DOI: 10.23817/2023.defarch.2-8

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# ARCHITECTS AS DEVELOPERS IN COOPERATIVE HOUSING. A WAY FOR INNOVATION BROUGHT BY COLLECTIVE PRIVATE COMMISSIONING (CPC) AND CO-COMMISSIONING (CC) PROJECTS IN AMSTERDAM

# ARCHITEKCI JAKO DEWELOPERZY W KOOPERATYWNYCH MODELACH PROJEKTOWANIA. DROGA DO INNOWACJI POPRZEZ KOLEKTYWNE PROJEKTY MIESZKANIOWE W AMSTERDAMIE

Abstract

The implementation of systems promoting production, streamlining construction, and consolidating design has diminished architects' involvement in traditional housing processes. This paper focuses on analysing architects' roles in Collective Private Commissioning (CPC) and Co-Commissioning (CC) as alternatives, and evaluating their strategies for multifamily housing in Amsterdam. It has been noticed that competitive housing market has professionalized cooperative housing there, with architects transitioning from service providers to investment leaders. This signals that architects are reclaiming a holistic role within the collective housing niche.

*Keywords: architect-led process, co-design, architecture, collective housing*

Streszczenie

Wdrażanie systemów deweloperskich, nastawionych na produktywność i konsolidujących projektowanie, zmniejszyło zaangażowanie architektów w proces tworzenia architektury mieszkaniowej wielorodzinnej. Niniejsza praca skupia się na analizie ról architektów w procesach alternatywnych, jakimi autorzy określają projektowanie dla klientów prywatnych w grupie *kooperatyw mieszkaniowych* (Collective Private Commissioning: CPC) oraz klientów w grupie z profesjonalistą (Co-Commissioning: CC) implementowanych w Amsterdamie. Zauważono, że konkurencyjny rynek mieszkaniowy spowodował profesjonalizację sektora kooperatyw, a architekci przeszli z roli dostawców usług do roli liderów. To może sygnalizować, że architekci odzyskują sprawczość i rozszerzają swoją rolę w niszy kolektywnego budownictwa.

*Słowa kluczowe: procesy architect-led, co-design, architektura oddolna, kooperatywy mieszkaniowe*

## 1. INTRODUCTION

Housing across European cities, in response to the progressing decentralization of public services and privatization of public housing, evolved towards a more market-oriented approach. Privatization of multifamily housing estates as well as money driven processes of their emergence marginalized the role of architects. A similar process that took place in the USA in the 2nd half of the 19th century resulted in some architects taking on the roles of investors and developers, assuming hybrid roles. In the 1960s and 1970s, hybrid roles in professional architecture were discussed openly[1]. During that period, John Portman, a renowned figure in architecture, emerged as a passionate advocate for the architect-as-developer concept. In 1976, Portman and designer Jonathan Barnett co-authored a book titled *The Architect as Developer*[2]. While the book showcased Portman's projects, it also served as a manifesto promoting the idea of design-development. By the 1980s, design-development processes led by architects have proven effective in enhancing the level of design quality and establishing a competitive strategy. However, these processes also place significant financial burdens on architects and necessitate a considerable level of knowledge beyond their professional domain. In the present day, the speculative nature of the market, whether it pertains to private or public housing investments, is widely recognized for its ability to expedite project delivery. Yet, this emphasis on speed and accountability often comes at the expense of design quality. The combination of high financial risks and time constraints frequently discourages architects, particularly those dedicated to qualitative and sustainable approaches, from venturing beyond their traditional roles as designers within the industry.

