

Accelerating Dutch new construction

An examination of the bottlenecks within the development process from first initiative to granted permits focusing on the cooperation between the municipality and the project developer.



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Preface

In front of you, you will find the research report that was written as a response to the current housing shortage in the Netherlands, looking at possible ways to accelerate, or at least counteract the deceleration of Dutch new construction. The focus of this study is the cooperation between two key actors: The municipality and the developer. This thesis was written as part of the final phase of the Master Spatial Planning program with the specialization Planning, Land and Real Estate Development at Radboud University in Nijmegen. During the writing of this thesis, I carried out an internship at real estate consultant Stec Groep in Arnhem. In cooperation with the University and Stec Groep, this thesis was written from March 2023 to June 2023.

Within Stec Groep, together with my internship supervisor Esther Geuting, I determined the final focus of my thesis based on current developments and topics where knowledge is still missing. By being allowed to use the information already available for me as an intern within Stec Group, I was able to bring my thesis to a higher level. I would like to thank Esther Geuting for the great guidance and contribution during my internship. I would also like to thank the other colleagues at Stec Groep for being open to help with any of my questions.

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I hope you will enjoy reading this thesis.

Zoë Wolff
Nijmegen, June 2023

Summary

Until 2035, 100,000 housing units need to be added to the Dutch housing stock each year to reduce the housing shortage. In fact, population growth has accelerated rapidly in recent years, but unfortunately this has not been accompanied by strong growth in the housing stock. The supply of existing housing has drifted, and new housing construction is lagging behind. As a result, first-time buyers, middle-income earners and seniors are often unable to make their desired move in the housing market.

The biggest delays in housing construction occur at the initiative phase until the zoning plan or environmental permit application stage. Various measurements have been taken to combat the housing shortage and promote expansion, but this has not yet resulted in a substantial increase in housing production. According to the Ministry of the Interior and Kingdom Relations, one of the eight issues leading to delays is the cooperation, attitude and behavior between the various parties involved. These parties need each other, because without each other there will be no construction, which makes this cooperation essential.

The purpose of this study is therefore to understand the delays within the phases from initial initiation and permits granted in order to ultimately accelerate. The added value of this study is that it focuses on the collaboration between the municipality and the developer, an important collaboration that has been underexposed. The steps these two partners go through together do not always turn out to be efficient and this makes it important to examine this closely. The question first studied within this thesis is: *What are the bottlenecks within the development process from first initiative to granted permits focusing on the cooperation between municipality and developer within Dutch municipalities?*

This research question generates meaningful findings and thus informs the final design question that focuses on finding solutions to the housing shortage within the frameworks of this study. The design question is: *How can the construction of new housing be accelerated within the development process from first initiative to permit granting focused on the cooperation between municipality and developer within Dutch municipalities?*

In order to strengthen cooperation between the appointed parties and combat delays, Dutch municipalities are deploying various acceleration actions. Despite the existence of the Woondeal and various acceleration actions offering opportunities to improve and strengthen cooperation, relatively few municipalities make use of them. The research strategy central to this study is a multiple case study, which examined municipalities that actively use acceleration actions. On the one hand, we considered the 100-day approach that aims to shorten the initiation phase where good cooperation is essential. The municipalities of Breda and Veldhoven were looked at. On the other hand, the study reviewed the acceleration tables which consist of multiple meetings where various parties involved come together to make agreements to accelerate specific new construction projects and solve thematic bottlenecks. Here the municipalities of Arnhem and Zwolle were investigated. By interviewing an official from each municipality and a developer involved, the collaboration was highlighted from both sides.

Through the interviews, bottlenecks in the cooperation between the municipality and the developer were addressed within the phases from initial initiative to granted permits. For example, developers encounter the tight but also changing policies of the municipality, the high ambitions set by the municipality, making agreements with the municipality and non-proactive municipalities. On the other hand, the municipality encounters that developers submit plans

below the lower limit, leave plans for a long time, the lesser sense of urgency and the financial strategy.

What emerges from this is that the parties communicate too little and therefore are not well informed about each other's ambitions, ideas and aspects that they encounter. As a result, the common interest is occasionally lacking. This is partly due to the distrust that is present, arising from the lack of knowledge and naivety of both parties, but also due to the game we play with each other in the Netherlands. The relationship between the municipality and developer is sometimes somewhat recalcitrant because of the different interests. The municipality operates from the political scene and the developer from the business perspective, which ensures that the cooperation is not always balanced in interests and risks. The acceleration actions require intensified cooperation between the two parties which sometimes proves difficult because of the nature of the person, the generation gap and the change in project staff. Thereby it is difficult to find a balance in being amicable with each other and maintaining professionalism.

In order to improve cooperation to accelerate the process within the phase from first initiative to granted permits, a number of recommendations have been made. First of all, it is advisable within the cooperation to not only focus on accelerating new construction, but also to be concerned with identifying delays within projects so delays can be avoided. In doing so, effective and frequent communication is essential so that parties remain aware of each other's roles, interests and goals. By also sharing uncertainties and addressing each other, openness and transparency will be appreciated. Along with steering hard on rules and soft on the relationship, this contributes to mutual trust.

It is also recommended to work with a psychological color model that gives insight into the personality and behavior of the project team members. This ensures better cooperation and faster conflict resolution. By incorporating a color method, you learn to understand each other's language better which improves communication. The team can also be put together and roles can be divided using this color model. Thereby it is an advice to make positive use of the different generations within a project team. Knowledge about the differences and common ground between the generations can help improve mutual cooperation and bring the team to a higher level.

The next piece of advice is for the municipality and developer to maintain respect for the perspective from which the other party is acting, striving for a common goal. The developer is influenced by the informal rules around costs. On the other hand, the piled up high ambitions also influence the cooperation. The use of a quality rose is recommended to keep both parties involved in the ambitions: The municipality draws up a number of ambitions that must score at least satisfactorily and from these, the developer chooses x number of ambitions on which they will excel.

The last recommendation is to define clear steps to be taken within the process. This creates clarity among the parties and thus has a positive influence on efficiency. A clear process should be integrated that cannot be reversed. The 100 days approach and the roadmap are clear examples of this. Acceleration tables can also have a positive influence on cooperation, as long as they are not used too instrumentally. A regional acceleration table aimed at getting to know each other and mapping local differences could be a solution here to improve cooperation.

Ensure very good cooperation. I think that's the most important advice of all actually.

– Broekhuijsen (2023)

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1 Introduction

Within the Netherlands there is the problem of a current lack of sufficient housing supply. All known market indicators are in the red in this regard (Boelhouwer & Van der Heijden, 2022). In recent years, fewer new housing developments have been built than are in demand (Ploegmakers, Rouwendal, & Van der Krabben, 2022). According to demand forecasts, this shortage may decrease slightly from 2024 onwards, provided that 100.000 new homes are added to the housing stock every year until 2035 (Boelhouwer & Van der Heijden, 2022).

In recent years, several measures have been taken by the central government to counter this housing shortage and promote the expansion of the housing supply. For example, more emphasis has been placed on the availability of sufficient planning capacity for housing construction, housing deals on housing production were signed with a number of (city) regions in 2018. Two more examples are the subsidies that have been made available through the housing impulse to accelerate the construction of affordable housing in a good living environment and housing corporations can receive a reduction or exemption from the landlord levy for the construction of low-cost rental housing and temporary housing (Boelhouwer & Van der Heijden, 2022). Despite these recent incremental policies, they have not yet led to a substantial increase in housing production.

In the Netherlands, the possibilities for new construction are determined by the zoning plan. New housing projects are feasible as long as the adopted zoning plan creates space for them. It usually takes many years to get from the initial plans to an adopted version (Ploegmakers, Rouwendal, & Van der Krabben, *Plancapaciteit en woningbouw*, 2022). The greatest delay in the construction of homes occurs in the phase from initiative to the drafting of the zoning plan or application for an environmental permit (Geuting & De Leve, 2018). Research shows that it is not the legal procedures that are the most time-consuming factor in Dutch housing construction, but rather the period preceding the procedures: determining exactly where and what to build, with what qualities and under what conditions (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2023). The cooperation between different parties involved plays an important role in this. The number of actors in area development has increased significantly in recent years. Good cooperation is therefore essential (Holt, Schouwenaars, Seerden, & Snel, 2022).

To address the national deficit, the Woondeal offers opportunities to strengthen and improve this cooperation between the parties involved (Geuting, Huiskens, & Lucassen, 2023). Within this Woondeal, these parties enter into a long-term cooperation for more housing, tackling excesses in the housing market and improving livability in neighborhoods. The Woondeal identifies locations where housing will be built more quickly and includes areas that will be tackled collectively (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, n.d.). Currently, 35 Woondeals have been made in the 12 provinces. With the commitment of the parties involved, the number of housing units is growing at a balanced and higher rate (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, n.d.). To enhance this cooperation and counteract delays, Dutch municipalities are using various acceleration actions.

An acceleration action that can be used by a municipality is the 100 days approach. This approach aims to significantly shorten the initiation phase of a housing plan where it is essential that there is good cooperation between the market and the municipality from the beginning of the project, so that every stakeholder is on the same page and the common interest is created (Geuting, Huiskens, & Lucassen, 2023). Another action is the acceleration table, which can take various forms. An acceleration table consists of several meetings where the government,

housing corporations and market parties come together. Within a regional acceleration table, agreements are made to accelerate specific housing projects and solve thematic bottlenecks. Within both acceleration actions, two inseparable things are essential: The structure and the culture of cooperation (Geuting, Huiskens, & Lucassen, 2023). It is clear that cooperation between government and market is essential for the realization of housing. Yet that cooperation often turns out to be rigid, resulting in long delays (Holt, Schouwenaars, Seerden, & Snel, 2022).

1.1 Project framework

Unfortunately it is not possible to focus on every municipality in this thesis. It was therefore chosen to look at municipalities that are working with acceleration actions, given that they themselves are already actively engaged in the acceleration task and have experienced current successes and problems. For this reason a selection of four cases was made, which are representative of a large part of the Dutch municipalities. They are generally somewhat larger municipalities, but that is in view of the fact that smaller municipalities are not yet as engaged with the acceleration task. This does not mean that they cannot therefore improve cooperation by means of the aforementioned acceleration actions. Further explanation of why these cases were chosen can be found in section 3.1. First, Breda, a municipality in the province of North Brabant with 184,702 inhabitants (CBS, 2022). They use the 100 days approach in several projects. The second municipality using the 100 days approach is Veldhoven. Veldhoven is also located in the province of North-Brabant, but has a smaller population of 46,415 inhabitants (CBS, 2022). The third municipality chosen and using the acceleration table is Arnhem, a municipality in the province of Gelderland with 152,293 inhabitants (CBS, 2022). The last municipality is Zwolle, a municipality in the province of Overijssel with 123,861 inhabitants (CBS, 2022). Through projects carried out by Stec Groep, desk research was also used to look at the municipality of Groningen and Limburg. The four cases are explained in Chapter 4.

1.2 Research problem statement

Several studies have been conducted in recent years on the reasons of delay. For example, Buitelaar and Van Schie (2018) cite landowners and developers, site issues, misjudging feasibility, and policy and regulation as possible culprits. According to McAllister, Street & Wyatt (2016) they believe the reasons for many projects may be more nuanced than just viability. A range of factors can cause a site to shut down, and causality must be understood for policy measures to be effective. Macroeconomic conditions in capital and labor markets; the poorly understood interplay between housing development and land speculation; and site-specific factors, etc. all require further investigation to ultimately arrive at solutions to accelerate new construction development (McAllister, Street, & Wyatt, 2016).

Despite the existence of the Woondeal and the acceleration actions that can be deployed, relatively few municipalities take advantage of it. By clearly visualizing two of these actions, the 100 days approach and the acceleration table, municipalities can be motivated regarding the positive effects. Once any bottlenecks of these actions are identified, they can be addressed. As a result, a major turnaround can be made in the Dutch housing shortage.

This research contributes to the knowledge about the possible ways to accelerate new construction within the development process between the initiative plan and the granted permits, focusing on the cooperation between municipality and developer. To reach solutions, bottlenecks will first need to be identified. The Ministry of the Interior and Kingdom Relations (2023) has compiled a large number of reasons for delays in the housing development process around eight topics. One of these topics is the cooperation, attitude, and behavior of different parties. This topic is the focus of this study, with the parties consisting of the municipality and

project developers. In fact, the steps they go through together do not always turn out to be efficient (Holt, Schouwenaars, Seerden, & Snel, 2022). This research is relevant to all actors who would benefit from accelerating new construction development to reduce the current housing shortage. Mainly for municipalities facing housing development challenges where cooperation between municipality and developer is encountered and where the phases from initiative to granted permits cause delays. This thesis may also be of interest to municipalities searching for an appropriate acceleration approach with cooperation as a central aspect.

1.3 Research aim and research questions

This study aims to gain insight into the possibilities of accelerating new construction within the Netherlands. It will focus on the possibilities within the cooperation between two important involved agents: The municipality and the project developer. There is a focus on the development process between the initiative plan and the granted permits. Attitude and behavior are two important concepts here.

Within this research, a design question will be answered. Design questions are geared at finding a solution to a certain problem. They usually refer to measures for improvement (Van Thiel, 2014). So, in this case, the problem for which a solution is sought is the housing shortage. The solution will emerge in ways to accelerate housing construction within the development process from initiative plan to granted permits.

The design question is: How can the construction of new housing be accelerated within the development process from first initiative to granted permits focusing on the cooperation between the municipality and the project developer within Dutch municipalities?

Before solutions can be recommended, bottlenecks will be researched. The research question that generates these meaningful findings that informs the design question is as follows: What are the bottlenecks within the development process from first initiative to granted permits focusing on the cooperation between municipality and developer within Dutch municipalities?

To answer the above question, the following sub-questions have been formulated based on the operationalization from chapter 2.4:

1. How are the roles of the agents and their relation fulfilled within this development process from first initiative to granted permits?
2. How does the process occur from the initial initiative to the granted permit in terms of the agents' resources, rules, and ideas?
3. What are the perceptions about the circumstances that inform the bottlenecks perceived by the agents?

1.4 Societal and scientific relevance

The relevance of this research is split into societal and scientific relevance, where societal relevance refers to the extent to which this study is expected to contribute to the solution of social problems and questions. Scientific relevance refers to the degree to which the knowledge to be acquired will contribute to the existing body of academic knowledge (Van Thiel, 2014).

Societal relevance

The societal relevance makes clear how the generated knowledge can be used to improve society (Van Thiel, 2014). In recent years, population growth has accelerated significantly. This strong population growth has just not been accompanied by strong growth in the housing stock. The supply of existing housing has drifted and new construction production lags behind

demand. The combination of this rapidly growing population and declining housing production is causing a sharply rising housing shortage with all its consequences (Boelhouwer & Van der Heijden, 2022). First of all, the stagnant flow through which target groups such as starters, middle-income and senior citizens cannot make their desired step in the housing market (Stec Groep, n.d.). In addition, the rising prices that often force households to go deep into debt to afford a house (De Nederlandsche Bank, n.d.). The problem will not solve itself and therefore a good understanding of the process of new construction is essential to achieve a healthy housing market. Accelerating new construction is important, but this acceleration cannot be at any cost: It must contribute to the housing market in both the medium and longer term. In order to accelerate the construction process in the right way, it is important to gain insight into the lead time of new construction projects and the bottlenecks or delays within the various phases of the process (Geuting & De Leve, 2018). Therefore, the purpose of this study is to understand the delays within the phases from the initial initiative to the granted permits in order to ultimately accelerate in the right way. The added value of this study is that it focuses on the collaboration between the municipality and the developer, an important cooperation that has been underexplored. It has been named by The Ministry of the Interior and Kingdom Relations (2023) that this is one of the most important aspects that causes the delay, but further research remains outstanding. Proper exposure of the 100-day approach and acceleration tables, two increasingly well-known acceleration actions, can contribute to this.

Scientific relevance

Scientific relevance clarifies how the knowledge generated can contribute to academic knowledge (Van Thiel, 2014). For example, the research of Buitelaar and van Schie (2018). This research showed that plan capacity is a necessary condition for timely housing construction, but not a sufficient condition. They conducted an analysis at the level of individual housing plans in which they looked at the lead times and bottlenecks of projects in the various stages between the approval of a zoning plan and the actual realization of these homes (Buitelaar & Van Schie, 2018). The research central to this proposal aligns with the recommendation of the academic study above by looking at the preliminary phases. Therefore, this research adds value since delays also occur within these earlier phases.

Another example is the study by Buitelaar, Harbers and Tennekes (2014). They highlight the mechanisms by which institutional arrangements affect the morphology of residential neighborhoods. The institutional perspective of this article fits within both planning and property research where institutions are the object of study. This research is done using three dimensions of the urban development process that help explain the differences in morphology of residential areas. Questions that are answered are which actors are involved, how institutions affect the way these involved actors see their roles and those of others in the process, and how these institutions affect the time frame of the process (Buitelaar, Harbers, & Tennekes, 2014). These questions are in line with those in Healey's framework that is central to the study of this proposal. The difference is that within the study of van Buitelaar, Harbers and Tennekes (2014), there is a focus on the physical outcome of these processes, while the research within this proposal focuses on how the behavior of actors influence the process of planning and development. This therefore shows the added value of this research, delving deeper into the *how* of the already existing academic literature within this topic.

