HOW CAN A COMMUNITY CENTER CONTRIBUTE TO SOCIAL COHESION?

RICK VAN URK || S1210327

First Supervisor: Dr. I. van der Molen
Second Supervisor: Dr. H.G.M. Oosterwijk

University of Twente
Faculty of Behavioural, Management and Social Science (BMS)
European Public Administration (EPA)

ABSTRACT

In the city of Deventer, social cohesion is measured and rated on a scale of 1 to 10. Since 2011 the social cohesion measurement has been rapidly declining, dropping to a 5.7 in 2011 and hitting an all-time low of 5.3 in 2013 (Deventer, 2014; Nuus & Baks, 2012; Van der Velden, 2007). As such, the city of Deventer is eager to turn the tides and is actively looking for a way to increase social cohesion, but is unsure on how to proceed. Recently a call for community centers as a solution for increasing social cohesion has been broadcast on various platforms because of the issues in Zaandam, but is this really the solution? Research by Peterson (2015) and Hickman (2012) has shown that community centers can affect social cohesion of neighborhoods by being a venue for *Social Interaction* and networks. Despite acknowledging the potential effect of community centers on social cohesion, Peterson (2015) and Hickman (2012) do not offer conclusive scientific evidence to back the aforementioned acknowledgement. This thesis will therefore strive to answer to the question ''*To what extent and in what way does a community center contribute to social cohesion in a neighborhood?*''. In order to answer this question, a qualitative research design was used. The data for the research will be collected through interviews conducted with volunteers of the community center ''*Het Huis van de Wijk*''. A community center consists of three layers: The *management layer*, the *volunteer layer* and the *participant layer*. The *participant layer* is the heart and soul of the community center with *Social Interaction*, *Civic Engagement* and co-operational problem solving being abundantly present. The *volunteer layer* maintains the activities and experiences a large amount of *Social Interaction* but a lesser amount of *Civic Engagement* and co-operational problem solving. The *management layer* sets the goals of the community center in accordance with the wishes of the *participant* layer and the *volunteer layer* and screens all the activities. After analyzing the interviews, this research concludes that the role of the *management layer* remains partially unclear. It should be noted however that due to the nature of the study, this research can only provide an answer to how a community center can contribute to social cohesion and not to what extent it can contribute. Quantitative research should be performed in order to answer to what extent a community center can contribute to social cohesion. As such, this researches concludes that a community center could contribute to social cohesion by providing a place where the *participant layer* can organize activities. By organizing activities *Social Interaction* occurs and *Civic Engagement* and co-operational problem solving is triggered. Together these three give shape to social networks and social cohesion that form social cohesion. The research is relevant from a both scientific and societal point of view for it increases the scientific knowledge available on this topic, which until now has been an under developed area of scientific study. This thesis can also help policy-makers to understand the importance and effectiveness of a community center in increasing social cohesion in other neighborhoods and can help community centers finding the best approach on how to organize activities.

Keywords; Social Cohesion, community center, Neighborhood, Social Interaction, Civic Engagement, Co-operational Problem Solving, Micro-social worlds

TABLE OF CONTENTS

1. INTRODUCTION

On march 22nd 2007, the *minister of Integration and Housing*, Ella Vogelaar published a list of 40 Dutch so-called problematic neighborhoods. These neighborhoods had physical, social and economic issues which needed to be attended. The idea behind the list was that these 40 neighborhoods would experience major improvements in a timespan of ten years on topics like employment opportunities, safety, integration and education (Leidelmeijer et al., 2015, p. 5). No longer would we speak of *disadvantaged neighborhoods* but of "Powerful neighborhoods" or "Splendor neighborhoods". After the introduction of this list, the neighborhoods who are listed on it became known as *vogelaarwijken*.

The introduction of the *vogelaarwijken* created an urgency and thereby a windows of opportunity for municipalities to improve the quality of life in these neighborhoods. The national government provided municipalities, who had neighborhoods on this list, with a budget of in total 500 million euros for support. With this support, municipalities could improve these neighborhoods so they could meet up to the average rating of the city in ten years of time. Even though the Vogelaar list provided a window of opportunity and generated funds, it also had a downside. It stigmatized the neighborhoods on those lists as unfriendly, unsafe, poor and socially deprived.

This research will focus on social cohesion in the Rivierenwijk. Social cohesion in the city of Deventer and its neighborhoods is rated every two years on a scale ranging from 0 to 10 with 0 meaning no social cohesion and 10 meaning high social cohesion. After the intervention under the influence of the Vogelaar program the expectation was that the cohesion in the neighborhood would rise and in the beginning this held true. Research conducted in the neighborhood shows that the cohesion in the Rivierenwijk was rated with a 5.6 in 2004. After the publishing of the Vogelaar list in 2007 the rating had risen to a 5.8. In 2009 the rating rose once more to a 5.9. However, since 2011 the social cohesion measurement has been rapidly declining, dropping to a 5.7 in 2011 and hitting an all-time low of 5.3 in 2013 (Deventer, 2014; Nuus & Baks, 2012; Van der Velden, 2007).

This research will look at how community centers can play a role in contributing to social cohesion in neighborhoods. A community center is a semi-public space where interactions between different groups of people can take place through the use of activities. The effect of a community center on social cohesion is under researched and there is almost no scientific

research available about this topic. The paper by Peterson (2015) shows that encounters between groups with a different cultural backgrounds are considerably higher if contacts are made in a community center compared to other places. These encounters are important since they stimulate enduring relationship, feelings of belonging and social contact. Community centers do also serve as places that helps the citizens of its neighborhood to realize their ideas and initiatives. It is a gathering place for social activities but also place of guidance for citizens who are in need of help. Hickman (2012)states that community centers in deprived neighborhoods are likely to be more used than centers in areas that are better off. They also tend to play a large role in the lives of the visitors since they are a venue for *Social Interaction* and networking (Hickman, 2012). Despite acknowledging the potential effect of community centers on social cohesion, Peterson (2015) and Hickman (2012) do not offer conclusive scientific evidence to back the aforementioned acknowledgement.

1.1 THE RESEARCH QUESTION

The research question for my research is ''*To what extent and in what way does a community center contribute to social cohesion in a neighborhood?*''

In order to be able to answer the research question, it is important to know exactly what social cohesion entails. As such, it is prudent to answer the following sub question:

1. *How is social cohesion conceptualized, and which theory is appropriate for the purpose of this research?*

In their paper review, Kearns and Forrest (2000) reviewed 34 articles in an attempt to conceptualize social cohesion. They came to the conclusion that social cohesion is a multi-dimensional concept that consists of five dimensions, namely: 1. Common values and a civic culture, 2. Social order and social control, 3. Social solidarity and reductions in wealth disparities, 4. Social networks and social capital, and 5. Place attachment and identity. The theoretical framework section of this thesis will provide an overview of most dominant streams in theory of social cohesion, with reference to the review by Kearns and Forrest (2000).

For reasons that will be explained in more detail in the analytical framework, S*ocial networks and social capital* dimension is the most appropriate dimension for the purpose of this research.

This dimension focusses on the strengths of *Social Interaction*, collective action and the power of social networks. As such, the following second sub question was formulated:

  2. *How does the community center contribute to social networks and social capital?*

The community center is a multi-faceted organization which organizes multiple activities and stimulates social help. The activities are organized by volunteers who have their own roles and ambitions. This sub question will shed light on the contribution of a volunteer in the community center and how their activities can shape social networks and social capital in the neighborhood.