In contrast to the exclusion of smaller stakeholders from the investment game in the free market, there is a notable re-emergence of collaborative housing models observed in Europe[3]. The nature of larger investments necessitates highly professional approaches from residents who come together as a collective group. In the Netherlands, changes were brought about by the housing crisis and the response of certain local governments to the property market decline after 2008, ultimately stimulating a system that could support grassroots and participatory housing investments. The municipality of Amsterdam has been facilitating self-build (Dutch: *zelfbouw*) CPC projects systematically since 2010, by leasing plot lands and providing a systemic structure for the cooperation between the collective groups and the city. Until today the policy resulted in diverse realizations in lower-density neighbourhoods as terraced houses and downtown higher-density areas as multifamily housing. The city plans to maintain its existing policy of promoting ownership in the housing market, while promising to leave 10% for housing cooperatives: *wooncoöperaties*, (which gradually are replacing CPC and CC projects) by 2040[4]. In addition to developers and housing corporations, the city lists private investors (individuals, co-ops, small housing cooperatives) as an opportunity to build and manage lower-cost housing, and participate in neighbourhood development and local entrepreneurship. Land lease for CPC and CC models gave architects a chance for creating and managing a whole process of design as

[1] M.G. Lasner, *Architect as developer and the postwar US apartment, 1945–1960*, "Buildings & Landscapes: Journal of the Vernacular Architecture Forum" 2014, vol. 21, no. 1, p. 48.

[2] J. Portman, J. Barnett, *The architect as developer*. McGraw-Hill, New York 1976.

[3] L. Tummers (ed.), *The Re-emergence of Co-housing in Europe*, Routledge, London 2017.

[4] Gemeente Amsterdam [Municipality of Amsterdam]. *Omgevingsvisie Amsterdam 2050. Samen stadmaken*. https://amsterdam2050.nl/samen-stadmaken/ (access: 23.12.2022).

multirole figure. The results of this processes may give a hint of how architecture would evolve if it was in architects' hands.

The 2000 Act (VROM) introduced the concept of Collective Private Commissioning (CPC) in the Netherlands, shaping the agreement between actors in the construction process for private clients as a group. However, in reality, CPC began to evolve into a model for housing development strategies in the Netherlands after 2009[5]. A housing cooperative, as understood in CPC, refers to a construction group comprised of future residents undertaking a housing investment. In the Netherlands, all private investments in owner-occupied housing construction are referred to as self-build. Researchers and local governments have noticed a conceptual distinction between CPC construction groups and construction groups with professional Management Organizations (CC). Differentiating between CPC and CC processes can sometimes be challenging in terms of the degree of participation in the project, especially if a professional from the industry is a member of the future residents' group and assumes a leadership position. Some authors describe CC as characteristic of the Dutch market[6]. The interest of professionals, particularly architects and small, new developers, was evident during the formation of the self-build market in Amsterdam. One form of CC described in English-language literature is the "Architect-led Collective Private Commissioning," where the architect also assumes the role of the process leader. There are cases when the architect, taking the initiative, already possesses land rights and/or an initial design. In practice, in self-build projects in Amsterdam, both CC and CPC undergo the same formal process. Currently, however, tenders for CPC involve different plots of land compared to CC tenders. Since 2011, the beginning of the introduction of self-build in Amsterdam's housing resource acquisition strategy, approximately 30 multi-family buildings have been constructed by cooperative groups, meeting the housing needs of over 1,000 households. This accounts for about 2% of the city's housing production. Behind this small number lie innovative, ambitious, inclusive investments that challenge established notions of what urban housing truly is. The municipality outlines the requirements for land development dedicated to groups in detailed "plot passports" (Dutch: *kavelpassports*). In the city center, there is limited space for new housing developments, which is why CPC and CC blocks are mostly located in areas of post-war demolitions (West, Nieuw-West), reclaimed industrial sites (Amstelkwartier, Houthaven, Buiksloterham), or artificial islands on the Ij River (Centrumeiland, Sluisbuurt, Houthaven).

There are signals that architects use CPC or other forms of collective models as a way to lead housing projects. In Berlin's projects researched by K. Ring[7] over 70% of the co-housing investments are architect-led or initiated by architects. This raises the question of how collective groups can establish effective collaborations with architects to develop high-quality and innovative housing solutions, while also taking into account the speculative nature of the market. This paper aims to investigate whether CPC projects, particularly those led by architects, can serve as a niche where architects reclaim their role as process leaders and innovators. The ultimate goal of the research was to identify the role of the group of future

[5] *Ibidem*.

