the RASCI-method roles, as shown in table 2.2. These roles can be recognised within real estate development in an organisation.

2.4.9 Enablers and barriers in DPEA role division

Van der Kuij (2013, p. 172) defines barriers within the division of the roles. The first is that the formally defined position of a stakeholder can be inconsistent with the functions that this stakeholder performs in the process and/or the role that this stakeholder takes within the organisation or collaboration. The second one is that there could be a difference in the way in which the responsibility division between stakeholders is perceived by the same stakeholders. The third one is that there could be an inconsistency or overlap between the identified roles of stakeholders, this could be caused by: one stakeholder has multiple roles; a sub step of the process is not completed by a stakeholder assigned to this with his role; the role of a stakeholder changes throughout the process. In determining if the barriers or bottlenecks are taking place, the background of the stakeholder that indicates it needs to be taken into account. For instance, the involved stakeholders could experience these barriers/bottlenecks differently, or not at all, depending on their own position and experiences. Besides, the problem could be defined as a problem within the organisation/collaboration or (the cause of) a structural problem (Van der Kuij, 2013).

2.5 Conceptual framework

To be able to answer the research questions, different concepts in theory are combined. To be able to establish the type of collaboration that may characterize CPC initiatives, an inventory of stakeholders needs to be made. Besides this, their interests and ambitions for the project need to be defined (Bremekamp et al., 2010) and can be analysed with the help of the framework for housing cooperative collaborations (presented in figure 2.3). Next, to determine the enablers and barriers in the course towards and during the collaboration to realise affordable private rental housing, different principles of Bremekamp et al. (2010) are analysed throughout the collaborative process. Then, to be able to define the roles within a CPC collaboration to realise affordable private rental housing, the roles as explained by Van der Kuij are used for an analysis. The enablers and barriers for the responsibility division within this role method are analysed as well. This results in the conceptual framework, as displayed in figure 2.4.

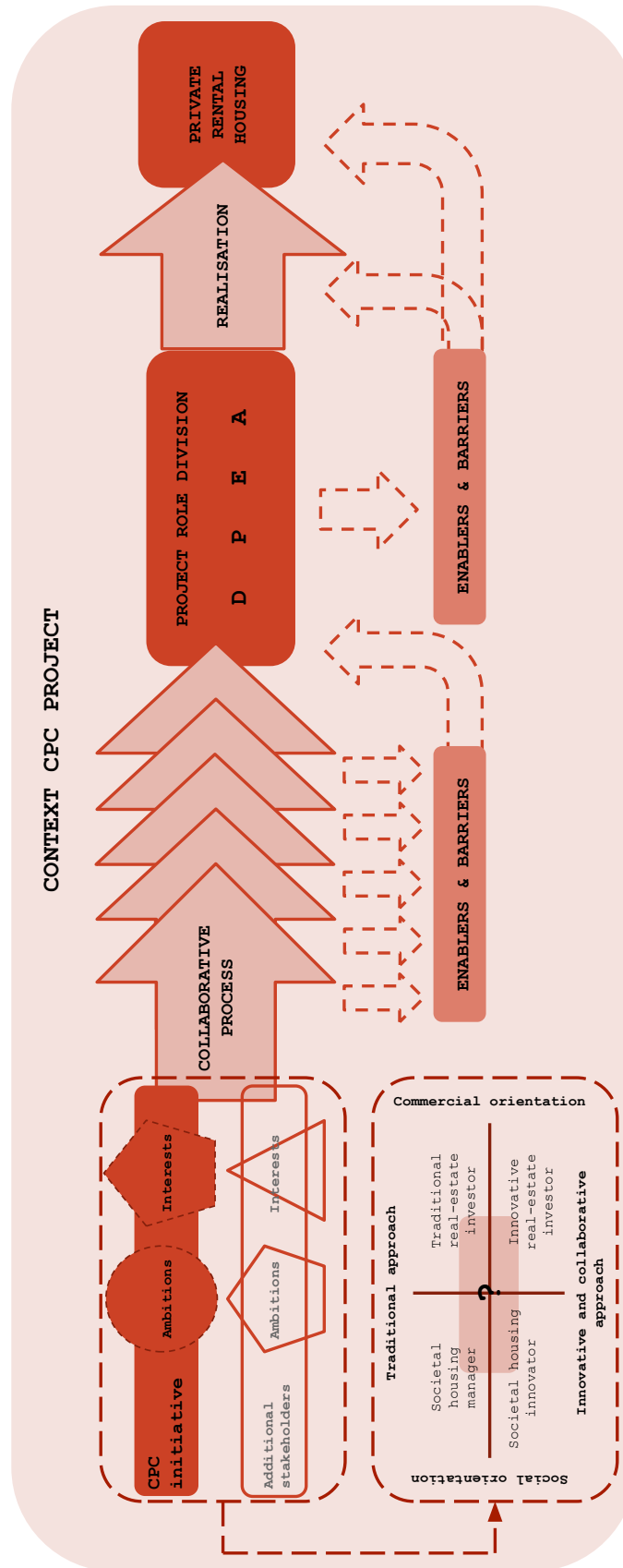


Figure 2.4 Conceptual framework

3 Methods

The conceptual framework presented in the previous section is linked to the research questions as displayed in figure 3.1, 3.2 and 3.3. In this section an overview of the means is provided that is used to answer the research questions.

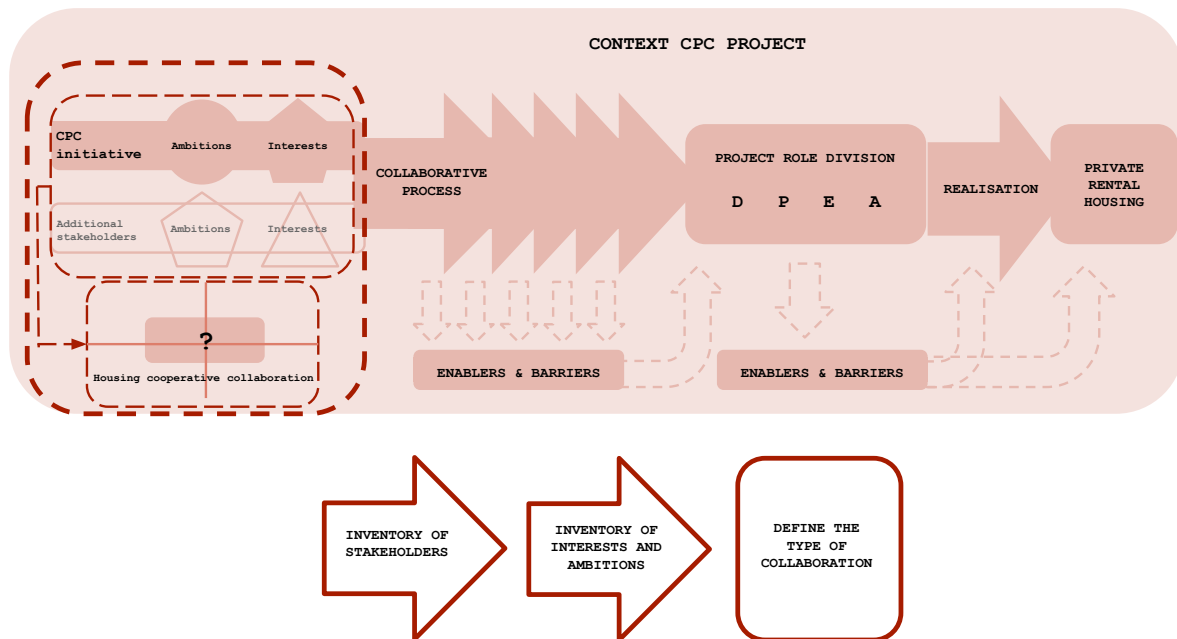


Figure 3.1 Type of collaboration

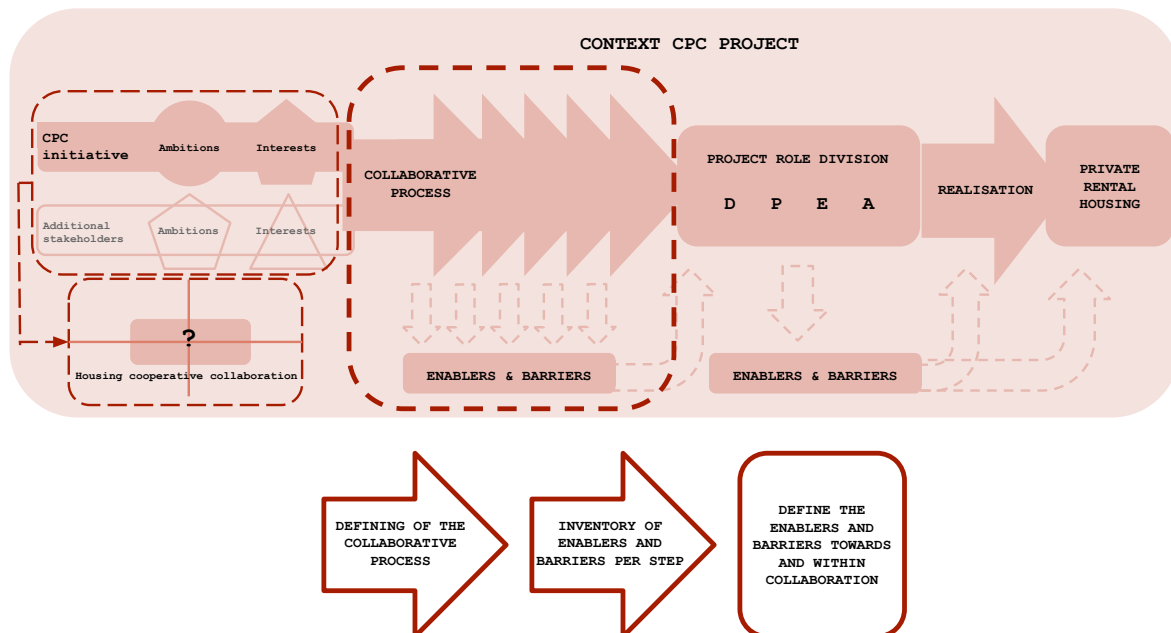


Figure 3.2 Enablers and barriers in collaborative process

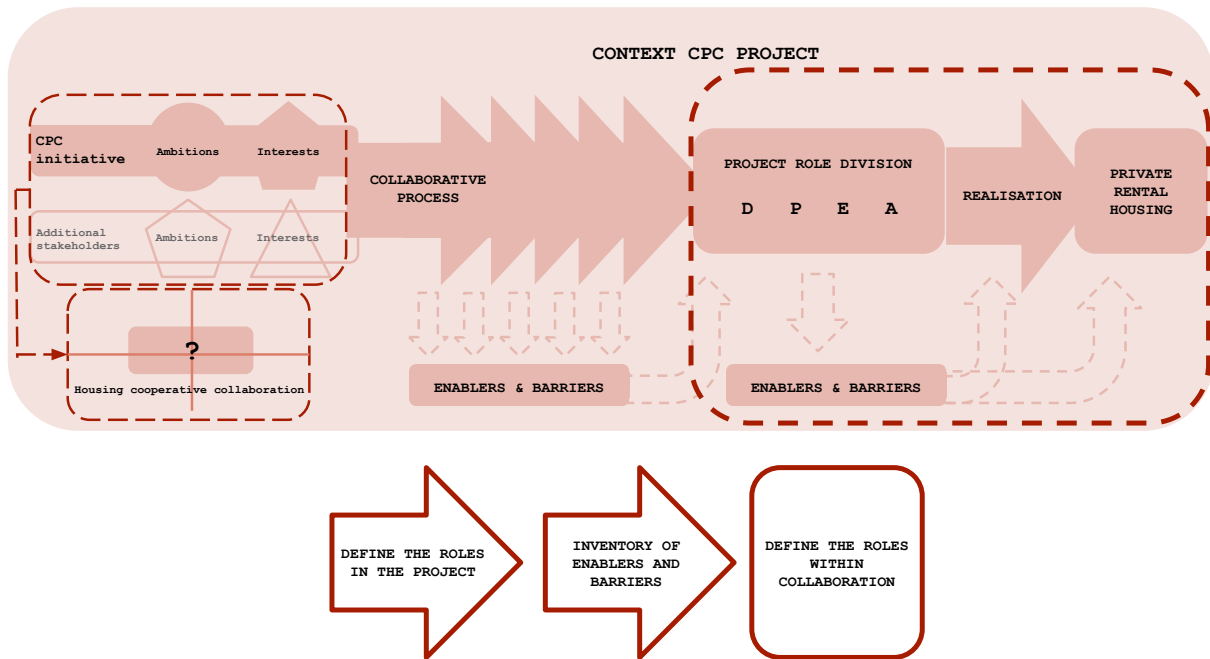


Figure 3.3 Roles within collaboration

3.1 Study design

The reality within this study does not consist of hard facts, since it is seen from eyes the research participants and interpreted in their way. This study provides an inductive view of a relationship between theory and empirical research, in which theory is generated out of this research. Therefore, a qualitative study design is chosen (Bryman, 2012, p.380). Within this study it is plausible that the reality is dynamic and consists of negotiation and compromises. Therefore qualitative research is employed within case study design, in which a single case study is used to analyse detailed and intensively (Bryman, 2012, p.66). This case study design is supplemented with a cross-sectional design, in which unstructured and semi-structured interviews are conducted (Bryman, 2012, p.62). This study design facilitates the distillation of lessons for both in enablers and best practices as well as barriers and aspects to improve (Bryman, 2012).

3.2 Sampling cases and interviewees

The sampling of cases and interviewees in this study is purposeful. Cases and interviewees are selected based on set criteria for which the research questions provide guidelines (Bryman, 2012, p.416).

3.2.1 Case study

The case study is a representative or typical case, also referred to by Bryman (2012, p.70) as an exemplifying case. One case is selected with the following criteria:

1. A CPC initiative of middle-income households;

2. Realised affordable private rental housing for the middle segment;
3. In the context of the Netherlands;
4. Recently realised (2012 and after), so the information on the case is still accessible and the interviewees remember the course of the process;
5. Housing realised appropriate for rental destination.

Several cases have been tested to the criteria, as can be seen in table 3.1. The information on the cases in this table has been gathered through contact with professionals who were involved (in)directly in these cases, before selecting a case and starting with the empirical research.

<i>Case criteria →</i>	<i>A CPC initiative of middle- income households</i>	<i>Realised affordable private rental housing for the middle segment</i>	<i>In the context of the Netherlands</i>	<i>Recently realised</i>	<i>Housing appropriate for rental destination</i>
<i>Possible cases</i>					
1. <i>Iewan – Strowijk</i>	No, social rental tenants	No, social rental housing	Yes, in Nijmegen	Yes, realised in 2015	Yes, used for rental housing.
2. <i>Woon- gemeenschap Eikpunt</i>	Mix of social rental tenants and middle-income households	No, social rental and owner-occupied housing	Yes, in Lent	Yes, realised in 2016	Yes, used for rental housing.
3. <i>CPC Hooi drift</i>	Mix of middle-income households and higher income households (exact level unknown)	No, owner-occupied housing.	Yes, in Rotterdam	Yes, realised in 2017	No, owner-occupied housing and specified per house to the occupied.
4. <i>CPC in the 'Groene Hart'</i>	Two groups: mix of starters with middle-incomes and higher incomes (exact level unknown).	No, owner-occupied housing.	Yes, in Nieuwveen	Yes, realised in 2014	No, owner-occupied housing, but generalised for the groups with a concept

Table 3.1 Possible cases for case study

In the exploration phase of this study, no case has been encountered that meets all the defined criteria.

Since the structure of housing provision for social rental tenants is different from private housing provision due to the involvement of housing associations, the choice for an owner-occupied case is made. In addition, the income of middle-income households matches better to the owner-occupied cases as they also involve middle-income households. Therefore it is expected that the CPC initiative in the case would comply better with the first set criterion. Hence, case 1 and 2 are excluded.

In case 3, the housing is specified to the wishes of the individuals of the CPC initiative. In case 4, the housing was more generalised with a concept. As it is assumed, during contact

with indirectly involved professionals, that generalised owner-occupied housing would fit private rental housing better than very differentiated owner-occupied housing, the choice to use case 4 for the case study is made: CPC in the 'Groene Hart'. The involved parties were: an urban planner, the municipality, an advising party, a CPC group, an architect and a contractor.

The following eight interviewees were interviewed:

- Interviewee A: the urban planner;
- Interviewee B: the process manager at the municipality;
- Interviewee C: the secretary of the CPC group and current resident (CPC member 1);
- Interviewee D: the architect;
- Interviewee E: the first advisor at the advising party (owner-occupied (OO) advisor 1);
- Interviewee F: the employee responsible for commercial and acquisition at the contractor;
- Interviewee G: the chairman of the CPC group and current resident (CPC member 2);
- Interviewee H: the second advisor at the advising party (owner-occupied (OO) advisor 2).

