

Appendices

APPENDIX A

Graphic elicitation: Timeline.

Thematic ordering

Theme 1
Reference period (role and involvement in planning process)

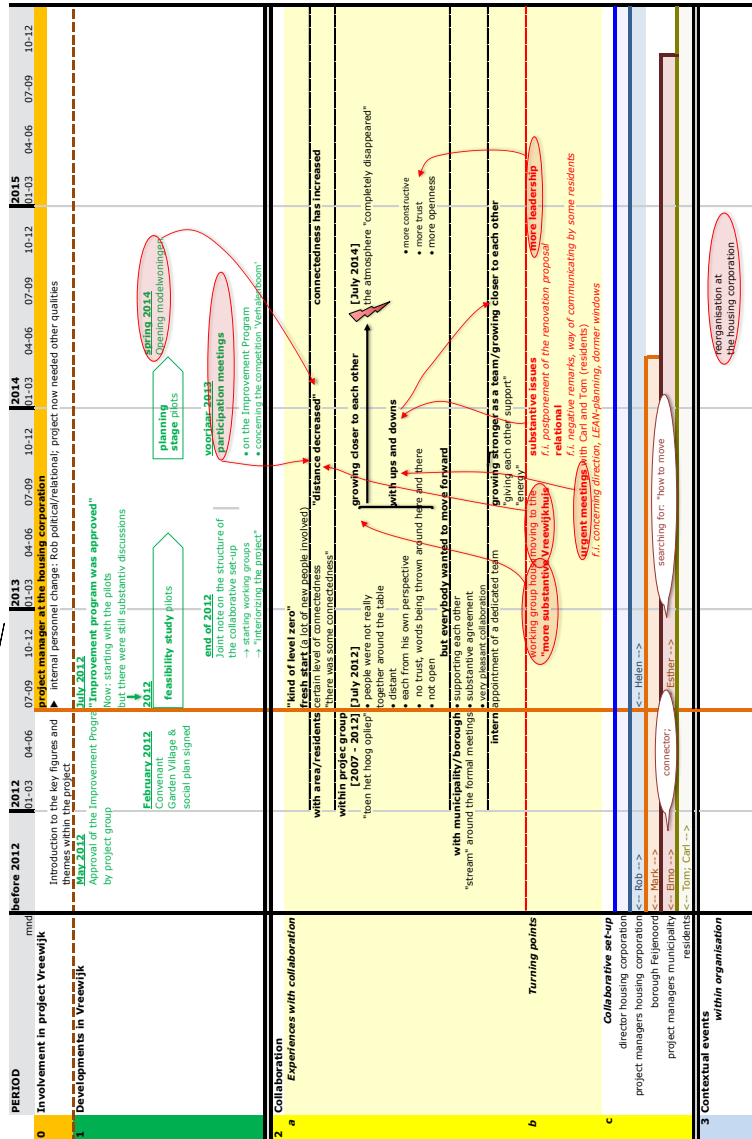
Theme 2
Urban planning developments (policy decision, spatial changes, etc.)

Theme 3
Experiences with stakeholders' relations

Theme 4
Stakeholders involved

Theme 5
Contextual events (social, political, economic, etc.)

Chronological ordering



APPENDIX B
Overview and categorization of critical relation events.

Episodes	Critical relation events	Conceptualisation events*	
		Category	Impact
2000	Change in group composition of the collaborative: appointment of a new planning professional to set up an integral approach.	GC/DE	T-comm
2000	Commitment acts by planning professional: drinking coffee, gaining historical awareness.	COMP	T-comm
2000	First developing activities in the area: first poles of the apartment block Tweede Katendrechtse Haven.	DE	T-comm
May 2000	Organisation of the Theme tables Katendrecht (on initiative of the planning professional): stakeholders, including residents and entrepreneurs, are invited to discuss the priorities for the area concerning facilities; public space and traffic; participation; environmental quality; living quality and economy.	COMP	T-comm
2000–02	Joint development of area agreements (agreements between city and housing association).	COMP	T-comm
2000–02	Establishment of a joint communication team and development of a joint communication strategy.	COMP	T-comm
2001	Small investments and visible ‘quick wins’: solving small problems in the area (for instance: organizing a better coordination of waste collection in the area).	COMP	T-comm
2001–02	Political decision to reduce the role of residents’ associations in Rotterdam. Resident’s associations lose central role in area: they are no longer considered to be the first point of call for the city’s agencies.	CE	A-auto
2002	Joint realization Masterplan Public Space (all stakeholders involved).	COMP	T-comm
2002	Katendrecht scores a 3.8 on the Safety Index ¹ : increase in (political) sense of urgency, clear mandates and resources for planning professionals working on Katendrecht.	CE	T-comm
2003	Redevelopment of Katendrecht appointed as pilot project by the management of the housing association: increase in sense of urgency at one of the key organisations.	CE	T-comm