1.2 SCIENTIFIC AND SOCIAL RELEVANCE

The effect of a community center on social cohesion is under-researched. This is reflected in the low amount of scientific research done on this topic (de Leon et al., 2009; Marissing, 2006; Wu, Carter, Goins, & Cheng, 2005) This research strives to add new insights and information on this topic . The research is relevant from a both scientific and societal point of view for it increases the scientific knowledge available on this topic, which until now has been an under developed area of scientific study (de Leon et al., 2009; Marissing, 2006; Wu et al., 2005). This thesis can also help policy-makers to understand the importance and effectiveness of a community center in increasing social cohesion in other neighborhoods and can help community centers finding the best approach on how to organize activities.

2. ANALYTICAL FRAMEWORK

The first part of the analytical framework will be used to explain the functioning of the community center. It will introduce the three layers a community center consists of and will show how these correspond with the indicators that are used in this research in a graphic model.

The second part will focus on the theory concerning social cohesion. This part will provide the reader with the definitions of social cohesion, social networks and social capital. Social cohesion, social networks and social capital have already been extensively researched (Forrest & Kearns, 2001; Kearns & Forrest, 2000). The third part this analytical framework will therefore provide an answer on how to conceptualize social cohesion. Therefore, the third part will provide an answer on how to conceptualize social cohesion. The fourth part will provide the definitions of the most important characteristics of social networks and social capital. The fifth part will show the

corresponding indicators and measurements. The sixth part will bring this all together in one graphical model.

2.1 THE COMMUNITY CENTER

Community centers can serve as places that helps the citizens of the neighborhood in which the community center is located to realize their ideas and initiatives. It is a gathering place for social activities but also place of guidance for citizens who are in need of help. Hickman (2012)states that community centers in disadvantaged neighborhoods are likely to be more used then centers in areas that are better off. They also tend to play a large role in the lives of the visitors since they are a venue for *Social Interaction* and networking. Because they serve as a venue for *Social Interaction* and networking, community centers can help with improving the social cohesion in the neighborhood of its location.

For the purpose of this research, the community center will be split into three separate layers that interact with each other and external parties. Each of these layers contribute to social cohesion by contributing to social networks and social capital. The layers used in this research are *the Management layer, The Volunteer layer* and *The Participant layer*

The *management layer* consists of the board of management, as defined by the articles of incorporation. They set the goals for the community center and these goals are reflected into their norms, values and the activities they allow to take place in their community center. These goals are created through contact with different actors such as stakeholders, visitors, the municipality, sponsors and the community itself.

The *volunteer layer* exists of the volunteers as defined by the articles of incorporation. These volunteers support the community center by making themselves available to support other activities and by organizing their own activities. The *volunteer layer* is bound by the rules, norms and values that are set by the *management layer*. This will be reflected in the activities they can organize, but also in the way they interact with the *management layer* and the visitors of the community center.

The *participant layer* consists of the visitors as defined by the articles of incorporation. This layer generally consists of visitors that experience the benefits of the activities they take part in. Most

of the interaction they have is with other visitors and with the volunteers in the *volunteer layer*. The interaction with the *management layer* is expected to be very low.

2.2 SOCIAL COHESION

Policies are based upon a better understanding of the expectations of citizens (Morrison, 2003). They should take into account the experience the citizens have in neighborhoods. The number of governments in Europe that realize that this is the case is constantly increasing (Morrison, 2003, p. 116). Neighborhoods are becoming the focal point to coordinate action around and to conduct policy intervention upon. The main reason behind this is that a proper social cohesion on the societal level can be derived from the quality of the social cohesion at the local level (Morrison, 2003, p. 116). The level of social cohesion in the Rivierenwijk is fluctuating and compared to the other neighborhoods in the city of Deventer it is very low (Deventer, 2014; Nuus, 2009; Nuus & Baks, 2012; Van der Velden, 2007). This research can help with uncovering the expectations and experience the citizens have of their neighborhood.

Social cohesion is a concept that is conceptualized by many researchers but most of the time the conceptualization is lacking or contradictory to others (Chan, To, & Chan, 2006). In the ongoing debate about the definition of social cohesion many stances have been taken. Choosing a definition means that it will have consequences for the theories and methodologies that the researcher must apply in their research. In their review paper, Kearns and Forrest (2000) analyzed multiple views on social cohesion. They concluded that social cohesion can be defined as a concept that consist of five dimensions. These dimensions are interlinked and can affect each other. Selecting one of these five dimensions will have an immediate effect on the construction of the frame that will applied to research social cohesion and how social cohesion is defined since they all have their own conceptualization.

The five dimensions, also referred as ''Domains'' are as seen in table 1 as how they are defined in the review article by Forrest and Kearns (2001, p. 2129):

Table 1. The domains of social cohesion

Domain	Description
Common values and a civic culture	Common aims and objectives; common moral principles and codes of behaviour; support for political institutions and participation in politics
Social order and social control	Absence of general conflict and threats to the existing order; absence of incivility; effective informal social control; tolerance; respect for difference; intergroup co-operation
Social solidarity and reductions in wealth disparities	Harmonious economic and social development and common standards; redistribution of public finances and of opportunities; equal access to services and welfare benefits; ready acknowledgement of social obligations and willingness to assist others
Social networks and social capital	High degree of social interaction within communities and families; civic engagement and associational activity; easy resolution of collective action problems
Place attachment and identity	Strong attachment to place; intertwining of personal and place identity

Source: Forrest, R., & Kearns, A. (2001). Social cohesion, social capital and the neighbourhood. Urban Studies, 38(12), 2125-2143.

The first dimension is that of common values and a civic culture. In this dimension, social cohesion is shaped through the common values the members of a society share that helps them to identify common aims and objectives. It will enable them to share a common set of moral principles and codes of behavior that is the basis for how they conduct their relation with one another (Kearns & Forrest, 2000, p. 997)

The second dimension, that of social order and social control, refers to the absence of conflict within a society. The existing order and system do not have to deal with challenges. Social cohesion is a by-product, shaped by routines, demands and reciprocities of everyday life.

The third dimension, that of social solidarity and reductions in wealth disparities, refers to social cohesion as a harmonious development of society and its constituent groups toward common economic, social and environmental standards (Kearns & Forrest, 2000, pp. 998-999). This can be achieved through the redistribution of finances and opportunities between groups and places. Social cohesion implies here that opportunities for income generating activities are extended, poverty will be reduced, income gaps will become smaller and unemployment will fall (Kearns &

Forrest, 2000). It is all about equality as is reflected in the main elements: redistribution of service, equal access to services and welfare benefits.

The fourth dimension is that of Social Networks and Social Capital. A social cohesive society in this dimension is viewed as a society that contains a high amount of *Social Interaction*, *Civic Engagement* and co-operative problem solving. Together, these three will result in a society that contains strong social networks and the creation of social capital of which the neighborhood can profit.

The last and fifth dimension, that of place attachment and identity, implies that strong attachment to a place and by intertwining of people's identities with places will lead to social cohesion. The attachment and intertwining will have a positive effect on common values, norms and a willingness to participate in a community or neighborhood (Kearns & Forrest, 2000).