3.2.2 Cross-sectional study

The interviewees for the cross-sectional study are selected based on the following requirements:

1. At least one interviewee within the organisation of a CPC initiative wanting to realise affordable private rental housing;
2. At least one professional interviewee involved in a CPC project trying to realise affordable private rental housing, with experience in this field.

With the help of these requirements the following interviewees are selected:

- Interviewee I: An advisor currently involved in a project trying to realise private rental housing in the middle segment with CPC in Rotterdam (private rental (PR) advisor 1);
- Interviewee J: An advisor currently involved in a program trying to realise private rental housing in the middle segment with CPC in Amsterdam (private rental (PR) advisor 2);
- Interviewee K: the secretary and treasurer of a CPC initiative currently involved in a project trying to realise private rental housing in the middle segment in Amsterdam (private rental (PR) CPC member).

3.3 Measures and data collection procedures

The data is collected with the following methods (Bryman, 2012, p.383):

1. A detailed and intensive analysis of a single case by conducting qualitative partially semi-structured and partially unstructured interviews.
2. Conducting qualitative interviews, both semi-structured and unstructured (Bryman, 2012, p.213).

The context of the case study is analysed both with an inventory from the stakeholders and a market analysis of the environment where the study is performed. For instance, the housing market or a trend within a city could deviate from the broader context of the Netherlands, as

can the vision of the municipality for that specific city. This needs to be taken into account and the case should be treated accordingly. This study provides an overview with the involved stakeholders and their ambitions and interests. In addition it contains information on the enablers and barriers during the forming of collaboration and during collaboration. These are from various stakeholders' perspectives. This part of the interviews is semi-structured. To include the part of middle segment private rental housing, the interviews within the case study focuses on this as well, for example by asking the interviewees what would be different if private rental housing would be realised. This part of the interviews is more unstructured.

More enablers and barriers in the process can be recognised by interviewing parties apart from the case study: the interviewees in the cross-sectional study. Some of these parties have been involved in a CPC process that meets all the specifics of this research, but was either cancelled or is still in a preliminary phase. Besides, the roles of the stakeholders within the process can be recognised based on the DPEA roles with semi-structured interviewing. With this method, the responsibilities and functions of the stakeholders during the project can be linked to the defined roles in a table. The complete approach is illustrated in figure 3.4.

Data collection procedures consist of the analysis of the case by performing a literature review and conducting interviews with the different stakeholders who were involved in the case. This covers the first two parts of the analytical framework in figure 3.4, as the interviews contain semi-structured questions about the case (A) and open questions about the difference with private rental housing (B), of which the interview guides are included in appendix 3a and 3b (EN and NL). In addition, interviews (also with both semi-structured and open questions) with separate stakeholders are conducted. This covers the third and last part of the analytical framework in figure 3.4 (C), of which the interview guides are included in appendix 3c and 3d (EN and NL). The CPC perspective of the middle segment is covered in this way as well, with an interview with a CPC initiative currently trying to realise private rental housing.

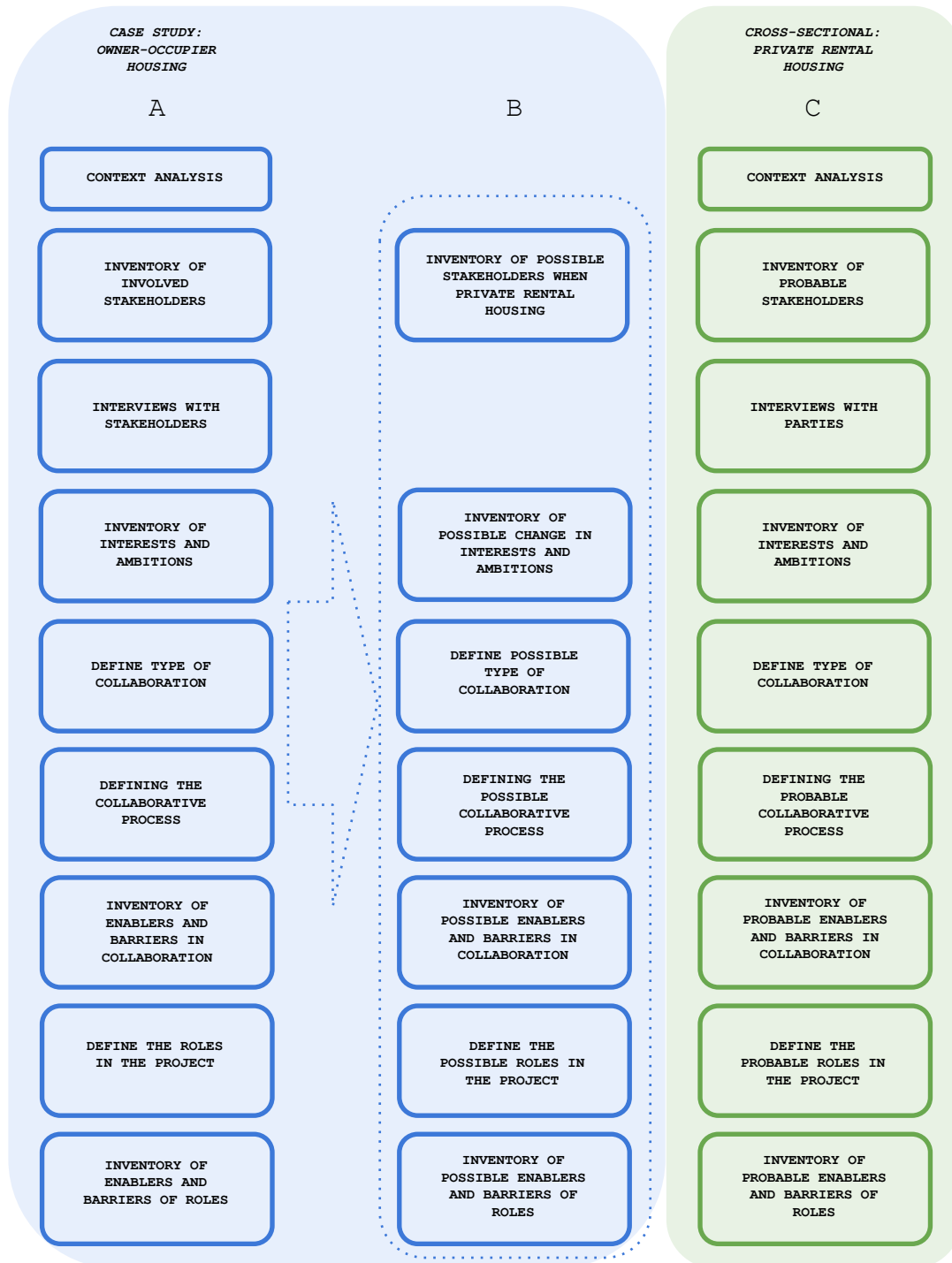


Figure 3.4 Analytical approach

The following tables (3.2 and 3.3) display how the research questions are measured and with which method.

Research question	Measure with	How to measure (method)
Type of collaboration: which stakeholders were involved in the collaboration.	List of stakeholders.	Separate interviews with stakeholders in the case study.
Type of collaboration: interests and ambitions of stakeholders.	Interests and ambitions, as defined by Bremekamp et al. (2010) and the framework for housing cooperative collaborations.	Separate interviews with stakeholders in the case study.
Enablers and barriers in the course towards and during collaboration.	Define the collaborative process; Search for enablers and barriers, as defined by Bremekamp et al. (2010).	Separate interviews with stakeholders in the case study.
The roles within collaboration.	Defining the role division with the DPEA roles by Van der Kuij (2013); Analyse the enablers and barriers in this role division.	Separate interviews with stakeholders in the case study.

Table 3.2 Case CPC initiative for owner-occupied housing

Research question	Measure with	How to measure (method)
Type of collaboration: which stakeholders should be involved in the collaboration.	List of stakeholders.	Separate interviews with stakeholders in the case study; separate interviews with the cross-sectional interviewees.
Type of collaboration: interests and ambitions of stakeholders.	Interests and ambitions, as defined by Bremekamp et al. (2010) and the framework for housing cooperative collaborations.	Separate interviews with stakeholders in the case study; separate interviews with the cross-sectional interviewees.
Enablers and barriers in the course towards and during collaboration.	Define the collaborative process; Search for enablers and barriers, as defined by Bremekamp et al. (2010).	Separate interviews with stakeholders in the case study; separate interviews with the cross-sectional interviewees.
The roles within collaboration.	Defining the role division with the DPEA roles by Van der Kuij (2013); Analyse the enablers and barriers in this role division.	Separate interviews with stakeholders in the case study; separate interviews with the cross-sectional interviewees.

Table 3.3 CPC for private rental housing

As the stakeholders are the main source of the outcome of this research, the fact that their personal interests could influence the result are taken into account. Especially concerning the CPC residents within the case study, the fact that the project was successful as the housing is realised might overshadow aspects that went less smooth in the process towards this. On the other hand, personal frustrations of the separate stakeholders might overshadow their objectiveness, as the subject could be sensitive to them when a process is not going smooth.

3.4 **Data analyses**

The conversations during all interviews were recorded. These recordings were written into summaries (appendix 4a-k). The data is organised in tables, with a majority report and a minority report, based on the method of Czischke (2014). The data is organised and analysed, by linking it to the stakeholder inventory of interests and ambitions, the enablers and barriers, and the role division based on the DPEA roles. Hereafter conclusions are drawn.

3.5 **Research Ethics**

The ethics review checklist for human research is enclosed in the appendix (1).

4 Findings

In this section the findings are summarised and presented in tables. First, in section 4.1, the context of the case study and the context of the cross-sectional focus are discussed.

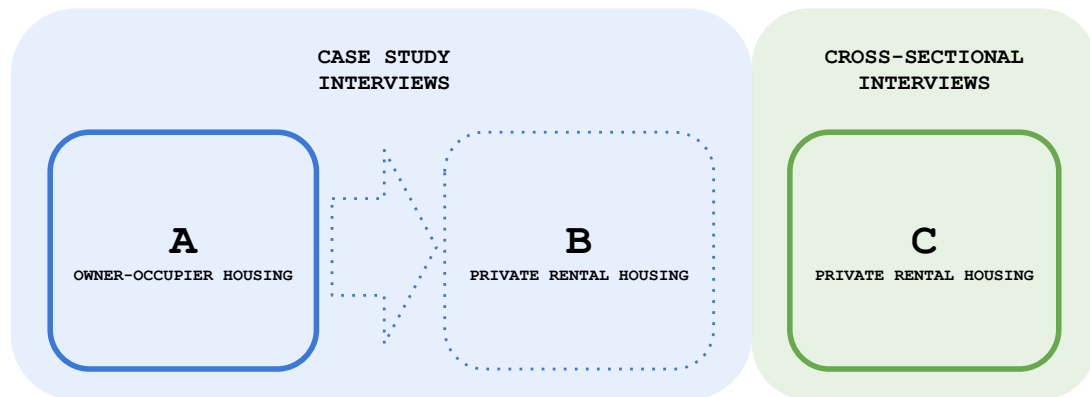


Figure 4.1 Concept of analytical framework – based on figure 3.4

Then, the findings are organised in line with the three research questions and how these are shown with the means to answer them in chapter 3 (Methods) in figure 3.1, 3.2 and 3.3. Section 4.3 focuses on the type of collaboration, section 4.4 focuses on the enablers and barriers in collaboration, and section 4.5 focuses on the roles of the stakeholders within the collaboration.

Within the three sections, both the findings of the case study interviews and the cross-sectional interviews are discussed in the order presented in figure 4.1, based on the analytical framework in figure 3.4. In this framework, A is based on the findings from the case study focused on owner-occupied housing, B is based on the findings from the case study focused on private rental housing and C is based on the cross-sectional findings focused on private rental housing.

In order to process the findings in an organised way, the analytical framework (figure 3.4) is used per section and simplified, as can be seen in figure 4.2. In this framework, the categories are combined into four main themes based on the research questions and the conceptual framework in section 2.5 (figure 2.2), namely:

- Context analysis;
- Type of collaboration;
- Enablers and barriers in collaboration;
- Roles within the collaboration.

The themes cover the following categories that are shown in the analytical framework (figure 3.4). The 'type of collaboration' consists of an inventory of stakeholders, the (organisational, social and personal) interests and the ambitions for the project. The 'enablers and barriers in collaboration' consists of the defined collaboration steps and the enablers and barriers in collaboration. The 'roles within the collaboration' consist of the defined roles in the project and the enablers and barriers in the roles.

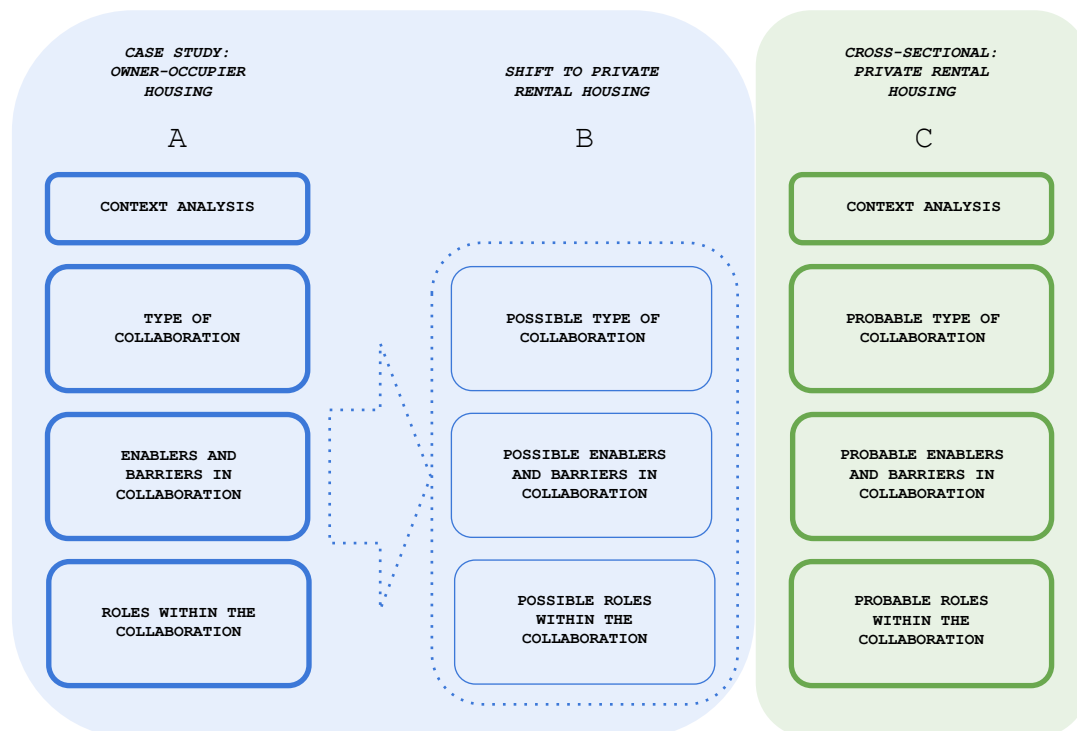


Figure 4.2 Simplified analytical framework: organising findings – based on figure 3.4

The findings are presented in four types of tables. The first type is used for findings that are specific for parties or steps in the collaborative process. In this table, the attribute for owner-occupied housing (OO housing) and the change in attribute when it would be private rental housing (PR housing) is defined and presented per party or step (table 4.3 and 4.5). The second type is also used for findings specific for parties or steps in the collaborative process, but within the cross-sectional research part (table 4.4 and 4.6)

The third and fourth types are based on the method of distinguishing majority from minority reports of Czischke (2014). Majority reports are the opinions of more than one respondent, preferably more than half of those interviewed on the topic. Minority reports are the dissenting opinions, stated by only one or two respondents. This type focuses on the general themes 'enablers and barriers in collaboration' and 'roles within the collaboration'. In table 4.1, an example is given of this type of table to present findings for the case study. First, the attribute for owner-occupied housing (OO housing) is presented and then the change in attribute when it would be private rental housing (PR housing). In table 4.2, an example is given of this type of table to present findings for the cross-sectional research part. To complement the findings are presented in tables, further elaboration and quotes of the interviewees are provided.

Theme:	Theme	
Attribute	Majority report	Minority report
Attribute 1 OO	Majority report	Minority report
Change attribute 1 when PR	Change in case of PR (majority report)	Change in case of PR (minority report)
Attribute 2 OO	Majority report	Minority report
Change attribute 2 when PR	Change in case of PR (majority report)	Change in case of PR (minority report)

Table 4.1 Example organising findings on general themes – case study

Theme:	Theme	
Attribute	Majority report	Minority report
Attribute 1	Majority report	Minority report
Attribute 2	Majority report	Minority report

Table 4.2 Example organising findings on general themes – cross-sectional

After presenting the findings, initial conclusions are drawn in section 4.5. To understand the findings of the interviewees better, a reference is made to the interview summaries in appendix 4a-k.