The study "Power play in plan development insightful" (Van Leengoed, 2007) presents the results of fundamental research on the power relationship between a municipality and developer in a process of negotiation and development. This research was conducted because of current inner-city development projects. However, the associated plan development processes are

difficult to control, given the many delays. The delays are often a result of occurring conflicts in the cooperation between the parties involved that prove difficult to manage by a process facilitator (Van Leengoed, 2007). The resulting model enables an objectified assessment of power relations in a plan development process. The model also provides a process manager with quantitative insight into the power play in which he finds himself. This can help him in resolving substantive conflicts and also in designing plan development processes. The question of which party should be involved at which moment in a plan development process in order to minimize conflicts and optimize cooperation is a very relevant question for a process manager. He can steer on this, thereby preventing impending conflicts. In this context, the linkage of the model can also be extended to the choice of the most ideal collaborative arrangement based on the given power relations (Van Leengoed, 2007). This is where the research from this thesis provides a theoretical contribution, namely an examination of the most ideal partnership between municipality and developer that counteracts the delays resulting from this non-optimal cooperation.

1.5 Reading guide

This report consists of two parts. The first part is the research report. This report describes the main topics of the study. The second part consists of the appendices and contains further elaborations, explanations or justifications related to the first part of this report. The research report is divided into seven chapters. Chapter one consists of the introduction situated above. Chapter two contains the theoretical framework centered on Healey's model, reflecting the topics of the sub-questions. Chapter three then presents the methodology applicable to this study. This explains the methods employed and the choices involved. Chapter four provides a general description of the four different cases that are central to this study. Next, chapter five presents the results simultaneously with an analysis of the results from the eight interviews. After the analysis, in chapter six you will find the discussion, which answers the three sub-questions. Based on this chapter, chapter seven presents the conclusion, an answer to the main question of this research. Finally, a reflection is described that explains the limitations of own work and results, and recommendations for further research.

2 Theoretical framework

Within this chapter, this research is positioned within the broader literature. It then explains the institutional model of the development process, which is the chosen framework that supports the approach followed by the operationalization. It also considers more recent works that build on Healey's model.

2.1 Critical review of the academic literature

The neoclassical perspective theory describes one of five perspectives that can potentially illuminate the understanding of the relationship between planning and real estate markets. This neoclassical perspective takes into account four other key economic perspectives that allow for a focus not only on the planning system as a constraint, but also looks at market structure and capacity constraints that create shortages (Adams & Watkins, 2018). The reason this theory fits well with this research is because it also looks at bottlenecks, delays, and options for acceleration from different perspectives within the study.

The neoclassical perspective examines the extent to which planning directly affects the total amount of supply, demand, and price in the market. Even within this perspective it focuses too much on the supply side and neglects the demand side, while a balance of the two is needed to reduce the housing shortage. The essential requirement to develop a more mature understanding of the value of planning from the neoclassical perspective is accompanied by an urgent need to expand to at least four other major economic perspectives. Starting from welfare economics, for example, we might ask to what extent planning can overcome market failure. In this regard, an extensive body of work from welfare economics has long explained how planning can improve economic efficiency by addressing market failures in land and property (Adams & Watkins, 2018).

From a behavioral economics perspective, we can ask to what extent planning can steer markets toward more favorable outcomes. In this context, development plans and development control processes may actually be quite efficient in signaling potential outcomes to market participants. Indeed, their behavioral effect can be both positive and negative by creating anchors that encourage developers to be more interested in potential opportunities and avoid wasting resources on projects that are unlikely to be approved (Adams & Watkins, 2018). Another fact is the behavior of developers who delay construction in times of greater price uncertainty and higher market risk, this is of negative effect on economic efficiency. (Bulan, Mayer, & Sommerville, 2009). This fits closely with the research in this thesis, where behavior plays a major role in the cooperation between the developer and the municipality. This cooperation, in turn, influences the planning of new construction projects.

Based on the social construction of markets, we can also increasingly question the extent to which planning can transform market cultures and practices (Adams & Watkins, 2018). In many regeneration areas, for example, planning has long been at the heart of what Healey (1990) describes as the "creation of markets" through strategic development or regeneration frameworks that use public sector vision and investment to rescue weak local property markets, building trust and coordination between private landowners and developers (Healey & Barrett, 1990). However, this trust and coordination can only be realized at the moment when different parties understand each other's motives and behavior (Adams, 2012). For this reason, the collaboration between different agents is important to understand. To better understand this, Healey developed the institutional model of the development process (Healey, 1992). It has been argued that there is a missing link between studies in traditional urban economic theory and empirical studies of how the real estate market works. Healey's model of the development

process can be used to fill this gap in the urban literature (Van der Krabben & Lambooy, 1993). Therefore, the institutional model of the development process is the guiding principle in this thesis, which is further explained in the following sections of this chapter. The model is also called the ASH (Agent-Structure Healey) model because of Hooper's critical commentary. This is because the intellectual origins on which the theory is based are diverse and drawn from various sociological and urban sources (Hooper, 1992).

Take, for example, the structure and behavior of the UK housing industry, which is dominated by relatively few large firms, resulting in monopolistic rather than perfect competition in housing. Thus, as research has clearly shown, in markets with rising demand and upward pressure on prices, housing developers will prioritize profit growth over volume growth. This clashes with the interests of other parties, for example the municipality, causing delays in the realization of new construction housing (McAllister, Street, & Wyatt, 2016). In addition to the well-known skill and capacity constraints in the housing industry, this makes it naive to attribute all supply constraints to the planning system. Yet most common models do exactly this and make little effort to account for market structure or capacity constraints attributable to other shortages (Adams & Watkins, 2018).

2.2 The institutional model of the development process

The theoretical framework that is already mentioned in paragraph 2.1 and supports this research is Healey's (1992) institutional model of the development process, which is shown in figure 1. This model takes into account the complexity of events and agencies involved in the process and variety of forms the process can take in different circumstances. Within this model, the development process is described, recognizing the variety of agents, relationships between the agents, activities and events involved in the development projects (Healey, 1992).

This approach is comprehensive and is relevant to both a complex use project in a city center five-home housing project or a conversion. It is applicable to social housing projects as well as within the private sector. This approach can be used to examine whether certain driving dynamics lead to distinctive patterns of relationships and collaborations between agents and what the implications are for what is built, how it is built, within what time frame and for whom it is built (Healey, 1992).

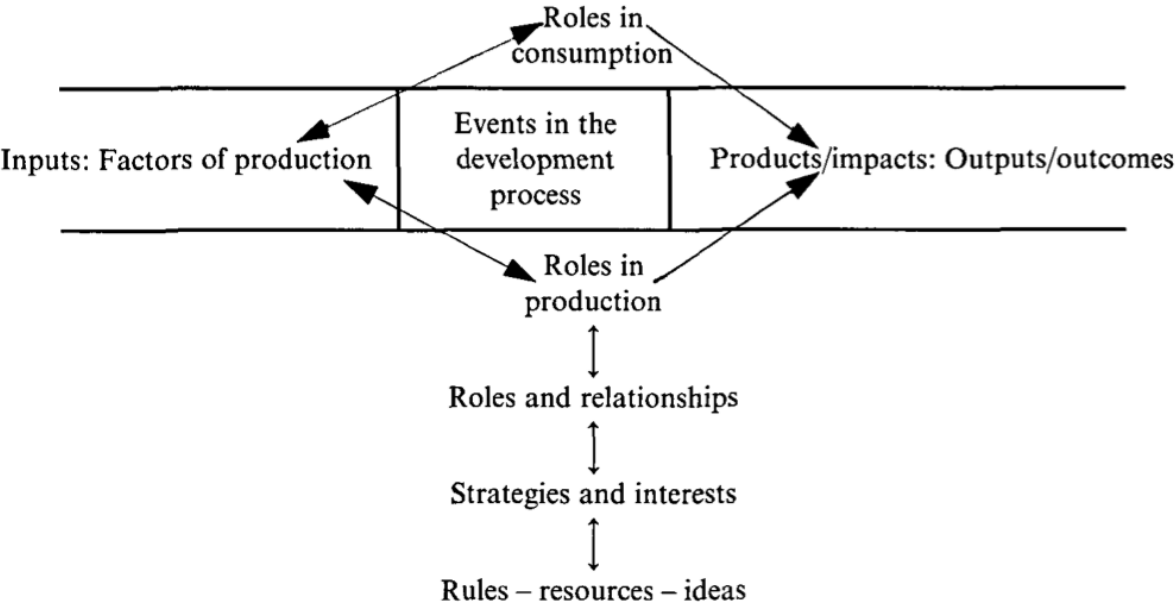


Figure 1: The institutional model of the development process (Healey, 1992)

Healey has sought for a model that combines an understanding of the structuring forces within the urban political economy tradition with an appreciation for the details of the social relationships surrounding developmental events. The resulting institutional model of the development process focuses on distinguishing levels of analysis, whereas other models emphasize typologies of actors, events, and interests (Healey, 1992).

When using Healey's model, a definition of the development process must first be established. Then, the analysis of an instance of the development process goes through the four levels of the model (Healey, 1992):

1. The first level is the mapping of events within the development process and the agents involved. This first step is about the aspect *events in the development process* of Healey's model including the *factors of production* and the *products/impacts: Outputs/outcomes*
2. The second level includes an identification of the roles present in the process and the power relations between them: Who does what? It focuses on the aspect's *roles in consumption* and the *roles in production*.

These two levels form the basic empirical explanation. After analyzing the above steps, it can be determined which events are most important and/or hardest to achieve. It can also be stated which agents and relationships are most important in determining progress and results (Healey, 1992).

3. Within the third level, an assessment of the strategies and interests shaping these roles with respect to *resources, rules, and ideas* is then made. Material resources refer to the primary ingredients of the production process. These are land rights, labor, finance, information, and expertise. Rules then determine how these ingredients are used and how they are determined by the institution or political process. Ideas influence the dynamics of resource use and rule formulation because they determine actors' interests and strategies in defining projects (Ball, 1998).
4. The last level consists of the relationship between these resources, rules and ideas and the wider society. Here the approach goes beyond empirical writing by connecting it to underlying perceptions along with a description of the specific social conditions.

How these four levels are reflected in this thesis is described in section 2.4, the operationalization.

This model is understood as the transformation of the physical form, bundling of rights and material and symbolic value of land and buildings from one state to another. This occurs through the effort of different market actors, each with their own interests and goals in acquiring and using resources, applying rules, and applying and developing ideas and values (Healey, 1992).

For example, Healey applied this model to the transformation of the Hebburn Riverride in Tyneside. This involved converting former shipyards and galvanizing plants into a 52-acre residential neighborhood. She discussed and illustrated this transformation in detail within each level (Healey, 1992).

Critical review on the institutional model of the development process

To get a fair understanding of the usability of the model, several reviews of the model were considered. These include both the strengths and obstacles, to become aware of the model's shortcomings. Van der Krabben and Lambooy (1993) saw Healey's model as a useful approach to the underlying land development process to present a theoretical framework. Their purpose was to better understand the functioning of Dutch real estate markets. Although their study is based on Healey's theoretical concept, they did not empirically apply the model to a case study:

Van der Krabben and Lambooy (1993) criticized Healey's model on two counts. First, although Healey emphasizes that a model of the land development process must account for spatial variation, property development within the model is not explicitly location specific. As a result, location differences in property development are not well explained. Therefore, a fifth element would not be out of place: Location characteristics, including location quality. In addition, Van der Krabben and Lambooy (1993) claim that the element of time is also somewhat neglected. Understanding the importance of institutional context in the real estate development process and why it changes over time requires a more dynamic conception of context (Hooper, 1992).

According to Healey (1992), the model is comprehensive in form, relevant to all types of development projects, applicable under different economic and political regimes, while at the same time taking into account spatial and temporal variation and being able to identify whether certain driving dynamics produce characteristic patterns of agency relationships and whether these have particular effects on what is built, how and for whom. Hooper (1992) outlines several interesting issues in his commentary on Healey's model. First, he notes that Healey does not define the term institutional, which is used in the analysis of development activity in Britain. According to Hooper (1992), Healey's citation of relevant research shows that there is a great disparity in the approach of different authors regarding the treatment of institutional analysis. Therefore, in Healey's model, the conceptual composition of institution must be clearly theorized to avoid creating an abstract model.

In comparison to other types of models, Healey's structure-agency model (1992) provides a much richer understanding of the variety and complexity of the development process. It is an attempt to overcome the limitations of other theoretical frameworks and build on their strengths. In a sense, this approach is a balanced form of the earlier models that can be used to provide the most complete context for the analysis of each of their components (Ismail, 1996). As Healey (1992) argues, the model should allow for the development of much richer hypotheses about spatial and temporal variations in real estate development activity.

In short, Healey's model has both weaknesses and strengths. The model has quite a demanding approach involving careful and time-consuming data collection and analysis, particularly in uncovering agents' interests and strategies (Ismail, 1996). In addition, there is a lack of guidance to indicate the boundaries between different facility structures (Ismail, 1996). In contrast, the model provides the fullest possible context of the development process by taking into account the institutional and other structures within which development activity takes place (Ismail, 1996). It also provides a complete picture of the social agencies involved. Healey's model overcomes the limitations of other similar models and builds on their strengths (Ismail, 1996). Healey's model allows for a richer hypothesis on spatial planning.

Because of the complete picture that is sketched with this model with the focus on the relationships of the agents, it was decided to still choose this model as the central framework within this thesis, despite the shortcomings of the factors location and time. The time-consuming aspect will be less of an issue in this thesis, because of the knowledge already gained by other researchers that can be used to analyze the process.

2.3. Studies and models building on Healey's Institutional model

Healey's model has developed the necessary theoretical basis for such studies, but it cannot be expected to encompass the full scope of empirical work to study the full range of development subsectors. To better understand the various processes at play, research aimed at explaining the development process within the conceptual framework of the structure and agency approach

needs to be further developed. Therefore, it is important to look at more recent studies by researchers that build on Healey's model.

There are several more recent studies and models that can be related to Healey's institutional model of the development process. Drane (2012) has done a study in which he examines the period from 1992 (Healey, An institutional model of the development process) to 2012 (Adams, Exploring the 'Notional Property Developer' as a Policy Construct) based on scientific articles specifically related to development models. This discusses the open-ended development of models through cross-fertilization of ideas. This article identifies limitations in ontology and epistemology in the literature related to models of the development process (Drane, 2012).

The first study he identifies as a successor to Healey's model is the study conducted by Ball (1998). Considerations of developer behavior tend to fall within the four main traditions from Ball's research on real estate, namely mainstream economics, power-behaviorism, structure-agency institutionalism, and structure of provision theories (Ball, 1998). These broadly reflect earlier approaches to understanding the development process. Whereas Ball was firmly critical of Healey's model at the time, the model may have more in common with Ball's own approach than he realized at the time.

In recent years, emphasis has been placed on the application of financial option theory to real estate development. Bulan, Mayer and Sommerville's (2009) study of 1214 condominium developments in Vancouver is particularly interesting, providing detailed evidence that developers delay construction during times of greater price uncertainty and higher market risk. However, this strong econometric tradition has been strongly criticized for placing developers under the control of macroeconomic forces that leave little room for individuality in behavior.

Although Healey's interests lay elsewhere, her insights into the ways in which developer behavior frames and is framed by the broader structural context can be seen as leading the way for the more recent analysis of development cultures, in which Guy and Henneberry (2002) have taken the lead. It is in the context of Adams' (2012) more recent work looking at the policy importance of understanding structural differences in behavior within the development industry. Within this theory, it looks at the extent to which policymakers truly understand the motives and behavior of developers and whether a naive view of developers hinders effective policy intervention in the production of the built environment.

Drane's (2012) article then introduces a model of praxis in the commercial "real estate development mechanism." The proposed model is used with its themes and categories, as a lens to distill the state of the literature, and the areas that need to be addressed to move forward. The model gives a different view of the development process, by portraying it more as a mechanism and phenomenon, driven by different actors in spastic intermittent interactions, occurring under certain conditions and collective manifestations (Drane, 2012).

Even though this model of praxis is the more recent work of Healey's model, it is still chosen to use Healey's model as a framework. Drane's model (2012) and Adams' theory (2012) focus less on behavior, whereas this is central within the study of this thesis. However, these studies were used to take a critical look at the model and consequently deliberately deal with the model's more tenuous aspects.

2.4 Operationalization

In order to further operationalize Healey's model, we first look at the research of Ploegmakers, Rouwendal & Van der Krabben (2022). They describe the different phases that must be

completed in order to reach the final delivery of a new construction project. These phases can be seen as the *events in the development process* of Healey's model. Subsequently, the further operationalization of the model with regard to this research is examined.

The different events within the planning and construction process

Within this study, it is important to understand the process related to new housing construction, in order of the first step of the institutional model: Mapping the events within the development process. In the Netherlands, the possibilities for building new housing are determined by the zoning plan. Zoning plans determine for what function and in what way a plot of land may be used. Zoning plans are usually drawn up by municipalities, with new initiatives and plans being coordinated with other municipalities in the same housing market area (Ploegmakers, Rouwendal, & Van der Krabben, 2022).

An initiative for a new construction project goes through several stages before it is realized. Each stage is accompanied by a decision moment through which it is added from one stock to the next stock (Ploegmakers, Rouwendal, & Van der Krabben, 2022). These different stocks and flows are shown in figure 2. The reason this process is important to understand for this study is because the factors that affect delays can occur within different phases but can also vary from phase to phase.