[6] V. Kompier, M. Raap, A. Rietsema, N. Jutten, *Ruimte voor de Tussenmaat*. „Lay-out" 2012, no. 21; M. Zandvoort, R. Baltus, W. Rauws, *Duitse lessen voor CPO in Nederland*, "Rooilijn" 2013, no. 46(1), pp. 48–53.

[7] K. Ring, *The Self-Made City. Urban Living and Alternative Development Models* [in:] M. Arefi, C. Kickert (eds.), *The Palgrave Handbook of Bottom-Up Urbanism*, Palgrave Macmillan, Cham, Switzerland, 2019, pp. 131–147.

residents and the role of architects in processes that can be defined as successful, resulting in the creation of multi-family buildings in Amsterdam.

## 2. METHODOLOGY

Investigation of the role of the architect in CPC and CC process of selected projects. The framework was to select projects based on following criteria:

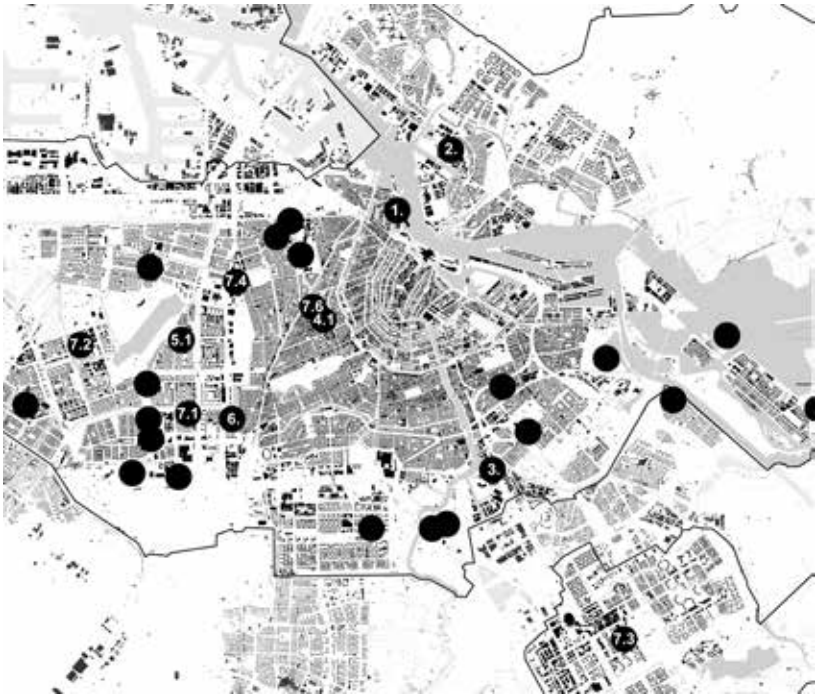
1. The project was developed together with future residents in CPC, CC process, which required future resident's participation.
2. The construction was carried out after 2010, as a result of adopting the city strategy, which involved future residents in the development of multi-family buildings. This criterion also arises from the interesting market context that emerged after the 2008 crisis, initially with attempts by the city of Amsterdam to stimulate housing investments, and later with adjustments to the strategy in the face of a rapid increase in the number of commercial investments around 2016.
3. The projects were implemented on municipal land, which required collaboration with the municipality and going through an evaluation process regarding values significant to Amsterdam's spatial policy.
4. The implementation stood out in terms of the applied spatial solutions or the strategies for conducting project and organizational activities.

The projects were analysed in qualitative case study, in two stages. The first stage is the analysis of the process. The second stage evaluates the results of the process. The research of individual projects was based on collecting primary data: 7 interviews with architects (based in Amsterdam and experienced with researched models) conducted by the authors, research based on professional practice in a Dutch design office, including field research, as well as secondary data analysis based on the mentioned sources.