4.1 Context analysis

In this section the contexts of the findings are analysed. This is done for the both the case study and the cross-sectional study. First, in section 4.1.1, the case study is described. Then, in section 4.1.2, the CPC initiative in Amsterdam is explained as addressed in the cross-sectional study. Finally, in section 4.1.3, the CPC in Rotterdam is discussed, which is also addressed in the cross-sectional study.

4.1.1 Case study description

The case study is located in the 'Groene Hart' in the Netherlands. In this area there was a lot of demand for owner-occupied housing from starters in middle-incomes, with prices around 160.000 euros. A lot of people were waiting for housing supply in this segment to be able to move out of their parents homes or back to the village they grew up, after living in a nearby town for a while. As the municipality stated (interviewee B, appendix 4b), there is a strong community feeling in this area and everyone knows each other, via football for example.

This project was realised during the credit crunch, which hit the Netherlands roughly between 2009 and 2016. In this time of financial crisis, realising housing was hard as

developers dropped out. However, private mortgages were still possible. The municipality saw CPC as an opportunity to realise the demanded type of housing and cover the costs they made for the project already.

The project started in 2012 with information evenings about CPC and the possibilities, and was completed in 2014. One of the requirements made by the municipality was that the CPC resident group should form an official registered association with statutes. The municipality prepared a document with steps and guidelines for CPC resident groups. In this project terraced houses were built with simple architecture. The contractors delivered the 'outside' (produced casco) and the individuals within the CPC group could construct their own interior.

4.1.2 Cross-sectional study – Amsterdam

The private rental CPC member and private rental advisor 2 are both involved in an on-going project in Amsterdam. The municipality of this city has decided to allocate three lots for an association or a cooperative to build housing, with the condition that it needs to stay an association or cooperative.

The first location is 'Centrumeiland IJburg', for which the tender has closed and the private rental CPC group (of which the interviewed private rental CPC member is part of the board) has subscribed as well. At this location both social and middle segment private rental housing can be realised (a mixture of both, or one of the two). The other two locations are 'Archimedesplantsoen' (of which the tender has yet to be opened) and 'Havenstraatterrein' (the preparation for this lot is not finished yet and will take some more time).

4.1.3 Cross-sectional study – Rotterdam

Private rental advisor 1 is currently involved in an on-going project in Rotterdam with a new initiative. This initiative is formed by a group of professionals in the field of financing and housing, who have experience with administrative issues, etc. This board is currently providing a foundation to establish the housing cooperative. Later on, the housing cooperative will enter the lease contracts with the tenants. Hereafter, the foundation will transfer the board to residents within the housing cooperative.

Although they have not obtained a lot yet, the municipality has a positive attitude towards the initiative and will possibly provide a location. A developer and an architect are already involved. According to the calculation model, the rents could decrease in time and a solid operation is possible. This is usually the space utilized by housing associations to build new housing.

4.2 Type of collaboration

In this section the findings of the case study related to the type of collaboration are presented. This is divided in three subparagraphs, according to the steps defined in figure 3.1, as repeated in figure 4.3: (4.2.1.) an inventory of stakeholders and (4.2.2.) an inventory of interests and ambitions.

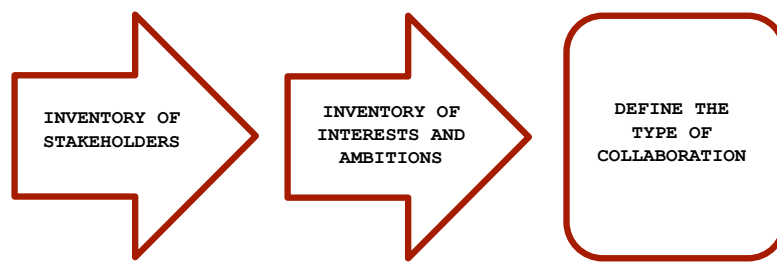


Figure 4.3 Type of collaboration – based on figure 3.1

4.2.1 Inventory of stakeholders

A. Case study – owner-occupied housing

In the collaboration to realise owner-occupied housing in the case study, the following stakeholders are involved: Urban planner; Municipality; CPC group, with chairman, secretary and treasurer; Architect; Advising party; Contractor; Notary; Constructor.

B. Case study – private rental housing

The interviewees within the case study roughly addressed two different types of CPC for private rental housing: a private rental housing form with tenant involvement without a cooperative (addressed by all interviewees within the case study, appendix 4a-h) and private rental housing in a cooperative form with board/residents as client (addressed by OO advisor 1, OO advisor 2, the contractor and the architect). They mentioned the additional and deviating stakeholders from the owner-occupied housing case.

Form without cooperative

The municipality should be involved from the beginning, according to the municipality.

A *developer* is a possible additional party as well according to the municipality and the urban planner. However, the municipality does not expect that developers have a more 'commercial or financial' interest than a 'social' one, as this is more the field of the housing association (interviewee B: "Projectontwikkelaars hebben meer een commercieel of financieel belang dan een maatschappelijke. Dat laatste, ideëel maatschappelijk ontwikkelen, is vooral werkveld van de corporatie."). OO advisor 2 also states that within this form, it could be interesting for a developer (professional party or landlord) to build the housing casco and let the tenants finish it to make them more committed to the housing (interviewee H: "Ik denk dat het voordeel daarvan kan zijn dat je mensen bindt aan de huurwoning...").

An *investor* is another possible additional party according to the contractor, CPC member 2, the urban planner, the municipality and OO advisor 2. The contractor states that an investor could become owner of the building and needs a certain return. Besides, the municipality states that only a large investor with a broad portfolio probably could be interested in this type of housing and adds that the investor wants a certain security and is therefore important in the beginning of the process (interviewee B: "Alleen een belegger met een brede portefeuille zal waarschijnlijk huurwoningen in de markt zetten voor 30-40 jaar, zoals partijen als Achmea. Een belegger stapt niet zomaar in een project, die willen echt zekerheid hebben. De belegger is in het begin van het proces dus al erg belangrijk."). OO advisor 2

thinks that this investor (professional party or landlord) will have to be benevolent in order to facilitate the desired housing (interviewee H: "Ik denk dat je een welwillende verhuurder moet hebben, die dat wil faciliteren.").

A *housing association* is a possible additional party according to OO advisor 2. Even though they are required to focus on the social housing segment, it could be interesting for this party to develop a part to facilitate a mix in the building, for both the form with or without a cooperative.

A *project leader* is a possible party according to CPC member 1 for a rental form in general, as he would not be able to do this himself with this type of (probable larger) development (interviewee C: "Er moet een goeie projectleider de kar trekken. Wat ik nu voor dit project gedaan heb zou ik niet voor nog 20 andere burens kunnen doen, dan zou het een fulltime baan worden.").

Form with cooperative

A *project leader* is also a possible party for this form according OO advisor 2, as there should be a facilitating role that can guide the process (like an advising party). This party should provide a communication system that is more intensive between the owner and the end-users.

An *investor* is also a probable party when housing is realised in the cooperative form according to OO advisor 1, to invest a part of the project. However, this is more complicated as they will not be the owner in the end.

Crowd funding is another possible way of getting the first investment (30 percent) according to owner-occupied advisor 1. He explains that he does not exclude anything in this time, as people could have money in the bank that does not give yield.

Financial expertise would be needed according to the architect, because of the more complex financial situation in the cooperative form. He talks about someone who can do the financial breakdown and knows how to set up an association, if the building is going to be a collective property, like an advisor or a notary for example.

When owner-occupied advisor 1 and 2 compare the two forms for private rental housing, they indicate that they see more chances in the cooperative form, as one can decide on the housing, achieve affordable rents in the Randstad and there are many examples abroad (Interviewee H: "...dan ga je met elkaar bepalen hoe zoiets eruit komt te zien, over de huurprijs...Maar ik denk dat het heel goed zou zijn als we daaraan beginnen, want voordat de woningen in de Randstad nog duurder worden en de huur onbetaalbaar wordt, zou het super gaaf zijn als je nog betaalbare huurwoningen zou kunnen realiseren."). However, in the case of the form with a cooperative, OO advisor 2 indicates that there would need to be space to be able to realise this form of private rental housing. He believes that this is a political issue. In addition, OO advisor 1 expects that gaining investment for this development to be difficult.

C. Cross-sectional – private rental housing

In the collaboration to realise private rental housing, the following possible stakeholders are defined by the cross-sectional interviewees: municipality; province; members/residents;

wealthy individuals; banks; housing association; developer; architect; board of professionals; contractor; investor. These stakeholders are all based on the cooperative form of realising this type of housing.

The municipality is a possible stakeholder according to private rental advisor 2 and the private rental CPC member. They state that the municipality of Amsterdam is currently making lots available for the private rental CPC initiatives that are affordable for them. Private rental advisor 2 states that the municipality should prepare the land, with all the permits for example. The private rental CPC member states that his CPC group has subscribed for a lot in Amsterdam.

The province could be involved as well according to private rental advisor 2, as some provinces in the Netherlands provide loans and small subsidies for CPC initiatives. This makes it a lot easier for the CPC groups according to him.

A *board* is a stakeholder according to all three interviewees. Private rental advisor 1 states that this board should have management experience, financial expertise, a network, legal expertise and should be willing to put time in it. Private rental advisor 2 stresses that this type of CPC is usually led by professionals who have certain ideas and it usually does not start with groups of people who would like to live together (interviewee J: "Dit zijn meestal door professionals geleide groepen die bepaalde bevestigingen hebben, maar dat begint niet bij groepen van 30 man die met elkaar willen wonen."). The private rental CPC member states that their association also started with a board, of which he himself is one of the founders. Within this board they have the following functions: chairman, secretary and treasurer. The private rental CPC member explains he has two functions, namely those of secretary and treasurer and adds that he does the most work at the moment.

The group of members (or residents) is a stakeholder in this type of project according to all three interviewees. Private rental advisor 1 states that these members/residents should be able to pay the rent and a small investment of 10 to 20 thousand euros. The private rental CPC member explains that they have formed an association with a large group of members, of which some would like to live in the building that they hope will be realised at the location. The eventual tenants will be selected in order of membership. They currently have 250 members, who have all contributed to the cooperation, but do not all want to become a tenant. When the building starts, the members will invest a small part as well, which makes them a partial owner. They can sell this part if they move away for example.

A *bank* is a possible stakeholder according to all three interviewees. Private rental advisor 1 states that a bank is required that is willing to give a loan for 50 to 70 per cent. Private rental advisor 2 stresses that a bank that understands these kinds of initiatives is required, which can be hard to find. He adds that he himself has made use of a German bank before, because in Germany they are more familiar and experienced with this type of project. The private rental CPC member explains that they will receive a loan from – a *Dutch bank* –, which will cover a large part of the construction costs. However, the exact amount is not determined yet.

An *architect* is a stakeholder in this development according to all three interviewees. Private rental advisor 1 explains that this architect should be paid properly, as it is a 'weak party'. Private rental advisor 2 believes that it is important that an architect is hired who understands

these kinds of initiatives. The private rental CPC member complies with this and states that his board has worked together closely with an architect. They know this architect well and he has worked with groups before.

A *housing association* could be a possible stakeholder as well according to private rental advisor 1, if they find it a nice goal to provide a subordinated loan or maybe to buy a share. *Wealthy individuals* could be interested to invest as well according to private rental advisor 1, emphasizing the social interest.

A *project developer* or an *investor* could be an involved stakeholder according to private rental advisor 1, and could then take on the development costs, since the start phase is most vulnerable (keeping in mind that the developer should earn back this investment eventually).

The interviewees finally state that the *other parties involved in real estate development* should be involved in this type of project as well. Private rental advisor 2 states that it is of importance that a contractor is chosen who understands these kinds of initiatives (interviewee J: "De aannemer moet het snappen, met een groep kunnen werken."). The private rental CPC member also states that probably a lot of specialists will be involved during the design and construction phase. This will be coordinated with the architect, to see what he can take on. Until now the private rental CPC group has only had meetings with the architect and no other advisors are involved yet.

4.2.2 Inventory of interests and ambitions

In this section the interests and ambitions of the parties are defined, as shown in table 4.3 and 4.4

A. Case study – owner-occupied housing

Theme:	Inventory of interests and ambitions	
Party	Interests & ambitions	Change when private rental housing
(1) CPC group (CPC member 1)	Build houses as large as possible at low cost.	Very different: less involvement
(2) CPC group (CPC member 2)	Decide on design of house; include specific wishes at low cost.	"
(3) Municipality	Result oriented, dedicated, reliable and flexible; desired participation of users and residents; inclusion of various target groups in projects; to be contact and in a strategic position; outspoken social interest; realising affordable housing for the CPC group.	No different
(4) Advising party (owner-occupied)	Delivering knowledge at a fee; Changed opinion on CPC; Social interest to create a	"

advisor 1)	better living environment; No different ambitions from other projects.	
(5) Advising party (owner-occupied advisor 2)	Give control to parties that usually do not have this; Social interest to create diversity in housing; realising affordable housing for the CPC group.	"
(6) Urban planner	Design the issuable area together with the public part: Perceived added social value of involving end-user; No different ambitions from other projects.	"
(7) Contractor	Continuity and possibility to make decisions quickly; Opinions on CPC divided within company; No different ambitions from other projects.	"
(8) Architect	Guiding the user from the beginning until the end; Positive attitude towards CPC; Social interest by wanting to realise affordable housing for starters; No different ambitions from other projects.	"

Table 4.3 Interests of parties – case study – owner-occupied housing

The following interests and ambitions can be defined, as presented in table 4.3 (per stakeholder):

(1) *CPC member 1's* interest and ambition was to build a house as large as possible, while keeping the costs as low as possible, as presented in table 4.3 (interviewee C: "Een zo groot mogelijke woning voor zo min mogelijk geld realiseren."). It was an opportunity for him to create a nice place and buy a house, which was the perfect scenario at that time.

(2) *CPC member 2's* interest was to decide on the design of the housing together with the CPC group and include specific wishes, as presented in table 4.7. Besides, his ambition was to keep the costs low (interviewee G: "Je gaat met z'n allen iets bouwen, beslissen hoe het eruit komt te zien: kozijnen, bakstenen, etc. Hier heb ik bewust voor gekozen. Ik wilde een huis van zes meter breed bijvoorbeeld.").

(3) As presented in table 4.3, *the municipality* their interest in general is to be result-oriented, committed, reliable and flexible. This includes putting the citizens at the centre, a bottom-up approach and services (interviewee B: "De kernwaarden van de gemeente zijn vrij breed: resultaatgericht, toegewijd, betrouwbaar en flexibel. Hierbij gaat het vooral om zaken als de burger, van buiten naar binnen werken, dienstverlening, dat de burger centraal staat."). CPC suits the municipal interests and goals. The municipality adds that they try to create space for certain groups in every project, which is also his personal goal. The interviewee's interest, as a process manager, is also to oversee everything from a strategic position and to be the contact for everyone involved. The municipality states that there is definitely a social interest, as the project was meant to give young people the chance to buy an affordable property. Their ambition was to make it possible for the CPC group to realise affordable housing themselves.

(4) *OO advisor 1* states that the interest of the advising party is, bluntly put, to deliver knowledge at a certain fee. As defined in table 4.3, his personal belief in CPC has moderated, as he used to believe that it would be good if people have direct influence on their living environment. Now he thinks that there could be other ways to address a far larger group of people. The reason for CPC is often more based on a cost consideration. However, he also states that the advising party was not just a commercial company focussed on making money and they still believe that CPC can be used to create a better living environment, which was also the case for this project. Hence the ambitions were not different than or other projects.

(5) *OO advisor 2* explains that the interest of the advising party is to give control to parties that usually do not have this, to give them a position in which they are responsible and take risks (interviewee H: "...eigenlijk is de rode draad binnen – *advising party* – zeggenschap geven aan partijen die dat normaal gesproken niet hebben."). His personal interest is in the process of people and guiding the other parties. The social interest mentioned in table 4.3, is to steer and inspire with diversity in housing for example. However they are a commercial party and he thinks that they cannot impose a social goal on the selling party. The ambition for this project was to give private individuals the possibility to buy a house.

(6) *The urban planner* states that the urban planning office their interest is in both the issuable and public area. As shown in table 4.3, he sees the added value of involving the end user in a project and thinks that CPC is very much of social interest (interviewee A: "Maatschappelijk gezien is CPO fantastisch.").

(7) *The contractor* states that within the company they have continuity, short lines and the possibility to make decisions quickly. As presented in table 4.3, the opinions on CPC are contrasting within the company, as there is a sensitive point about the advisor involved at the beginning, then pulling out when the construction phase begins, leaving the contractor with the group (interviewee F: "Daar ligt intern bij – *contractor* – een gevoelig puntje, want – *advising party* – bijvoorbeeld komt aan met de groep en de overeenkomsten zijn getekend. Dan trekken zij zich ertussenuit en dan zit – *contractor* – met de groep, bij welke de verwachtingen hoog liggen en ze elkaar moeten vinden. De begeleider is dan weer weg.").