2.2.1 SELECTING A DIMENSION

The focus of this research is on how a community center can contribute to the social cohesion in a neighborhood. The review article by Kearns and Forrest (2000) provided five good dimension and corresponding theories, but due to time limitations, feasibility and incompatibility issues, not all of these dimensions will be applied in my research.

The dimension of common values and civic culture fell a little bit short compared to the intentions of this research. This dimension focusses on the creation of common goals, rules of conduct, principles and behavior. Even though these factors are part of what this research wants to address, it is lacking important aspects that other dimensions do cover. Besides that, it would also take a lot more time and recourses to obtain the needed data for this research which was not feasible.

The second dimension is a dimension that was considered for this research but fell a little bit short. The reason for this is that it focusses on social control and intergroup co-operation but lacks the effects of social networks and *Civic Engagement*. Besides that, it also focusses on some concepts like threats to existing order and absence of general conflict (Kearns & Forrest, 2000). While absence of general conflict is something that could be part of this research, it is not entirely what this research is looking for. The main interest of this research lies in finding out how general conflict can be prevented through the use of a community.

The third dimension was not selected because this dimension operates on a much higher scale. Where this research takes places on a local scale in neighborhood, the third dimension focusses mainly on the national and international level. Besides that, it also focusses on equality and redistribution of wealth. This dimension also aims at reducing the wealth disparities that exist, which is not a part of what this research intends to do. It does, however, focuses on assisting people in your surroundings that are in need of support, which means that it also targets social support networks. The fact that it does harbor one of the elements that this research wants to study is not enough to select this dimension as the basis for this research.

The dimension that is used in this research is the fourth dimension, that of Social Networks and Social Capital. The reason that this research used this dimension is due to limitations of time, resources and feasibility. The other dimensions only focus partly on the elements that this research intends to focus on, making this dimension a decent choice for this research. *Social Interaction*, *Civic Engagement* and co-operational action to solve problems are all important characteristics that can be found in the functioning of a community center. It takes into account most of the aspects that a community center facilitates: Interaction, associational activities, the realization of engagement, the creation of networks and problem solving. Besides that, it also takes aim at the creation of social capital, something that a community center can also provide. Support for political institutions or the economic development as mentioned in the other dimensions is not important for this research. What this research aims at is how a community center can contribute to the social cohesion in a neighborhood. Because of the limitations of this research and the aims of this research, the fourth dimension as proposed by Kearns and Forrest (2000) is the best candidate for that. Social cohesion can be maintained at the local level through socializing and mutual support. Social networks are important since a cohesive society is a society that can solve dilemmas and problems through collective action fueled by their network (Kearns & Forrest, 2000, pp. 999-1000).

The fifth dimension, that of *place attachment and identity*, was a dimension that could have been part of this research. It focusses on the attachment of people to certain places in their neighborhood and the creation of common identity of the neighborhoods inhabitants. While it does focus on the (intertwining) identities of inhabitants of a neighborhood and the interaction between them, it neglects the forming of social networks and co-operation.

The fourth dimension of Kearns and Forrest (2000) consists of two equally important parts. These are Social Networks and Social Capital. First, an overview of how different researchers look at what Social Networks are, will be provided. This overview will be concluded with what form will be used for this research. After that, social capital will be introduced. This part will show what it is and how it will be conceptualized for this research. While social networks and social capital can be seen as two different entities, Kearns and Forrest (2000) show that social networks can improve social capital.

2.3.1 SOCIAL NETWORKS

When observing a social cohesive society, it will become clear that that this cohesion is a product of interactions within communities and families. Through this interaction, social cohesion can be maintained at a local level. This is done through the processes of socialization and mutual support. The main issue in sociological research when it comes to social networks is whether the strong or the weak social ties are more important.

The accepted standard is that the strong social ties are of the greatest importance but this stance is receiving more and more critique. Research by (Henning & Lieberg, 1996) show that the weak ties, like friendships, can outnumber the strong ties in a neighborhood and provide a better feeling of identity, security and home. McGlone, Park, and Roberts (1996) show in their research that the strong ties like family and kinship are the most important, but that that the small, weak ties are contacted more regularly and are gaining more priority. (Pahl & Spencer, 1997); Pahl and Spencer (2010) go further on this stance and show that the strength of friends and friendship networks are something that is in need of more research. Weak ties like friendship are continuing to grow in importance. Friends can ranged from simple relationships based on shared activities, fun or favors, to more complex and inmate ties involving emotional support and trust – from associates and what some referred to as 'champagne friends', to confidants and 'soul-mates' (Pahl & Spencer, 2010, p. 199).

Pahl and Spencer (1997) describe this as creating *micro-social world*s. In these worlds people who are feeling connected socialize with each other. They try to maintain these *micro-social world*s. People also act alike and become part of the same social network which are shaped by

their relationship which is based on friendship. *Micro-social world*, acting alike and friendship-based relationship help people to live their lives more effectively and responsibly according to (Pahl & Spencer, 1997). (Pahl & Spencer, 1997, 2010) show that the strength and density of social ties are not that important at all. Furthermore, they contest that the strength of social ties has a link with social cohesion. It is not the quantity that is important when we speak about the meaning and content of relationships, but about the quality (Pahl & Spencer, 1997).

The stance that take concerning social networks and social support networks fits well with the kind of network that exists in a community center. In a community center people form their own social (support) network. People come together to enjoy and participate in activities, to learn certain skills or to receive help when needed. When they keep coming to the community center they can maintain their social (support) network. It does not matter if the links that ties these persons together are weak or strong. It is the quality and not the quantity that matters!

Social networks are in this research defined as: *Networks of like-minded people that contains a high degree of Social Interaction, socialization and Civic Engagement.*

2.3.2 SOCIAL CAPITAL

According to (Putnam, 1998, p. V), social capital refers to the norms and networks of civil society that ''lubricates'' co-operative action among both citizens and their institutions. Without adequate supplies of social capital—that is, without *Civic Engagement*, healthy community institutions, norms of mutual reciprocity, and trust–social institutions falter (Kearns & Forrest, 2000). Social Capital is thus a construct that can be accumulated.

The associational activity in neighborhoods and community organizations result in constituting and producing social capital. A society that can solve problems and dilemmas through collective action is a cohesive society and existing relationships and networks can strengthen a cohesive society. Networks and relationships can sustain expectations, norms and trust which facilitate the solving of problems and dilemmas (Kearns & Forrest, 2000). Leadbeater (1997, p. 3) states in his book that clubs- in the case of this research, a community center- can serve as a place that brings people together and lubricates co-operative action. This can help in forming increasingly divers and complex societies which in turn causes a higher social cohesion (Kearns & Forrest, 2000).

13

Social capital can serve as an answer to social problems that bureaucracy can't solve. People become connected to each other through *Civic Engagement* which in turn can result co-operative action, healthy community institutions, norms of mutual reciprocity and trust (Kearns & Forrest, 2000).

A community center can fulfill the role that Leadbeater (1997) had in mind when he wrote his book. Through the activities that the community center organizes and by being a meeting point for people it can help people produce the social capital that is needed to solve problems, start collective actions and can help in producing a more cohesive society.

Social capital will thus be defined as: *The combined features of social organization such as networks, norms and trust that facilitate co-ordination and co-operation for mutual benefit* (Forrest & Kearns, 2001, p. 2137).