2000–2003
Early collaborative efforts

Episodes	Critical relation events	Conceptualisation events*		
		Category	Impact	
2004-2007	2004	Launching of the joint area branding campaign 'Can You Handle the Cape?' (all stakeholders involved).	COMP	A-comm
	2004	Change in group composition of the collaborative: Involvement of a new private developer.	GC/DE	A-comm
	2005	Professional support for the residents' association of Katendrecht (KBO), facilitated by the city and the housing association: support to become more professional.	COMP	A-comm
	2005-07	Concentration of developing activities on Katendrecht, among others: building activities on the new-development site Laankwartier; building activities renovation project de Driehoek; first phase renovation of Katendrecht's central square; restructuring of public space Rechthuislaan in old Katendrecht; building activities primary school De Globetrotter.	DE	T-hybrid
	2006	(Overwhelming) successful sale of newly-built houses on Katendrecht. (Joint effort city and private developer).	DE	T-hybrid
	2006-07	Changes in group composition of the collaborative - new set of individuals representing the stakeholder groups becomes active within the collaborative: 2 new planning professionals; new project manager housing association.	GC/DE	T-hybrid
2008-2010	2008	Opening of theatre Walhalla on Katendrecht (joint effort between city, developer and entrepreneurs).	DE	A-hybrid
	2009	Completion of renovation of central square on Katendrecht (Deliplein) (joint effort between city and housing association).	DE	A-hybrid
	2009	New and contested planning issue for the collaborative: the redevelopment of the Fenix storehouses.	IRE	T-auto
	2009	Multiple parties hook on the developments on Katendrecht: common vision under pressure.	GCE	T-auto
	2009	Economic / financial crisis hits the city and housing association.	CE	T-auto
	2009	Katendrecht scores a 7.6 on the Safety Index of 2009: decrease political sense of urgency.	CE	T-auto
	2009-10	Reorganisations at the key organisations involved in the urban regeneration: slackening of resources (in personnel, in money); changing priorities.	CE	T-auto
	2008-10	Participation and winning design contests.	COMP	A-hybrid
	2010	New district council: less vigor.	CE	T-auto

Episodes	Critical relation events	Conceptualisation events*	
		Category	Impact
2011–2013 Shift towards a business-like partnership	2010–11	Change in group composition: new planning professional.	CE
	2011–13	Changing demographics on Katendrecht put the representativity of Katendrecht's residents' association under pressure.	CE
	2011	Take-over of the private developer's organization by a large construction company.	CE
	2012	Change in group composition: new area manager (borough), new planning professional	GCE
	2011–12	Price negotiations concerning the Fenix storehouses between city and private developer.	IRE
	2012	Lots of large developments are completed, among others: completion new-development sites Laankwartier and Parkkwartier; completion of renovation central square (Deliplein). Decrease of 'sense of urgency' of key organisations.	DE
	2012	Changing approach towards planning issue redevelopment Fenix storehouses: complete development of Fenix storehouses appointed to private developer instead of joint development with city.	IRE
	2012	Suspension of grants for the residents' associations of Rotterdam.	CE
	2012	City receives 80+ letters of objection concerning their plans with the Fenix storehouses..	IRE
	2011–13	Discussion in the external planning team increasingly need to be scaled up to management level.	IRE
	2013–14	Finalisation negotiations on Fenix storehouses between city and private developer	IRE
	2014	Changing role of the housing association in the redevelopment: from developing to managing housing.	CE
	2014	District councils become territorial commissions: changes their role and mandates within the governance system of Rotterdam.	CE
	2014–...	Transition to an open partnership?	T-auto?