(8) *The architectural firms* interest is to guide the user from the beginning until the end. As shown in table 4.3, he has a positive attitude towards CPC and enjoys working with all the users. However, he does not always understand the added value of an advisor in the process, although he thinks that they are useful in the first phase. He has a social interest and wants to build affordable housing for starters, while receiving his salary to which he is entitled. He adds that other parties should receive the profit rate, which they are entitled to as well.

B. Case-study – private rental housing

When private rental housing would have been realised instead of owner-occupied housing, the interests of the parties will not change, as they are general for the parties and therefore not focused on a specific type of project. However, as indicated in table 4.3, the CPC group members would have total different ambitions and would like to be less involved in a rental project in general (interviewee C: "Ik zou totaal anders in het project staan"; interviewee G: "Ja, sowieso. ... Als ik een huurwoning heb, dan ga ik niet nog een jaar huur betalen en nog een jaar aan een huis klussen."). Furthermore, the ambitions for the project would not

necessarily change for most of the parties, but might have to include other aspects (interviewee H: “De ambities zouden niet veranderen, maar we zouden ook moeten kijken naar huurregels.”).

C. Cross-sectional

Theme:	Inventory of interests and ambitions
Party	Interests and ambitions
(1) Private rental advisor 1	To try out new ideas; Social interest, but not necessarily the primary goal; Commercial motives are possible.
(2) Private rental advisor 2	Support residents in influencing living environment; Bottom-up approach; Social values and social need for this type of project; Enable people to establish cooperatives and to contribute to housing supply in Amsterdam.
(3) CPC private rental	Permanently stabilize the housing stock Amsterdam with private rental housing in the middle segment; A social interest: ‘civic sense’; Social interest of the municipality could be stronger.

Table 4.4 Inventory of interests of the stakeholders – cross-sectional

The following interests and ambitions can be defined, as presented in table 4.4 (per stakeholder):

(1) Since *private rental advisor 1* developed housing for many years, he came across new ideas he would like to realise, because they could be better and good investments. As stated in table 4.4, he thinks these new ideas are interesting and fun to work with. However, he also still thinks there is nothing wrong with the traditional way of developing housing (interviewee I: “Ik heb jarenlang woningen ontwikkeld. Hierbij ben ik ideeën tegengekomen in eerder werk en dit vind ik leuk om te proberen te realiseren. Als je denkt dat het gewoon een beter idee is en omdat het goede investeringen zouden kunnen zijn. Ik vind nieuwe manieren erg interessant en leuk om mee te werken, maar traditioneel blijft ook goed.”). He states that there is a social interest for parties to realise this type of housing. However, this does not have to be one of the primary goals of a party, it could just be an acquisition tool or out of involvement. He states that commercial motives for parties should be possible, as they should be able to earn their living (interviewee I: “Partijen moeten gewoon betaald worden. Dat moet binnen dit rekenmodel, van deze vorm van wonen, allemaal opgenomen worden en ook mogelijk zijn.”).

(2) As shown in table 4.4, the independent foundation that *private rental advisor 2* works for wants to support residents to let them take the wheel, so they can have a maximum influence on their living environment (interviewee J: “- *Independent foundation* - is een stichting. Het doel is om bewoners te ondersteunen bij bewoners aan het stuur brengen, zodat ze zelf op hun leefomgeving maximaal invloed kunnen uitoefenen.”). This suits his way of thinking, as he does not like top-down thinking, but sees, knows and believes that people can create their own world. If you can support these people, or bring them in touch with other parties, great things could be developed according to him. Private rental advisor 1 also states that there is a social need for this type of housing, since the demand for it is huge in Amsterdam. The municipality of Amsterdam has certain goals. If project developers would

realise private rental housing in there, they would do this for only 10 to 20 years and would rent out the housing above the middle segment or sell it after. This would mean that you lose this type of housing in the whole of the market in the city. He indicates that, if tenants are able to realise their own private rental housing in the middle segment, it is more likely that this type of housing will be there on the long run and will meet the demand. In addition, some groups would like to live together with a mixture of incomes (social and middle income households), which is only possible if they do it themselves, as neither developers nor housing associations can supply this. He states that the ambition of their independent foundation and the program they do for the municipality, is to enable as much as much people as possible to establish a residential cooperative, contribute to the housing supply in Amsterdam and let people shape this themselves. They want to offer guidance to these groups concerning the process, legal issues, organisation development and financial issues as this is different from CPC for owner-occupied housing.

(3) *The private rental CPC member* states in table 4.4 that they have a social and economical goal. Their interest is to permanently stabilize the housing stock with comfortable rental housing, in the middle segment for various types of people, since there is a great shortage of this type of housing (interviewee K: “We staan ervoor de woningvoorraad in Amsterdam te bestanden, permanent, ze willen uitbreiden met comfortabele huurwoningen die in het segment liggen boven de sociale huur maar toch redelijk betaalbaar, voor allerlei soorten mensen, ... Voor deze mensen is in Amsterdam een groot tekort aan woningen.”). He adds that they want to contribute to the city and calls it a social interest: ‘civic sense’ (interviewee K: “Burgerzin, iets aan de stad toevoegen, dus maatschappelijk belang.”). He also thinks that the social interest of the municipality of Amsterdam is not ‘there’ enough, and thinks it is strange that citizens see and understand something before the city council sees and understands it. Their ambition is to contribute to the housing supply in Amsterdam and set their mark.

4.3 Enablers and barriers in collaboration

In this section the findings of the case study related to the type of collaboration are presented. This is divided in three subparagraphs, according to the steps defined in figure 3.2, as repeated in figure 4.4: (4.3.1) the collaboration process and (4.3.2) enablers and barriers in the collaboration.

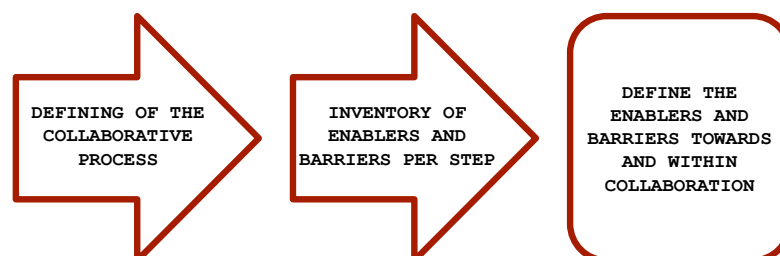


Figure 4.4 Enablers and barriers in collaboration – based on figure 3.2

4.3.1 The collaborative process

In this section, the collaboration process is defined in steps and presented in table 4.5 and table 4.6. The steps are based on the findings of the interviewees and own interpretation of these findings.

Theme:	Defined collaborative process	
Steps	Involved parties	Change for private-rental housing
(1) Initiative from the municipality.	Municipality and urban planner.	Expected that political influence is of importance
(2) Municipality worked together with advising party to set up process.	Municipality, urban planner and advising party (OO advisor 1).	Expected involvement of investor or developer; Expected more involvement of financial expertise.
(3) People signed up and had to form a CPC group with an association.	Municipality, urban planner, advising party (OO advisor 1) and private individuals (later CPC group).	Expected less involvement of tenants; Expected involvement of professional project leader and financial expertise
(4) Cooperation agreement, land reservation.	Municipality, advising party (OO advisor 1) and CPC group.	Expected less involvement of tenants; Expected involvement of professional project leader and financial expertise
(5) Purchase agreement, change of the zoning plan and delay and delivery of the land.	Municipality, advising party (OO advisor 1), CPC group and notary.	Expected less involvement of tenants; Expected involvement of professional project leader and financial expertise
(6) CPC group chooses contractor, talks to the architect and applies for permits.	CPC group, advising party (OO advisor 1 and 2), contractor and architect.	Expected less involvement of tenants; Expected involvement of professional project leader and financial expertise
(7) Construction phase.	CPC group, contractor, architect and municipality.	Expected less involvement of tenants; Expected involvement of professional project leader and financial expertise
(8) Completion of the housing.	CPC group	CPC group do not want to put as much effort in it, finished housing is preferred

Table 4.5 The collaborative process – case study

A. Case study – owner-occupied housing

The following steps are defined from the interviews, as presented in table 4.5:

(1) During the crisis, when developers pulled out of projects, the municipality started to sell lots to be able to realise housing. The urban planner states that, like with most CPC developments, this development went top-down instead of bottom-up. The municipality

actively sought for a CPC group to buy the land. Owner-occupied advisor 1 explains that the municipality decided to give everyone a chance to build their own home. As stated by the municipality, starters were the target group for this CPC development, since there was no other possibility for this group to buy a house. The involved parties at this stage were the municipality and the urban planner.

(2) Then, according to the municipality, the advising party got involved in the selling process. Together with the municipality, this advising party set up a process and organised information evenings for potential buyers, as stated by OO advisor 1. Both of the interviewed CPC group members explain they first got in touch with the project by attending these evenings.

(3) In the next step, individuals could apply at the advising party to form a CPC group. According to the owner-occupied advisor 1 there are not a lot of existing groups of people wanting to live together and guidance is essential to make a group with a shared vision out of these individuals (Interviewee E: “Daar heeft – *advising party* – geadviseerd om groepen te formeren, ... Bestaande groepen zijn er bijna niet, je bent vaak een verzameling van individuen. Om hier een echte groep van te maken is er procesbegeleiding nodig.”). The municipality explains that the individuals had to pay a fee for this, which would later be calculated back in the land price. As stated by both CPC group members, eventually three individuals subscribed for this lot and formed an association, which was a requirement of the municipality. Then, the CPC group chose a chairman, a secretary and a treasurer. Owner-occupied advisor 1 adds that this stage is important to be able to realise the project (Interviewee E: “Dan pas wordt er een echte vereniging opgericht en ga je beginnen met elkaar. Dit stadium moet doorgegaan worden om uiteindelijk ook echt het project te kunnen doen.”).

(4) After the association was formed, a cooperation agreement was made with the municipality, under the guidance of the advising party. In this agreement certain rules were made, the group chose to continue with the advising party in the steps to come and a reservation was made on the land according to owner-occupied advisor 1 and the municipality. The municipality explains that this agreement was the basis for the collaboration and included general considerations (interviewee B: “In de samenwerkingsovereenkomst staat de grondprijs; algemene overwegingen: dat de partijen met elkaar gaan samenwerken, dat ze het voortvarend doen, dat ze met elkaar vijf woningen gaan realiseren; de categorieën; de grondplot. Dit is de basis geweest.”).

(5) Hereafter, another agreement was made: the purchase agreement, with a more detailed auto-cad drawing of the lot, as stated by the municipality, after which the zoning plan was changed. This caused some objections, as one is always dependent on objectors, court and the Council of State (Raad van State) according to the municipality. The owner-occupied states that the individuals could not get a mortgage before the environmental permit was obtained. This caused a delay of around half a year according to CPC member 1. When it was approved, the individuals could get their mortgages according to the municipality, and the notarial act of the delivery of the land took place. The municipality's role moved to the background afterwards.

(6) In the next step, the advising party helped the CPC group with the following phase, for example to choose a contractor or apply for permits. Owner-occupied advisor 1 suggested

this would be helpful, according to CPC member 1 and 2 and owner-occupied advisor 1. Hence, the advising party changed client, going from the municipality to the CPC group, as the CPC group was a like a classic group of individuals in need of impartial guidance according to owner-occupied advisor 1. The contractor then involved the architect, who they already knew from earlier projects, as stated by the contractor and the architect. With help of the architect and the contractor, the CPC group could decide on the design and the price of the housing. Owner-occupied advisor 2 joined the project at this stage.

(7) The next step was the construction phase, in which the contractor, the architect and the CPC group were involved and attended the construction meetings. The architect was asked to do the construction management after finishing the design instead of the advising party, as stated by the CPC group members and the architect.

(8) Finally, all parties were finished except for the CPC group, who continued to finish the housing themselves and still live there now.

B. Case study – private rental housing

As presented in table 4.5, changes in the steps can be recognised from the interviews. First of all, in the first steps, for both the form with or without a cooperative, it is expected that political influence is of importance to facilitate the realisation of this type of housing, as stated by owner-occupied advisor 2 (interviewee H: “Het moet ook deels een politieke keuze zijn, om daar grond voor vrij te maken, om dat te faciliteren, dus betaalbare huurwoningen.”).

Second of all, it is also expected that there is early involvement of an investor and/or a developer in the traditional form (as stated in section 4.2.1 Inventory of stakeholders). According to the contractor, these additional parties do not need to complicate the process, but there need to be clear agreements from the beginning and the investor needs to set restrictions (interviewee F: “In de samenwerking zouden dus misschien andere partijen zitten, maar ook daar geldt dat je van te voren afspraken maakt. De huurder zet zijn/haar wensen op papier, de architect of – contractor – tekent het uit, het wordt naar de belegger gestuurd en die zet er een krabbel onder, klaar en dan weet ik wat ik moet maken. Het hoeft niet heel ingewikkeld te zijn.”). The urban planner and CPC group member 1 also talk about the early involvement of a developer and/or investor.

Third of all, in general, CPC member 1 expects more professional leadership, since he would not be willing to do this for a larger CPC group, which he expects a private rental CPC group to be (interviewee C: “Er moet een goeie projectleider de kar trekken. Wat ik nu voor dit project gedaan heb zou ik niet voor nog 20 andere burens kunnen doen, dan zou het een fulltime baan worden.”). Besides this, it is expected that there is less involvement of the CPC group in case of the private rental housing form without a cooperative, as stated by the CPC group members, as this could lead to less value for the investor. Owner-occupied advisor 1 even suggests that he expects that it would be more a form of co-creation than CPC as the party that pays will decide most of it and the name of CPC for the traditional form is misleading.

However, in the case of private rental housing realised in the cooperative form, the tenants could be involved more, like with owner-occupied housing. Owner-occupied advisor 1 states that the practicalities are the same, for example what to build, the costs, etc. He adds that

maintenance could even be better organised in this form. Owner-occupied advisor 2 also thinks that the users could be involved with this form and could decide about the design and the costs, even additional shared spaces.

In addition, the architect speaks of involvement of financial expertise at an early phase and throughout the process with this form of private rental housing (as defined in section 4.2.1 Inventory of stakeholders).

C. Cross-sectional

Theme:	Probable collaborative process
Steps	Involved parties
(1) Optional: municipality makes lots available; Initiation by board	Municipality; Board of professionals, people with expertise and experience.
(2) Optional: people joining the association already; Setting up the process, financial feasibility and optional sketch design.	Board and members; Board, optionally architect and optionally a developer.
(3) Get investment and mortgage.	Board, optionally architect, optionally developer, optionally members and investor/bank/crowd funding/housing association/wealthy individuals.
(4) Design and build phase.	Board, residents (members), architect, contractor and other parties involved at real estate development.
(5) Housing cooperation enters lease agreements with the tenants	Board (after this no longer professionals necessary), residents (members).

Table 4.6 Inventory of probable collaborative process – cross-sectional

The following steps are defined from the interviews, as presented in table 4.6:

(1) In the first step, the municipality should make lots available to facilitate CPC for private rental housing according to the private rental CPC member and private rental advisor 2. The project starts with a board according to all three interviewees. Private rental advisor 2 states that groups like the private rental CPC are for a group of people, and usually initiated and led by group of professionals, who have ideas about housing cooperatives and would like to see more of them in the Netherlands, not a group of future residents who want to live together (interviewee J: "Groepen zoals – CPC PR –, groter dan de vorige en hebben idee van er moeten weer wooncoöperaties in Nederland komen, die zetten daar een model voor op. ... Dit zijn meestal door professionals geleide groepen die bepaalde bevestigingen hebben, maar dat begint niet bij groepen van 30 man die met elkaar willen wonen."). Private rental advisor 1 also states it should start with a board of professionals with certain expertise, not the residents, as the other way round the chance of success is very small, since the start phase is most crucial (interviewee I: "De startfase is het meest kritisch. Met alleen amateurs zou het een rommeltje worden. Op het begin heb je iets nodig waarbij professionals betrokken zijn, om een bestuur te vormen..."). The CPC initiative of the private rental CPC member is also initiated with the board, as stated in section 4.2.1 Inventory of stakeholders.

(2) In the following step, residents and possibly members can join the association. This is stated by the private rental CPC member, as he explains that in his CPC there are no strict rules for this, only approval from two members is. He adds that the residents also would like to get to know their neighbours, as this is a reason for them to join such an association. However, this is currently not the case yet. Private rental advisor 1 also states that the residents should be involved at an early stage, to involve their interests and wishes and communicate about the costs. The CPC board, members/residents and an architect collaborate, according to the private rental CPC member to include them in the preliminary design of the housing and common spaces. Then, the financial feasibility can be made for the plan.

(3) After this, the mortgage from the bank can be requested and other funding can be arranged, as the private rental CPC member explained before. Another way of financing a part is with a project developer, who can take on the development costs, according to private rental advisor 1. The risk in this can be decreased, by arranging with the municipality that the lot can be paid for later on when the development starts. However, private rental advisor 1 stresses that the developer will not start with construction until the funding is sufficient to pay the contractor.