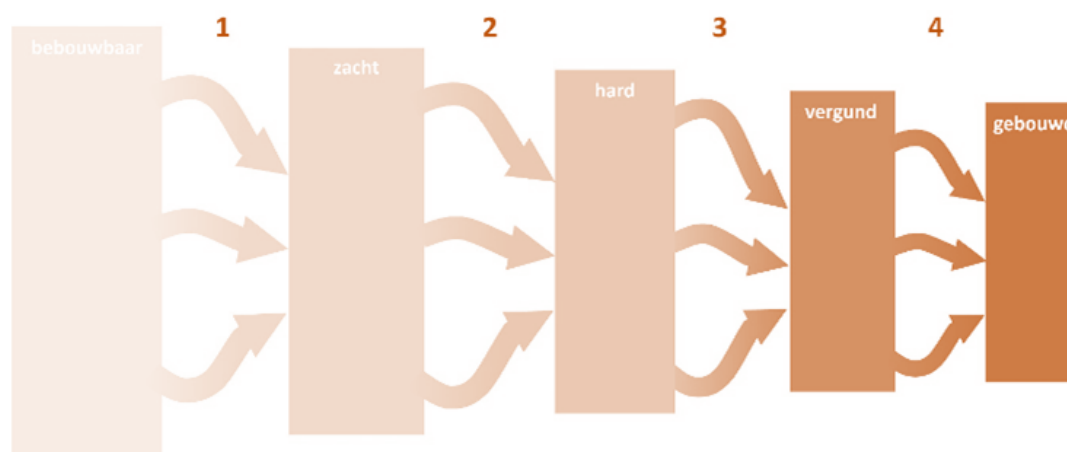


Figure 2: The various phases of the planning and construction process (Ploegmakers, Rouwendal, & Van der Krabben, 2022)

In their article, Ploegmakers, Rouwendal and Van der Krabben (2022) describe five stocks with four decision moments. This concept provides a clear overview and is therefore beneficial to keep as a guide within this study. The four decision moments are 1) from area without concrete initiative to potential building site; 2) from first initiative to established plan; 3) from established (and irrevocable) plan to granted permits; 4) from permits to completed housing. This study focuses on decision moments two and three within the phases of the development process from first initiative to granted permits.

After decision point one, initiatives are referred to as soft plans. These plans can range from locations for which only an initial idea exists to initiatives for which a zoning plan is in preparation. Plans adopted by the City Council (decision moment two) are referred to as hard plans. Once adopted, these plans are made available for public inspection so that interested parties can file an appeal with the Administrative Law Division of the Council of State. If no appeal is filed, the zoning plan becomes irrevocable on the day after the expiration of the inspection period. If an appeal is filed, it depends on the decision of the Administrative Law

Division. Decision moments two and three cannot always be clearly separated in time: the zoning plan and permits are often adopted simultaneously (Buitelaar & Van Schie, 2018).

The institutional model of the development process

As named in section 2.2, the institutional model contains four levels. The first two levels constitute the basic empirical account. It should be possible to determine within which events are important or where difficulties occurred. The most important agencies and relationships in determining the progress of results is also revealed in this process (Healey, 1992). The analysis of the process of new construction can go through these four levels through empirical observation of the following concrete events.

The inventory

An inventory of the development process, focusing on events in the production process of the development project (Healey, 1992). The development process consists out of five stocks and four decision moments which are showed in figure two. Within this research there are two decision moments which will be focused on: From first initiative to established plan and from established plan to granted permits. These decision moments occur to be the most time-consuming phases in the development process within Dutch municipalities (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, 2023). These decision moments include three stocks: Stock two, three and four. Within this level, the agencies involved are identified. For this research, the focus is on two agents within the development process: The municipality and the project developer. These choices have been made because within these stocks and decision moments, the municipality and project developer are most involved and their cooperation can be improved, resulting in an acceleration of new-build housing (Holt, Schouwenaars, Seerden, & Snel, 2022).

The analysis

This step consists of an analysis of the agencies involved, identifying roles in production and consumption, as well as power relations among them (Healey, 1992). First, the municipality. It assumes two roles within the development process: The role of market master and the role of market players (Geuting, 2011). Second, a project developer commissions individual or combined construction projects. The premise is that he then sells the building projects to others (end users or operators, such as investors and housing associations). He performs all the necessary tasks to arrive at a building plan: he acquires ownership or development rights to the land, ensures an approved plan and arranges a builder to carry out the task. He then markets and trades the properties. On average, developers are involved in a housing development process for several years (Geuting, 2011).

There are several factors that affect the cooperation and power relations between the municipality and the developer (Schimmel, 2023). These include a number of aspects that fall within the sociocultural context, also known as community characteristics. First, this concerns shared beliefs. This requires an agreement in shared tasks and goals and everyone's professionalism. Another aspect is reciprocity in which mutual professional dependence and commitment, mutual attitudes regarding long-term cooperation and clarity about everyone's role are central. The last aspect, relationship quality, revolves around mutual respect, trust and transparency (Andersson, Gibson, Ostrom, & Shivakumar, 2017).

In addition to the sociocultural context, a number of influencing factors fall within the institutional context, or rules of use. Here the position of the parties, the availability of information, the degree of control and the degree of freedom of choice can influence the cooperation between municipality and developer (Andersson, Gibson, Ostrom, & Shivakumar, 2017).

If there are shared interests but no trust, it can be difficult for the municipality and developer to work collaboratively. In addition, it makes a difference whether the two agents trust each other. The matrix in Figure 3 can be used to understand the attitude you can expect from both parties. This affects how the relationship develops subsequently (Schimmel, 2023) (Ministerie van Algemene Zaken, n.d.)

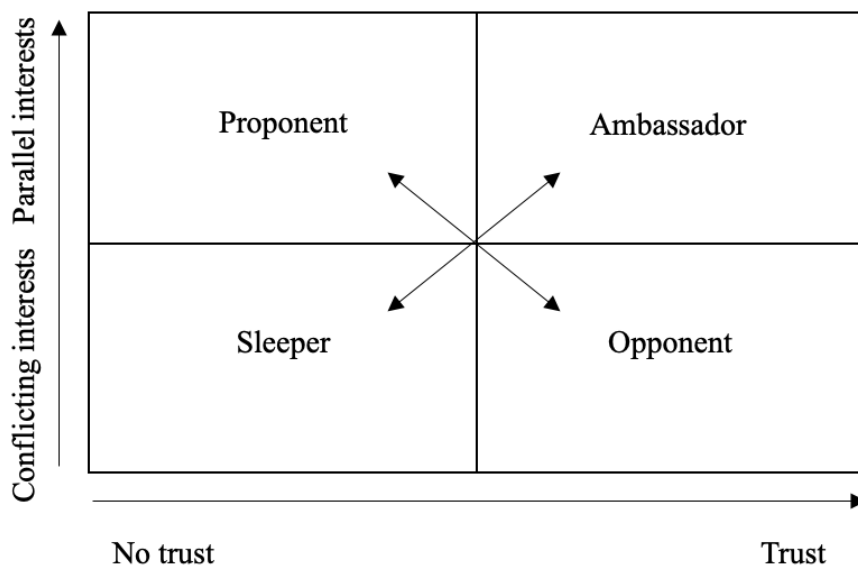


Figure 3: Matrix interest and trust (Schimmel, 2023)

The first one is the ambassador. Ambassadors can provide support. This is the relationship you strive for within a new construction project. It is important not to neglect this. Straightforward communication is important here: Communicate about what you are working on so the other agent can help with (Ministerie van Algemene Zaken, n.d.). The second one is the proponent. Proponents can become ambassadors if you invest in the relationship. This relationship is still fragile, and when another interest does prevail, proponents can become opponents. If the municipality and developer find themselves in this zone, it is important to emphasize common interests (Ministerie van Algemene Zaken, n.d.).

Then, there is the opponent. Opponents can keep you on your toes. This can take advantage of the good relationship to engage in a substantive dialogue. At a time when it is difficult for the municipality and developer to find common interests, it is important to continue showing respect and try to put yourself in the other person's shoes (Ministerie van Algemene Zaken, n.d.). The moment the municipality and developer find themselves in the zone of sleepers, it means they are fundamentally in a different position with little trust. At the moment when these parties really need each other, it is important to invest in improving the relationship. Otherwise, it is worth considering not engaging further together (Ministerie van Algemene Zaken, n.d.).

The assessment

The assessment of actors' strategies and interests. This identifies what determined how different roles were played regarding the resources, rules and ideas (Healey, 1992). Looking at the interest of the municipality, besides the general interests in its role as market master through public law, it has interests as a market player, such as profitable cooperation with a particular market party. Because spatial planning has major financial and economic effects, cooperation with developers and other private market players can be problematic. There is a risk that governments may try to circumvent public law safeguards for citizens because of their financial

interests (Geuting, 2011). If a municipality has not acquired land prior to the drafting of the zoning plan, an approved zoning plan makes it virtually impossible to acquire land at a reasonable price. As a result, it may feel more or less forced to cooperate with developing parties on a private law basis (Segeren, 2007). For the project developer, their biggest interest is to optimize returns with as few effort and resources as possible (Segeren, 2007).

The theorization

The theorization goes beyond empirical writing by connecting the outcomes of the first three steps to underlying social theories along with a description of the specific social conditions. It consists of the relationship between these resources, rules and ideas and the wider society.

Figure 4 zooms in on the upper part of Healey's model (1992). The levels are filled in here through the aspects central to the research of this thesis. This figure clearly shows in a schematic representation where the focus of this study is located. It shows which factors of production, which agents, which events within the development process and which products are included in this research.

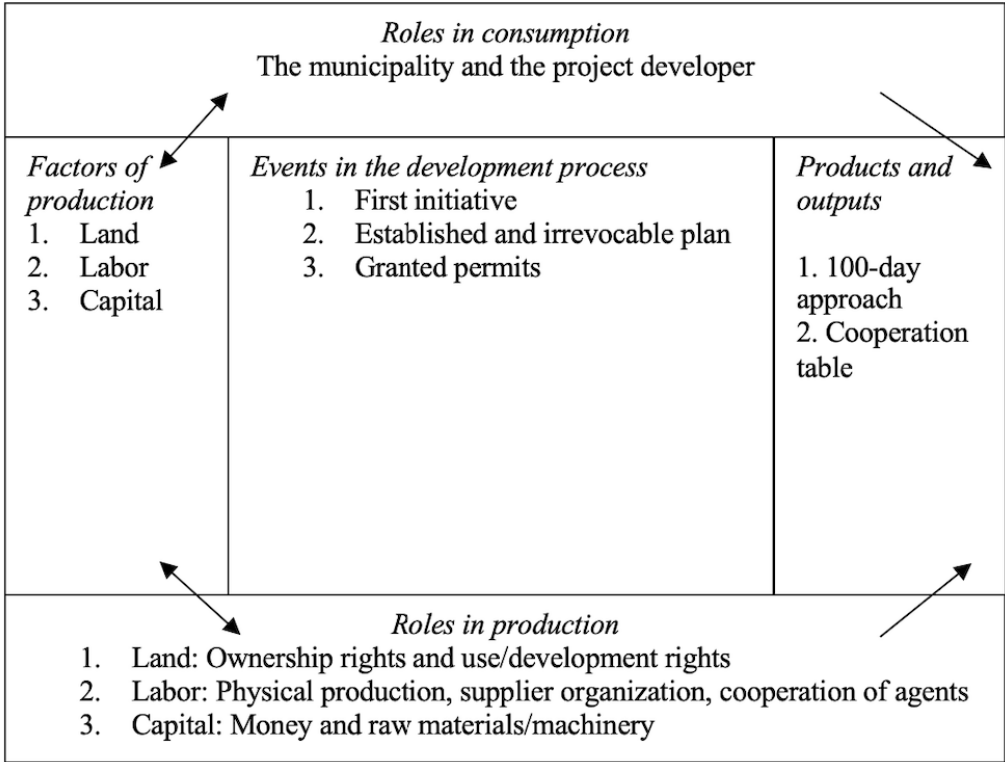


Figure 4: A model of the elements of the development process within this research (Own work, 2023)

3 Methodology

This research will be primarily qualitative in nature where the research is focused on exploring and describing the research topic, meaning it will be predominantly inductive in nature (Van Thiel, 2014). Different methods will be used to come up with a complete and relevant conclusion in which all aspects are taken into account.

3.1 Case study research

According to Van Thiel (2014), there are several research strategies to follow. Within this research, the research strategy that is central is case study. Case study is a research strategy in which one or more cases of the subject of study are examined in an everyday, real-world setting (Van Thiel, 2014). The difference between a single case study and a multiple case study is that in studying multiple cases, similarities and differences can be explored (Gustafsson, 2017). Within this research, multiple dimensions and different elements need to be studied exhaustively, which is why a multiple case study approach was chosen (Alavi & Carlson, 1992) (Eisenhardt, 1989) (Yin, 2014). A case study also lends itself well to inductive research (Van Thiel, 2014). According to Yin (2014), a case study method is, "An empirical investigation that examines a contemporary phenomenon within its real-world context, especially when the boundaries between phenomenon and context are not clear."

An advantage of a case study is the in-depth description of a phenomenon. In a quantitative study, this description is lost (Yin, 2014). The multiple case study allows us to look at both municipalities' and developers' views within the process of new construction. This involves looking at different cases within the Netherlands. The specific projects that will be highlighted in this case study are those of the 100 day-approach and the cooperation table.

There are several case selection techniques. Multiple techniques were used within this study. First, the most-different cases. This manifests itself in two different approaches, which differ in terms of the conditions that can explain an outcome, but both have more or less the same result (Radboud University, 2021). One is the 100 day-approach and the other is the acceleration table. Both approaches aim at the same result: Accelerating housing construction. In addition to the most-different cases, the most-similar cases were also selected. In fact, two municipalities of each approach were chosen. These cases were thus selected such that they are similar in largely the same respects, except for the aspect involved (Radboud University, 2021): The approach is the same, but the municipalities differ. Overall, influential cases were chosen (Radboud University, 2021). Both approaches are not yet very well known within the Netherlands and are also used by few municipalities. All four cases that have been chosen are therefore influencing other cases in the future: Municipalities that want to use either the 100 day- approach or the acceleration table.

The municipalities of Breda and Veldhoven were chosen for the 100 day-approach. For the cooperation table, these are the municipalities of Arnhem and Zwolle. The reason these specific municipalities were chosen is that these approaches are both relatively new and, to date, relatively little deployed within the Netherlands. Therefore, the selected municipalities are municipalities that are actively working with these approaches.

In addition, a multiple case study is a field study with a lot of flexibility where the researcher is guided by the phenomenon under investigation (Verschuren & Doorewaard, 2015). Therefore, new connections and newcomers are included and the "why" and "how" questions are answered in the process (Yin, 2014). This thesis emerged from the ongoing developments surrounding the housing emergency. This has several reasons of which the cooperation between municipality and developer is one. Why things go wrong in this cooperation and how it can

improve will be examined with this case study. Whether the phenomenon studied will be effectively understood after reading this thesis depends on the choice of cases used (Stake, 1995).

A disadvantage of case study design that must be taken into account is the lack of generalization. In fact, the research is phenomenon-specific (Yin, 2014). For this thesis, that means that one collaboration is different to another. Different aspects may affect the cooperation between municipality and developer within different projects. However, when comparing, contrasting results and similar results may be the outcome (Yin, 2014). This reveals whether the findings are valuable or not (Eisenhardt, 1991).

In conclusion, this is a relational, in-depth multiple case study research. This research mainly consists of the qualitative research method interviews, examined based on empirical insights and supported by literature review and desk research of data collected by others (Van Thiel, 2014) (Verschuren & Doorewaard, 2015).

3.2 Data collection

This section will identify which methods are used to collect the data and why these methods were chosen. The data collection in this study consists of primary data and secondary data. The primary data is collected with interviews. The secondary data is obtained from databases, published literature and studies from Stec Groep that were commissioned by the municipality and can only be obtained internally.

3.2.1 Desk research

The sub questions partly are answered with the help of the research strategy desk research. Desk research has multiple methods; the form used within this research question is content analysis on data collected by others. This means that the researcher studies the content of the existing data source, which usually consists of written materials or documents (Van Thiel, 2014). Desk research on data collected by others is chosen given the large amount of data related to this topic available at Stec Groep. In recent years, Stec Groep has conducted several studies to accelerate housing construction. As a result, acceleration reports have been produced for Groningen, Brabant and Parkstad. These reports are based on qualitative research for which several interviews were conducted. A quantitative study was also conducted by Stec Groep for the Ministry of the Interior and Kingdom Relations. Here, too, research was conducted on accelerating housing construction, zooming in on zoning plans. The desk research is used as a source to intensify the interviews.

3.2.2 Interviews

One of the research methods associated with the research strategy case study is conducting interviews. Qualitative research in the form of interviews was chosen for several reasons. First, because a fair amount is already known within this topic, but mostly quantitatively, focused on other phases of the production process and little focused on collaboration. Conducting this research qualitatively strengthens the existing research and allows new information to be added. Also, qualitative research is flexible and iterative (Van Thiel, 2014). There is continuous movement while obtaining the answers, allowing for immediate feedback. Among other things, this research focuses on the views of both the municipality and the developer on their cooperation. In addition, attitude and behavior play a major role within this cooperation. Qualitative research is therefore a good fit, because there is more interest in the interviewee's opinion, resulting in more detailed answers. As a result, the interviewee will feel more heard

than during quantitative research. This is important since it is also a trust issue where the interviewee may or may not want to disclose information (Bryman, 2008).

Within this research, semi-structured interviews were conducted. This means that a semi-structured interview guide was prepared based on literature review and the desk research. The reason that a semi-structured interview was chosen is first of all the fact that it offers the possibility to ask further questions. In addition, it offers the possibility to adjust the questions and methodology during the interview based on the information acquired (Fischer & Julsing, 2014). The pitfall is to stray from the topic. To ensure that this does not happen, the interview guide was created, which is attached in appendix 1. Jamshed (2014) states that the use of an interview guide ensures that the focus of the interview becomes more focused on the desired line rather than straying into irrelevant topics. Besides this, an interview guide will give each interview roughly the same structure, which makes it possible to compare data from the different interviews. Since this research consists of a multiple case study, this is an important aspect.