Table 1. Analysed projects.

| | Architecture office | Leadership |
|---|---|---|
| 1.1 PUUUR Blok Houthaven | Atelier Puuur | architect-led |
| 1.2 Casco-Lofts Houthaven | Mark Koehler Architects | architect + other professional-led |
| 1.3 Superloft Houthaven | Mark Koehler Architects | architect + other professional-led |
| 2.1 Go-Buiksloterham | Sophie Valla Architects | architect-led |
| 2.2 CiWoCo Buiksloterham | GAAGA | architect-led |
| 2.3 Stories Tower Buiksloterham | Olaf Gipser Architects | architect + other professional-led |
| 3.1 Amstelwijk | Blauw Architecten | professional-led |
| 3.2 Amstelloft | We Architecten | architect-led |
| 3.3 Amstel C1 | Olaf Gipser Architects | architect-led |
| 4.1 De Roze Hallen | De Werff Architectuur | residents-led |
| 5.1 Urban Garden | Global Architects | residents-led |
| 6.1 Pondok | CRUQ architectuur & stedenbouw Tom Jonker | residents-led |

| | Architecture office | Leadership |
|---|---|---|
| 6.2 Schetsblok | ANA architecten | professional-led |
| 6.3 Nautilus | Hein De Haan Architectuur | residents-led |
| 7.1 Klushuis Klarenstraat | Vanschagen Architecten | professional-led |
| 7.2 Klushuis Broekmanhuis | Ponec de Winter | architect + other professional-led |
| 7.3 Klushuis Kleiburg | Consortium De Flat<br>NL Architects,<br>XVW architectuur | professional-led |
| 7.4 Klushuis Amundsenhofje | Hulshof Architecten | residents-led |
| 7.5 Klushuis JFK Smartloft | Space&Matter | architect-led |
| 7.6 Klushuis Ons Dorp | Space & Matter (concept);<br>CASA architecten (project) | residents-led |




Ill. 1. CPC and CC projects in Amsterdam for multifamily housing. Numbers refer to analysed projects (see: Table 1). Source: PhD thesis research (M. Mader 2023).

## 3. RESULTS AND DISCUSSION

The CPC and CC processes in Amsterdam are characterized by professionalization resulting from intense competition in the primary housing market. Limited land availability, high demand for housing, and the municipality's stringent quality requirements, coupled with rising prices, have created challenging conditions for private initiatives. In contrast

to the opinion presented in the study from the University of Nijmegen,[8] research on Amsterdam's processes demonstrates significant involvement of architects and other industry professionals, such as contractors and developers, as leaders in the processes, including those identified as CPC in publications. Cooperatives and the city viewed the participation of professional parties in tenders for CPC as a threat, leading to the separation of land tenders for CPC and CC in 2016[9]. Intention letters signed by at least one-fourth of the future residents' group were purposed to foster greater participation, exceeding that of consumer-oriented projects[10]. The analysed projects were developed between 2013 and 2021, a period when the young market shaped the characteristics of Amsterdam cooperatives as professional entities. Over the years, attempts were made to distinguish market concepts and level the playing field for social and grassroots cooperatives, thereby reducing the number of offers for CPC and CC in favour of the *wooncooperatie* model, which is currently a priority for the municipality in stimulating self-build[11]. It is possible that due to the changing ownership model for cooperative investments, the described process characteristics will undergo further changes in the coming years. The city's policies implemented at least until 2018, though largely based on market trends, have facilitated the creation of high-quality multi-family architecture, with significant involvement of future residents and, depending on the process, often extending well beyond the design of individual units.