2.4 *SOCIAL INTERACTION, CIVIC ENGAGEMENT* AND CO-OPERATIONAL PROBLEM SOLVING

To measure *Social Networks and Social Capital* in this research, indicators will be used to shape three important characteristics of social networks and social capital. Kearns and Forrest (2000) distinguish between the three main characteristics; *Social Interaction*, *Civic Engagement* and *Co-operational problem solving*.

2.4.1 *SOCIAL INTERACTION*

Social Interaction is defined in this research as a process in which two or more people interact with each other. These interactions facilitate the creation of commonly accepted rules, systems and institutions in which they want to live and can lead to the creation of a social network. This interaction can take place on a horizontal but also vertical level (Kearns & Forrest, 2000).

2.4.2 *CIVIC ENGAGEMENT*

Civic Engagement can be defined as very broad indicator since its scope enveloped the impact of individual action to political actions. For the purpose of this research, *Civic Engagement* is here defined as; The process in which associational activities are created as a result of volunteerism or group involvement (Kearns & Forrest, 2000).

2.4.3 CO-OPERATIONAL PROBLEM SOLVING

The same definition of *Co-operational problem solving* by Kearns and Forrest (2000) will be used; *Overcoming community problems through collective action.* However, the definition of community problems in this research will be different than the ones Kearns and Forrest (2000) uses. They define community problems as *problems that need extensive planning and analysis to be solved.* Examples of these problems are increasing wealth disparities, social inequality and cultural issues. Social problems will be defined in this research as *problems that can be solved through communicating with each other without a lot of planning and analysis and can be found on a small local scale.* Examples are loitering, sound pollution and quarrels between neighbors.

2.5 INDICATORS

The indicators for these three characteristics are based on a nominal scale. The following four indicators will be used: *Present, Intermediately Present, Slightly Present* and *Absent.* The amount of times that an event takes place that can be linked to one of the three characteristics will be used to determine which indicator will be assigned. This amount of time will be measured on the basis of how much events linked to one of the three characteristics is mentioned by the person that is interviewed. It will also depend if they brought the even up by themselves, or if they needed some hints to remind them of it. The way they talk about such events will also influence which indicator will be assigned. The times in which these events take place is limited to one year. This time period is long enough to receive enough data and corresponds to the fact that the community center used in this research closes every year for a month during the summer.

Present is used to indicate that the corresponding characteristic is highly present in and/or across one or more of the three layers of which a community center consists, during a year.

Intermediately Present is used to indicate that the corresponding characteristic is moderately present in and/or across one or more of the three layers of which a community center consists, during a year.

Slightly Present is used to indicate that the corresponding characteristic is more absent than present in and/or across one or more of the three layers of which a community center consists, during a year.

Absent is used to indicate that the corresponding characteristic is not present in and/or across on or more of the three layers of which a community center consists, during a year.

The three layers that are present in a community center, the three important characteristics and the indicators can be combined into a graphic model. Figure 1 shows what the expectations are on how the three layers and indicators will correspond with each other.

Figure 1. Model consisting of the three community center layers, the three characteristics and the indicators
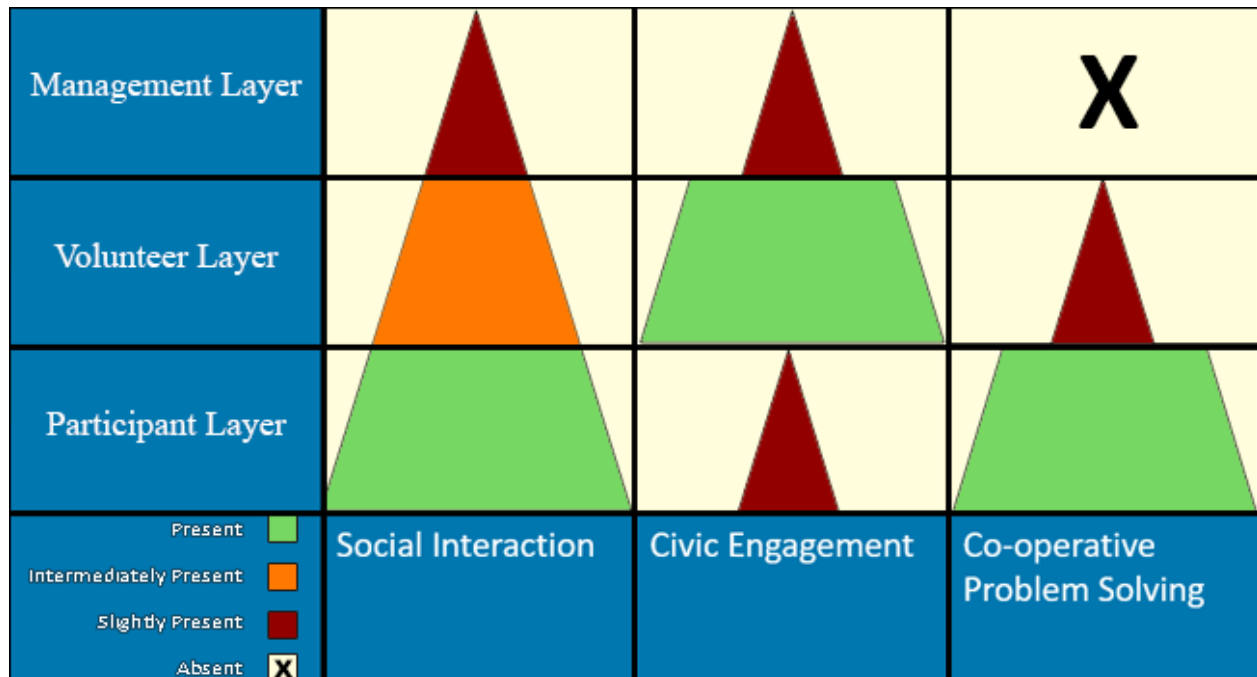
Because of the qualitative research design and the exploratory nature of this research combined with the time limitations, it became hard to create strong indicators that can be verified with quantitative data. Therefore, the placement in the graphic model will depend on my interpretations of the data.

2.6.1 THE MANAGEMENT LAYER

Figure 1 shows that the expectation is that in the *management layer, Social Interaction* and *Civic Engagement* are slightly present and that *co-operative problem solving* is absent. The management focusses mainly on setting the goals and rules of the community center. In this process they will have some interaction with stakeholders, the *volunteer layer* and *participant layer* but not to such an extent that it can be classified as intermediately present. When it comes

to *Civic Engagement*, the expectation is that the *management layer* will fulfill a supportive role for the *volunteer layer* since they do not organize the activities themselves. *Co-operative problem solving* is absent in the *management layer* since the expectation is that the *management layer* will keep their distance from such issues and will leave it to the *volunteer layer* and the *participant layer* since these layers are much closer the problem at hand. The three hypotheses concerning the *management layer* are:

H1: Social Interaction is slightly present in the management layer.

H2: Civic Engagement is slightly present in the management layer.

H3: Co-operative problem solving is absent in the management layer.