The relatively informal and spontaneous manner of interaction suits the purpose of these interviews: acquiring more knowledge and practical understanding of the mentioned methodologies and related topics (Fischer & Julsing, 2014). These advantages ensure that the answers needed to answer the research questions in detail are obtained.

The individuals who are interviewed are the agents civil servants of different municipalities and project developers involved within the development process from first initiative to granted permits. The interviewees were chosen based on the cases central to this multiple case study. The officials interviewed are employed in municipalities using either the 100 day-approach or the collaboration table. For the 100 day-approach, this concerns the municipalities of Breda and Veldhoven. For the cooperation tables, this concerns the municipality of Arnhem and Zwolle. The developers interviewed refer to those developers linked to the two different acceleration methods within the above municipality. Below you will find a list of the interviewees, the position they work in and within which municipality or company.

List of interviewees

Number	Name	Function	Municipality/Company
1	M. de Visser	Project manager housing	Municipality of Veldhoven
2	J. van Loon*	Director of Land's-Heeren	Land's-Heeren, Veldhoven
3	K. Keulemans	Real Estate specialist	Municipality of Breda
4	K. Maas	Director of Maas-Jacobs	Maas-Jacobs Vastgoed B.V., Breda
5	M. Lenis	Department head of spatial legal affairs & housing	Municipality of Arnhem
6	H. Schimmel	Senior development manager	BPD, Arnhem
7	B.J. Smit & F. van Dijk	Advisor living Project manager housing	Municipality of Zwolle
8	M. Broekhuijsen	Strategic Developer	Nijhuis Bouw B.V., Zwolle

* The interview with J. van Loon was not conducted by me, as it went awry in the planning. Stec Groep previously conducted an interview with Van Loon on the same subject. The interview guide is not exactly the same as the interview guide used for the other interviews but does partly correspond. This means that useful information can still be found in the transcript, so it has been incorporated into the results chapter.

3.3 Data analysis

All interviews were recorded to facilitate processing and analysis of responses. Subsequently, each interview was transcribed. These obtained data were then organized and analyzed using the program Atlas.ti. Within this program, the data are stored digitally in a database structure, which sorts the collected interview transcripts. The analysis of qualitative data consists of dividing the data units into even smaller units, coding them, and comparing the different codes (Van Thiel, 2014). Essential and also paradigmatic to many other approaches are the different stages of coding the data, starting with open coding, followed by axial coding, accompanied by discriminate sampling and the process of continuous comparison, which allows a more and more focused theory to gradually develop from the data (Radboud University, 2021).

Since the research is inductive in nature, it will begin with the study of data units, paying special attention to similarities and differences between the selected fragments. This is made possible by the special interaction that occurs with the data through coding (Van Thiel, 2014). Coding is not the same as analyzing: Coding is part of the analysis process where the researcher is prompted to think about the data. Subsequently, the data still need to be interpreted. Thus, coding is only a tool to do this systematically and transparently (Bryman, 2008)

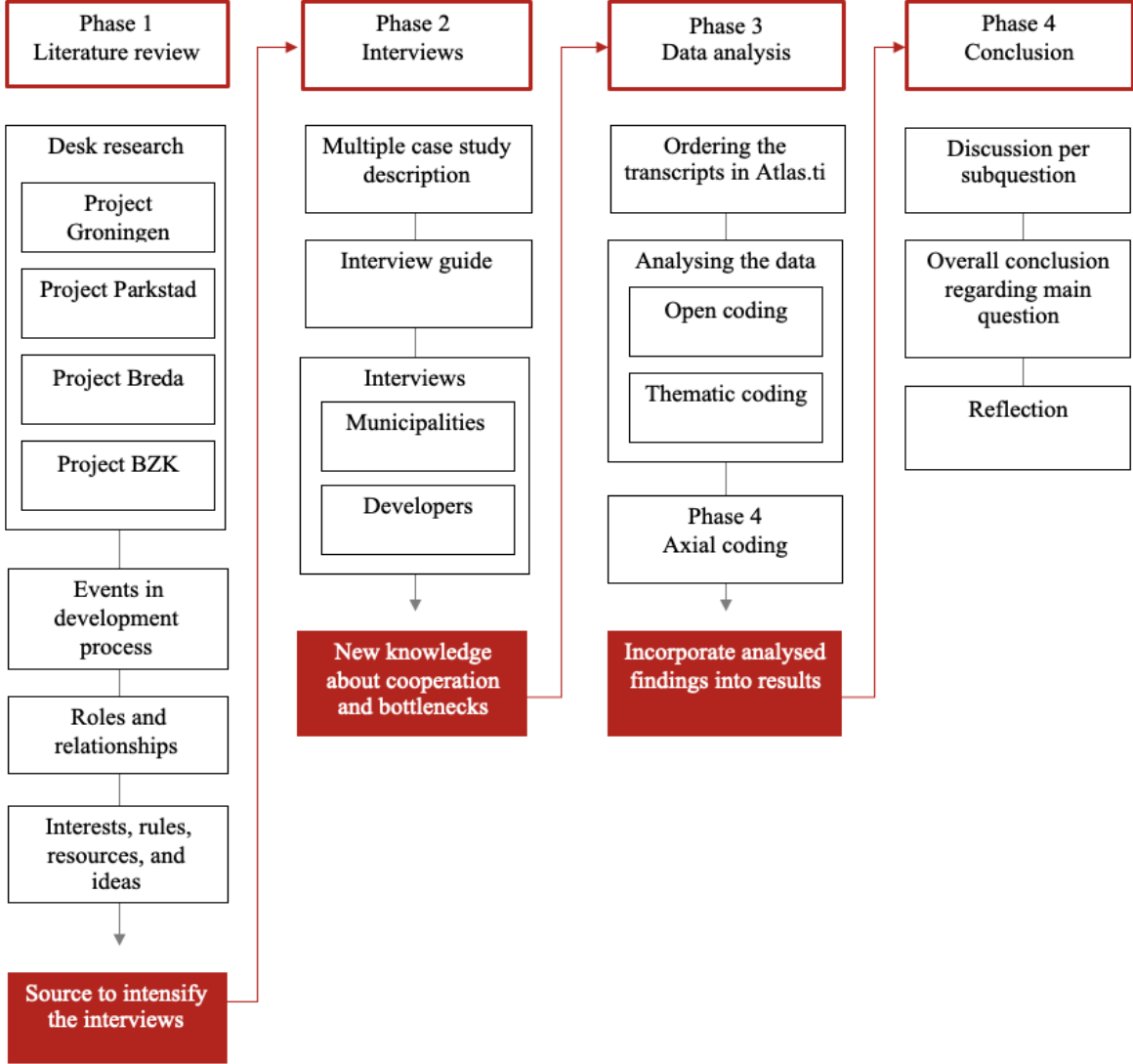
Open coding is used first, meaning that the codes are not prepared in advance to prevent the researcher from limiting herself while coding the transcript. This involves dividing the data into smaller units to which newly defined codes are then attached (Radboud University, 2021). Terms or statements that could potentially contribute to answering the sub-questions and the main question are coded here. The challenge here is that the researcher does not project their own ideas onto the data and lets the data speak for itself (Radboud University, 2021)

After individually open coding the eight interviews, analytical coding continued. Here, all open-coded interview transcripts were merged into Atlas.ti. Multiple groups were created through thematic coding. These groups are equivalent to the different interview themes, which in turn are derived from the sub-questions in this study.

To answer the research question, the collected and coded data are integrated in the final analysis phase through axial coding: By comparing codes and by merging codes into higher order categories or splitting codes or categories into more detailed (sub)codes or categories, axial coding creates a system of more coherent codes, and also establishes relationships between codes (Bryman, 2008). The different codes are compared and contrasted to look for patterns, cause-and-effect relationships, and other forms of interrelationships (Van Thiel, 2014).

As Miles and Huberman (1994) suggest, the data are conceptualized through a mapping process in which themes are identified, appropriately weighted, and then related. The concepts formed through this process are categorized and analyzed for common patterns between municipality and developer collaboration within different new construction projects. This method of coding ensures that the data can be fully understood, and that underlying relationships, comparisons and differences become clear (Corbin & Strauss, 2008). This static method of analysis also ensures that this research is highly transparent (Bryman, 2008).

Below can be found figure 4, which shows a schematic representation of the complete research design including the different phases.



x

3.4 Quality requirements

This study considers two different types of quality requirements: reliability and validity. These two aspects will be further explained below.

3.4.1 Reliability

Reliability is about how results of the analysis can be reproduced and are robust to confounding influences. This includes whether the observations are independent of the researcher, whether another researcher can replicate the same observation, and whether respondents would give the same answer if asked again. You want to show that the actions of a study can be repeated with the same result (Radboud University, 2021).

It is important to note that reliability as in verifiability and repeatability of qualitative data analysis is much less straightforward than in quantitative data analysis. This is because the analysis of qualitative generally takes place in the mind of the researcher. Therefore, qualitative analysis is more likely to use terms such as the understandability of the analysis, its transferability and the plausibility of the conclusion drawn. By ensuring that the research is

understandable, this has the effect of making the research repeatable (reliability). By generalizing all results, there is external validity and plausibility corresponds to internal validity (Van Thiel, 2014).

The reliability of the interview questions is ensured because the semi-structured interviews are conducted in a consistent manner, namely through Teams. In addition, the research process is standardized. All respondents are given the same information before they are further asked about their idea or explanation.

Consistency is more difficult to achieve. It is stated that the same measurement under similar circumstances should lead to similar results (Tanveer, Muhammad, & Muhammad, 2008). Within this study, we are dealing with attitudes, behaviors, and interpretations of different actors. Their perceptions regarding cooperation may differ.

The sources also play an important role in the degree of reliability of the study. Therefore, the sources obtained from the literature review were analyzed using the AAOCC criteria to ensure validity. This means that the Internet sources are tested against Authority, Accuracy, Objectivity, Currency, and Coverage (Van Thiel, 2014). By testing each source against these criteria, it can be said that the sources are of correct quality and the conclusion is based on correct information. Looking at the currency of the sources, articles about thirty years old were used with some regularity. This is not necessarily current, but these articles form the basis in the scientific literature regarding the topic within this thesis and do not make the research any less valid because of this.

3.4.2 Validity

Validity refers to how the analysis results represent what they should represent in the current situation and to what extent they can be generally applied to other situations (Radboud University, 2021). Within this study, three forms of validity are examined, namely internal validity, external validity, and construct validity.

Internal validity

Internal validity is about how well the study can assess or measure what it is supposed to assess or measure (Radboud University, 2021). Case studies are strong in this regard. This internal validity is enhanced by the multiple relevant scientific sources that were used to substantiate and confirm the information in this study.

Regarding the interviews, all interviews were conducted under completely the same circumstance. Due to changing standard around the situation of COVID-19, the interviews were conducted online. Furthermore, the same interview schedule was used in each interview. Going into the interview in a neutral manner and not fleshing out any answers to questions takes into account the above criticism.

External validity

External validity is about how well the sample represents the populations. Therefore, given that case studies consist of only one case, this research strategy usually scores less well on external validity (Radboud University, 2021). It is partly for this reason that a multiple case study was chosen; this increases the generalizability of the research. Multiple municipalities were looked at with a broad perspective, through both interviews and desk research on data collected by others. This rejects the criticism that a case study does not represent well enough (Fischer & Julsing, 2014). A second criticism is that a case study cannot be separated from its context is also rejected with this.

External validity was also considered within the interviews. All respondents are employed within a municipality or a project developer present within the mentioned municipalities that are part of the 100 day-approach or acceleration tables.

Construct validity

Construct validity deals with whether the study is constructed to successfully examine what is claimed to be being examined (Radboud University, 2021). A determination of appropriate operational measures for the concepts being studied is important here. As for the interviews, this implies that certain questions have been carefully formulated in advance and prepared based on the sub-questions and the results of the preliminary study. The questions are open, concrete and avoid socially desirable answers. Moreover, the questions have been pre-tested on two test respondents to verify that the questions are correctly understood.

4 Multiple case study

Several acceleration actions are being deployed within the Netherlands to ensure that the average development time of housing projects is reduced. The reason why Dutch municipalities must be so actively engaged in the acceleration challenge is the fact that almost a million homes need to be built by 2035 (Boelhouwer & Van der Heijden, 2022). Within this study, the choice is made to look at two acceleration actions that are increasingly emerging and seem to be having a positive effect. These are also acceleration actions where the cooperation between the different agents is central. On the one hand, this is the 100-day approach. This approach is still used in few municipalities. Two of these municipalities that are actively using this approach are Breda and Veldhoven. On the other hand, there is the action acceleration tables. This is already being used more than the 100-day approach but is also a recent acceleration action that should be better known. Municipalities can give their own interpretation to the acceleration table, and this is how, among others, the Housing Platform Arnhem and the Zwolse method of area development came into being. These four situations are further explained in this chapter.

4.1 100 day-approach

To achieve real acceleration, municipalities and (market) parties can work together according to the principle of the 100 day-approach. This 100 day-approach aims to significantly shorten the initiation phase of a housing plan. Essential to this is effective cooperation between the market and the municipality from the beginning of the project. By working together on a plan from the initiation phase onwards, everyone is on the same page and a common interest is created. This way of working does require commitment from all parties: agreements must be made (in terms of both content and process) and all parties must comply with them. In this way there is less distance between the municipality and the market and no more back and forth ping-ponging between the municipality and the market. This takes a lot of delay out of the process. As a result of this approach, initiation phases of large-scale construction projects can be accelerated from an average of 400 days to 100 days (Geuting, Huiskens, & Lucassen, 2022). The subsequent implementation of this 100 day-approach may differ from one municipality to another. This also applies to the municipalities of Breda and Veldhoven. The way these two municipalities utilize this approach is explained in the subparagraphs below.

4.1.1 Municipality of Breda

The municipality of Breda is facing a tight housing market and needed a major effort to accelerate housing construction. The target was 6000 houses in four years. This is a doubling of the then annual housing production in the city of Breda (Ministry of interior and kingdom relations, 2021). To achieve this, several discussions took place between the councilor and market parties in Breda. These market parties mainly wanted more cooperation to, among other things, take delays out of the new construction process. After all, by working together from the beginning, you work from a common interest. This way there is less distance between the municipality and the developer. These insights have resulted in the 100 day-approach, a process to speed up the exploration phase of large-scale construction projects (Ministry of interior and kingdom relations, 2021).

The 100 days period represents the time period in which it should become clear whether a plan is viable or not. Normally, a market party submits a plan to the municipality (De Beer, 2021). Each party has separately secured a position in the development process, each with its own plans and ideas (Ministry of interior and kingdom relations, 2021). The time between the submission of this plan and the start of realization takes about 400 days on average. So with the 100 day-approach, this is shortened to a quarter (De Beer, 2021). Breda does this by not waiting passively, but by sitting down with initiators in workshops to see if a plan is viable. A zero

point is created for these projects by rejecting all plans for this location and asking them to look ahead to a joint plan together (Ministry of interior and kingdom relations, 2021). This means not only a different attitude of the municipality, but also a different attitude of the developers. The 100 day-approach means not only an acceleration of procedures, but also a change in collaboration (De Beer, 2021).

In 2019, the municipality of Breda brought the market parties involved together at the table for five different locations for the first time. For each location, the municipality provided a number of pragmatic starting points and worked with the parties in workshops on the area perspective for the location in relation to the surrounding neighborhood. After the first 100 days, the market parties submitted the area perspectives for the five locations to the municipality. This soon resulted in signatures from all the parties involved, which allowed the project to proceed immediately to the feasibility phase. In these first three months, the parties have already become familiar with each other through intensive cooperation, which will be beneficial in the following phases. As part of the acceleration assignment, more than ten locations are now being worked on with market parties in order to accelerate these plans towards realization (Ministry of interior and kingdom relations, 2021).

4.1.2 Municipality of Veldhoven

The municipality of Veldhoven also works with a 100 day-approach. During the first 100 days, Veldhoven works towards a project agreement. Within their working method, the organization is smarter, and choices are made more wisely. For the projects in the 100-day trajectory, the municipality has appointed one booster with a mandate and chooses at the front which plans get priority. This only applies to housing plans with at least forty homes or housing plans that score well in terms of quality, ambition, chance of success and expected progress (Gemeenteraad Veldhoven, 2019). The official capacity will be focused on projects that contribute most to the acceleration of housing construction and provide the most added value for the municipality. The incentive team will work to accelerate the feasibility test, to accelerate the principles of the follow-up agreement and to start the first preparations (Gemeenteraad Veldhoven, 2019). Through the 100-day approach, Veldhoven has increased its building production from 200 to 320 homes per year (Gemeenteraad Veldhoven, 2019).

In projects with a 100 day-approach, a Letter of Intent (LOI) is signed at the beginning of the 100 days. Within the 100 days, the project works toward a preliminary (sketch)design that all parties involved support and for which a project agreement can be signed. Matters such as anterior costs, planning costs, the number of homes, the type of homes and the quality level will be guaranteed. The municipality is guided by legal requirements and principles in municipal policy (Geuting, Huiskens, & Lucassen, 2022). For example, a plan must score above average on two of the seven quality ambitions set by the municipality. The developer may decide for himself on which ambitions he puts extra effort. The other aspects may have a basic quality. The environmental dialogue is also conducted within this period. After 100 days this allows the zoning plan procedure to proceed. Within this procedure, the plan is then worked out in more detail. The role of the municipality is mainly facilitative and testing (Geuting, Huiskens, & Lucassen, 2022).