(4) After this phase, the design and build phase can start. In which more advisors will be involved like at usual real estate developments, according to all three the interviewees, as explained the previous section (4.2.1 Inventory of stakeholders).

(5) Finally, as stated by private rental advisor 1, the housing cooperative is formed, which enters lease agreements with the tenants. As soon as all of the housing is rented out, the foundation transfers the management to the residents, not before this, otherwise there would be an uncertain situation in which anything could happen and the bank would not be willing to provide a loan.

4.3.2 Enablers and barriers in the collaborative process

In this section the enablers and barriers are defined by the interviewees based on the barriers in the literature of Bremekamp et al. (2010) in section 2.4.7. The enablers and barriers are presented in table 4.7 and table 4.8.

Theme:	Enablers and barriers in collaboration	
Attribute	Majority report	Minority report
Leading OO	No clear majority report recognised.	
Change when PR	The eventual owner of the building.	Less tenant involvement in form without cooperative; tenant involvement can be same for cooperative form; one contractor.
Power OO	No trouble.	Sometimes trouble between CPC group and municipality
Change when PR	Different, the party that pays has the most power.	Power distribution can be clear
Win-win OO	Win-win situation for all parties involved.	-
Change when PR	-	-
Trust OO	Good trust between parties.	Trust error: objections against zoning

		plan.
Change when PR	-	-
Difficulties OO	Difficulties in zoning plan, cost distribution and utilities.	No perceived difficulties.
Change when PR	-	Less enthusiasm; maintenance; financing.

Table 4.7 Defined enablers and barriers in the collaborative process – case study

A. Case study – owner-occupied housing

As presented in table 4.7, the following enablers and barriers are defined by the interviewees:

Leading OO

The municipality states that they were leading at first, which shifted to the CPC group, led by the chairman, with the help of the advising party. The urban planner complies with this and states that the municipality was leading during their involvement. However, according to owner-occupied advisor 2, the advising party led the project during its involvement. Yet, CPC member 1 states that the CPC group was leading. According to CPC member 2 and the architect, it was a combination of the CPC group, the contractor and the architect during the construction phase. The contractor agrees on this but excludes the CPC group from this.

Power distribution OO

The municipality, owner-occupied advisor 1 and 2, the architect and the contractor all state that there were no problems in the power distribution. The municipality states that this was because there was a good relationship with the CPC group. Both owner-occupied advisor 1 and owner-occupied advisor 2 state that the collaboration was good and the municipality handled in a proper way.

However, the CPC group members both indicate that there sometimes was trouble with the municipality concerning the power distribution. CPC member 2 states that in general the municipality was a good party to work with, but that they were 'at everybody's mercy', especially concerning the municipality (interviewee G: "Je bent overgeleverd aan de goden eigenlijk, vooral met gemeentes."). CPC member 1 agrees and states that the municipality was good to work with in general, but could be a nasty party at times, especially when it involved money. He explains that the collaboration was good in the beginning, but at the end some things were used against them. He adds that, luckily for them, the CPC group had documented everything.

The urban planner states that the power distribution was different than he was used to, as he usually does not work with the end-users who have a say at this stage.

Win-win situation OO

All the parties agree that there was a win-win situation in the end, since all the parties were happy with the end result, their interests were met and their ambitions were achieved. It is also mentioned that striving for it encouraged collaboration.

Trust OO

The municipality states that trust was built up quickly, but there was an error due to the wait for the zoning plan. He adds that this caused some hassle, as the buyers are not used to this

process like the municipality is. However, this did not influence the rest of the process according to him.

Both the owner-occupied advisors state that there was a good collaboration between the advising party, municipality and CPC group. The shift of client for the advising party (from municipality to CPC group) could sometimes cause some tension, but according to owner-occupied advisor 1 the municipality has solved this well. Owner-occupied advisor 1 also states that the collaboration with the CPC group was very good. According to owner-occupied advisor 2 this was by means of the clear communication from both the CPC group and the municipality.

According to the CPC group members, the architect and the contract they had a good collaboration and trusted each other. CPC member 2 states that this trust is important when choosing a contractor and it is important to make clear agreements. CPC member 1 agrees and states that there were clear agreements and transparency with good communication. He explains that he was always the contact for the CPC group being the secretary, which made the communication easier for the other involved parties. The architect states that this trust and good collaboration was due to the fact that the CPC group chose the contractor, and the contractor and the architect already knew each other (interviewee D: "Maar bij dit project had de CPO groep de aannemer gekozen en de aannemer de architect en die kenden elkaar ook al.").

Difficulties OO

The interviewees perceived some difficulties. Among other things the municipality and the CPC group members named the objection against the zoning plan as mentioned before in section 4.3.1 Collaboration process.

In addition, CPC member 1, the architect and owner-occupied advisor 1 state that there was a strange rule in the zoning plan concerning the amount of cubic meters for the amount of square meters, which they expect to have been a mistake.

Owner-occupied advisor 1 also mentions that sometimes the CPC group could be very careful with money and the advising party maybe should have been involved more, since the CPC group was not familiar with a lot of development processes. He also states that they could find middle ground on this.

Besides this, there was a disagreement about the side facades of the row housing and the cost distribution, as mentioned by both CPC group members from different perspectives. The CPC group members in the corner houses wanted that everybody contributed to the cost of this, but eventually they had to pay for these facades themselves.

Another difficulty in the process took place at the end, as the utilities were not arranged on time according to the architect and contractor. The contractor could temporary supply this for the CPC group when they started with the interior of the housing, so it did not cause a lot of trouble.

B. Case study – private rental housing

The following changes in enablers and barriers can be defined from the interviews, as presented in table 4.7:

Leading PR and Power distribution PR

Possible enablers and barriers in a collaboration process for private rental housing instead of owner-occupied housing could be different. The CPC group members, owner-occupied advisor 1 and 2 and the contractor state that they expect that the power distribution will be different, since the party who pays usually has the most power and is leading in the project.

However, owner-occupied advisor 2 states that the power distribution in a private rental housing form without a cooperative is very clear. He thinks that the financial investment and the investment of time in the active involvement of the future tenants in the traditional form should be interesting enough in the end for the tenant and the landlord (interviewee H: “Met huurwoningen is de machtsverdeling heel helder, een aantal zaken mag je niks over zeggen en een aantal zaken mag je wel wat over zeggen. Ik denk dat het uiteindelijk gaat om of de investering interessant is voor degene die het gaat huren en degene die het verhuurt.”).

Furthermore, owner-occupied advisor 2 states that in the cooperative form the people will occupy the housing for a longer period, which will make them more attached and let them feel more like an owner instead of a tenant. This way, they will maintain their home better, which means that the housing will not have to be renovated as many times as usual and the housing will be more sustainable (in terms of longer use) according to him. However, he also states that it should be taken into account that this sense of ownership is not for everybody. In this form, the tenants could still be leading, according to owner-occupied advisor 2 and he sees more chance in this type of development.

Difficulties PR

The CPC group members expect less enthusiasm and less involvement of tenants. Both members expect that the collaboration would be less committed and it would not be their own money. CPC member 1 adds that he thinks that a couple of tenants could then mess it up for the rest of the group. Besides, according to owner-occupied advisor 2 and the architect, the financing is more complicated in the cooperative form, although they do not define this as a specific enabler or barrier. In addition, the architect expects the same problems as every collective of tenants has according to him, being that the maintenance can be a problem. He adds that he believes it is important to have one contractor for the whole building, to make the collaboration easier.

C. Cross-sectional

Theme:	Probable enablers and barriers in the collaborative process	
Attribute	Majority report	Minority report
Leading	First the board is in charge.	Later on tenants.
Power	Power is not with the residents.	CPC private rental group relatively powerless, help of municipality is necessary; investor and developer have demands.
Win-win	-	-
Trust	Dynamics within the group and clear vision are important.	Good relation with the architect.
Difficulties	-	Financial guarantee at the beginning.

Table 4.8 *Inventory of probable enablers and barriers in the collaboration process – cross-sectional*

As presented in table 4.8, the following enablers and barriers are defined by the interviewees:

Leading

As stated in section 4.3.1 Collaboration process by private rental advisor 1 and 2, a board is leading at first. Private rental advisor 1 adds that the tenants can be in leading later on, but still need to be checked on expenditures.

Power

The private rental CPC member states that there is no power distribution between parties, but that the private rental CPC is a relatively powerless party. He adds that help of municipality was needed; otherwise it would never have been possible to make a start. Another finding concerning power is that the investor and developer are powerful parties and will always make demands, since they are taking the risks according to private rental advisor 1. He adds that there should be guarantees for these parties in the first phase and that risks need to be discussed (interviewee I: "Wat betreft de machtsverdeling: de financier en de ontwikkelaar zullen altijd eisen stellen. Zij nemen risico's. Wat betreft de machtsverhouding in de startfase: er moeten garanties zijn dat de procesvoering goed is en dat er reëel over risico's wordt gesproken."). Therefore, the majority indicates that the power is not with the residents.

Win-win

The interviewees do not make clear statements about a win-win situation. However, they do mention the interests of the involved parties in section 4.2.2 (Inventory of interests and ambitions, C. Cross-sectional).

Trust

Both private rental advisor 1 and 2 explain that the group dynamics are important. Private rental advisor 2 states that this applies to the group of people who will live with each other and adds that there needs to be a clear division of tasks and a clear vision that everyone agrees with. According to him, this brings reciprocity and trust (interviewee J: "Groepsdynamiek. Binnen de groep zal je taken moeten verdelen, bepalen wat de gemeenschappelijke uitgangspunten zijn en het hier met zijn allen over eens zijn. De visie moet duidelijk zijn in de groep. Hiermee heb je wederkerigheid en vertrouwen binnen een groep. Dat is nodig als je vervolgens naast elkaar gaat wonen."). Private rental advisor 1 states that above all trust is important in the group dynamics. If this is damaged and there is cynicism, nothing is possible anymore according to him (interviewee I: "Conflicten met bewoners. In de groepsdynamiek is vertrouwen belangrijk, als dit geschaad is dan kan er niks meer. Zolang er cynisme is kan er ook niks meer."). The private rental CPC member states that they have had a good relation with the architect up until now.

Difficulties

According to private rental advisor 1 there needs to be a guarantee at the beginning and everybody's objections and financial risks need to be honoured, as nobody will do their work without being paid. He adds that commercial is not always wrong and non commercial is not always right. On the long run, the residents should have to have a say, but this needs to be checked (interviewee I: "Iedereen zijn bezwaren en financiële risico's moeten ook gehonoreerd worden. Niemand gaat werken als hij niet zijn brood betaald krijgt. Het is niet zo dat commercieel altijd fout is en niet-commercieel altijd goed. Op de langere termijn moeten de bewoners het wel voor het zeggen hebben, maar dit moet ook gecontroleerd zijn qua uitgaven.").

4.4 Roles within the collaboration

This section covers the findings on the roles within the collaboration, divided in (4.4.1) defined role division and (4.4.2) enablers and barriers in role division. The attributes discussed in these sections are based on the literature of Van der Kuij (2013), provided in section 2.4.8 and 2.4.9.

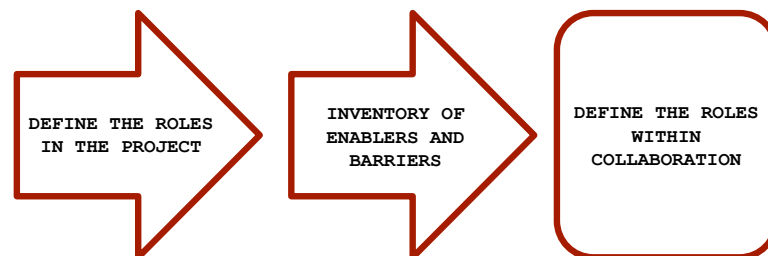


Figure 4.5 Role division

4.4.1 Defined role division

The findings on the role division are presented in table 4.9 and table 4.10.

Theme:	Role division	
Attribute	Majority report	Minority report
Decisive OO	CPC group.	Municipality; contractor; combination of parties (architect, contractor and CPC group).
Change when PR	The eventual owner of the building.	-
Process responsible OO	Municipality and advising party; architect.	Contractor.
Change when PR	Expected more important.	-
Executive OO	Advising party.	Contractor; contractor and architect.
Change when PR	Expected more important.	-
Advising OO	No other parties involved.	Municipality; notary; constructor.
Change when PR	Same parties.	-

Table 4.9 Role division – case study

A. Case study – owner-occupied housing

As presented in table 4.9, the following role division is defined by the interviewees:

Decisive

The municipality and the urban planner state that the municipality was the party that made the decisions when they were involved at the beginning of the process. However, the CPC group members both state that the CPC group was the party that made the decisions, as they were responsible for everything and decided on everything. Owner-occupied advisor 2

agrees on this. On the other hand, the contractor states that they were leading in the decision-making when collaboration was formed, agreements were made and they started building. The architect states that the decisions were made together (architect, contractor and CPC group) during the construction phase, although he adds that he is not aware of the situation concerning this in the phase before.

Process responsible

CPC member 1 suggests that the advising party was responsible for this role in the first phases, as they indicated what needed to happen and when. He states that this party guided them on a lot of aspects and that they hired this party for 90 hours. However, according to the municipality and the urban planner, this role was fulfilled by a combination between the municipality and the advising party. The advising party was hired for the structure by the municipality and worked together with them. The municipality was in control of the whole. CPC member 2 and owner-occupied advisor 2 agree with this, but also state that during construction the contractor was the party that took over this checking progress role (interviewee H: "... nadat de bouwteamovereenkomst is gesloten heeft de aannemer die rol qua ontwerpproces een beetje opgepakt."). The architect states that it was not the contractor, but he himself was responsible for this role in the construction phase, as he did the construction management.

Executive

The municipality, the urban planner, CPC member 1 and owner-occupied advisor 2 all state that this was the advising party in the first phase of the project, before the contractor got involved (Interviewee C: "De rol van - *advising party* - stopte op toen de aannemer en architect geselecteerd werden."). CPC member 1 adds that the contractor succeeded the role of the advising party during construction. However, CPC member 2 only names the contractor. In addition, the architect states that the contractor and the architect both fulfilled this role.

Advising

The interviewees name a few other parties, namely a notary, as mentioned by the municipality. Another party named by the architect is a constructor, though not in touch with the resident group. Furthermore, the architect and the municipality name the municipality as well, as they had a small role in the construction phase. Another party that could be seen as a party contributing, but not constantly involved is the urban planner, as this party was only involved for a substantial addition to the project in the beginning. Both CPC members and the contractor do not mention any other parties involved.

B. Case study – private rental housing

As presented in table 4.9, the following differences in role division are defined by the interviewees for private rental housing:

Decisive

For the form private rental housing without a cooperative, it is expected by multiple parties that the roles of investor and developer would be added, as stated in section 4.2.1. In addition, the CPC members, the owner-occupied advisors and the contractor expect that the role of the tenant will be less powerful and therefore less decisive. They expect that the party who pays will fulfil the decisive role: the investor. The investor could also be part of the board that is leading the project according to them (interviewee C: "Degene die het

financiert moet bepalen hoe die het wil. ... Het zou bijvoorbeeld bepaald kunnen worden door een bestuur, waarin de financier ook zit.” Interviewee H: “In een project met een ontwikkelaar o.i.d., dan bepaalt de verhuurder de speelruimte van de huurder, van wat je wel of niet mag kiezen.”). Then again, CPC member 1 indicates that he believes the tenant can still have influence, but that this depends on the willingness of the tenant to put time and effort into the project. In the cooperative form, owner-occupied advisor 2 also expects that the tenants can have a lot of influence and could be the decisive party, as this party will be owner of the building eventually.

Process responsible

Owner-occupied advisor 2 stresses that he thinks it to be important that one impartial party oversees the process and guides everything and all the other parties, to keep all the interests clear and create a joined vision and maintain this throughout the process, complying with the role of process responsible (Interviewee H: “Ik denk dat er best wel veel partijen bij zitten, dat één persoon het overzicht moet houden over het project, ... dat iemand onafhankelijk naar het proces kan kijken. Dat alle belangen helder zijn, dat je dat analyseert en open met elkaar bespreken. ... die onafhankelijke rol daar moet iemand sowieso inzitten, om dat te sturen en te bewaken, de doelstelling die er met elkaar is te definiëren en dat deze niet halverwege gaat zwakken en toch je eigen belang belangrijker vindt dan het project belang.”).

Executive & advising

The architect, the contractor and the urban planner expect that their role will be the same in the form of private rental housing with or without a cooperative, as the type of housing (owner-occupied or private rental) would not matter to them.