2.6.2 THE VOLUNTEER LAYER

The *volunteer layer* is the layer where the most diversity is to be expected when it comes to how present the indicators are. The expectation is that *Social Interaction* will be intermediately present because the volunteers in the *volunteer layer* will not experience the amount of *Social Interaction* that the *participant layer* experiences. They will only experience the most *Social Interaction* during the time that they executing a social activity. Besides that, they will experience *Social Interaction* with the *management layer* when the *management layer* determines whether the activity that the *volunteer layer* wants to organize is appropriate and when they review the results of the activities. Because of the nature volunteers and because the *volunteer layer* exists of volunteers that stimulate associational activities and group involvement, it is expect that *Civic Engagement* will be highly present in the *volunteer layer*. Co-operative problem solving will be slightly present in the *volunteer layer* since it is expected that the *volunteer layer* will play a supportive role when it comes to solve problems in a neighborhood through co-operative action. The three hypothesis concerning the *volunteer layer* are:

H4: Social Interaction is intermediately present for the volunteer layer.

H5: Civic Engagement is present for the volunteer layer.

H6: Co-operational problem solving is slightly present for the volunteer layer.

The *participant layer* is the layer which reaps the benefits of the community center. They participate in activities and create their own social networks and social capital as a result (Forrest & Kearns, 2001; Kearns & Forrest, 2000). When it comes to the indicator *Social Interaction*, the expectation is that it will be present in a very high degree. The *participant layer* will interact with the *management layer* to establish goals and to express their wishes. They will also communicate with the *volunteer layer* to talk about the activities and evaluate it. Inside the *participant layer* it is expected that the most amount of *Social Interaction* since the visitors will communicate with each other during the activities but also outside the activities which can result in the creation of a social network.

Civic Engagement will be slightly present in the *participant layer*. The volunteers in the *volunteer layer* will sometimes come from the *participant layer*, indicating that people in the *participant layer* can show some sense of volunteerism. Besides that, during activities some groups may realize that they need another activity to fulfill other needs, resulting in the creation of a new activity due to the group process.

When it comes to solving problems in the neighborhood through co-operative action, it is expected that this characteristic will be present to a high degree in the *participant layer*. During the activities, the visitors will talk about small issues that are present in the neighborhood and will express their dissatisfaction. Through these interactions they will come together and think about way to solve these problems. In the end, the problem at hand will be solved through co-operative action in the *participant layer*. The three hypothesis concerning the *participant layer* are:

H7: *Social Interaction* is present for the *participant layer*.

H8: *Civic Engagement* is slightly present for the *participant layer*.

H9: Co-operative problem solving is present for the *participant layer*.

While the focus in the previous chapters was mainly on the questions and theory concerning the effect of a community center on social cohesion in a neighborhood, this chapter will focus on the applied methodology. The research utilizes qualitative research methods since it helps to contribute to a deeper understanding of how the activities of a community center in a neighborhood can affect social cohesion.

First this part will show the structure of the research model. After that it will explain decision for the data collection method which will be used to answer my sub-questions. The final part of this chapter is focused on the data collection process.

3.1 RESEARCH DESIGN

The model for my research can be divided into three parts. A theoretical framework, qualitative research and an analysis based on my findings and a conclusion part (See Fig.1). The research itself is exploratory of nature and will mainly serve to create a basis for future research.

Figure 2. Research Design
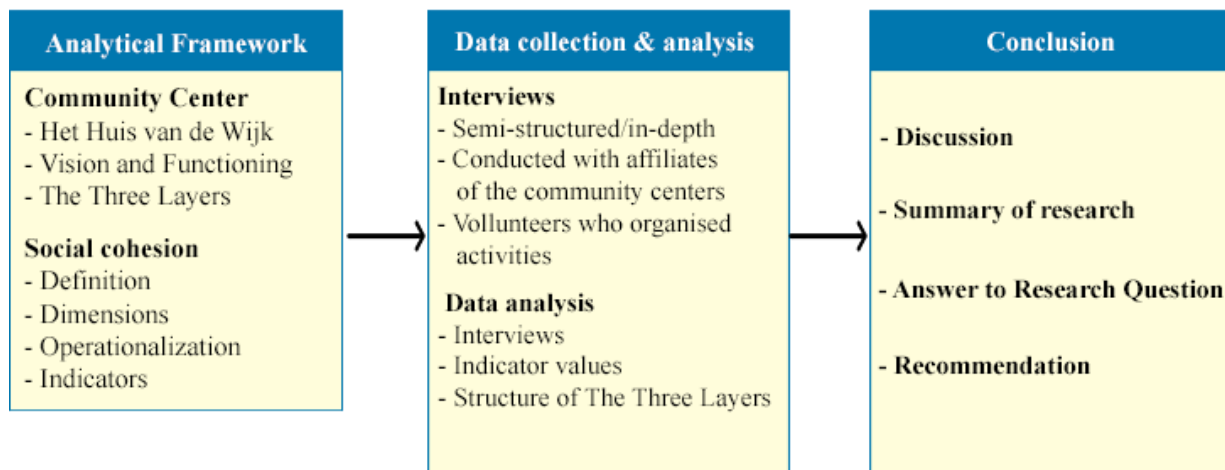
The first sub question of this research is answered in the analytical framework in the social cohesion and conceptual con section. It showed the difference between the dimensions and why for this research the dimension of Social Networks and Social Capital was chosen.

The second question will focus on how the community center functions and it will focus the volunteers who organize activities. The data for this question will be collected through the qualitative data collection method interviews. The questions in this interview will be about their

role as volunteer, their ambitions, their intentions and what the (unintended) effects of their activities are. These results will be categorized and analyzed in accordance to the 4th dimension of social cohesion as discussed by (Kearns & Forrest, 2000).

3.2 LITERATURE RESEARCH

To gain a clear understanding on the definition of social cohesion and its dimensions, a literature research is needed. This research uses the literature review paper by Kearns and Forrest (2000). In their paper they reviewed 34 scientific papers concerning social cohesion and concluded that social cohesion consists of five dimensions that are interlinked but can also be seen independent of each other (Forrest & Kearns, 2001). Besides scientific papers, this thesis will also use literature concerning community centers and municipality reports.

3.3 DATA COLLECTION

The data collection for this research is done through conducting semi-structured in-depth interviews. The participants for these interview will be volunteers who organized activities in ''*Het Huis van de Wijk*''. Questions for the interview will be constructed on the basis of the review article by Kearns and Forrest (2000). The questions for the interview will be primarily semi-structured and open ended. This will give the participants to opportunity to answer the question to the fullest without leaving information out.

The main points in the interviews are about the intentions the volunteers had when they started organizing their activities, what the actual effects were of their activities and whether the activities had un-intended side effects. Before the interview takes place, the participants will be asked if they are they are comfortable with the interviews being recorded. Notes will also be taken during and after the interview. Interviews are preferably taken in a formal setting where conversations can take place one on one. If this construction is not suitable or unwanted by the participant, then an informal interview is also possible.

3.4 SAMPLING

The samples for the interviews will be selected through a method known as Snowball sampling (Babbie, 2010). Snowball sampling is a non-probabilistic form of sampling in which persons initially chosen for the sample are used as informants to locate other persons having necessary characteristics making them eligible for the sample (Penrod, Preston, Cain, & Starks, 2003, pp.

20

101-102). In this approach, a volunteer needs to be found that has organized an activity in ''*Het Huis van de Wijk*''. After such a participant is found, the interview can take place. The person will then be asked if he or she can refer someone else who has also organized an activity in ''*Het Huis van de Wijk*''. This method saves a lot of time since each person will be able to refer one or more possible participants for an interview.

The first step of the data analysis of the interviews is to make a brief summary of the content. This summary is constructed on the basis of notes taken during the interviews and the interview transcript. When interviews have no audio recording, summaries will be constructed on the basis of notes made during and after the interview. The summary will contain the main questions, sub questions and the corresponding answers.