Essential for the success of the 100-day approach according to the Municipality of Veldhoven is an open and transparent collaboration between all parties, especially the municipality and the developer. By really working together from the start, a lot of acceleration can be achieved. Communication and expectation management are also important (Geuting, Huiskens, & Lucassen, 2022). The municipality asks for an advance for the official costs. Because, in

connection with the acceleration, the municipality is now the (co)initiator of the development, it is defensible that the municipality recovers half of its costs from the market party if a project does not turn out to be feasible within the 100-day incentive period. If the project does prove feasible, the entire municipal cost is passed on to the market party. All this is assured by the LOI concluded with the market party prior to the initiation phase (Gemeenteraad Veldhoven, 2019).

4.2 Cooperation table

The Housing Construction Program of the Ministry of the Interior and Kingdom Relations includes the establishment of a national acceleration table where co-governments, housing corporations and market parties can report obstacles in projects (Rijksoverheid, 2023). Acceleration tables are there to solve bottlenecks and thus achieve acceleration. At these acceleration tables, the various stakeholders discuss the progress and realization of the housing task. It is an action to accelerate the lead time of the development process from initiative to realization of housing. The ministry calls on provinces and municipalities to organize regional acceleration tables to strengthen cooperation between market and government (Geuting, Huiskens, & Lucassen, 2023).

It has been agreed in the housing deal that parties will jointly organize a regional acceleration table at which agreements will be made to accelerate specific housing projects and resolve thematic bottlenecks. For a good result it is essential that the acceleration tables, especially at the municipal level, deal with concrete projects and that all relevant partners are at the table. Preferably also with partly new partners who invest in innovative concepts at the interface of housing and care, and parties who come to concept construction outside the traditional building partners (Geuting, Huiskens, & Lucassen, 2023).

In the following subparagraphs, the cases of this study are explained: The Arnhem Housing Platform and the Zwols Concilium, both a form of the acceleration Table.

4.2.1 Municipality of Arnhem

At least 7500 additional homes are needed in the municipality of Arnhem until 2030 due to the housing shortage (Woningmakers, 2022). In 2021, the municipality of Arnhem set up the Arnhem Housing Platform to work on a solution to the housing shortage. For this reason, the municipality, housing corporations, developers, contractors, and brokers have joined together in the *Woningbouw Versnelling Arnhem*, to organize cooperation and make this cooperation as substantive as possible. An acceleration of housing production is necessary to meet the acute housing demand in the short term. There must also be a sufficient supply of building plans for the longer term (Woningmakers, 2021). This *Woningbouw Versnelling Arnhem* forms the acceleration table of Arnhem.

Woningmakers Nederland organizes this collaboration and gives form and substance to this platform of the municipality of Arnhem and market parties to optimize mutual cooperation and coordination. The basis for the discussions at the acceleration tables is the most recent data that is contributed by all parties involved in a data instrument. This creates an unambiguous insight into housing production, pace, and typology in light of the current market situation. The platform forms a place of exchange where elements that disrupt the building process can be discussed directly (Woningmakers, 2021).

Part of this *Woningbouw Versnelling Arnhem* is the City Agreement Arnhem. Within this agreement, over 25 developing parties and the municipality have made long-term agreements about their collaboration. The City Agreement focuses on agreements to accelerate the

development of the right homes in the right places. The agreement aims to promote cooperation between market parties in the housing industry, housing corporations and the municipality of Arnhem so that every year enough housing is built in the right place with the right quality. The agreement also looks at limits of individual plans and discusses building possibilities with the municipality at an early stage, according to developers (Woningmakers, 2022).

4.2.2 Municipality of Zwolle

In the municipality of Zwolle, efforts are being made to add more than 1000-1500 housing units per year to reduce the housing shortage. This is being worked on by means of a partnership. This partnership is part of the Concilium, in which market and government work intensively together in a network cooperation within a professionalized organizational form. It has an association structure rather than an occasional cooperation (Het Concilium, 2021).

The Concilium works at the urban level on strategy and rules for effective interaction between market, corporations, and government with one of its goals: to build more and faster. The Concilium works at the urban level on strategy and at the area and project level on improving the rules of play and interaction in the realization of plans (Het Concilium, 2021).

The Concilium and the municipality set up the Zwolse method of area development, a method in which the issue is looked at integrally and in which parties work together openly and transparently on the basis of trust. The Zwolse method of area development is Zwolle's Acceleration Table. The purpose of this method is to establish joint agreements, rules of the game and working methods with each other. In order to accelerate, simplify and provide clarity and predictability. And to inspire each other to continue the conversation about the way of working together on the development of (inner) urban issues (Geuting, Huiskens, & Lucassen, 2023)

Part of this acceleration table is the roadmap. This roadmap defines which products are made along the way and what the parties expect from each other. From start to finish, this map provides guidance and clarity in the process, for products and for decision-making in area development. The roadmap is intended for large, complex area developments. It is not always immediately clear whether this is the case. at the initiative table it is determined which process will be followed and a decision is made. The roadmap consists of a number of phases to achieve realization: orientation phase, exploration phase, feasibility phase and RO procedure. The roadmap ends with an approved zoning / environmental plan and thus ends the development phase and construction / realization can proceed (Het Concilium, 2021).

The start for an area development consists of one or more meetings in which the initiative, the task, the ambitions, the policy, the stakeholders, the necessary explorations / studies, and the process to arrive at an area vision or development are fully explored and discussed with the initiators. The municipality prepares the meetings internally with all experts and disciplines at the table. Then the municipality will enter into discussion with the initiator(s) – if possible following the internal meeting. Then the route for this initiative is determined. The results (e.g. interfaces, opportunities and expected bottlenecks) of this meeting are processed and taken into account (Het Concilium, 2021).

5 Results

This chapter describes the results of the eight interviews. These interviews cover four municipalities, namely Breda, Veldhoven, Arnhem and Zwolle. From all four municipalities, both an official and a developer were interviewed. The interview guide of these interviews can be found in Appendix 1. These results were then analyzed using the different codes and code groups. The groups created herein make up the paragraphs of this chapter.

5.1 Events within development process

The event at the center of this study is the housing task, or the acceleration task. Opinions are quite divided about this acceleration task. According to the respondents, the question that needs to be asked is whether we should focus on the acceleration of new construction at this time, or whether we should first focus on preventing delays and not deal with acceleration at all yet. In this day and age, we sometimes run a bit blindly after a housing acceleration task at a time when we need to ask ourselves whether this is politically wise (Schimmel, Senior development manager, 04-05-23). The housing acceleration task is very politically driven leaving the implementation agenda partly to the market, while it is not a market task according (Schimmel, Senior development manager, 04-05-23) In contrast, the housing task has become less politically dependent because much is included in agreements (Van Loon, Director, 10-2022). Acceleration actions need to be set up, but the question is whether the economic conditions allow for acceleration in the system we have devised in the Netherlands for this task. They also raise the question of whether we can't spend the euros in another way to make people happy; after all, acceleration is not a goal in itself according to him, making people happy is a goal in itself (Schimmel, Senior development manager, 04-05-23).

Acceleration is a word that comes up often, but what little really happens (Smit, Advisor living, 22-05-2023) (Broekhuijsen, Strategic developer, 25-05-2023). We first have to make sure that what is planned now will be built at all. Within the municipality of Zwolle, they indicate that they are mainly concerned with preventing delays (Smit, Advisor living, 22-05-2023). This involves making an inventory within all projects of what has been delayed and why. This results in bottlenecks that can be turned to prevent delays in the future, and opportunities for acceleration will follow (Smit, Advisor living, 22-05-2023).

Long lead time

If you ask someone randomly if it is important that we realize enough housing for everyone, most will answer this positively. But the moment they realize that these houses land in their garden, their answer changes (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). Because the Netherlands is growing, municipalities must also grow. But the question here is whether the inhabitants of the municipalities are ready for this (Broekhuijsen, Strategic developer, 25-05-2023). It is therefore necessary to think carefully about how to include such a municipality in this task. There is also the fact that the housing acceleration and its importance may not yet have sufficient voice (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). This manifests itself in appeal procedures because of the lack of understanding for projects in their backyard (De Visser, Project manager housing, 12-06-2023). These procedures negatively affect the duration of the development process. In addition, the question is whether housing seekers have a sufficient voice. After all, they do not choose, since it is also not the electorate that political parties interact with. That makes it very difficult. A dilemma also between head and heart for council members (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). Participation is therefore important, with stakeholders, local residents and end users keen to have a say in the design. Whether it ensures acceleration is the question, but at least it does not slow down (Broekhuijsen, Strategic developer, 25-05-2023).

The profit is to be gained within the procedure time and not so much within the realization time (Maas, Director, 22-05-2023) (De Visser, Project manager housing, 12-06-2023). This involves investing in the preliminary phase and paying close attention to the various stages. In the preliminary stages, many officials are already very detailed. These detailed questions are good, but are actually for two phases later (Maas, Director, 22-05-2023). As a result, procedures often take a long time. This is not just on the side of the municipalities; it also happens frequently that a developer delivers a product and the municipality has reviewed it within two to three weeks. It then lies with the developer for two to three months. In this, it is noted that developers often find it difficult to create an integrated product (Van Dijk, Project manager housing, 22-05-2023).

An important aspect that is often taken into account too late, causing the duration to be considered long, is feasibility. Projects break down because of feasibility, which means that even longer puzzling is required to make the project feasible (Keulemans, Real estate specialist, 26-05-2023). This feasibility phase comes too late. Calculating and drawing should go together so that the area vision does not have to be adjusted each time (Broekhuijsen, Strategic developer, 25-05-2023).

Working in the future

What makes the acceleration task difficult is the fact that it is a task for the future and the world is changing (Schimmel, Senior development manager, 04-05-23). The things we do now won't be built until 2028. Within area development you are always working in the future and that also makes such a development process difficult given that not all aspects are clear (Van Dijk, Project manager housing, 22-05-2023). Therefore, new construction is by definition an unpredictable process at the financial, political and social levels (Schimmel, Senior development manager, 04-05-23). The market is different in 2028 than at the time of turning a zoning plan, which makes it difficult for a developer given the lesser flexibility in the future (Maas, Director, 22-05-2023). It is difficult to reach agreements with the municipality. The moment the municipality sees risk, they do not want to make these agreements too early given the possible insights they may have next year (Schimmel, Senior development manager, 04-05-23).

5.2 Role of the agents

Within the acceleration approach and related actions, agents each have their own role. The roles of the municipality and the developer and how they should be fulfilled according to the interviewees are described below.

5.2.1 Municipality

First of all, the municipality should have a steering role (De Visser, Project manager housing, 12-06-2023). Especially the administrators and people at the management level must have the qualities to properly steer such a housing project (Schimmel, Senior development manager, 04-05-23). Within this, they look at whether the processes are sufficiently safeguarded and whether the plan meets the policy objectives that the municipality has drawn up together with the market. Steering should also be based on the legal requirements (Van Loon, Director, 10-2022). It is also described as an assessing and controlling task (Van Dijk, Project manager housing, 22-05-2023). A balance must be found here, because the moment the municipality directs too much and prescribes too much, you lose your innovation (Van Dijk, Project manager housing, 22-05-2023). A municipality can steer more tightly on some points. As an example, applying for an irrevocable zoning plan with an environmental plan or permit. This can be applied for all at

once, but developers do not always opt for this. If the municipality is able to manage this more tightly, the lead time could be reduced (Keulemans, Real estate specialist, 26-05-2023).

Secondly, the municipality can be described as a pawn, a switch between politics and the market. The municipality must be able to deviate from existing policy or explain why certain choices are made, because they are also accountable to themselves. What you see is that what the municipality advises is often followed, but there is a political sensitivity to it (Van Dijk, Project manager housing, 22-05-2023). On top of that, the municipality has to connect the right parties. Projects are becoming more complex and therefore municipalities are expected to try to connect parties as area developers (De Visser, Project manager housing, 12-06-2023). You want to make selections at the front end by laying down clear frameworks so that you know these partners will invest in the city. It happens regularly that landowners sell on to the developing party at the highest bidder, which does not always benefit the city (Lenis, Department head of spatial legal affairs & housing, 23-05-2023)

In addition to creating clear frameworks to connect the right parties, as a municipality you actually want to do this all the time. Setting the right frameworks at the right time creates clarity and something to fall back on because the city council can't just go back on it. A question raised is whether a municipality should not be much more framework-determining than it is now? An example here is developers making area visions for municipalities (Van Dijk, Project manager housing, 22-05-2023). The question here is whether this is correct, or whether this is a public task that the municipality should perform. It is thought that when the municipality says what it wants, that works best (Van Dijk, Project manager housing, 22-05-2023). Broekhuijsen (Strategic developer, 25-05-2023) adds that the municipality is mainly policy-making and policy-executing. The moment they think more affordable housing should be built; they should mainly indicate this. Basically, that is how the system works; the municipality is nothing more than the executor of what politicians instruct them to do (Van Dijk, Project manager housing, 22-05-2023).

The next aspect of the role of the municipality is prioritization. The municipality can be expected to make choices and set policy goals. The alderman for culture thinks culture is important and the alderman for green wants more green; the project leader must then prioritize that himself (Van Dijk, Project manager housing, 22-05-2023). Besides this, the municipality will also have to prioritize projects. For example, the municipality of Veldhoven is prioritizing projects by looking at which projects are running now, which ones could be running and which projects the municipality would like to see running there. These projects are put away against time. They started looking at different types of projects which they actually made a hodgepodge of. You can have all these big projects, but the moment one doesn't go through or is delayed, there's a problem. This prioritizes which projects will be done with the 100 days approach and which will go through the regular way (De Visser, Project manager housing, 12-06-2023).

Important to mention regarding the role of the municipality is that it very much depends on the different positions (Van Dijk, Project manager housing, 22-05-2023). In addition, municipalities are diverse and one municipality acts differently from another. Each municipality has its own signature and approach to projects. The color of the city council and the way of taking a position in area developments play a role in this. Therein lies the crux as to the approach you should follow (Schimmel, Senior development manager, 04-05-23). The moment a municipality is not proactive and does not directly feel the consequences of the municipal policy, you see a lot of political uncertainty in taking steps within the design stage (Schimmel, Senior development manager, 04-05-23). What you see is that a municipality is

then very facilitative in it and somewhat dependent on what market parties do (Van Loon, Director, 10-2022). Civil servants then act somewhat insecurely and are not able to act very decisively, which causes a bit of despair in the development process (Schimmel, Senior development manager, 04-05-23). The moment the municipality is proactive, you see that politics is much more consistent (Schimmel, Senior development manager, 04-05-23). Keulemans (Real estate specialist, 26-05-2023) therefore describes the role of the council as very active and intensive.

Also, within the Concilium, the role of the municipality has often been a subject of discussion. On the one hand it is said that the municipality needs to be as an equal in such a cooperation (Broekhuijsen, Strategic developer, 25-05-2023), but in the implementation this is not always the case. Within the Concilium, the alderman is the chairman, but the Concilium cannot make decisions. It is an advisory body towards the municipality, but the municipality itself is also in this body. So, the municipality advising itself, that is questionable, and in the process a better solution is still being considered (Broekhuijsen, Strategic developer, 25-05-2023). However, you do see the moment the municipality is not part of such a partnership at all, that it runs much less well. So that is not an option in any case (Broekhuijsen, Strategic developer, 25-05-2023).

5.2.2 Developer

The role of the developer can partly be described as an advisory role. The developer is present at the table as a sparring partner where they give advice, address bottlenecks and think along in solution directions (Schimmel, Senior development manager, 04-05-23). The reason they give advice is because of the knowledge and expertise that developing parties have (Broekhuijsen, Strategic developer, 25-05-2023). So, with this, a developer is not a decision maker and it is ultimately up to the municipality what they do with the developer's advice. Without the developer's advice, you see that politically more choices are made than reality can handle (Broekhuijsen, Strategic developer, 25-05-2023).

In doing so, you should expect a developer to properly fulfill the policy objectives that the municipality is lifting for them (Van Dijk, Project manager housing, 22-05-2023). They should tap the municipality's boxes (Van Dijk, Project manager housing, 22-05-2023). and deliver in planning (De Visser, Project manager housing, 12-06-2023). After all, the government imposes things on developers, and whether that comes from the municipality or the province is of no interest to them (Maas, Director, 22-05-2023). In doing so, developers need to have a focus on ambition, choosing what they are going to excel at and how they are going to do it with each development (De Visser, Project manager housing, 12-06-2023). These times also require more flexibility from developers not to stop housing development altogether (Keulemans, Real estate specialist, 26-05-2023).

Another aspect that is part of the developer's role is risk-taking. Within this field, nothing is certain until it is delivered and developers should realize that (Schimmel, Senior development manager, 04-05-23). In a political context, the developer buys a business case and things may happen that are not convenient for the developer. The developer has to listen to the municipality; The moment it is explainable in the interest of the citizens of the municipality, that they can live happily, the developer can never put his interest above that (Schimmel, Senior development manager, 04-05-23).

Schimmel (2023) would like to see developers take a more proactive role. This already starts with taking a position, as this is often done from a certain opportunistic viewpoint. In addition, the developer should manage the project more politically, taking a role with the city council.

The developer should be much more strategic and intellectual (Schimmel, Senior development manager, 04-05-23).

5.3 Resources, rules, and ideas

Material resources refer to the primary ingredients of the production process. These are determined in the production process of new construction and are land rights, labor, finance, information and expertise. Rules then determine how these ingredients are used and how they are determined by the institution or political process. Ideas influence the dynamics of resource use and rule formulation because they determine the interests and strategies of actors in defining projects. These rules and ideas are explained below for both the municipality and the developer.