### 3.1. THE GROUP AS AN ACTOR IN THE PROCESS

In all analysed Amsterdam models, the group of residents plays a central role as the end recipient of the construction process. In processes initiated and supervised by residents, known as community-led, the level of involvement, determination, and awareness must be very high, given the specific characteristics of the Amsterdam housing market, in order for the group to achieve success. In Buiksloterham, the only group that failed to build a building in Block 20 was the one that decided to oversee the entire process without the support of industry specialists. Among the Amsterdam creators, groups such as de Roze Hallen, Nautilus, and Pondok have emerged as examples of groups both initiating and leading the processes of creating their residential environments. All of them have achieved significant success in various aspects. Pondok and Nautilus are examples of cooperatives with ambitions to build community-oriented neighbourhoods, creating spaces for integration within and outside the group. It is worth noting that in both cases, architectural professionals played the role of internal leaders. The De Rose Hallen group created a building dedicated to older people and LGBTQ+ individuals, employing external specialists to support them in the process. Community-led groups naturally collaborate with the architectural and construction industry, but it remains

[8] N. Groeneveld, *Co-housing in Amsterdam: analysis of practice and performance of architect-led collective private commissioning from a resident perspective*, Spatial Planning Radboud University Nijmegen, Nijmegen 2018, p. 17.

[9] J. Boer, *Toekomst 'mede-opdrachtgeverschap' onzeker*. "NUL20", 2021, no. 107, https://www.nul20.nl/dossiers/toekomst-mede-opdrachtgeverschap-onzeker (access: 5.10.2022).

[10] During the pandemic, this requirement was waived.

[11] In 2021, Amsterdam launched a loan fund for *wooncooperaties*. Currently (27.06.2023), almost all new multi-family zelfbouw processes are cooperative projects: Sluisbuurt, Elzenhagen Zuid, Jacob Geelbuurt, Havenstraat, Amstelkwartier. Only two locations have ongoing CPC and CC projects: Centrumeiland and E-buurt.

an external entity. In the case of Collective Commissioning (CC), industry professionals are somewhat integrated into the group. Based on research on Casco-Lofts and Superlofts groups, Groeneveld divides future residents into two types based on their attitude: active individuals ready to engage in the process, seeking knowledge and/or leading the group, and those who delegate active participation to others. De Winter's experience shows that the motivated group that entered the process was not familiar with the financial risks, the potential duration of the process, or the project stages. As a result, during the Broekmanhuis initiative, everyone except one family withdrew at various stages and was replaced by new members. Nonetheless, the process continued, and the building was completed. Community-led processes, as shown on the graph, often take considerably longer. However, this is not due to the incompetence of the groups, but rather a factor of community building that precedes the decision to construct a house. The Schoonschip group paved the way legally to enable the realization of their village. The Pondok and Nautilus groups based their previous activities on culture and then decided to build a communal building, a search that took several years. Where grassroots groups were formed with the purpose of building a house (Amundsenhuis, Ons Dorp, Urban Garden, De Rose Hallen), the processes lasted just as long as groups led by internal professionals. The average duration of the entire process in these cases is approximately 4 years. In the co-creation model involving a housing corporation, as well as in the Klushuis[12] Kleiburg and Merkelbach models, future residents are not a cohesive group in the same sense as in other models. Their shared objective is solely to acquire rental accommodation.

### 3.2. BUILDING GROUP AWARENESS IN ARCHITECT-LED PROCESSES

A fundamental factor in the processes carried out by the architects is to establish thoroughly the expectations and values shared by the future residents (Van Kessel). The architects conduct workshops (Global Architects) or surveys (Valla) that help them define the common ground of all group members. Valla presented a project to the Go-Bsh group that was far different from the clients' inspirations, but took into account the group's goals and values. This was enough to win the clients' trust. Valla herself represents an undemocratic attitude towards the organization of the process, saying that she does not believe in compromise design. In those groups, the architect is an internal actor, several designers (Gipser, de Winter, Hoevenaars) mention transparency of activities as a key element of the process. Some architects like Alebeek and van Kessel talk about educating clients, thus moving from the role of an informer to that of a teacher. Valla notes that, for clients, many concepts related to design and construction are abstract. They know that they would like a sustainable and energy-efficient building, but fail to translate the idea into real-world consequences. Designers have noticed that future residents do not want to bear the risk of pre-financing a project if they did not initiate it. De Winter sees the group's investment of funds as a pivotal moment for member engagement. Koehler noted a similar correlation in the Casco-Lofts process and introduced a €1,000 deposit for the clients. The costs of pre-financing the project in the analysed cases were often covered by the architects (de Winter, Valla), sometimes by the contractors (De Nijs in Go-Bsh), but this is not a practice they recommend as beneficial. In CC processes that are