After constructing the summaries, the data can be analyzed. Hypotheses are constructed which will be either accepted or rejected. But even before that, the data will be divided into categories. These categories will consist of the three layers of which the community center exists and of the three important characteristics: *Social Interaction, Civic Engagement* and *co-operational problem solving*. The results will then be placed in a graphic model (fig. 1), in which their place will be determined on the basis of the indicators that were set. On the basis of data analysis and the graphic model, the hypotheses can be accepted or rejected. Because this research used qualitative data, is exploratory in nature and due to time limitations it becomes hard to create strong indicators that can be verified like with quantitative data. Therefore, the placement in the graphic model will depend on my interpretations of the data. With the graphic model, a conclusion can be made regarding the research question. Other findings that are not important for this research will be discussed in the discussion section.

This chapter will show you what steps have been taken in this research. It will include information about the community center ''*Het Huis van de Wijk*'', information about Its history, their volunteers and how many people wanted to cooperate with my research. It will further show the data results of my research which were obtained though the interviews and will answer the second sub question.

4.1 HET HUIS VAN DE WIJK

The community center *Het Huis van de Wijk* is a new community center in the Rivierenwijk, a neighborhood in the city of Deventer in The Netherlands. Even though it is a newly build community center, it consists of two old centers that have ceased to exist, namely De Venen and De Bron. After the municipality of Deventer started improving the Rivierenwijk, they made the decision that the neighborhood would benefit more from one community center than two. Therefore, they removed the community center De Venen, renovated the existing building that was housing De Bron and combined both into the renovated building and renamed it to *Het Huis van de Wijk*. The reason behind this is that the municipality felt that after the renovation of the neighborhood, the new community center would reach more people if it was located in the center of the neighborhood. The community center rents their building from the municipality of Deventer for a small price. In return, the community center has to do the maintenance of the building. community center. The community center will then provide a time slot, a room and some volunteers that are available to help if needed. People can then participate in an activity of their choice. Examples of these activities are language classes, card games, dance classes, socializing events and handicrafts. *Het Huis van de Wijk* does not organize any of the activities themselves, they believe that *Het Huis van de Wijk* gets its power from its volunteers who organize their own activities. *Het Huis van de Wijk* is merely a place that can facilitate in the needs of volunteers and their activities. Without volunteers there would be no activities.

Besides functioning as a place where people can enjoy activities, *Het Huis van de Wijk* also functions as the location where the social teams of the municipality of Deventer is housed. These social teams help people in solving problems. People who are willing to help others can make their intentions known to social teams who can then match these people with people who are in need. Not all community center function as a housing place for social teams. Because of that, the

decision was made to not include these social teams in this research as an effect of a community center on social cohesion in general.

4.2 THE THREE LAYERS

Het Huis van de Wijk consists internally of two organizational layers, board of management and the volunteers. The board of management, consisting of a six volunteers, are responsible for the management of *Het Huis van de Wijk*. They create the goals and rules for the community center. The goals are formed through two ways. The first set of goals is created through their own expectations. The second set of goals is created through the interaction they have with actors outside of the community center. The most important of these actors is the municipality. They feel that certain goals should be met and the board of management interpret these goals, and the ways on how to achieve these goals, in their own way. Besides keeping the community center up and running, these goals and rules also decide what kind of activities are allowed in the community center. This board of management is the *Management layer*.

Besides the *management layer*, they also have the volunteers. Their first and foremost job is to keep the community center up and running. They do the maintenance, cleaning, bar shifts and deliver support to activities. *Het Huis van de Wijk* is a community center where volunteers can organize their own activities in which others can participate. To organize these activities, they must pay a small fee to the community center. Before they organize these activities, the volunteers have certain goals in mind. But goals are also created through the pressure of people that participate in the upcoming activities. The volunteers interpret these goals, and the way to achieve these goals, in their own way. How they interpreted this will be reflected in how the activity will be organized. Together they form the *Volunteer layer*. Sometimes, members of the *volunteer layer* are also part of the *participant layer* since they can also take part in an activity.

The *participant layer* of *Het Huis van de Wijk* exists of the visitors that take part in the activities. Sometimes visitors are also part of the *volunteer layer* since visitors can also organize their own activities. The goals this layer have are set by themselves and determines what types of activities they will participate in.

The goals of the community center are created by the board of management and are also registered in the articles of incorporation that were deposited at the chamber of commerce. According to the articles of incorporation and the board of management, the main goal of the community center is to offer and facilitate a safe meeting place for the inhabitants and local entrepreneurs of the Rivierenwijk. Special attention will be given to the vulnerable groups in the neighborhood. They will also overlook whether the activities that take place in the community center are coherent with the norms and values of the community center. These norms and values correspond with the socially accepted norms and values in the neighborhood. If an activity is deemed unfit by the board of management, then it cannot take place in *Het Huis van de Wijk.*

5. DATA ANALYSIS

For each of the three layers in the community centers, three hypotheses are constructed. With help of the data collected through the interviews I can accept or reject these hypotheses.

For the *Management layer* the hypotheses are:

H1: Social Interaction is slightly present in the management layer.

H2: Civic Engagement is slightly present in the management layer.

H3: Co-operative problem solving is absent in the management layer.

5.1 THE FIRST HYPOTHESES

The conducted research shows that *Social Interaction* in the management layer takes place between multiple actors. First of all, *Social Interaction* is present inside the management layer. The members of the board of management interact with each other to create goals, screen new activities, planning, management and the payment of bills. Besides interacting with each other inside their own layer, they also interact with *volunteer layer* and the *participant layer*. The *Social Interaction* with the *volunteer layer* consists of conversations with all volunteers. During these conversations they will review the activities, review the community centers' facilities, talk about possible improvements and whether a new activity is appropriate for the community center. However, these interactions do not take place very frequently, mostly once every two months. They also help with the planning of the activities and provide support staff if needed. The

interaction with the *participant layer* takes place even less. These interactions are mostly about what the goals should be of the community center and reviewing the activities. Only a small portion of the *participant layer* interacts with the *management layer* about these subjects and they primarily take place on an annual meeting focusing on the progress the community center has made through the year. Outside such meetings hardly any interaction takes place between these two layers.

Besides the *Social Interaction* with the *volunteer* and *participant layer*, the *management layer* also has contact with actors outside of the community center. Every month, members of the *management layer* interact the local fire department and the police department concerning safety issues. They also interact every week with the local municipality about finances, the neighborhood itself and social problems.

On the basis of the analysis of the collected data, H1 is *rejected.* Instead of slightly present, *Social Interaction* is *intermediately present* in the *management layer.* This is mostly due to the fact that the *management layer* has the most of their *Social Interaction* with actors outside of the community center.

5.2 THE SECOND HYPOTHESIS

When looking at the data concerning *Civic Engagement* in the managing sector, we see that *Civic Engagement* hardly ever occurs in the management sector. The rule in the community center is that activities are not created by the community center and the interviews conducted with members of the board of management confirm this. They state that their role is that of a supportive actor when it comes to *Civic Engagement*. They help the *participant-* and *volunteer layer*s in organizing activities by setting rules concerning which types of activities are appropriate and review activities so they can be improved. They also help in the planning and provide support staff when needed. Based on the fact that the management layer only provides support for the process in which associational activities are created as a result of volunteerism or group involvement, it can be confirmed that *Civic Engagement* is slightly present in the *management layer*. This means that H2 is *accepted.*

5.3 THE THIRD HYPOTHESIS

In this research, community problems were downscaled and defined as small local problems that can be overcome through collective action in the neighborhood. Overcoming community problems through collective action is not something that was expected to be instigated on the managing level. The interviews that were conducted with members of the board of management and the articles of incorporation confirm the initial expectations regarding *Civic Engagement* in the *management layer*. Neither the analysis of the interview data nor the articles of incorporation show signs of *Civic Engagement*. This results in H3 being *accepted*.