5.3.1 Municipality

Rules

The municipality has policies to follow. A lot is fixed in the municipality's policy and is seen as a lower limit (Smit, Advisor living, 22-05-2023). It sometimes happens that the minimum is not met because developers try to submit a plan just below this limit at the intake. On the other hand, Maas (Director, 22-05-2023). and Schimmel (Senior development manager, 04-05-23). indicate that the municipality is also partly to blame for the delay. Each department within the municipality has its own policy, with strict rules. This does not always fit in with the plan (Maas, Director, 22-05-2023). The municipality is very fond of making new policy at the political level, but does not consult the market enough in doing so, creating a gap between the policy document and practice (Maas, Director, 22-05-2023). The municipality sometimes sticks too closely to the policy, which results in delays or in the cancellation of good plans. A little flexibility is desirable in this regard (Schimmel, Senior development manager, 04-05-23). The policy is also behind the times. By the time it is adopted, it is often already outdated (Van Loon, Director, 10-2022).

A factor that determines the political and ties in with the policy is the decision-making power of a municipality. An official or project manager can have a very important role in the development process since they can decide what they want or do not want (Schimmel, Senior development manager, 04-05-23). Basically, a municipality department can boycott an entire project on something relatively small like cutting down a tree. This can cause skewed faces among developers, because municipalities, on the other hand, say housing is priority one (Smit, Advisor living, 22-05-2023). Schimmel (Senior development manager, 04-05-23). says that at the official level and also at the project leader level, there should be people who speak from their own personality and their own opinions and do not run along desk lines. So, individuals who weigh interests themselves, in the best interest of the city. What also goes along with this is having mandate and support. A project manager with a certain mandate is important for making decisions independently within an area development (Keulemans, Real estate specialist, 26-05-2023).

A municipality also has different in-house expertise. Municipalities have many different specialties, which is sometimes forgotten (Van Dijk, Project manager housing, 22-05-2023). A developer must therefore realize that the municipality is no longer the municipality, but a party with people who understand how the market works. There really needs to be discussion at the developer level (De Visser, Project manager housing, 12-06-2023). On the other hand, there are not just people employed who understand the market one hundred percent, but there are also boosters with a certain negotiating skill. Or project managers who enjoy seeing the work outside and don't like the initial phase as much. So, it is important to look at who is working in what place and in what position to make the most of the specialties. The tricky aspect about

these many specialties is the number of people responsible. In a municipality where one official is responsible for different aspects, you see that fewer problems arise in terms of thinking in different boxes (Maas, Director, 22-05-2023).

What makes it difficult to carefully deploy all the rules and guide the process as optimally as possible is the insufficient capacity that a municipality often has. Pressure is high and getting staff is more difficult in this day and age (Keulemans, Real estate specialist, 26-05-2023). The labor market is tight and that is a delaying factor, because to properly supervise preliminary phase initiatives you need the right (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). The fact many municipalities are struggling with this problem means that choices have to be made regarding what to focus on and what not to focus on. Many developers ask for a 100 days approach, but that management sometimes has to answer no, because the capacity is not there to free up two days a week for that. In addition, there is already a lot of capacity in that 100 days approach, which means that other plans without this approach also get stuck because they are given less priority (Maas, Director, 22-05-2023) (Keulemans, Real estate specialist, 26-05-2023).

Ideas

The high ambitions that municipalities have influence the dynamics and formulation of rules. Municipalities often want to get a ten on everything, which causes delays since this is by no means always possible. Within an expansion district it is possible to score high on everything sooner, but within urban areas choices simply have to be made (Maas, Director, 22-05-2023). Especially at this time with the high interest costs and the high construction costs, it is wise to strive for good rather than perfect or accept the minimum and not always want to take that step further where there is actually too little knowledge (Van Dijk, Project manager housing, 22-05-2023). The moment a lot is imposed, plans do not become more feasible and they do not go faster as a result (Maas, Director, 22-05-2023). In the municipality of Veldhoven, they work with a quality rose. This contains seven ambitions drawn up by the region which the projects must satisfy. Besides this, each project must excel in two of the seven ambitions (De Visser, Project manager housing, 12-06-2023). Developing parties are free to choose which ambitions they wish to do so (Van Loon, Director, 10-2022).

An idea from the municipality to define the project is to use a starting memorandum in which agreements are made in advance about the starting points of a project, so that you do not have to keep adjusting within the process (Broekhuijsen, Strategic developer, 25-05-2023). On the one hand, you don't want to be too concrete on it since this makes you less agile and flexible when things change over time (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). On the other hand, it should not be too non-committal; it should provide certain direction in which you can put your values. It is somewhere between the abstract and the concrete (Lenis, Department head of spatial legal affairs & housing, 23-05-2023).

Another idea is the use of an initiative table. This initiative table does not fall under the rules, since it only gives advice; No permits are granted. It only considers whether a project is promising or not (Smit, Advisor living, 22-05-2023). The question is also whether a developer's table should not be set up instead of a municipal table where the issue is acceleration. A municipality may want to accelerate, but if there is a negative business case underneath, construction will not take place (Van Dijk, Project manager housing, 22-05-2023).

5.3.2 Developer

Rules

Developers have fewer formal regulations than the municipality, given that the municipality steers the process and makes the policy. It is important, however, that the developer feels co-responsible about the housing situation and therefore for municipal policy (Broekhuijsen, Strategic developer, 25-05-2023).

One way in which expertise is arranged by developers is by hiring knowledge for specific advice (Van Dijk, Project manager housing, 22-05-2023). For example, together with the municipality, an urban planning firm is called in at the developer's expense, or a landscaper makes a plan (Maas, Director, 22-05-2023). The downside of this is that costs have to be incurred for this which is inconvenient for companies that need to achieve a certain profit return (Van Dijk, Project manager housing, 22-05-2023). In doing so, developer behavior is also driven by cost. This affects the choices they make given that a developer acts from the business perspective. These could be called the informal rules of costs.

Ideas

One idea is to work more with standardized concepts. Several developers have developed standard products where you buy a type of home and can add options to it if necessary. However, it is important to consider the quality of each location. This is because the quality of standardized products is often lower (Van Loon, Director, 10-2022). So, in terms of the acceleration task, this is positive for the municipality, but this cannot fill an entire neighborhood. In addition to standardized concepts, standardized processes are wise (Broekhuijsen, Strategic developer, 25-05-2023). An example of this is the roadmap that works with standard agreements.

5.4 Acceleration actions

The two acceleration actions asked about among respondents were the 100-day approach and the acceleration table. The results are described below.

5.4.1 100 days approach

Within the 100 days approach, there is a collaborative effort toward a single product. So, there is not a plan devised by a developer that is reviewed by the municipality or a municipality implementing the 100 days, but it is a shared effort with a shared product (Keulemans, Real estate specialist, 26-05-2023). You really work as a team where the municipality and the developer are both an important part of it. If one of them doesn't participate, it won't work out (Maas, Director, 22-05-2023). The steps to be taken are determined interactively (De Visser, Project manager housing, 12-06-2023). According to the respondents, the biggest difference between a 100-day approach and an approach as we are used to, is working together as a team where the frameworks are determined together and not each to his own.

In general, respondents who work with a 100 days approach are very positive about the approach. The business cases often pan out and, for example, the municipality of Breda has not had any problems in the first 100 days approaches over the past four years. All plans came to a good plan because of the cooperation, which also came to fruition (Keulemans, Real estate specialist, 26-05-2023). Also, for Maas (Director, 22-05-2023), there are no disadvantages to the 100 days approach at the moment the process is well run. What we must guard against, however, is that municipalities are now gradually running into the problem of developers saying that certain projects cannot be done now, given the rise in interest rates and the rise in construction costs. This was not the case for the first four years (Keulemans, Real estate specialist, 26-05-2023).

It is not realistic to work toward a 100 days approach for all of the municipalities within the Netherlands. A 100 days approach in a small village will differ from a 100 days approach in a large city. One can look at inhabitants, but also at whether a municipality wants to work with this approach or not (Maas, Director, 22-05-2023).

Lead time

The interpretation of a 100 days approach differs per municipality. Within the municipality of Breda, the 100 days are for exploring whether there is perspective or not. It is an initial quick scan before entering the design phase (Keulemans, Real estate specialist, 26-05-2023). Within the municipality of Veldhoven, more concrete aspects are described in these 100 days, such as an urban plan, a program with numbers and types, target group determination, architectural choice, provisional cost recovery, etc. Here, they are already working towards a global final product, where halfway through the 100 days a plan emerges on which all disciplines should agree. After these 100 days, a transition is made to a project agreement that defines who is going to do what (Van Loon, Director, 10-2022). At this point, the project passes to the project managers who run the project and make sure the homes are actually built (De Visser, Project manager housing, 12-06-2023). Where all respondents within the 100 days approach agree, is that the 100 days should not be shortened, regardless of the fact that different municipalities charge different lead times. If the 100 days are completed successfully and you also complete the follow-up phase properly, you will have your zoning plan ready in seven months, (De Visser, Project manager housing, 12-06-2023). According to Keulemans (Real estate specialist, 26-05-2023), you start with the 100 days approach, followed by six months of design, after which work can begin on the zoning plan, which often takes three to six months. The downside of this is that a lot of time goes into the 100 days approach to ensure the short lead time. This time cannot be spent on other projects (Maas, Director, 22-05-2023).

Intensive collaboration with the right people in the right place

One aspect linked to the short lead time is clarity. What the parties want emerges more quickly, which provides clarity. This is partly caused by the defined and clear rules of the game (Maas, Director, 22-05-2023). Another aspect that influences this and was mentioned frequently is the intensive cooperation required in such a 100 days approach. The approach requires a different way of working together that involves much tighter planning. Cooperation is more intensive, open and honest. In addition, parties also meet more often and the cooperation is not only more intensive but there is also more cooperation (De Visser, Project manager housing, 12-06-2023). It requires structural cooperation; a line of communication between municipality and developer in which the parties are in constant contact and thus know from each other what they are doing (Broekhuijsen, Strategic developer, 25-05-2023). But not only does regular contact with each other play a role in this, it also requires the developer to get the first designers up and running within a week and for the consulting firm to be able to start the studies quickly. Days will have to be freed up for this (Keulemans, Real estate specialist, 26-05-2023). It is also important to mention the downside of intensive cooperation. It demands a lot from an organization and can be quite difficult. Especially at a time when a different way of thinking is needed, a change in culture must take place and the projects pile up (Keulemans, Real estate specialist, 26-05-2023) (De Visser, Project manager housing, 12-06-2023). It takes a lot of civil service, pressure and staff to get it done. In addition, not everyone is into working together, so care must be taken to make sure the right people are in the right places (Keulemans, Real estate specialist, 26-05-2023) (Maas, Director, 22-05-2023).

Regarding the right people in the right place, the municipality of Veldhoven works with one booster within the 100 days approach. This person does not interfere with the content of the

choices to be made, but is the contact for the initiator and ensures that the agreements made are fulfilled from both sides (Van Loon, Director, 10-2022). In Breda, they work with project leaders as well who monitor the process and ensure that after the 100 days, they are actually getting somewhere (Maas, Director, 22-05-2023). So, bringing together different opinions that are framed by a good project leader ensures a good output that gets you further (Maas, Director, 22-05-2023).

5.4.2 Acceleration table

Another acceleration action that can be used in the development process from first initiative to granted permits is the acceleration table. It is a consultative forum where all parties involved sit together on a regular basis to discuss a complex social problem, in this case the housing shortage (Schimmel, Senior development manager, 04-05-23). The reason these acceleration tables were created is because of the need for a uniform working method for large-scale area development. Both officials and the market needed a uniform working method for projects involving housing developments (Smit, Advisor living, 22-05-2023). On the other hand, an acceleration table also stems from risk management. You want a thorough process to be followed in order to minimize the chance of mistakes (Van Dijk, Project manager housing, 22-05-2023).

An acceleration table is a very broad term introduced by the government (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). This is reflected by the respondents who all use acceleration tables, but within different municipalities. Each municipality has given it its own interpretation and attached its own name. A brief general description of these acceleration tables can be found in Section 4.2. They are further explained below with the information obtained from the interviews.

The Zwols Concilium and the roadmap

The Concilium is a consortium of market parties and permitted institutions. Within this Concilium, the various parties really try to understand each other as to why certain aspects are important to a party. The moment you know each other's interests well, you can act accordingly. It causes less discussion about the process to be followed and the content of different products (Van Dijk, Project manager housing, 22-05-2023). In contrast, the Concilium does not interfere in the content of projects, but it gives advice to the municipality about the process they can best go through. This includes a technical chairman, an independent person (Broekhuijsen, Strategic developer, 25-05-2023).

Together with the Concilium, the municipality outlined the roadmap (Smit, Advisor living, 22-05-2023). So, this roadmap has been drawn up together with the market, creating an aligned working method. Because of this roadmap, as a developer you know exactly where you have to start and which steps you have to go through until the zoning procedure is completed (Broekhuijsen, Strategic developer, 25-05-2023). Within Zwolle, they have three different processes which each has its own process aligned where it is clear which route to take to the zoning plan and which products to deliver (Van Dijk, Project manager housing, 22-05-2023). The first process is for the New Spatial Initiative which consists of all small-scale initiatives within the existing city or just outside it. The second process is for site developments and the last process is for the complex area developments (Van Dijk, Project manager housing, 22-05-2023). Clearly defining the processes creates more clarity (Van Dijk, Project manager housing, 22-05-2023) (Broekhuijsen, Strategic developer, 25-05-2023).

Arnhem housing platform

Arnhem is a Woondeal region which means that they have tempo tables in the Woondeal context. These tempo tables deal with acceleration and provide continuity in housing production (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). In addition to these tempo tables, the municipality has been working with the Arnhem Housing Platform to bring the system together. The system that has been set up there is The City Agreement Arnhem. The parties at the table there include developers, investors, builders, corporations and brokers. The whole system meets twice a year in a building council. In addition, there is the leading group that meets more often; this consists of the representatives of the blood groups that sit around the table at the building council. This includes in-depth and thematic sessions (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). For example, the moment a new policy is developed, an initiative from the municipality, the housing platform is used to discuss this. It is a stage and a platform where issues can be discussed. Within this housing platform, the municipality has good process guidance from *Woningmakers*. This is someone who is independent (Lenis, Department head of spatial legal affairs & housing, 23-05-2023).

Critical view

Schimmel (Senior development manager, 04-05-23). thinks an acceleration table is not entirely unimportant, but believes you should not see it too instrumental. According to him, it is more of an excuse for talking to each other than actually taking steps. After all, a consultation table has no decision-making power, no democratic character. It cannot properly fathom the consequences and so it cannot be given proper decision-making or direction (Schimmel, Senior development manager, 04-05-23). For this reason, he says that an acceleration table should not be abused. You can only steer matters when you descend to project level, and you don't do that at an acceleration table with so many parties (Schimmel, Senior development manager, 04-05-23). The solution can be found elsewhere: The political culture and history plus a municipality's productive way of acting on a housing issue is far more decisive than an acceleration table approach. There needs to be a system where developers have a different role and where the municipality has to take a more proactive role. The moment the system does not change, an acceleration table will solve nothing (Schimmel, Senior development manager, 04-05-23).

Market participants should be given a greater role in policy making, as they are the only ones who can take on implementation. This would make the policy more realistic. To arrange this, he believes a regional acceleration table could be set up with the goal of getting to know each other and being mindful of local differences between municipalities (Broekhuijsen, Strategic developer, 25-05-2023). Broekhuijsen (Strategic developer, 25-05-2023) also believes that the market should be present at the kick-off meeting and that the municipality should not first spar over the plan provided by the developer without the developer being present. This would ensure a shorter schedule and a quicker filed initiative.

5.5 Cooperation and relation

Transparent mutual conversation

One of the aspects that is important within good cooperation is the mutual conversation in which the parties talk to each other in the same way, even in more difficult times (Broekhuijsen, Strategic developer, 25-05-2023). It is important to have a good conversation with each other from the beginning about the frameworks (Lenis, Department head of spatial legal affairs & housing, 23-05-2023), bottlenecks (Schimmel, Senior development manager, 04-05-23), feasibility of ambitions and policy and expectations (Van Loon, Director, 10-2022). Politically different choices may be made than reality can handle. If the municipality and the developer cannot work it out, that is okay too, but at least there is a discussion about how to proceed and

how to find solutions (Lenis, 2023). Such a discussion is also a way of considering together what both parties actually want and not necessarily what must be done, in order to then see what fits (Maas, Director, 22-05-2023). The 100 days approach and the acceleration tables form a platform to discuss the content together, without the municipality deciding anything itself (Broekhuijsen, Strategic developer, 25-05-2023). Maas (Director, 22-05-2023). said that the entire process of the 100 days approach should be organized in this way. Now, once the 100 days are over, the process continues in the 'normal' way.

Municipality and developer must be able to move with each other in the discussion (De Visser, Project manager housing, 12-06-2023), which means that the parties must be open. The parties should not talk about each other, but much more with each other; they should learn to speak each other's language. The city council often does not have a clear understanding of how much effort it takes for a developer to complete a business case, so the municipality piles on some (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). It is the complexity in the field and the unpredictability where few people can properly fathom what aspects are involved in an area development or in a housing task (Schimmel, Senior development manager, 04-05-23). With proper communication, it is clear who is working on what and what is being encountered. Transparency is an aspect that many municipalities encounter with developers. For example, developers sometimes have a hidden agenda (Van Dijk, Project manager housing, 22-05-2023) and they often tend to keep their cards close to their chest (Keulemans, Real estate specialist, 26-05-2023) (De Visser, Project manager housing, 12-06-2023). Instead, it is important to put those cards on the table to remain honest with each other (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). and maintain the common interest (Keulemans, Real estate specialist, 26-05-2023). Sharing everything clearly with each other creates acceleration (Broekhuijsen, Strategic developer, 25-05-2023).