C. Cross-sectional

Theme:	Probable role division	
Attribute	Majority report	Minority report
<i>Decisive</i>	CPC private rental board (of professionals), or party that takes risks.	Municipality should indicate structure.
<i>Process responsible</i>	Different advisors per phase.	The CPC initiative.
<i>Executive</i>	Architect; advising party.	-
<i>Advising</i>	Parties involved in real estate development with specific expertise.	-

Table 4.10 Probable role division – cross-sectional

As presented in table 4.10, the following role division is defined by the interviewees:

Decisive

Private rental advisor 1 states that this is the party who takes the risks, which for example could be the board or a developer. This party is in charge and will drop out as soon as another party makes too many decisions while this party is still taking all the risk (interviewee

I: "Dit hangt er vanaf wie de risico's neemt: het bestuur van die stichting, de ontwikkelaar of degene die echt het risico neemt voor die ontwikkeling. ... Er moet evenwicht van belangen zijn. Zodra een partij teveel te zeggen krijgt terwijl de ander wel een risico neemt dan haakt hij af."). This complies with the current situation in the CPC initiative as explained by the private rental CPC member, where the CPC board is in charge at the beginning of their project, not the residents.

In addition, private rental advisor 2 states that the municipality should indicate a structure, so the advising party, as facilitator, can set up a process based on this.

Process responsible

The private rental CPC member states that this has been the board up until now, as they are the only party to oversee the process at this stage.

Private rental advisor 1 states that someone who guides the process and ensures a structure and communication should fulfil this role. At first, (when financier and developer are not involved yet) the advising party fulfils this role (PR advisor 1) after which a development manager will take over during construction, which complies with the statement of private rental advisor 2. Moreover, private rental advisor 2 also states that this advising role shifts throughout the process. In the first phase, he is involved as advisor, when a project proposal is submitted and a general idea about the wishes of the residents is obtained. In addition a process is set up for this. In the second phase the wishes are translated into an architectural design and guidance is required in the financial feasibility and setting up the legal form/model. In the third phase, the preliminary design is finished and construction starts. In this last phase the advising shifts to construction management. Private rental advisor 2 states that he is involved until the end, but to a lesser extent during the construction phase. He adds that the advising party is required to guide the process, since it is quite an intense process and the board or group cannot do it completely by themselves and this does not make them more or less professional.

Executive

Private rental advisor 2 states that ideally the CPC group could work together with an architect throughout the process. He adds that it is of importance that this architect shares the same vision as the CPC group. This complies with the current situation of the CPC initiative, as the private rental CPC member states that this has been the role of the architect up until now.

However, according to private rental advisor 1, this role is the same as process responsible, which shifts from the advising party in the first phase to development manager or project manager in construction phase. The advising party would still be involved, just to a lesser extent.

Advising

All three interviewees name parties involved in usually involved in real estate development with specific expertise for this role, for example parties that are specialised in certain construction issues or in legal matters.

4.4.2 Enablers and barriers in role division

In this section the findings on enablers and barriers in role division are presented in table 4.11 and table 4.12. These enablers and barriers are based on the literature of Van der Kuij (2013), discussed in section 2.4.9.

Theme:	Enablers and barriers in role division	
Attribute	Majority report	Minority report
Defined beforehand and consistency OO	Defined at beginning and consistent.	Defined at beginning but changed during process.
Change when PR	Expected clear agreements and a clear role division at the beginning necessary.	-
Differences observation responsibility OO	No.	Not sure.
Change when PR	-	Larger chance of confusion.
Inconsistencies or overlap OO	No.	Sometimes discussions between municipality and CPC group.
Change when PR	-	Tenants could think they have different role (more decisive than is the case); larger chance of confusion.

Table 4.11 Enablers and barriers in role division – case study

A. Case study – owner-occupied housing

As presented in table 4.11, the following enablers and barriers in role division are defined by the interviewees:

Defined beforehand and consistency

The municipality, CPC member 2 and the contractor state that the roles were defined at the beginning and consistent throughout the process. The municipality adds that this is important to agree on at the beginning, to avoid misunderstandings. According to the architect and CPC member 1 the roles were defined at the beginning as well, but sometimes changed during the process. The architect explains that his role was extended to construction management later on in the project. In addition, CPC member 1 indicates that, although the roles were clear from the beginning, the CPC group took on more tasks themselves to save money.

Differences in observation of responsibility division

The municipality, the CPC members, the architect and the contractor state that there were no differences in observation of responsibility division and everyone took responsibility. The other interviewees do not give their view on this topic.

Inconsistencies or overlap

The municipality, the architect, CPC member 1, the contractor and owner-occupied advisor 1 state that there were no inconsistencies or overlap between roles. The architect mentions that the role division was quite simple and clear during his involvement, since the project set up was simple. However, according to CPC member 2, there were discussions with the municipality on this topic at times, since the municipality made promises they did not keep. He explains that these discussions were overcome because the CPC group had all the communication documented.

B. Case study – private rental housing

As presented in table 4.11, the following differences in enablers and barriers in role division for private rental housing are defined by the interviewees:

The contractor states that, although there would be different parties in collaboration, here too can be argued that clear agreements need to be made and roles need to be defined clearly beforehand. The architect adds that with this type of development certain things need to be arranged in advance and the tenant needs to stay informed as well. However, owner-occupied advisor 2 states that there is a possible larger chance of confusion of roles of parties, since (probably) no one is used to this type of project. He mentions that extra emphasis on guidance and making clear agreements beforehand could moderate this.

C. Cross-sectional

Theme:	Probable enablers and barriers in role division	
Attribute	Majority report	Minority report
Defined beforehand and consistency	Important to define all roles beforehand.	Addition: accents can change throughout the process
Differences observation responsibility		
Inconsistencies or overlap		

Table 4.12 Probable enablers and barriers in role division – cross-sectional

As presented in table 4.12, the following enablers and barriers in role division are defined by the interviewees:

All parties agree that clear agreements need to be made and roles need to be defined beforehand according to private rental advisor 2. He adds that it is of importance that the parties involved comply with the agreements and division as well, both professionals (like the advising party and the architect) and residents. Private rental advisor 2 explains that, since there is a legal person and a board, the role of the board needs to be clear as well. They could just be the legal board or they could make all the decisions. He indicates that at the beginning everything is usually still a bit out in the open, but as soon as the main vision is formed and the process is set up, the roles need to be divided (interviewee J: "Eerste sessies kunnen allemaal wat losser zijn, omdat je nog visie aan het vormen bent. Maar zodra de kernvisie opgesteld is en het proces gaat invullen, dan komt de rolverdeling om te hoek kijken."). Private rental advisor 1 complies with this by stating that the start phase is crucial, so roles need to be defined beforehand. He adds that accents can change throughout the process. The main tasks, like the construction management, are quite 'traditional' according to him (interviewee I: "De startfase is cruciaal. Rollen zijn van te voren gedefinieerd, maar de accenten kunnen gedurende het proces veranderen. Hoofdzaken wel, zoals de bouw aansturen zijn eigenlijk vrij traditioneel.").

These statements comply with the current situation in the CPC initiative as the private rental CPC member indicates. Within their current collaboration the roles are defined and everyone their tasks are clear.

4.5 Initial conclusions

4.5.1 Type of collaboration

Inventory of stakeholders

In table 4.13, the inventory of the stakeholders for private rental housing of the case study interviewees (based on the owner-occupied case) are compared with the inventory of stakeholders mentioned by the cross-sectional interviewees. The inventories are similar, but some differences can be observed. As the majority of the case study interviewees assume that the development of CPC private rental housing will go in a form without a cooperative, they presume a very different type of collaboration, wherein the investor will be owner instead of a cooperative. Therefore, the investor plays an important part as apposed to the CPC group. They also expect that more expertise should be involved and a few additional parties. Besides, all parties that are usually involved in real estate development should be involved in this type of development as well according to them.

All the cross-sectional interviewees assume the cooperative form, in which the cooperative would become the owner of the building. According to these interviewees the board of professionals is an important party. They also mention parties that are willing to invest, parties with additional expertise and guidance and 'other parties involved in real estate development', similar to what case study interviewees mention.

Theme:	Comparison inventories of stakeholders
Inventory of possible stakeholders private rental housing – changes	Inventory of possible stakeholders for CPC private rental housing
(- Urban planner)	(- Other parties involved in real estate development)
- Municipality	- Municipality
(- CPC group of residents)	- Members/residents
(- Architect)	- Architect
- Advising party	- Advising party
(- Contractor)	- Contractor
- Notary	(- Other parties involved in real estate development)
(- Constructor)	(- Other parties involved in real estate development)
- Bank for loan	- Banks
- Housing association	- Housing association

- Developer	- Developer
- (Professional) project leader	- Board (of professionals)
- Investor/landlord	- Investor
- Crowd funding	- Wealthy individuals
	- Province

Table 4.13 Inventory of stakeholders – comparison

Inventory of interests and ambitions

The interests and ambitions of the case study interviewees differ a lot, but seem to correspond to the type of party. Only a few state to have a social interest, whilst most parties seem to have more interest in maintaining the business of the company. The majority of parties did not have specific ambitions for the project and do not expect other ambitions for a private rental housing project. In addition, the majority seems open and positive towards CPC and collaboration with other stakeholders. Interviewees indicate that the expected additional investor could have a commercial interest, but should be benevolent towards the residents. In addition, the tenants very explicitly state that their ambitions would be completely different and they would like to be less involved.

The interests of the cross-sectional interviewees seem to be more alike, as they all state to have some sort of social interest in developing this type of housing, for which some state that there is a social interest in itself. However, it is also indicated that other parties do not have to have an explicit social interest or ambitions. This seems to comply with the case study, wherein a larger variety of parties are interviewed, as apposed to only the advisors and board like in the cross-sectional study. In addition, the interviewees take an interest in new and innovative ways of realising housing.

Besides, all the cross-sectional interviewees and both OO advisor 1 and 2 state that there is a social interest for this type of housing in itself, as they believe it could contribute to the supply of affordable private rental housing, since the rents will be determined by the cooperative instead of an investor or a developer.

4.5.2 Enablers and barriers towards and within collaboration

The collaborative process

When compared, the defined collaborative processes based on the statements of the case study and the cross-sectional interviewees are different, as presented in table 4.14. The main difference is because of the assumption of a private rental housing form without a cooperative by the majority of the case-study interviewees, while the cross-sectional interviewees all assume a cooperative form. Hence, differences can be observed in both the steps and involved parties. However, there are also similarities.

According to the cross-sectional interviewees the first phase of the project is most crucial and therefore this expertise is very important. The construction phases described by both

case study and cross-sectional interviewees seem to comply with each other, as they are defined as not specifically different from other real estate developments. The cross-sectional interviewees add another step, where the lease agreements are made and the board is handed over to the tenants.

Both groups of interviewees seem to find that political influence (often referred to as the municipality) should be involved at the beginning to enable the project. The case study interviewees believe there will be less tenant involvement with the form without a cooperative, but think that they could be very involved in the cooperative form. In comparison to this, the cross-sectional interviewees seem to think the role of these tenants is somewhere in the middle, as they believe the tenants should be involved but not leading. They believe a professional party should more leading, which seems to comply with the expectation of the case study interviewees for the form without a cooperative.

Theme:	Defined collaborative process	
	Case study – shift to private rental housing	Cross-sectional private rental housing
<i>Step</i>	(1) Initiative from the municipality. Expected that political influence is of importance.	(1) Optional: municipality makes lots available; Initiation by board.
<i>Involved parties</i>	Municipality and urban planner.	Municipality; Board of professionals, people with expertise and experience.
<i>Step</i>	(2) Municipality worked together with advising party to set up process. Expected that investor and developer will be involved as well. Expected more financial expertise involved.	(2) Optional: people joining the association already; Setting up the process, financial feasibility and optional sketch design.
<i>Involved parties</i>	Municipality, urban planner and advising party. Expected investor, developer and financial expertise.	Board and members; Board, optionally architect and optionally a developer.
<i>Step</i>	(3) People signed up and had to form a CPC group with an association.	(3) Get investment and mortgage.
<i>Involved parties</i>	Municipality, urban planner, advising party (OO advisor 1) and private individuals (later CPC group). Expected involvement of professional project leader and financial expertise	Board, optionally architect, optionally developer, optionally members and investor/bank/crowd funding/housing association/wealthy individuals.
<i>Step</i>	4. Cooperation agreement, land reservation.	
<i>Involved parties</i>	Municipality, advising party (OO advisor 1) and CPC group. Expected less involvement of CPC group. Expected	

	involvement of professional project leader and financial expertise.	
<i>Step</i>	5. Purchase agreement, change of the zoning plan and delivery of the land.	
<i>Involved parties</i>	Municipality, advising party (OO advisor 1), CPC group and notary. Expected less involvement of CPC group. Expected involvement of professional project leader and financial expertise.	
<i>Step</i>	6. CPC group chooses contractor, talks to the architect and applies for permits.	(4) Design and build phase.
<i>Involved parties</i>	CPC group, advising party (OO advisor 1 and 2), contractor and architect. Expected less involvement of CPC group. Expected involvement of professional project leader and financial expertise	Board, residents (members), architect, contractor and other parties involved at real estate development.
<i>Step</i>	7. Construction phase (completely finished housing).	
<i>Involved parties</i>	CPC group, contractor, architect and municipality. Expected less involvement of CPC group. Expected involvement of professional project leader.	
<i>Step</i>		(5) Housing cooperation enters lease agreements with the tenants and handing over the board to the tenants.
<i>Involved parties</i>		Board (after this no longer professionals necessary), residents (members).

Table 4.14 Collaborative process – comparison

Enablers and barriers in collaborative process

As presented in table 4.15, when comparing the enablers and barriers in collaboration defined by the two groups of interviewees, similarities and differences can be observed.

As stated in the previous section, both groups of interviewees state that a professional party should be leading. The case study interviewees indicate that this should be the party taking the risks or the party that will be the owner of the building. The cross-sectional interviewees state that the board should be leading. According to the case-study interviewees the power distribution will be different in a form without a cooperative, as tenants will have less power. The majority of the cross-sectional interviewees indicates the same for a cooperative form and also states that the party that takes the risk will have the power. Furthermore, the cross-sectional interviewees state that the dynamics within the CPC group are very important for

the trust and that there needs to be a clear vision from the beginning on, which complies with the findings from the case study interviewees who state to have had good group dynamics and trust. Individual interviewees mention several difficulties but no majority can be recognised from these statements. However, both groups of interviewees mention financial aspects of such a development could cause difficulties, because of the complexity and because it could be troublesome to gain investment. Finally, although no private rental project is realised yet and no clear statements are made on a win-win situation, the case study interviewees have indicated there was a win-win situation in the owner-occupied case, since all interests were met and ambitions were achieved. Although not mentioned, a win-win situation for the cross-sectional would mean that all interests and ambitions are met and achieved.

Theme: Enablers and barriers in collaborative process			
Attribute		Majority report	Minority report
Leading	Case study shift PR	The eventual owner of the building.	Less tenant involvement in form without cooperative; tenant involvement can be same for cooperative form; one contractor.
	Cross-sectional PR	First the board is in charge.	Later on tenants.
Power	Change when PR	Power is not with the residents.	Power distribution can be clear.
	Cross-sectional PR	Power is not with the residents.	CPC private rental group relatively powerless, help of municipality is necessary; investor and developer have demands.
Win-win	Change when PR	-	-
	Cross-sectional PR	-	-
Trust	Change when PR	No expected change in trust (good trust).	-
	Cross-sectional PR	Dynamics within the group and clear vision are important.	Good relation with the architect.
Difficulties	Change when PR	-	Less enthusiasm; maintenance; financing
	Cross-sectional PR	-	Financial guarantee at the beginning.

Table 4.15 Enablers and barriers in collaborative process – comparison

4.5.3 Roles contributing to development

Role division

As presented in table 4.16, when comparing the role division of the two groups of interviewees, similarities and differences can be observed.

The majority of both interviewee groups believe that the decisive party should be the party taking the risks or the eventual owner of the building. The majority of both interviewee groups also stresses that the process responsible is an important role in this type of project and the majority of the cross-sectional interviewees indicate that this role can shift towards

another party during the process (generally when the construction phase starts). This role seems similar to the executive role according to the majority of both interviewee groups. Finally, as stated by the majority of both interviewee groups, the roles of advising seem to be the same as any real estate development.

Theme:	Role division		
Attribute		Majority report	Minority report
<i>Decisive</i>	<i>Change when PR</i>	The eventual owner of the building.	-
	<i>Cross-sectional PR</i>	CPC private rental board (of professionals), or party taking the risks.	Municipality should indicate a structure.
<i>Process responsible</i>	<i>Change when PR</i>	Expected more important.	-
	<i>Cross-sectional PR</i>	Different advisors per phase.	The CPC initiative.
<i>Executive</i>	<i>Change when PR</i>	Expected more important.	-
	<i>Cross-sectional PR</i>	Architect; advising party.	-
<i>Advising</i>	<i>Change when PR</i>	Same parties as owner-occupied housing.	-
	<i>Cross-sectional PR</i>	Parties involved in real estate development with specific expertise.	-

Table 4.16 Role division – comparison

Enablers and barriers in role division

Table 4.17 presents the comparison of the enablers and barriers in role division from the two groups of interviewees. The only majority report of both interviewee groups indicates that clear agreements and a clear role division are very important from the beginning onwards in a project for private rental housing.