Because H1 is *rejected*, the graphical model will change. In *figure 3* the adjusted *management layer* is shown.

Figure 3. The Management Layer and H1, H2 and H3.
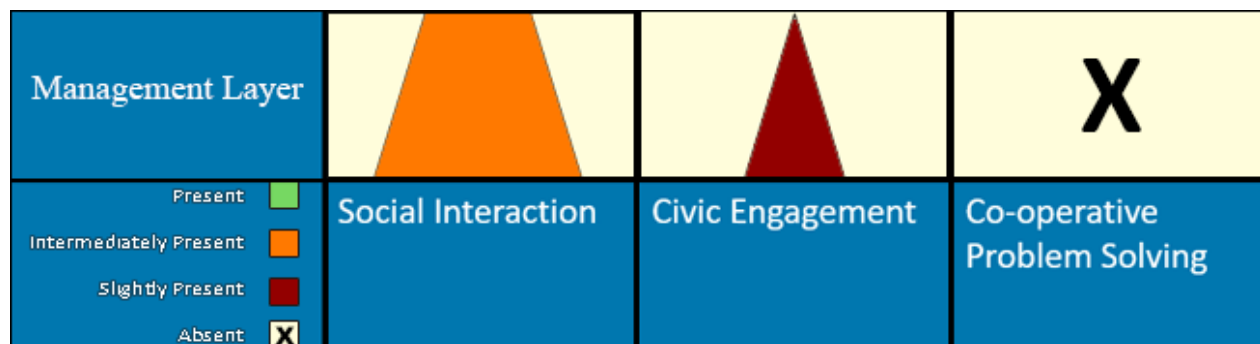
The three hypotheses concerning the *volunteer layer*s were as follows:

H4: Social Interaction is intermediately present for the volunteer layer.

H5: Civic Engagement is present for the volunteer layer.

H6: Co-operational problem solving is slightly present for the volunteer layer.

5.4 THE FOURTH HYPOTHESIS

The collected data on the *volunteer layer* shows that the *volunteer layer* interacts with both the *management layer* and the *participant layer*. They interact with the *management layer* about the activities that are organized in the community center. The first contact they have with each other is about the appropriateness of the activity. The *management layer* decides if the activity matches with the norms and values of the community center. After that they still maintain contact but, but this is not frequently. They will review the activities and the available facilities in the community

center and will improve them when needed. This happens every two months.

Inside the *volunteer layer* there is not much contact with each other. The volunteers interact with each other to decide the schedule of the activities and ask each other for help when it is needed, but this does not happen very often. There is no information available whether the *volunteer layer* interacting with actors outside of the community center so no assumptions can be made about that. The analysis shows that *Social Interaction* is intermediately present in the *management layer*. This means that H4 is *accepted*.

5.5 THE FIFTH HYPOTHESIS

Before the start of this research, the expectation was that *Civic Engagement* would highly present in the *volunteer layer*. After analyzing all the data, the conclusion is that this is not the case. The data shows that inside *Civic Engagement* is not formed inside the *volunteer layer*, but is maintained there. The place where *Civic Engagement* is formed is the *participant layer*. After an activity is formed, the person who is in charge of the activity becomes part of the *volunteer layer*. In this *volunteer layer*, there is small chance that the volunteer will create new activities with other volunteers in the *volunteer layer*, making *Civic Engagement* slightly present in the *volunteer layer*. Therefore, H5 is *rejected*.

5.6 THE SIXTH HYPOTHESIS

When it comes to *co-operational problem solving* in the *volunteer layer*, the expectations were that is would be slightly present. The data that was collected during this research shows that problems in the neighborhood are mostly brought forward by the *participant layer*. The members of the *volunteer layer* showed that they were willing to help and solve these issues, but they were not always involved. Because the *volunteer layer* did not address social problems and were not always involved in problems addressed by the *participant layer* means that c*o-operational problem solving* is slightly present in the *volunteer layer*. Therefore, H6 is *accepted*.

The graphic model changes again due to rejecting H5. Figure 4 shows how the *volunteer layer* should look like now.

Figure 4. The Volunteer Layer and H4, H5 and H6.

Figure 4. The Volunteer Layer and H4, H5 and H6.
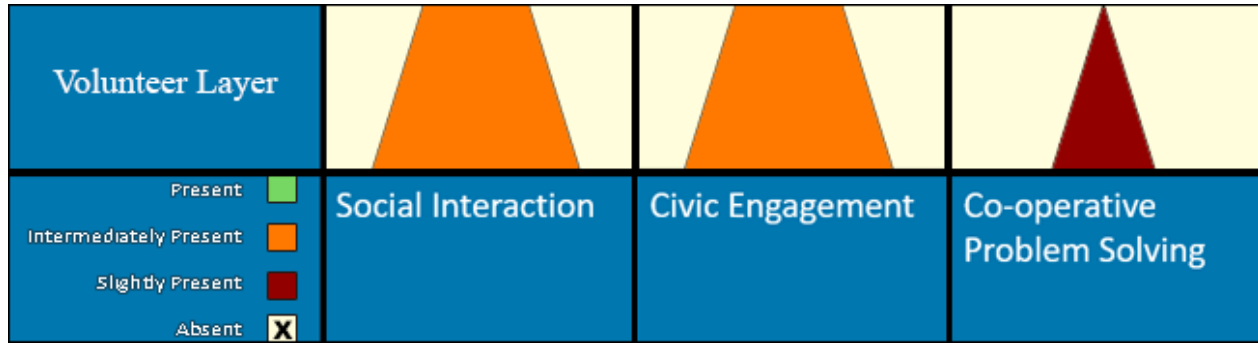
The final three hypotheses, concerning the *participant layer*, are as follows:

H7: Social Interaction is present for the participant layer.

H8: Civic Engagement is slightly present for the participant layer.

H9: Co-operative problem solving is present for the participant layer.

5.7 THE SEVENTH HYPOTHESIS

The data from the interview shows that inside the *participant layer*, there is a lot of communication. The amount differs between the types of activity, but that is due to the nature of activities since some are group orientated and others are focused on the individual. During some of the activities people started new friendships and social networks that led to *Social Interaction* with each other even when there was no activity in progress. Besides interaction within the *participant layer*, there is also interaction with members of the *volunteer layer* and the *management layer*. The interactions with the *volunteer layer* is primarily about the activity itself. Sometimes they speak with members of the *volunteer layer* about some problems in the neighborhood, but they won't involve them in solving these problems. The few interactions they have with the *management layer* involve the goals of the community center. The members of the *participant layer* can also join an annual meeting concerning the community center. During this meeting they speak about the results of the activity review, what they expect from the community center itself and what can be improved. This means that *Social Interaction* can be deemed present in the *participant layer*. They have a lot interaction with each other inside the *participant layer*, some interaction with the members of the *volunteer layer* and there is minimal interaction with the members of the *management layer*. This means that H7 is accepted.