Transparent mutual conversation also creates clarity in the process. There should be a clear framework on how you want to work with each other and in which processes you do so, so that both parties know exactly where they stand (Broekhuijsen, Strategic developer, 25-05-2023). There also needs to be clarity about who is in charge of what within both the municipality and the developer, so that you know who to go to with a question or comment and who has the responsibility (Broekhuijsen, Strategic developer, 25-05-2023) (Lenis, Department head of spatial legal affairs & housing, 23-05-2023) (Van Dijk, Project manager housing, 22-05-2023). Here it is important that there is one joint planning with the same completion date so that you work towards the same goal (Broekhuijsen, Strategic developer, 25-05-2023).

Another positive aspect of starting a discussion with each other is that you also have a moment where space is created to address each other if necessary. This could happen more often. The moment there is clarity about the process and one of the parties does not keep to it, you have to be able to call each other to account (Broekhuijsen, Strategic developer, 25-05-2023) (Van Dijk, Project manager housing, 22-05-2023). Both from party to party and among themselves.

Getting to know each other

Another important aspect of good cooperation according to the respondents is knowing each other. You often have a certain image of each other, but in the end that image is far from always justified and by getting to know each other you see the genuine interest you have in each other (Broekhuijsen, Strategic developer, 25-05-2023). This also ultimately creates mutual understanding (De Visser, Project manager housing, 12-06-2023). The moment you don't get to know each other, it is noted that you are less likely to get to each other, which leads to delays. By having conversations all the time, officials and developers meet by talking to each other

after the conversations. The informality is also an important consideration, according to (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). You don't have to become friends with each other, that's the other extreme, but you do have to understand each other (Broekhuijsen, Strategic developer, 25-05-2023). In addition, everyone benefits from keeping the relationship positive; You are going to see each other a lot and so you don't achieve anything with a quarrel (Van Dijk, Project manager housing, 22-05-2023). Also, relationship bonding has an effect on the developer's choice of a municipality to realize its project in (Broekhuijsen, Strategic developer, 25-05-2023).

As mentioned above, you don't have to become friends with each other, but finding a balance is still quite difficult. For example, it is noticed that in some projects, people are sometimes too friendly to each other and that a bit of professionalism is missing as a result (Van Dijk, Project manager housing, 22-05-2023). This professionalism is necessary to achieve a good process and product (De Visser, Project manager housing, 12-06-2023).

One comment made in this regard by the respondents is the hired employees. This has been happening a lot lately. The comment here is that you often have fewer ties with these people since they come and go. This is not a long-term cooperation or relationship (Broekhuijsen, Strategic developer, 25-05-2023). In fact, these hired employees do not work on an assignment basis (De Visser, Project manager housing, 12-06-2023). De Visser (Project manager housing, 12-06-2023) thinks it is more because of the way of working, since a good hire is just as involved, in his opinion. The thing is that hiring is often looked at differently; certain things a hired person cannot say, while someone employed by the municipality can (De Visser, Project manager housing, 12-06-2023).

Collaboration

To achieve acceleration, not only joint discussions should be held, but real collaboration should take place. Designing together, discussing together and convincing each other (De Visser, Project manager housing, 12-06-2023); both parties have to go full steam ahead (Maas, Director, 22-05-2023). Within this, you do see a kind of generation gap. The older generation would rather do it themselves than have someone dictate to them (Broekhuijsen, Strategic developer, 25-05-2023). It is noticed that it also depends on the people around the table (Van Dijk, Project manager housing, 22-05-2023). The younger generation thinks more in terms of the 'we', they are well aware that without a developer they are nowhere, but vice versa as well (Van Dijk, Project manager housing, 22-05-2023).

In addition, you want to bring energy together among the active parties (Keulemans, Real estate specialist, 26-05-2023). The moment everyone enjoys working on a project, you create a good atmosphere and energy is generated (Maas, Director, 22-05-2023). The result is that everyone is eager to go the extra mile, because everyone wants to be part of the team. The acceleration assignment and the accompanying acceleration actions require parties to think and act differently. Both internally and externally (Keulemans, Real estate specialist, 26-05-2023). Celebrating successes is therefore important. When a step has been taken, dwell on it together. This is part of the group dynamic (Maas, Director, 22-05-2023).

Trust

An important prerequisite for intensive collaboration and maintaining speed in your process is trust. It is important that both parties dare to be open and honest with each other (Van Loon, Director, 10-2022). trust to be open (Keulemans, Real estate specialist, 26-05-2023). This trust is sometimes lacking when the developer holds his cards close to his chest, so the trust that a

developer will do everything possible to make a good product and not pocket excessive profits is not always there. This is not so much because of the developer or the municipality, but because of the game being played with each other in the Netherlands (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). There have also been a number of developers who have not acted correctly, which creates distrust among municipalities toward developers in general (Maas, Director, 22-05-2023).

By sitting at the table with each other through, for example, the acceleration actions, the fact that you see each other, creates trust (Keulemans, Real estate specialist, 26-05-2023) (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). For example, Maas (Director, 22-05-2023). has the confidence that they can directly share everything with the municipality and they can still come back to something even if it has already been shared. In contrast, the municipality also shares things with them that are normally only shared in the longer term. This will be more difficult with large developers; they will not just share pieces that have not yet been approved internally (Maas, Director, 22-05-2023). By doing so, developers want to prevent a document from being distributed too early within the city hall (Broekhuijsen, Strategic developer, 25-05-2023).

Schimmel (Senior development manager, 04-05-23). believes that when it comes to a trust issue, it is more likely the ignorance and naivety on both sides, not looking realistically at the choice of system. In principle, one can assume that both the market party and the political party make their trade-offs in the public interest (2023).

Changes

What is encountered are the many changes from especially the municipality. It often has to do with changing frameworks from the government, which is experienced as changing the rules of the game and piling up policy (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). New policies that are suddenly initiated and new insights also cause delays in the process (Schimmel, Senior development manager, 04-05-23). For example, what was once started is suddenly thwarted by other requirements around social renting, the introduction of a target group regulation or a new policy. These are political policy ambitions that keep changing (Schimmel, Senior development manager, 04-05-23).

Another change named by several developers is changes of people within the municipality. Changes of coalition when there have been elections (Broekhuijsen, Strategic developer, 25-05-2023), changes of project leaders (Maas, Director, 22-05-2023). or a change of council (Schimmel, Senior development manager, 04-05-23). These changes create less trust and a lesser relationship. Actually, such a change should not matter, because one should continue with what one is doing now. In practice, however, it is different (Maas, Director, 22-05-2023).

Many stakeholders, many different ambitions

There are many parties involved within a new construction process. Certain aspects have to pass through a huge number of stages at both the municipality and the developer (Van Dijk, Project manager housing, 22-05-2023). This is because coordination must take place with all kinds of agencies and disciplines, which can make it difficult to get a quick answer (Keulemans, Real estate specialist, 26-05-2023). Another fact associated with this is that all these people want something and do not have the same interests in doing so. This creates all the loose compartments, making the process viscous (Maas, Director, 22-05-2023). For this reason, you should not make the groups in area development too large, but work with sub-groups and a main framework above them (Broekhuijsen, Strategic developer, 25-05-2023).

So, different parties are accompanied by different interests and ambitions. This ensures that cooperation is often not balanced in interests and risks. The municipality works from the political landscape and the developer from the business-economic perspective; that sometimes does not match with each other. There is no integral consideration there, but also no democratic decision-making (2023). In addition, the developer often has a less sense of urgency than the municipality (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). In contrast, Maas (Director, 22-05-2023). has the feeling that when they submit plan A as a developer, the municipality always wants plan B and vice versa. An attempt is then made to estimate as best as possible what the municipality wants in order to obtain speed. For this reason, a project manager from the municipality should sit on the side of the developer's table (Maas, Director, 22-05-2023). Though with her own interests, but with the same project interest goal.

One aspect that always comes into play within this issue involves costs. It is difficult to put ambitions on costs given that it is soon too expensive (Van Dijk, Project manager housing, 22-05-2023). Municipality and developer both have a different view of this. Municipalities say that with the developer, positive returns count for a lot, while the municipality is not working toward only one thing.; They can make a loss and go ahead and do the project anyway. It works differently with the developer; They only get paid when they are actually building (Broekhuijsen, Strategic developer, 25-05-2023). It is quickly thought that the developer just wants to make more money (De Visser, 2023)(Maas, Director, 22-05-2023). It is the financial strategy that the municipality is particularly up against with the developer (Lenis, Department head of spatial legal affairs & housing, 23-05-2023). However, the moment the developer does not make a profit, there will be no development. So, it is also in the municipality's interest that they make a profit (Van Dijk, Project manager housing, 22-05-2023).

6 Discussion

This chapter answers the three sub-questions using the information obtained from the previous chapter. These three sub-questions are formulated using the elements of Healey's institutional model of the development process.

6.1 Roles, cooperation and relationships

The first sub question is: *How are the roles of the agents and their relation fulfilled within this development process from first initiative to granted permits?*

First, the role of the municipality. This is described as a steering role with a reviewing and controlling element. On the one hand they make policy and on the other hand they implement policy as instructed by politics. At the same time, the municipality is also a link between politics and the market. They must connect the right parties given that projects are becoming increasingly complex. For this reason, municipalities need to create clarity by setting the right frameworks and priorities. It is important to note that the role of municipalities can differ given the diversity of municipalities, their own signature and the color of the municipal council.

The developer is involved as a sparring partner where they give advice based on their knowledge and expertise, address bottlenecks and help think of possible solutions. The developer is not the final decision-maker. It is to be expected that they listen to the policy goals drawn up by the municipality, implement them correctly and deliver in a planned manner. The role of the developer requires flexibility and a focus on ambition. They are also driven by the informal rules of cost.

The cooperation between municipality and developer differs from municipality to municipality and is sometimes seen differently from the perspective of the developer and vice versa. A given is that the municipality operates from the political landscape and the developer from the business perspective, which ensures that the cooperation is not always balanced in interests and risks. It is important that the parties dare to be open and honest with each other, but this trust is sometimes lacking within the cooperation. This is not because of the developer nor the municipality, but because of the game we play with each other in the Netherlands. In addition, it also has to do with unawareness and naivety on both sides.

What is noticed within the cooperation is that municipalities in which the municipality and developer spend a lot of time together, the trust is more present to share certain aspects at an early stage. The acceleration actions provide a platform to discuss the content together, which has a positive influence on the cooperation and relationship. The acceleration actions also allow the individuals who are part of the project to get to know each other better, which creates mutual understanding. The municipality and developer do not have to be friends, but they do have to understand each other. Finding a balance in this appears to be difficult in terms of being friendly with each other and maintaining businesslike and professionalism within their cooperation.

A final note regarding the cooperation is that the acceleration task requires intensive cooperation in which designing, consulting and convincing are done together; Both parties have to go all the way.

This research question captures the roles and cooperation between the municipality and the developer, which corresponds to step one of Healey's model (1992). By describing roles, the model gives a complete picture of the agencies involved. In this case, however, only two agencies are described.

According to Hooper (1992), the importance of institutional context would not be understood dynamically enough in Healey's model. The results on this sub-question show that the institutional context emerges clearly and describes in detail the roles and human characteristics that influence both the process and the collaboration.

This answered sub-question also confirms the reasoning that Healey's model is comprehensive in form, with the model being able to determine whether certain driving dynamics produce characteristic patterns of relationships between agents and whether this has an effect on the speed of construction, among other things.

6.2 Events within development process in terms of resources, rules and ideas

The second sub question is: *How does the process occur from the initial initiative to the granted permit in terms of the agents' resources, rules, and ideas?*

In general, this process has a long lead time in which much can be gained within the procedural time. Municipalities have to deal with many appeals because of the lack of understanding for projects in the backyard of local residents. For this reason, participation is very important.

Consideration must be given to whether we should focus on accelerating new construction at this time, or whether we should first focus on preventing delays. Accordingly, several municipalities are focusing on preventing delays by identifying delays in projects. Acceleration actions should be set up to speed up the phase from initiative to granted permits, but the question is whether the economic conditions allow for acceleration in the system we have devised in the Netherlands for this task.

The acceleration task is a task for the future. Within area development you are always working in the future and that makes such a development process difficult. For this reason, the developer also encounters that it is difficult to make agreements with a municipality; the moment the municipality sees risks, they don't want to make these agreements too early given the possible insights they may have next year.

The resources consist of land rights, labor, finance, information and expertise. The rules and ideas being deployed are split between those of the municipality and those of the developer. First, the municipality. The first thing the municipality can deploy is policy. This policy is given to developers and is seen as a threshold. Another aspect is the decision-making power of the municipality. What makes it difficult to carefully deploy the rules within a municipality and guide the process in the best possible way is the insufficient capacity at the municipality. Thereby, the acceleration actions require a lot of capacity, which puts other plans on hold without this approach.

As for the ideas of the municipality, high ambitions are paramount. They would prefer to score a 10 on everything, which affects the dynamics and wording of the rules. An idea is to use a starting memorandum to define the project. This is where the basic principles of the project are agreed upon, e.g., the ambitions. This memorandum should be between the abstract and the concrete. A final idea is the use of an initiative table in which one considers whether a project is promising or not.

The developer has fewer formal rules than the municipality, given that the municipality directs the process and makes policy. However, it is important that the developer feels co-responsible for the housing situation and thus for municipal policy, by giving advice, among other things. In addition to the developer's own expertise, they also hire knowledge for specific advice. In

doing so, developer behavior is also driven by cost. This affects the choices they make given that a developer acts from the business perspective. These could be called the informal rules of costs.

Regarding ideas, the developer believes that standardized concepts and processes can speed up the development process within the named phases.

Two aspects that affect how resources are used and determined are the acceleration actions including the 100-day approach and the acceleration tables. Within the 100-day approach, people work together on a single product. In general, respondents are very positive about this approach. It is not possible to create one 100-day approach for all of the Netherlands, given the differences in municipalities. The interpretation of this approach therefore differs per municipality. In one municipality, the approach serves as a quick scan to assess whether there is perspective or not, while in another municipality they are already working towards a more global end product. One thing is certain, the 100 days should not be shortened. The clarity in the approach is one of the reasons that the short lead time can be guaranteed. The intensive collaboration also contributes to this, in which tighter planning takes place. This intensive collaboration can be difficult for an organization given the pressure and manpower required to get it done. A single project leader who monitors the process is recommended within this approach.

An acceleration table is a consultative forum where all parties involved sit together on a regular basis to discuss a complex social problem. It is a uniform working method for large-scale area development, minimizing the chance of mistakes. Municipalities give their own interpretation to these acceleration tables. The first example is the Zwols Concilium, in which the various parties really try to understand each other. Together with the Concilium, the roadmap was drawn up, in which an aligned working method has emerged. Another example is the Housing Platform Arnhem, which brings the system together in the City Agreement. It is a platform where issues can be discussed.

This second sub-question examines the process from the initial initiative to the permits granted. The events consist of the initial initiative, the approval of the plan, and the granting of permits. These are decision moments two and three of Ploegmakers, Rouwendal and Van der Krabben's (2022) phase description, further explained in the operationalization.

This sub-question also examined the resources, rules and ideas that fill out this process, with material resources referring to the primary ingredients of the production process. These are determined in the production process of new construction and are land rights, labor, finance, information and expertise. Rules then determine how these ingredients are used and how they are determined by the institution or political process. Ideas influence the dynamics of resource use and rule formulation because they determine the interests and strategies of actors in defining projects. Describing these resources, rules and ideas corresponds to steps two and three of Healey's model (1992).

A strong economic tradition reflected in the more recent research of Bulan, Mayer and Sommerville (2009) is also reflected in the answer to this sub-question. Indeed, the developer is influenced by the informal rules of cost, which influences behavior. This is also reflected in the examination of McAllister, Street and Watt's theoretical framework (2016). However, the strong economic tradition has been strongly criticized for placing developers under the control of macroeconomic forces. As a result, it leaves too little room for individuality and behavior. As for individuality, this is not a problem within the research of this thesis, given that it is amply

included through generations, personalities and motivations. Behavior, on the other hand, could be explored further.

Although Healey's model emphasizes that a model of the land development process must account for spatial variation, property development within the model is not explicitly location specific (Healey, 1992). As a result, location differences in property development are not well explained by the model according to Van der Krabben and Lambooy (1993). The result on this second sub-question is written for all of the Netherlands, but according to the criticism of Van der Krabben and Lambooy (1993), it is questionable whether this is justified.

6.3 Perceptions about circumstances informing bottlenecks

The third sub question is: *What are the perceptions about the circumstances that inform the bottlenecks perceived by the agents?*

The first question that both developers and municipality ask is whether to focus on acceleration, or to focus first on preventing delay. By first creating an understanding of delay, opportunities for acceleration follow. It is questioned whether the euros at this time could not be spent in other ways to make people happy. Making people happy is a goal in itself, acceleration is not.

Looking at the process from first initiative to granted permits, there are several aspects that slow down the process according to the parties. First of all, the starting note. The market should be part of this, according to the developers. This would ensure a shorter planning and a faster submitted initiative. At the moment, the municipality first sparred on the plan submitted by the developer without the developer being present. In addition, according to the developers, the officials are already very detailed in the preliminary process; These detailed questions are for two phases later. In the process, the developers find that the municipality is often very slow, while the municipality frequently feels that they deliver a product quickly and then it stays with the developer for a long time. Projects also regularly have to go back to the drawing board because developers keep submitting plans below the lower limit set in the policy, according to the municipality. In addition, the municipality regularly encounters developers saying that certain projects are not possible given the rise in interest rates and the increase in construction costs.