[12] Do-it-yourself (DIY house; Dutch: *Klushuis)* in: B. Boonstra, W. Lofvers, *Do-it-yourself assemblages in urban regeneration*, "disP – The Planning Review" 2017, no. 53(1), pp. 6–17. DOI: 10.1080/02513625.2017.1316499.

approaching customer-oriented developments (Dutch: ZPO), it is a common practice to shift the risk of pre-financing to the developer. When the dreams of future residents are juxtaposed with the cost estimate for their realisation, future residents often give up shared spaces. It happens, as in the case of Go-Buiksloterham, that a group consciously, from the beginning of the process, does not want any usable spaces to be shared with others. However, this is not indicative of bad relationships within the group, but rather of a desire to save spaces outside of one's own home. Gipser, on the other hand, says that a good group is one that goes beyond the interests of the individual houses, or even the common building itself.

## 3.3. THE ARCHITECTURAL AND SPATIAL CONSIDERATIONS: INFLUENTIAL FACTORS AND IMPLICATIONS

The bottom-up and cooperative process architecture in all the researched models, frames the varying levels of influence of future residents on the different elements of the buildings. The architects, in agreement with the investors, regulate the impact from the idea relating to the layout of the flats to their finishing. The maximum outer contour of the overall building was determined by the city guidelines. Architects could limit the volume, as Valla did in the Go-Bsh building by cutting a corner out of the building block. All the designers tried, within the framework of the rules established by the city, to find space for the diverse requirements of future users. Some of them reached back to architectural ideas from several decades ago.

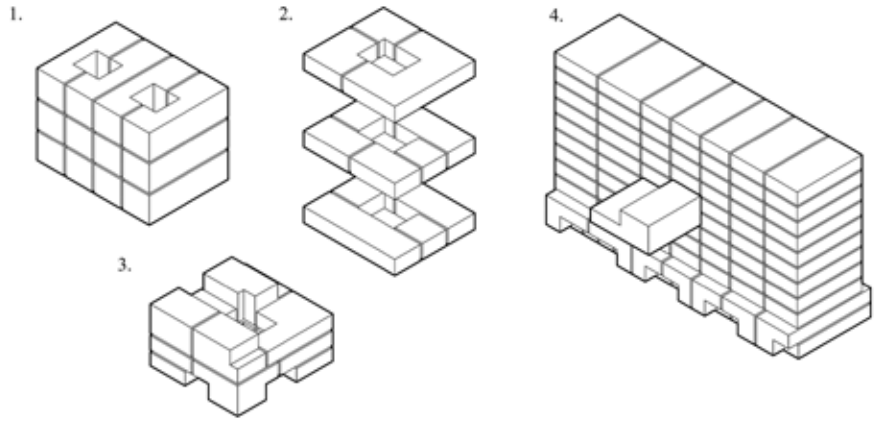
Taking Habraken's[13] ideas seriously in his open-building postulates resulted in the separation of the building into two parts: *supports* and its infill. The assumption postulated by Habraken is present in the building group models, especially those in which the involvement of future residents was relatively low. An aftermath of the incorporation of open buildings is the creation of room for flexibility, which translates, for example, into a desire to limit the number of buttresses in the interiors as in the Smartlofts or Schetsblok buildings. The structure, however, always responds to an ideological problem posed by the designer as a framework for expressing the wishes of the residents. On the basis of the research, four methods were observed (Ill. 2) for the spatial solution of individual housing needs concerning differences in the size of flats and their layout:

1. *A building consisting of double-height modules.*
   Mark Koehler in Casco-Lofts and in the later Superlofts, similarly to We Architekten in Amstellofts, proposed a solution to meet the needs of creating housing with double-height spaces locally. The method involves dividing the projected building into two-storey boxes, which can be used as tall single-storey flats or adapt to increased space requirements by adding a mezzanine floor. In exceptional cases, flats can be combined horizontally in a modular way to create flexible, varied spaces. This method reduces the scale of customisation, allows for variability of needs over time, and a variety of floor plans without affecting neighbouring units.
2. *Segmentation of spaces within a single storey.*
   This method was used (among others) in the Puuurblok building in Houthaven, the Go-Buiksloterham building and Schetsblok. All of these were designed as point-blocks in which the division into different flats took place at floor level. In the case of Puuurblok and Schetsblok, the architects proposed several possibilities for subdivision; in Go-Buiksloterham, the future residents themselves, in consultation with their neighbours and

[13] N.J. Habraken, *Supports. An alternative to mass housing*, The Architectural Press, London 1972.

the designers, were able to adjust the division of the storeys. Puuurblok made it possible to combine floors vertically, while Schetsblok and Go-Bsh exhausted the pool of two-storey flats by placing them on the ground floor of the building.

3. *Tetris style layout.*
   The Tetris style layout emerges in bottom-up processes and social cooperatives, particularly where the influence of future residents is maximized. This approach allows architects to customize the apartments to precisely align with individual client preferences. This term, coined by the author and echoing Urbanerdam, refers to a process in which the designer, through ongoing collaboration with a group of up to twenty-five families, orchestrates a layout of complementary apartments, each with varying spatial parameters. Such an arrangement is observable in the Urban Garden cooperative building, as well as the *Klushuis* buildings, which include Klarenstraat, Broekmanhuis, and Amundsenhofje. Both the Klarenstraat and Broekman buildings incorporated modularity into their modernist design, thereby facilitating the use of the Tetris layout.
4. *Combining the modules.*
   The scalability of building methods, which is influenced by participatory processes, is facilitated by the method of combining modules, as exemplified in the *Klushuis* Kleiburg project. The existing segmentation of the block into rectangular flats, extending between the facades, enables the modular fusion of these units both horizontally and vertically. This method bears resemblance to the concept of Superlofts. However, a key distinction lies in the fact that the basic unit provided in this case is single-storeyed, which thereby reduces its flexibility and adaptability over time once a specific subdivision is established at the commencement of the process. This reduced flexibility is notably apparent when compared to the approach adopted by Koehler.




Ill. 2. Observed types of spatial solutions. Source: PhD thesis research (M. Mader 2023).

The consequence of the ideas about structure influenced by the guidelines from *kavelpassports* is the diversity of the flats. In all size ranges, a significant number of double-height units can be observed. In Smartlofts, the double height of the flats has become a structural idea of the Houthaven building and subsequent developments. In Tetris-type layouts, the double-storey usually applies to flats above 90 $m^2$. In Klushuis projects, locally two-storey flats appear. The Go-Buiksloterham building featured flats locally half a storey higher with a work area. Go-Bsh is the only one of the surveyed buildings with a predominance of U- and L-plan flats.

These layouts were forced by the form from which the corner of the block was cut, creating cascading L-plan terraces. In most of the examples surveyed, the architects try to simplify the external contours of the flats, especially the single-storey ones. Rarely do weaves occur such as in the case of the two flats in the Broekmanhuis building, where the neighbouring spaces overlap on different floors. The completed scheme shows the enormous variety of forms adopted by future residents for their apartments. Diversified through the actions of the designers who coordinated the floor plans of the buildings were framed in terms of rationality and functionality. The floor plans of the individual flats were decided by the future residents for all models. Participation in the overall design process allowed the quality of finishing of the flats to vary according to their means. In many groups, the residents decided to finish the apartments themselves. This is particularly true of the *Klushuis* models, where one of the residents' strategic goals is to save money. In these models, group members were incidentally involved in the construction or demolition of the facilities.