Theme:	Enablers and barriers in role division		
Attribute		Majority report	Minority report
<i>Defined beforehand and consistency</i>	<i>Change when PR</i>	Expected clear agreements and a clear role division at the beginning necessary.	
	<i>Cross-sectional PR</i>	Important to define all roles beforehand.	Addition: accents can change throughout the process
<i>Differences observation</i>	<i>Change when PR</i>	-	Larger chance of confusion.
<i>responsibility</i>	<i>Cross-sectional PR</i>	-	-
<i>Inconsistencies or overlap</i>	<i>Change when PR</i>	-	Tenants could think they have different role (more decisive than is the case); larger chance of confusion.
	<i>Cross-sectional PR</i>	-	-

Table 4.17 Enablers and barriers in role division – comparison

5 Conclusion and Discussion

The insufficient supply of affordable private rental housing and the re-emergence of collaborative housing offer chances for housing cooperatives to fill gaps in the housing market according to Tijsseling et al. (2014). In addition, they stated that CPC for newly built rental housing is a logical form of a housing cooperative for middle-income households. In this form, a cooperative will have to collaborate with other stakeholders as external funding needs to be attracted. Van Triest and Hanemaaijer (2013) indicated that this organisational form is logical, because it can guarantee the short-term needs of the resident (an affordable rent) and long-term needs of society (an attractive housing stock) and of the middle-income households (an accessible and affordable rental housing stock), together with the interests of the financier or the investor in a well-balanced way. The housing is expected to stay affordable for the middle-income households because the cooperative is in charge of the rents.

Because up until now little has been achieved and little has been researched on the collaboration between CPC groups and other stakeholders for affordable private rental housing, the aim of this study was to gain more insight in this field. Therefore the following three research questions were formulated:

1. *What type of collaboration may characterize CPC initiatives?*
2. *What are the enablers and barriers in the course towards and during collaboration between and within CPC initiatives and other stakeholders realising affordable private rental housing?*
3. *What roles within the CPC collaboration contribute in the realisation of affordable private rental housing?*

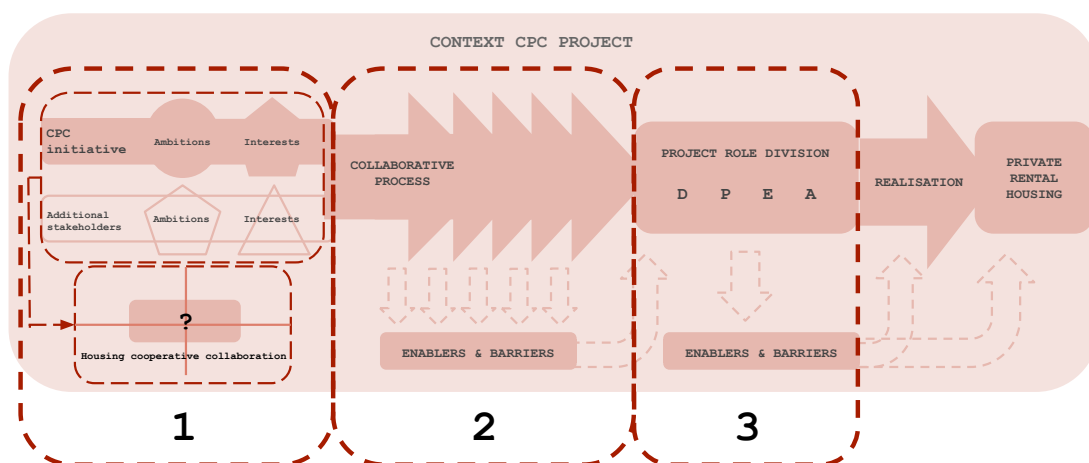


Figure 5.1 Research questions in conceptual framework – based on figure 2.2, 3.1, 3.2 and 3.3

Based on different concepts from literature, a conceptual framework was drawn up. The research questions are represented in the conceptual framework as shown in figure 5.1. The study is of explorative nature and therefore an inductive view of a relationship between this

theory and qualitative empirical research conducted in case study design with a single case study of realised affordable private rental housing with CPC. Since case that met all the criteria was found, a case study with owner-occupied housing instead of private rental housing was chosen in which semi-structured interviews were conducted with the involved stakeholders. The case study is supplemented with a cross-sectional study design with semi-structured interviews.

Hereafter, the conclusions are divided in five main sections: (5.1) the key findings, where the three research questions are discussed in separate subsections and conclusions are derived from key empirical findings in relation to the theoretical framework; (5.2) implications for practice, where the feasibility of this type of development is discussed and an advice is provided based on the key findings; (5.3) a discussion of the theoretical frameworks used in this study; (5.4) a discussion of the conceptual framework; and (5.5) a discussion of the methodology and limitations of this study.

5.1 Key findings

In this section key findings from the empirical research are presented per research question and linked to the literature. The empirical findings show two different types of development: a form without a cooperative and a form with a cooperative. From these, only the findings with a cooperative are taken into account in the conclusions. This choice is further explained in section 5.5.

5.1.1 *What type of collaboration may characterize CPC initiatives?*

In order to analyse the type of collaboration formed between the CPC group and other stakeholders, literature on collaboration, interests and ambitions was studied. Bremekamp et al. (2010) stated that the stakeholders entering collaboration all have their own interests and ambitions, as explained in section 2.4.5. Therefore, an inventory of stakeholders, their interests and their ambitions was made with the empirical findings. Hereafter, the collaboration of these stakeholders is placed in the framework for types of housing cooperative collaborations as defined in section 2.4.6, based on the literature of Gruis (2008), Czischke et al. (2012), Arnstein (1969) and Bremekamp et al. (2010).

First of all, an inventory of stakeholder was made. According to the empirical findings, the composition of parties in collaboration in order to realize CPC for affordable private rental housing seem to be similar to the composition of parties in real estate development for private rental housing without CPC, since parties such as an investor, an architect and a contractor should be involved. Nevertheless, some exceptions were observed. Specifically the following parties: the municipality should be more involved than with a form without CPC; the project is initiated by a board of professionals with expertise who lead the process; the residents or members are involved earlier in the process of this development than with a form without CPC. An overview of the involved stakeholders is provided in figure 5.2.

Second of all, the interests and ambitions of the stakeholders were inventoried and are analysed, based on literature of Bremekamp et al. (2014), Gruis (2008), Czischke et al. (2012) and Arnstein (1969). This literature was combined to provide a framework to analyse the orientation and approach of housing cooperative collaborations, as described in section

2.4.6. The framework is presented in figure 2.3 and is based on the hybridity and social enterprise characteristics of the organisations involved in the supply of housing.

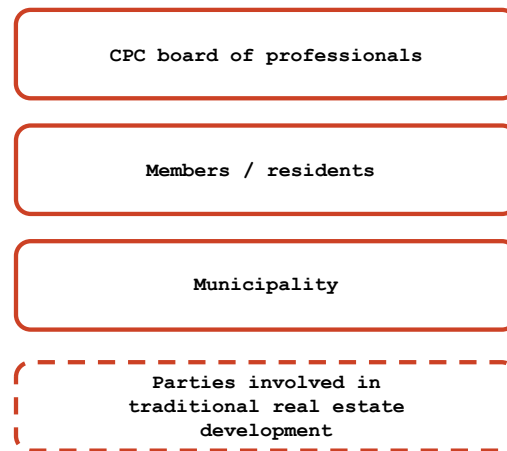


Figure 5.2 Inventory of stakeholders

The empirical findings indicate that the interests and ambitions of the involved stakeholders seem to differ in development with CPC. Although possibly having some type of social interest, the stakeholders usually involved in real estate development within housing cooperative collaborations are mainly interested in maintaining their business. These interests can be classified as commercial and correspond to many of the elements of the concept of 'commercial orientation' (defined in section 2.4.5), as these parties have a business approach, the interest is to produce services, there is an economic risk for these parties and it involves paid work for these parties. Besides, the findings indicate that these interests and ambitions should be possible within the collaboration, because the stakeholders usually involved in real estate development are not expected to otherwise want to be involved in housing cooperative collaborations. Moreover, without these stakeholders the chance of the project succeeding is expected to be unlikely.

On the other hand, the interests of the interviewed involved stakeholders in CPC for affordable private rental housing seem to be more social oriented. Their social interests correspond to many of the elements within the concept of 'social orientation' (defined in section 2.4.5) in the framework for housing cooperative collaborations, as they are based on welfare and the interest is to benefit the community, by making this a more common way of development and contributing to the supply of affordable private rental housing. Besides, it can be initiated by a group of citizens (like with the addressed Amsterdam case in section 4.1.2) and is a participatory nature as there is resident involvement in the process. This outspoken social orientation lies with the board of the cooperative and the advisors. It is also indicated from the empirical findings to ought to be supported by the municipality more, stressing the social added value for this type of housing in itself, as it can benefit the community by adding to the supply of affordable private rental housing according to the empirical findings. It is stated that this type of housing is an opportunity to contribute to this supply on the long term since the rents can stay affordable, unlike other private rental housing of which the rents are expected to increase when there is a lot of demand.

Although the interests are differing, all the parties involved in projects with CPC seem to be open to new ways of developing and collaborating with other parties, as indicated by the empirical findings. Two types of approaches were defined in section 2.4.3, which are included in the framework for housing cooperative collaborations. Herein, the 'traditional approach' entails traditional activities and is focused on efficiency. On the other hand, the 'innovative and collaborative approach' entails a more innovative, collaborative and new way of working and is more flexible. Therefore, the approach of the housing cooperative collaboration for affordable private rental housing would comply with the 'innovative and collaborative approach'.

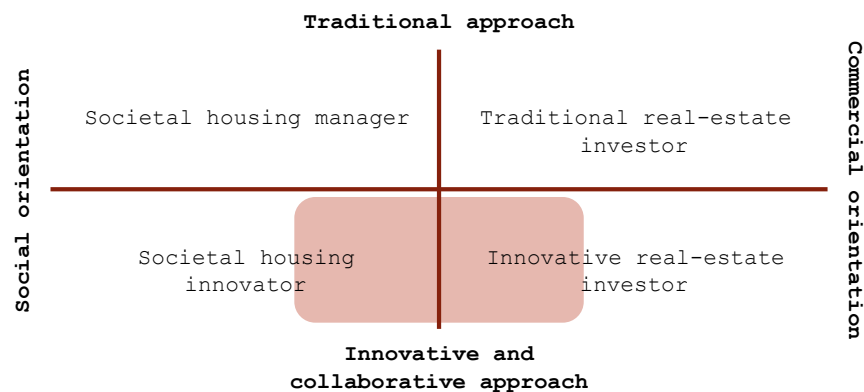


Figure 5.3 Type of housing cooperative collaboration, based on figure 2.3

It can be concluded that the type of collaboration is hybrid, since both social and commercial interests can be recognised. Hence, in this type of collaboration different interests can come together, as defined by Van Triest en Hanemaaijer (2013) in section 1.3. That is to say that affordable private rental housing could be realised, which contributes to the supply, making the housing stock more attractive and accessible for middle-income households, while serving the commercial interests of stakeholders usually involved in real estate development. Therefore, despite being able to act in a commercial market, the main interest and ambition for this type of development is social for the housing cooperative collaboration. The way of developing can be recognised as a collaborative and innovative approach. Although involved parties could have social objectives, the main interest and ambition of these stakeholders is and should be able to be commercial. Thus, it can be typified by a combination between 'societal housing innovator' and 'innovative real-estate investor' in the housing cooperative collaboration framework, as presented in figure 5.3. In addition, 'collaborative advantage' can be achieved, as defined by Huxham and Vangen (2005) in section 2.4.2, as this type of collaboration can tackle (a part of) a social issue that threatens to fall between gaps.

5.1.2 What are the enablers and barriers in the course towards and during collaboration between and within CPC initiatives and other stakeholders realising affordable private rental housing?

As stated in section 2.4.4 and 2.4.5 by Bremekamp et al. (2010), in a collaborative process the involved stakeholders have to give meaning to the outcome. In addition they stated that the collaborative process takes place in a certain context.

First, a collaborative process with the following steps is defined based on the empirical findings, as presented in figure 5.4:

1. *Involvement of the municipality in beginning to stimulate enabling the project;*
2. *The initiation then is by a board with professionals;*
3. *The board will set up the process; residents or members can join the housing cooperative;*
4. *Investments have to be arranged to proceed;*
5. *Construction phase;*
6. *Board is handed over to the housing cooperative members (residents).*

The involvement of the municipality could enable a project, for example with allocating land for this type of development, which complies to the conclusion of Bosch (2015) where he explains that the municipality should focus on the middle segment when issuing tenders to enable affordable private rental housing (section 2.2). In addition, the phases described before construction (1 to 4) are defined as crucial for feasibility of the project in the empirical findings. Therefore, it is emphasised that professionals with specific expertise should be involved in these phases and the project should be led by a board instead of residents. This last point complies with the findings of the residents in the owner-occupied housing case study, who stated that they would not like to be as much involved if private rental housing would have realised. Furthermore, it is expected that the construction or realisation phase will not be different from any other housing development. An additional step is added after construction when compared to CPC for owner-occupied housing, as the residents are not in charge before completion of the building. Thus, in this final phase, the control will be handed over to the housing cooperative, of which all the residents will be members.

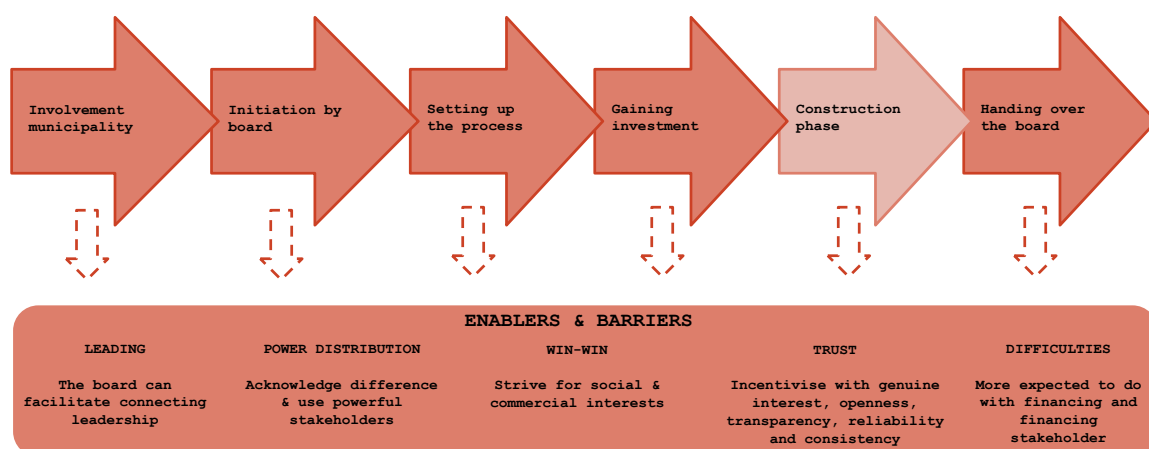


Figure 5.4 Enablers and barriers in collaboration

Second, enablers and barriers in the collaborative process can be defined from the empirical findings, based on the literature of Bremekamp et al. (2010) discussed in section 2.4.7, as presented in figure 5.4.

Leading

Bremekamp et al. described this enabler the presence of connecting leadership, since leadership is important in collaboration to make a start. The empirical findings indicate that the board will start the project and connect parties to each other. Thus, the board provides connecting leadership to enable the project at the beginning, which complies with the literature of Bremekamp et al.

Power distribution

Bremekamp et al. described this enabler as necessary to accomplish things. Power should be acknowledged and made use of. However, it could also cause discomfort and hence it is important that the most powerful stakeholder is reserved. The empirical findings indicate that the power distribution can be different than with CPC for owner-occupied housing, since there are more powerful parties involved. However, a board will lead the project and there is resident involvement. The powerful stakeholders are defined as the municipality and the ones investing in the project. According to the findings, the municipality should help to enable the project in the beginning and investment should be gained from an investor or financier for example, in order to make use of the power. The power of these parties should be acknowledged according to the findings as well, since it is stated that their demands need to be honoured. In addition, the findings indicated that the investor should be benevolent, complying with the powerful stakeholders staying reserved. Hence, the empirical findings seem to comply with the literature of Bremekamp et al.