¹ Since 2001, Rotterdam maps the safety situation in its areas using the Safety Index. The index is composed of objective data (data based on registration by police, fire brigade and city) and subjective data (data based on a safety survey of residents of Rotterdam).

APPENDIX C

Excerpt analysis issue frames throughout time

Issue framing throughout time →				
2006–2007	2008	2012	2013–2014	2015 onwards
Emergence of two opposing issue frames	Emergence of a third view on the issue	Frame alignment: the settlement & signing Improvement Program (common, extended frame)	Continuously restoring alignment	Frame transformation and diverging paths
Issue frame A <i>(housing association + borough)</i> (fp) houses constructively in a bad state; housing stock not differentiated enough; housing stock does not meet modern (constructive and technical) standards (fs) demolition and new building is the only approach that is technically and financially feasible	Issue frame C0 <i>(municipality)</i> (fp) comprehensive intervention is necessary (fs) conservation unless instead of demolition unless – depending on technical and financial feasibility; cultural-historical responsible approach – elaboration of the restructuring approach in deliberation	Issue frame D0 <i>(housing corporation + borough + residents + supporting parties)</i> (fp) houses show signs of exhaustion, houses need to be improved, maintenance is costly (fs) cultural-historical value and social cohesion as guiding principles; 3 strategies: 1 maintenance as a solution; 2 renovation as a solution; 3 new building as a solution.	Issue frame D1 <i>(housing corporation + borough + residents + supporting parties)</i> (fp) " (fs) " + comfort of the houses + preservation of living area in terms of space and surface	Issue frame D2 <i>(residents)</i> (fp) " (fs) " Issue frame E <i>(housing corporation + part of residents)</i> (fp) " (fs) "Great Improvement Plus"; focus on extending the lifespan of the houses with 25 years
Issue frame B <i>(residents' association(s) + diversity of cultural and historical organizations)</i> (fp) houses need maintenance, housing supply is insufficiently differentiated, lack of houses for the elderly (fs) NO demolition; renovation and restoration, taking into account the cultural-historical and urban value of the houses and taking into account the interests of residents				

APPENDIX D

Excerpt analysis relational narratives throughout time

Relational narratives throughout time →		2006-2007		2008		2009		2010		2015	
		Conflicts & friction		Resisting collaboration: adversarial relations		Cumulating feelings of commonality/unity		Maintaining feelings of commonality		Tension builds up	
Labels	enemies; fighting; animosities; negativity; acting independent; blocking information	distrust; critical; demarcating boundaries; foreclosing information		need to figure things out together; becoming more familiar with each other; open; connected; constructive; improving relations		we are in this together; trust; mutual respect		tension; growing distance			
	Emphasis on maintaining individual control, on autonomy and protecting own identities.	Emphasis on maintaining individual control, on autonomy and protecting own identities.		Emphasis on sharing control, on commonality, on unity		Emphasis on sharing control, on commonality, on unity		Moving towards autonomy, protecting own identities.			
Theoretical values	"This was at the height of negativity. Stakeholders didn't speak to each other. There were a lot of animosities between parties. [...] At some point there was no contact at all between the director of the housing association and the chair of the residents' association. [...] Their relation was manifestly sick. [...]"	"....there was a lot of fuzz about whether the residents could take part in the project group. 'If we openly share information as a housing association, then we do not want residents to sit at the table'. I have that on video, that [the director of the housing association] said: 'We don't want them to sit at the table!'"		"In any case, doing research about the cultural-historical value of the area [within the context of developing a joint restructuring approach], was for residents... well, they were immediately enthusiastic about this, because it acknowledged their view. And Havensteder [the housing association] was like: 'Well, if that is a common line that gives us a title through which we can get the national government to offer financial support, well, than we benefit from this too'. So, all parties were like: 'this cultural- historical aspect,		"The mindset now is: 'we are going to do this together with residents!' instead of: 'we are going to do this in our way and residents need to accept that'... We all know there are different interests, but together we search solutions. From time to time, our ideas will diverge but we will always get back together."		I notice that the collaboration between residents and the housing association is tensed. Look, off course residents and the housing associations have different interests. Professionals have different interests [...]. Residents think about the short term, about living there, but the housing association also needs to think about who they want to live in the area, about target groups etc. I feel like the differences between the housing association and the residents are getting bigger again." (municipality)			
	"Well, simply said: we were fighting. We were fighting a battle. And it was quite fierce. The knives were out. [...] And we needed to win that	"That thing [the Area Vision] existed on paper. So they had met about it and other stuff, so there had been something like consultation but they did		that							