According to the developers, the municipality is fond of making new political policies. What is encountered is that it does not consult enough with the market, causing disagreement. This is why developers feel they should be more involved in policy making, since they are the only ones who can take charge of implementation. The municipality sticks too much to policy, to the irritation of the developer that good plans are delayed or even cancelled altogether. Another delay in the process according to developers is the changes from the municipality. Often it has to do with the changing frameworks that is seen as changing the rules of the game and stacking policies. Therefore, developers would like to see a little more flexibility. The decision-making power of municipalities also sometimes leads to faces of skepticism among developers. On the one hand, they blow off a plan because of something relatively unimportant, but on the other, they say housing is priority one. At both project and process levels, there should be people who speak from their own personalities and opinions, weighing in the best interests of the city.

The municipality's high ambitions also cause delays in the process. These high ambitions affect the dynamics and formulation of rules to the point of exasperation for developers. The ambitions they have to meet keep piling up during the development process. In addition, a municipality should be more framing; Currently, tasks are performed by the developer, which

is actually a political task. Therefore, the role of the municipality is a topic of discussion. The municipality should act as an equal party, but in execution this is not the case. Something can also be said about the role of the developer; They should take a more proactive role and should be more strategic and intellectual in the context of good cooperation.

Municipalities are diverse and act differently because of their own signature and approach to projects. This is partly where the crux lies regarding the approach a municipality should follow. A regional development table is therefore appointed with the aim of getting to know each other and taking into account local differences between municipalities. A municipality that is not actively involved in the project and does not feel the direct impact of municipal policy creates a lot of political uncertainty in taking steps in the design phase. A proactive municipality is much more politically consistent, according to developers. In addition, within both the municipality and developer, you are dealing with different people who each have different interests. For this reason, the groups within area development should not be too large. Also, the municipality and the developer have conflicting interests. According to the municipality, the developer has less of a sense of urgency. In addition, municipalities indicate that a positive return is top of mind with a developer, while the municipality is working toward several things: They can make a loss and still go ahead with the project. With the developer it works differently; They don't get paid until they are actually building. It is quickly thought that the developer just wants more money. However, the moment the developer does not make a profit, no development will take place. So, it is also in the municipality's interest that they make a profit. In contrast, developers feel that when they submit plan A, the municipality wants plan B and vice versa. For this reason, a project manager from the municipality should be on the developer's side. Admittedly with her own interests, but with the same project interest in mind.

Lastly, the perception on the acceleration table in the context of cooperation. Whereas the 100 days approach and the acceleration tables are generally spoken of very positively, the acceleration table has some criticisms. An acceleration table is not entirely unimportant, but it should not be seen as too instrumental. It should not be an excuse to talk to each other while not taking actual steps. The question is whether it can fathom the consequences. A system in which developers have a different role and in which the municipality has a more proactive role is perhaps a better solution; At the moment when the system does not change, an acceleration table solves nothing. For this reason, the term development table is also used: A municipality may want to accelerate, but if there is a negative business case under it, construction will not take place.

The acceleration actions require more intensive cooperation which is not for every person. This also notes the generation gap that can get in the way of this. The older generation generally wants to do it themselves, while the younger generation thinks more in the we-term. This cooperation also requires the ability to talk to each other transparently, in which the municipality and the developer dare to address each other. This still happens too little. This is also because the trust between the parties is regularly lacking. The municipality has the feeling that the developer works with a hidden agenda and holds his cards close to his chest, while the developer is cautious about sharing documents too early so as not to spread them too quickly within the city hall.

This final sub-question shows the perceptions of the municipality and developer regarding the bottlenecks they experience. This is equivalent to the last step of Healey's model (1992), connecting the approach to underlying perceptions along with a description of the specific social conditions.

Adams' (2012) more recent work, which focuses on policy interests to understand structural differences in behavior, is also reflected in answering this last sub-question. Indeed, Adams' work focuses on understanding the motives and behavior of the parties involved. The results on this sub-question provide a clear picture of the motives both parties have in the development process. It describes how motives can interfere with the production of the built environment and therefore how important it is to understand each other. Only in this way can trust and alignment be achieved, which is emphasized within the different perspectives described by Adams and Watkins (2018).

6.4 Recommendations for further research

The first recommendation for further research is to do research within several municipalities, to get a more complete picture of the situation in one province or the Netherlands as a whole. In this way, differences can be compared. The focus is now on four municipalities, two of which are active within the 100-day approach and two within the acceleration tables. This does not give a complete picture of the Netherlands as a whole given that the selected municipalities are also fairly similar in terms of population and provinces. For example, it could be interesting to look at cooperation within the Randstad as well.

A second recommendation is that further research could be done on cooperation in which multiple parties are included. This study only looked at the cooperation between the municipality and the developer, but housing corporations also play an important role. More time should be set aside for a follow-up study or similar research to interview all crucial stakeholders.

It would also be interesting to focus more on the behavior of both parties. Initially, the desire was to include this within this research, but that turned out to be more complex than anticipated. Behavior has a great influence on choices, actions and the way people and parties interact, but is difficult to measure. However, this would provide valuable input to get a good picture of the cooperation and to identify points for improvement.

A final recommendation is to continue to monitor collaboration. Especially with the emergence of the many acceleration actions. These actions require more intense collaboration than when going through the familiar process. This is new for many which requires a change in actions and a change in culture. It is important to continue to monitor this collaboration to achieve the 900,000 additional housing units by 2030.

7 Conclusion

The previous chapter answered the sub-questions. In this chapter, the main questions will be answered. First, the research question will be answered. Through the resulting meaningful findings, the design question will be answered in this same chapter.

7.1 Bottlenecks

The research question is: *What are the bottlenecks within the development process from first initiative to granted permit focusing on the cooperation between municipality and developer within Dutch municipalities?*

Within the collaboration, bottlenecks have emerged from both the municipality and the developer. The developers encounter the municipality's policies. The municipality regularly introduces new policies, sticks to them too much, changes the frameworks and piles up policies. In addition to this stacking of policies, the developers also encounter stacking of ambitions that are too high. Another issue is that the municipality says that housing is priority 1, while some choices suggest otherwise. In addition, it is difficult to make agreements with the municipality because of the acceleration that is a future task. Finally, the developer prefers to work with a proactive municipality rather than a non-proactive one.

The municipality sees the developer as a delaying factor in part due to the fact that they regularly submit plans below the lower limit, forcing plans back to the drawing board. Other issues are that plans remain with the developer for longer periods of time and it is often indicated that plans cannot be done now because of external factors. The municipality also feels that the developer has less of a sense of urgency. Lastly, the municipality runs up against the financial strategy of the developers, which influences their behavior.

What emerges from the above is that both parties often communicate too little and therefore are not well informed about each other's ambitions, ideas and aspects they encounter. As a result, the common interest is sometimes lacking. This is partly due to the distrust that exists between the municipality and the developer. The municipality feels that the developer holds his cards too close to his chest, while the developer fears that the municipality is spreading the documents too early within city hall. This distrust is partly due to the lack of knowledge and naivety of both parties, but also due to the game we play with each other in the Netherlands. This also results in the parties not addressing each other enough.

The relationship between the municipality and developer is sometimes somewhat recalcitrant because of the different interests. The municipality operates from the political perspective and the developer from the business perspective, which ensures that the cooperation is not always balanced in interests and risks. In addition, both parties occasionally have to deal with conflicting interests so that the common interest is sometimes lost sight of.

The acceleration actions require more intensive cooperation from the two parties, but this can still be quite difficult at times given a number of aspects. There is a generation gap and the change of project staff does not help either. Moreover, within the collaboration it is sometimes difficult to find a balance between being on friendly terms and maintaining professionalism.

7.2 Opportunities

The design question is: *How can the construction of new housing be accelerated within the development process from first initiative to granted permits focusing on the cooperation between the municipality and the project developer within Dutch municipalities?*

First of all, it is advisable within the collaboration not only to focus on accelerating new construction, but also to be engaged in identifying delays within projects in order to prevent delays. Both require good and regular communication between the parties. The parties should be aware of each other's roles, interests and goals, and should have an honest discussion with each other. Not only about the project itself, but also about expectations and contributions to the collaboration. Important within this communication is also that you dare to share your uncertainties and address each other, resulting in appreciation for being open and transparent. This also contributes to trust towards each other, created by being hard on the rules and soft on the relationship.

To improve communication and thus cooperation, it is advisable to look at the motivations and colors of the municipality and developer running a project together. There are several psychological color models, which give insight into personality of people and their behavior. The moment you gain more insight into your behavior, you become more communicative, you see more quickly where your pitfalls lie and you can also read other people better. This ensures better cooperation and faster conflict resolution. It also gives an insight into which function or role suits you best. By incorporating a coloring method within the project team, you learn to understand each other's language better. It is therefore important that in addition to your own color personality, you also analyze the color personalities of the other project members. You can also create the project team from the color profiles by looking at which role is most appropriate for a person, who can complement each other, or who should work together to a lesser degree to avoid conflicts.

In addition to considering color personalities, making positive use of the different generations within a project team is recommended. The generation gap sometimes creates a difference of opinion on how to approach issues. Also, different generations often have different views on values, needs and group responsibility. Knowing about the differences and common ground between these generations can help to improve mutual cooperation. Each generation brings its own talents, beliefs and abilities. Combining these can take the project team to a higher level.

Municipality and developer operate from a different perspective: The municipality from the political perspective and the developer from the business perspective. As a result, cooperation is not always balanced in interests and risks. It is important that there is a common goal throughout the process that is maintained. Both parties should respect the fact that they each approach the project from a different perspective. Here the municipality should take into account that the financial strategy influences the behavior of developers due to informal rules. Also, ambitions should not pile up too high, this creates a recurring conflict in the cooperation. Using a quality rose is recommended in this regard to keep both parties involved in the ambitions: The municipality sets a number of ambitions that must score at least satisfactorily and from these the developer chooses x number of ambitions on which they will excel.

Cooperation can also be improved in terms of clarity and efficiency. Delineating very clear steps to be taken in the process between the first initiative and the granted permits will create more clarity among the parties and will thus have a positive influence on efficiency. A clear process should be mapped out that cannot simply be reversed by either party. The 100-day approach and the roadmap are good examples of clear processes. Acceleration tables can also

have a positive influence on cooperation, but they should not be used too instrumentally since they have no decision-making power. It should not become an excuse to start talking to each other. A regional acceleration table with the aim of getting to know each other and identifying local differences, combined with a clear phased plan could be an option to improve cooperation.

7.3 Reflection and limitations for own research

Reflecting on the research period, the researcher is generally satisfied with the results. The fact remains that this is a master's thesis, involving multiple limitations within different aspects of the process. First, the limited time involved. This influenced the final delineated topic. The housing shortage in the Netherlands concerns a large, barely defined problem. With the focus on accelerating housing construction, there is a small move down the funnel, but even this remains too broad to explore within the master's research. Hence, the first focus was within the phases that compose the process of new construction, namely from initiative to granted permits. However, this means that delays in earlier and later phases were not examined. Preliminary research has shown that most delays occur in the delineated phases, but this does not mean that significant delays cannot be found in the remaining phases. Next, delineation was done on a particular theme in which delays or bottlenecks were examined, namely in the cooperation between the municipality and the developer. By focusing on cooperation, other bottlenecks are not included, such as external factors beyond the parties' control. Also, only two parties were chosen, while there are many more parties involved in the new construction process. Other market parties, the provinces and permitted institutions such as housing associations are not included. Given the time in which a master study is completed, not all the questions associated with a specific topic can be answered. Therefore, questions will remain unanswered after this research.

In line with the above reflection and limitation, the first intention was to conduct a data analysis in addition to a multiple case study. Indeed, several reports have been written within Stec Groep on the topic of acceleration. Both qualitative and quantitative reports, written for market parties, municipalities, provinces as well as for the ministry. During the research, the researcher found out that an entire analysis of multiple reports is not feasible. For this reason, it was decided to include them in this research, but in a different form. Desk research was used on data collected by others. The data was therefore not incorporated into the chapter results, which was the initial intention. The data from these reports has now been used to intensify the interviews.

Another limitation affects external validity and generalization. Despite the fact that a multiple case study and not a single case study was chosen, the cases studied still affect the above aspects. This is due to the relatively few municipalities actively using acceleration actions. As a result, there was limited choice in terms of the different cases and some cases are very similar. For example, Breda and Veldhoven are in the same province and the municipalities, except Veldhoven, all have populations between 120,000 and 185,000. Based on the collaborations in these four municipalities, it cannot be said that this is the case for every municipality. In line with this is the low number of interviews. In the ideal situation, more interviews would be conducted until at least saturation would occur. Again, this is unfortunately not possible within the time frame of the master thesis. However, as can be read in the methodology, the cases and interviewees can still be called representative.

A further limitation relates to the subject of the study. Describing a collaboration between different parties and persons is not tangible and is very difficult. Different persons, means different opinions and ideas. Here the culture within companies plays an important role. Each municipality and developer company has its own culture. Attitude and behavior therefore

depend on this, but also on the individuals themselves. This makes it difficult to give an objective description of these collaborations. According to the researcher, by speaking to several individuals, it was still possible to extract the key aspects. It was noted that despite the low number of interviews, certain aspects frequently recurred.

7.4 Limitations of the results

Besides the reflections and limitations mentioned in the previous section, affecting the process of the study, there are also limitations regarding the results. The first limitation includes the somewhat sensitive issue of the subject. It is a very personal subject in which the interviewee is asked to highlight the good aspects as well as the lesser sides of the other party. This was reflected in the interviews by noticing that interviewees were afraid to speak some things out loud. A number of interviewees literally said that what they wanted to say next was not possible or that the researcher was not allowed to mention their name with a certain statement. Because of this, the interviewees did not always speak their minds.

Another limitation within the interviews is the self-reflection that was expected of the interviewees. As mentioned above, they were asked about the lesser sides in the other party's approach or attitude, but here they were also asked to look at the lesser sides of themselves. This proved difficult at times for the interviewees to answer. Because of the trusting atmosphere of the interviews, meaningful answers eventually came out that also seemed to make sense, but this took a bit more effort.

A third limitation is the interview with Van Loon. I would have liked to have done this interview myself so that I could have used the same interview guide and the answers would be most comparable to the other seven interviews. Unfortunately, this went wrong in the planning. I was lucky enough to have access to the earlier transcript regarding the same topic and interviewee conducted by Stec Groep in October 2022. However, it does affect the outcome: There are topics that are not discussed in this transcript, which means I have 1 less respondent on these aspects.

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Appendices

Appendix 1 Interview Guide

This interview guide has been prepared for officials of a municipality using the 100 day-approach. It is equivalent to the interview guide for the municipality using the cooperation tables. To tailor the interview guide to the project developers, the word municipality has been replaced by developer and vice versa.

Introduction	First of all, thank you for taking the time out of your busy schedule for this interview. First, I will briefly introduce myself and explain the purpose of this interview.
Explanation aims of the research	I am Zoe Wolff, a student from the Radboud University in Nijmegen and I'm currently writing my thesis for the master program Spatial Planning, specialization Planning, Land and Real Estate Development. The problem central within my thesis is the housing shortage in the Netherlands. Within this thesis research, I am looking for strategies to accelerate housing production within the phases from initial initiative to granted permits. Here the focus is on the cooperation between the municipality and the project developer. By means of a case study in which I examine the situation within the 100 day-approach and the method of acceleration tables, I hope to arrive at a strategy that will contribute to an accelerated first phase within the development process.
Anonymity and confidential processing of data	Do you mind if I mention your name when processing our research? Do you mind if I email my findings as a result of this interview to you for verification before processing? The things you tell me will be used only for this research and not for any other purpose.
If respondent wants to quit	If you would like to stop during this interview, please indicate this and we will bring this interview to an end.
Audio recording	I would like to record the conversation in order to process and analyze the information as carefully as possible. Do you mind if the conversation is recorded?

Topics	Possible questions including probes
Introducing questions	Can you briefly introduce yourself, who you are and what your position is within the municipality?
The 100-day approach	<p>What does the 100 day-approach mean for the municipality of X?</p> <ul style="list-style-type: none"> - Within the different phases <p>→ What is your role as a municipality within the 100-day approach?</p> <ul style="list-style-type: none"> - Within the different phases - Different departments and functions - Role of project developer

Resources, rules and ideas	<p>how does the municipality manage the development process between initiative and permit?</p> <ul style="list-style-type: none"> - Policies - Tools - Ideas
Bottlenecks	<p>What are the main bottlenecks within the development process between first initiative and granted permits?"</p> <ul style="list-style-type: none"> - Focusing on the cooperation with the project developer - Looking at different aspects e.g. ambitions, finance, culture, etc. - <p>What pros and cons are you still experiencing specifically within the 100 day-approach?</p>
Relationship with project developer	<p>How would you describe the cooperation with project developers?</p> <ul style="list-style-type: none"> - In more general terms - Concerning the approach
Opportunities for acceleration in collaboration with project developer	<p>Are there still opportunities for acceleration?</p> <ul style="list-style-type: none"> - in the municipality's approach - In the developer's approach - in cooperation with the project developer
Formal closure	<p>Are there any issues that were not addressed during this interview? Or would you like to add anything else?</p> <p>If I have any questions while processing the results, may I contact you again?</p> <p>Thank you for your time!</p>