Win-win situation

Bremekamp et al. (2010) define a win-win situation as guaranteed value creation. According to them, the most can be achieved when stakeholders do not only consider their own interests, but also the interests of other stakeholders. The empirical findings indicate that striving for this in the owner-occupied case was an enabler in collaboration. Even though no clear statements can be defined from the findings on private rental housing, it is indicated that the interests of the involved stakeholders for this type of project can be varied. The social orientation, with which they would like to achieve a new accepted way of developing housing, to contribute to the supply of affordable private rental housing and making the housing stock more inclusive. When combining this with the interests of the other expected involved stakeholders, a win-win situation implies that this type of housing will become a more standard and conventional way of developing and more widely supported in the Netherlands, whilst the other involved stakeholders can maintain their commercial interests, as defined in the previous section. Moreover, striving for this defined win-win situation will incentivise collaboration.

Trust

Schruijer & Vansina (2007 in Bremekamp et al., 2010) stated that trust is the key to success in collaboration. Paul & Wesslink (2010 in Bremekamp et al., 2010) added that trust is incentivised by genuine interest, openness, transparency, reliability and consistency. The findings of the case study show that there was good trust and there were good group dynamics, since stakeholders had worked with each other before. This can be related to openness, transparency, reliability and consistency. The findings of the cross-sectional study indicate that group dynamics and a clear and shared vision are important for building trust. These seem to coincide with genuine interest, openness, transparency and reliability. Therefore, all the enablers seem to be able to incentivise trust and trust seems to be key in collaboration.

Difficulties

Bremekamp et al. described this enabler as making use of conflicts by providing insight into the causes, reasons, possible behaviour and the consequences. They add that both interpersonal and intergroup aspects are important in collaboration. The findings indicate that there could be more difficulties than with CPC for owner-occupied housing, since the

process is more complicated and stakeholders do not have experience with this type of development yet. The empirical findings indicate that mostly difficulties with financing are expected. These have to do with gaining investment and collaborating with the investing stakeholder, as stated in the previous section (power distribution). However, the empirical findings do not indicate how to use possible conflicts because of these difficulties.

Overall, more barriers are expected because of the newness of this type of development and stakeholders not being familiar with it. However, many enablers are provided as well. Towards collaboration, the involvement of the municipality and involved expertise can enable the project. Based on the literature of Bremekamp et al., enablers during collaboration can be defined as leadership of the board, acknowledging power differences, striving for a win-win situation and improving trust with group dynamics, a clear shared vision and open communication.

5.1.3 What roles within CPC collaboration contribute in the realisation of affordable private rental housing?

A role division for real estate development was defined from the empirical findings, based on the literature of Van der Kuij (2013) discussed in section 2.4.8. This role division is presented in figure 5.5.

First of all, the 'decisive' role was described by Van der Kuij as to make decisions on the progress of the sub-steps in the process. From the empirical findings it is indicated that this is the role of the eventual owner of the building or the party taking the risk. This complies with CPC for owner-occupied housing, where the residents have the decisive role, being the owners. With this type of development, this would mean a combination between the board and stakeholders investing in the project.

Second of all, Van der Kuij described the role of 'process responsible' as responsible for the progress of the process and the substantial contribution of the roles 'executive' and 'advising'. Where needed this role also delivers a substantial contribution to the project. The empirical findings indicate that this role is expected to be more important than for CPC for owner-occupied housing and should be fulfilled by an advising party. The role will shift of advising party when construction starts, moving towards a development or project manager.

Third, Van der Kuij describes the role of 'executive' as delivering a continuous substantial contribution to the project from the specialism of the stakeholder in this role. Based on the empirical findings, it seems that this role is expected to be more important than with CPC for owner-occupied housing as well, and the advising party or an architect should take it.

Finally, Van der Kuij describes the 'advising' role as the role that delivers a substantial contribution, but is temporarily involved for a specific question or problem. The advising role is expected to be the same as with CPC for owner-occupied housing and is expected to be taken by all the parties involved for specific expertise to do with legal matters or construction for example.

In addition to the roles, three enablers and barriers in the role division were defined by Van der Kuij (2013) as discussed in section 2.4.9, namely (1) inconsistencies between the formally

defined position and the performed functions of a stakeholder; (2) differences perceived in the responsibility division between stakeholders; and (3) inconsistencies or overlap between the identified roles of stakeholders. Van der Kuij adds that the backgrounds of the involved stakeholders need to be taken into account, as barriers could be perceived differently.

Based on this literature of Van der Kuij, no majority report was recognised from the empirical findings on barriers in role division. However, a key enabler for role division and a way to avoid the three barriers of Van der Kuij follows from the empirical findings as presented in figure 5.5, namely making sure that agreements on the role division are clear from the beginning on.

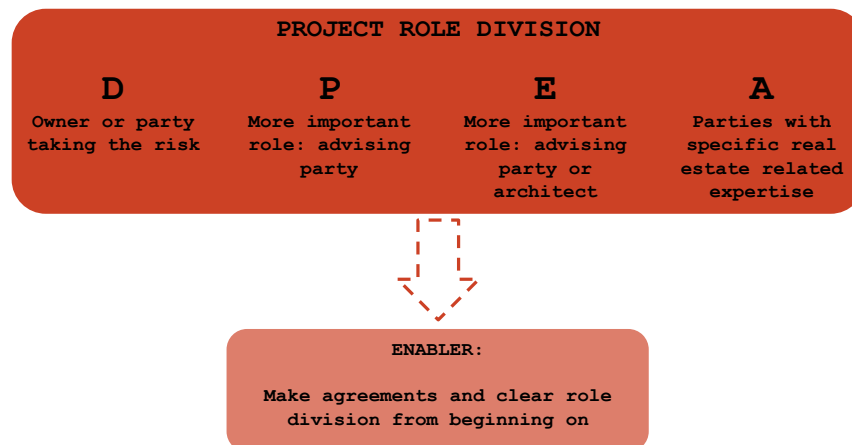


Figure 5.5 Role division

Hence, based on the DPEA roles of Van der Kuij (2013), the roles of: decisive, namely the eventual owner of the building; process responsible or executive, namely the advising parties or an architect who will guide the project; and the advising roles, namely all parties involved in real estate development with specific expertise, will all contribute in the realisation of affordable private rental housing.

5.2 Implications for practice

This section provides a conclusion on the feasibility and contribution of this type of development, which will form an advice with minimal requirements and guidelines.

In the previous section, it is indicated that with the type of collaboration with a housing cooperative, affordable private rental housing could be realised. It is considered to be an option, since the cooperative itself has a social goal on both a small scale (achieve affordable rents) and a larger scale (contribute to the supply of affordable private rental housing, making housing accessible for the middle-income households and creating new accepted forms of development), while being able to operate in a commercial market and gain investment. In addition, the rents can stay affordable, as the cooperative will be in charge of them, and the supply of affordable private rental housing could remain more stable, as apposed to affordable private rental housing realised by only commercial parties, where the rents are expected to increase over time as they will be determined by the market of

demand and supply. Therefore, this type of development seems suitable for filling (a part of) the gap in the housing market (defined in section 1.1).

However, the process towards the realisation is new for all interviewed stakeholders, since there is no realised project yet, the feasibility is still uncertain and the composition of the collaboration is precarious. Nevertheless, based on this study, some minimal requirements and guidelines can be defined, namely:

1. *The municipality needs to enable the project by making a lot available;*
2. *A board with (internal or external) expertise needs to initiate and guide the project;*
3. *The feasibility needs to be set up by the board and external investment needs to be gained;*
4. *Clear agreements need to be made from the beginning on and a clear shared vision needs to be created;*
5. *During the process, the power differences need to be acknowledged, communication between stakeholders needs to be transparent and open and all interests should be taken into account;*
6. *All the involved parties need to have an innovative and collaborative approach.*

As Tijsseling et al. (2014) explained, CPC for affordable private rental housing is a logical form for the middle-income households. CPC in this form was defined as a cooperative that consists of members/residents and a board (of members/residents); which, together with the stakeholders that finance the project, are in control of the process towards realising the housing. Tijsseling et al. and Van Triest & Hanemaaijer (2013) also discussed that this form would be different from CPC for owner-occupied housing, as the residents would not carry all the risks. Besides, it was expected that with this form private individuals would unite in a collective and would be better equipped to make decisions in the process. After the realisation, it will provide an organisational structure. Based on this study, an addition can be made to the literature of Tijsseling et al. and Van Triest & Hanemaaijer. The literature seems to imply that the board of the cooperative will be formed out of residents or members. However, this study shows that this is not expected to be the case, as the residents or members will be in charge later on, when the housing is already realised. Before this, a board of private individuals or professionals will be in charge. Therefore, the concept of CPC seems somewhat moderated in this type of development compared to CPC for owner-occupied housing, as the process would not be led by a group of residents or the cooperative. Nonetheless, the residents are still expected to have influence during the process, for example in the design of the housing, and the model could still provide an organisational structure for when the housing is realised when the cooperative of members/residents will be in charge. Therefore, the residents would have more influence compared to Participatory Commissioning and less than Collective Private Commissioning, as explained in section 2.1 by Boelens and Visser ((2011). Hence it can be considered as a new and unconventional form.

5.3 **Theoretical frameworks**

In this section, the theoretical frameworks used in this study to support the analysis of the findings are discussed.

First, the enablers and barriers from the literature of Bremekamp et al. (2010) in a collaborative process were useful to get an overview of the enablers and barriers in collaboration of such a project. However, they were not recognised by all of the interviewees. This could be explained by the fact that not all the interviewees were familiar with real estate development in general or could not oversee the whole process. Since a project with affordable private rental housing has not been completed yet, enablers and barriers over the whole process in this form of development cannot be overseen completely. Especially the difficulties seemed to be hard to define by the interviewees, as the course is not yet known.

Moreover, the DPEA role division and the enablers and barriers herein from the literature of Van der Kuij (2013) were not always recognised or referred to by the interviewees and stakeholders seem to be missing within the role division. The fact that Van der Kuij uses them for a housing organisation could explain this occurrence, since the housing cooperative collaboration seems a more complicated composition of roles than one can recognise in a single organisation and these roles can shift. In addition, like with the other theoretical framework, not all the interviewees were familiar with real estate development in general, or could not oversee the whole process. This could have caused confusion when linking the specific roles to the involved stakeholders. As Van der Kuij explained, the background of the stakeholder needs to be taken into account when determining barriers. This could have caused different perceptions of the barriers from the interviewees and herewith no majority report from the findings. Besides, as the projects for affordable private rental housing in the cross-sectional study were not realised yet, no hard statements could be made. Hence, although the framework was useful for obtaining a general overview, the limitations resulted in relatively 'fuzzy' conclusions on the role division and the defined enablers and barriers of Van der Kuij.

Furthermore, the theoretical frameworks of Gruis (2008), Czischke et al. (2012), Arnstein (1969) and Bremekamp et al. (2010) were useful to combine to be able to define the type of collaboration, as it is applicable to housing cooperatives and the collaboration that they form together with the other stakeholders.

5.4 Conceptual framework

In this section, the conceptual framework that was composed from the theoretical frameworks is discussed in the extent to which it contributed to the analysis of the findings.

As the collaborative process is on-going throughout the realisation of the housing, the composition of stakeholders and role division changes. Therefore there is no fixed collaboration and role division before realising the project that remains the same up until it is finished. The conceptual framework as presented in figure 2.2 thus shown to be too static, since the process is expected to be more iterative. It is expected that a more iterative framework would have suited this development better, as presented in figure 5.6. The framework for housing cooperative collaborations seemed very useful to typify the collaboration for this development. However, it could shift during the collaborative process, as shown in figure 5.6.

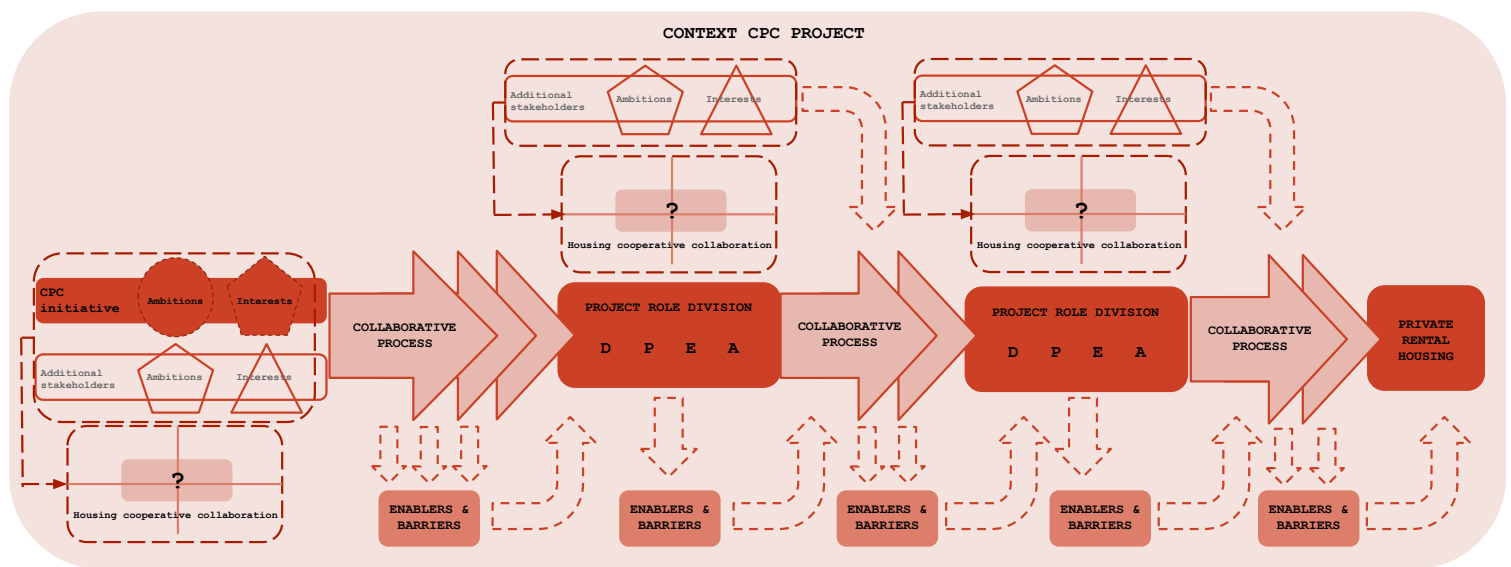


Figure 5.6 Towards a more iterative conceptual framework

5.5 Methodology and limitations

In this section, the extent to which the methodology suited this study is evaluated and the way it was executed is discussed.

Since the case study was on owner-occupied housing instead of private rental housing, gaps in findings could be observed. Although a shift towards private rental housing was made in the case study, many interviewees could not provide insights because of their lack of experience with housing cooperatives and other forms of collaborative housing. As explained in section 5.1, the empirical findings from the case study show two forms of development, of which only the findings addressing the form with a cooperative are taken into account in the conclusions. This choice was made because only the interviewees without experience mentioned the form without a cooperative. The involved experts were able to provide insights in the cooperative form and had experience with CPC and other forms of collaborative housing.

Although the cross-sectional study offered more insights, the addressed projects were not completed yet. Hence, the findings were mostly based on the expectations of the interviewees, who however were familiar with housing cooperatives and these types of developments. More interviews with experts in this field, instead of less experienced stakeholders, possibly could have enriched the findings. In addition, the sequence of interviews could have been planned in a more logical order, starting with the case study and ending with the cross-sectional study. This was difficult due to the busy schedules of some interviewees.

Finally, it is important to acknowledge that the contexts from the case study and the addressed cases from the cross-sectional study are very different. Therefore, parts of the findings from the case study could not be translated to an affordable private rental case in another context. Besides, since only one case study and three more interviewees from cross-sectional study provided the findings, the conclusions are restricted to these contexts.

6 Recommendations

There are many possibilities to extend this study and contribute more to the body of knowledge in this field.

First of all, more research could be conducted once an affordable private rental housing CPC project is realised, as this could provide a case study that meets all the criteria set in section 3.2.1. For example, if one of the cases addressed in the cross-sectional study is finished, it would provide a sufficient case study for further research.

Second of all, the framework for organisational archetypes of Gruis (2008) (figure 2.1), which was adapted for defining the type of collaboration in this study, could also be used and adapted to determine other collaborative housing exemplifications.

Furthermore, other aspects that are related to this study could be researched further. Among other things, this could be: the governmental and legal side of this type of development, for instance from the side of the municipalities and the possibilities; the side of the stakeholders (not) wanting to invest in such a new development and their motives; the group of residents wanting to join such a housing cooperative and their motives; the possibilities of accomplishing social inclusion with such a development and other side effects or advantages of this type of development; and research into the collaboration in the board and the exact composition within the board that is necessary for such a development.

Because of the limited knowledge on this specific topic and the limitation in time for this study, it was of explorative nature and only the surface was scratched. Therefore, my personal interest for this topic has not moderated; on the contrary it has been extended, given the many possible extensions. However, the time has come that I end this study.

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8 Appendices

1. Research ethics
2. Graduation plan
3. Interview guides
 - a. Case Study (EN)
 - b. Case Study (NL)
 - c. Cross-sectional (EN)
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4. Interview summaries (enclosed in digital version)
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5. Reflection on graduation process