## 4. CONCLUSIONS

### 4.1. TWO SIGNS OF PROFESSIONALIZATION

The professionalization of the participatory and grassroots housing market in the Netherlands is indicated by the emergence of new actors in the project process. Many groups of future residents benefit from the support of development managers, who play a crucial role in the development process. In 2017, Lidewij Tummers wrote about the expanding sector: "In European countries, alongside traditional housing professions, various titles and professional descriptions are emerging, ranging from architects to 'experts in project management for co-housing."[14]'The design firm Space&Matter has a permanent partnership with a grassroots program manager. De Winter discusses the division of work into planning the process and effective project management, which are separate in the profit-making part. Naturally, support groups also include financial services advisors, particularly in the initial phase of the project, as well as lawyers and experts in installations and construction. Valla advises utilizing the services of individuals with different goals and perspectives than architects and future residents. Individuals involved in project design act as diplomats and catalysts in moments of conflict. Another sign of the professionalization of the cooperative market is the repetition of projects for the same companies that previously participated in joint ventures. Olaf Gipser is already working with four CPC and CC groups in Amsterdam alone. Vink Bouw specializes in construction for cooperative groups. For Atelier PUUUR and Mark Koehler, CPC projects marked the beginning of a new business profile and an opportunity for the commercialization of spatial ideas.

### 4.2. ARCHITECTS' STRATEGIES

The research has crystallized 2 strands of strategies for architects to work with groups of future residents as private clients. The first is related to the democratic, egalitarian approach to the design and construction process, practised for example by de Winter and Van Kessel. In this approach, there is a continuous dialogue between the group members; the architect

[14] L. Tummers, *Learning from co-housing initiatives. Between Passivhaus engineers and active inhabitants*, A+ BE| Architecture and the Built Environment 2017, no. 14, p. 228.

creates and dispenses information packages and corrects the design based on feedback. In this approach, transparency, know-how, as well as preparation for additional work, for which space must be created in formal agreements with the group, are the key components. The second, involves an approach directed at the decision-making and competence of the leader, in many cases the architect. Valla says: "I don't believe in groups which are lousy organized. A good project leader is unavoidable[15]". She herself, as the leader of the Go-West and Go-Buiksloterham process, took on the burden of pre-financing the projects, convinced the group of the need to invest in a shared roof terrace and negotiated an agreement with the city to allow alternative energy sources for the Go-Bsh building. Mark Koehler takes a similar approach, and speaks of limiting participation in subsequent Superlofts developments and experimenting with other forms of ownership. In the case of both strategies, the architect is the source of the development of the idea and the actor who knows how to turn the idea into a real object. Sofie Valla aptly concludes the problem in an interview with the author: "The way we made it (the building) was possible only because we as architects were leaders and we had different interests than developers. As an architect you're more focused on qualities, sustainability and group demands[16]". Naturally, there are successful realisations, such as de Roze Hallen's, in which the architect did not play such an important role and served as the recipient and processor of ideas. Such a process led to social success rather than architectural innovation. To conclude, CPC and CC projects can create a broad field for innovation in the housing industry and serve as a means to regain agency for architects.

### 4.3. FURTHER RESEARCH IMPLICATIONS

In further studies of the area under discussion, it would be worthwhile to investigate the accuracy of the proposition that the professionalization of Amsterdam's participatory and bottom-up building sector has resulted in increased architectural innovation, while simultaneously decreasing interest in participating in building decisions and fostering a sense of community. Additionally, it would be valuable to explore the impacts of groups in *woonco-operatie* models, especially considering that the first one after 2018 (de Warren) was opened on February 1, 2023.

There is little attention paid to individual private ownership in co-design, and the main focus is often placed on social implications. CPC models may not be a panacea for quantitative housing problems; however, they can serve as a catalyst for individually situated boosters and further developed innovations.

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