Illustrative excerpts

Relational narratives throughout time →

2006-2007	2008	2009	2013	2015
battle, period. [...] So, then it is a matter of who has the necessary stamina." (resident)	not meet anymore because they didn't want to talk to each other anymore. [...] So then we've built on organisational structure. That was a big deal. It took me months. This wasn't okay; that wasn't okay either. They were on top of it. This also applied to the residents' association(s), very <i>distrusting, very critical</i> [...]." (municipality)	<i>this is something we can talk about with each other</i>'. And <i>working together</i> on this aspect has, I think, ... well, parties could become more <i>familiar</i> with each other, each others' tone, each other's attitude. And slowly, step-by-step, relations got <i>better</i> [more connected]." (municipality)	has grown ... and eventually I can say that, apparently, throughout the years, <i>trust and mutual respect</i> has increased enough to harness such individual incidents." (expert)	"What I've noticed is that, the housing association, well, [first] thought like: 'we need to involve the residents as much as possible' and, later, like: 'we do not need to go into too much detail, otherwise we keep running around and, well, it is hard to explain we have no money.'"
"The housing association is the <i>enemy</i> and you only get what you want if you <i>fight</i>, [residents' attitude was] really based on a <i>mindset dominated by a culture of conflict</i>. [...]. Actually, they [residents] want to do our job, they want to be in charge. At a certain point, they [residents] were exploring if they could disconnect Vreewijk from the housing association. [...]." (housing association)	"There was <i>tension</i>. [...] Wanting to record everything. [...] ... real <i>distrust</i>, which became visible in this way. Battening up everything. <i>Endless sessions and meetings about: 'what are we talking about here at this table?'</i>" [...]. And what made it even more difficult was the continuous call of the residents for more openness and transparency and the initial refusal of the housing association to share information." (filmmaker)	"And what I think is so nice, is that, in the meantime, the atmosphere is so good. And that's not just for window-dressing. That all parties can say: 'Well, you – as residents – did well!' And that they say this without having their face in a cramp. That is nice. That's really a sign of how <i>relations improved</i> and how <i>collaboration improved</i>." (filmmaker)	"In the fall of 2015 it became clear that the way the pilots were financed was no longer feasible. And then the housing association [Havensteder] started to explore a different trajectory, and started to operate differently. [...] In [the previous] period, there were meetings with the interested parties, up to the public professionals, but also with residents, supervisors, everybody came together to brainstorm about how to collaborate best. [...]. And	

Illustrative excerpts

Relational narratives throughout time →			
2006–2007	2008	2009	2015
"... so, it was really showy and everything on a <i>fighting level</i> . [...] All they did was <i>fighting</i> ." (municipality)		is the only area that she will personally follow up. [...]. And if we had a problem, we could just send her an email and then we had a meeting. And then we cleared the air, and that creates such a <i>good relation</i> . Then you can put everything out in the <i>open</i> , no nonsense. And she also took action if something went wrong." (resident)	they [the housing association] putted a lot of time and effort herein. Now this seems a sealed, other world. [...]. I do not recognize anything of that in the follow-up. [...]. As if they [the housing association] drew a line through it, and made a whole new start without putting it on the agenda." (expert)
		"So, I think that, throughout the development of the Improvement Program [...] <i>connectedness</i> has grown. [...]. Because of the developments in the Improvement Program you saw how parties started to <i>find common ground</i> and felt more <i>united</i> . [...]. And that means, once the Improvement Program is there, they reached a kind of <i>reasonable optimum</i> concerning openness." (resident)	