5.8 THE EIGHTH HYPOTHESIS

The initial though was that that *Civic Engagement* would primarily takes place in the *volunteer layer*. However, the data shows that *Civic Engagement* actually takes place in the *participant layer*. In this layer you can find the process in which associational activities are created as a result of volunteerism or group involvement. People will come together and talk about what activities that they want to see or activities that they feel are needed. Due to this group effort, someone will decide to organize such an activity. That person will be part of both the *volunteer* and *participant layer*. A lot of people in the *participant layer* are part of this process, which means that *Civic Engagement* is present in the *participant layer*. As a result, H8 is *rejected*.

5.9 THE NINTH HYPOTHESIS

Co-operational problem solving is an characteristic of which the expectation was that it would be highly present in the *participant layer*. The data shows that my initial thoughts are correct. During some of the activities, some members voiced their concerns about some problems in the neighborhood. These concerns vary from loitering to problems with neighbors. Most of the members in the *participant layer* were prepared to address these issues and started to work together to solve these problems. As expected, *co-operational problem solving* is present in the *participant layer*. This means that H9 is *accepted*. Together with the changes that were made in the managing- and *volunteer layer*s, the graphic model is complete. The new model is as follows:

Figure 5. The graphic model after the data analysis.
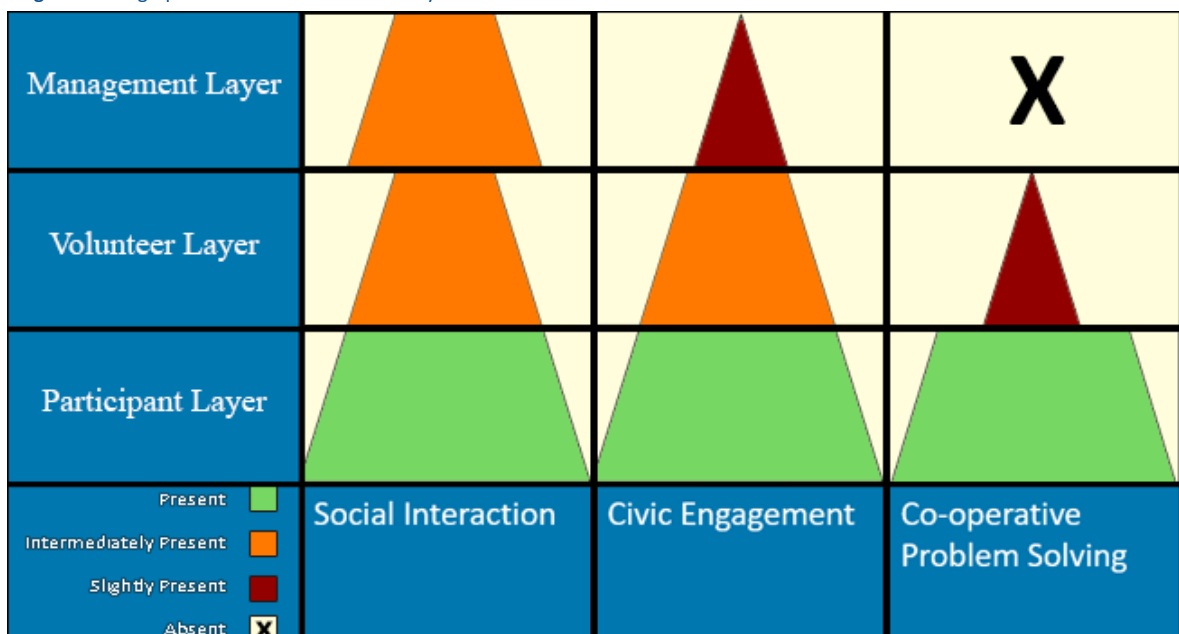
6. DISCUSSION

The results of the data analysis lead to the rejection of three of the nine hypotheses. The first hypothesis that is rejected is hypotheses 1: *Social Interaction is slightly present in the management layer. Social Interaction* actually plays a much larger role in the *management layer* than was expected initially. This is because most of the *Social Interaction* that the *management layer* conducts actually take place outside of the community center. These specific interactions do not concern the visitors of the community center directly, but it does influence them indirectly since it focusses on the safety and continuity of the community center.

The second hypothesis that is rejected, is hypothesis 5: *Civic Engagement is present for the volunteer layer.* The expectation was that that *Civic Engagement* would be abundantly present in the *volunteer layer*, but the research data showed otherwise. *Civic Engagement* is a process that can be found in the *participant layer* and is maintained in the *volunteer layer*. *Civic Engagement* results in the creation of new activities and the fact that *Civic Engagement* primarily takes place in the *participant layer* is in line with the wishes of the community center. They feel that activities should be created by the visitors and not by the community center.

The third rejected hypothesis is hypothesis 8*: Civic Engagement is slightly present for the participant layer.* The fact that this hypothesis is rejected is in line with the rejection of hypothesis 5. Where the initial thought was that *Civic Engagement* would take place in the *volunteer layer*, the data showed that it takes place in the *participant layer*. In the *participant layer* people come together and think about what new activities are needed and a volunteer will come forward that will organize that activity. This finding is also in line with the wishes of the community center concerning who organizes activities.

When you now look at the new graphic model as shown in figure 5, it can be seen that *Social Interaction*, *Civic Engagement* and co-operative problem solving are all fully present in the *participant layer* and that the *participant layer* is displayed as a strong base for the community center. Another trend in the graphic model is that the higher you get in the model, the lower value becomes for *Social Interaction*, *Civic Engagement* and co-operative problem solving, co-operative problem is actually completely absent in the management layer.

When you look at the data and what it means for social networks and social cohesion, the conclusion is that that the *participant layer* and the *volunteer layer* are the most important layers. These two layers stimulate the creation of social networks and social capital (Kearns & Forrest, 2000). In both layers, multiple social networks are created and social capital is formed through the creation of networks, norms and trust that helped in solving mutual problems. The *management layer* also creates its own social networks, but these differ from the other two layers since they mostly interact with actors outside of the community center. Only a small part of the *Social Interaction* inside the community center is focused on creating goals and screening and reviewing activities. The fact that the *management layer* forms a different type of social network, makes it unclear to see if they also create social capital.

The research data also showed interesting results that were not important for this research. The different communities showed to be very closed communities. They did not like interference from outsiders and do not show much interest in participating in activities that were organized by other communities. This resulted in multi-cultured events becoming single-cultured events. It would be interesting to research how these different cultures can be brought together or why these cultures are so closed when it comes to other people.

7. CONCLUSION

This paper researched the effect a community center can have on the social cohesion in a neighborhood. *Het Huis van de Wijk*, a community center in the city of Deventer was selected as location where the research would take place. Interviews have been conducted with people affiliated to *Het Huis van de Wijk*, a government official and volunteers. The research question for this research was: *To what extent and in what way does a community center contribute to social cohesion in a neighborhood?*

To answer the research question, two sub-questions were formulated;

1.   *How is social cohesion conceptualized, and which theory is appropriate for the purpose of this research?* and*;*

2.   *How does the community center create social networks and social capital?*

After analyzing the current theories regarding Social Cohesion, the answer to the first sub question was found in the review article by Kearns and Forrest (2000). In this article, they reviewed the different streams of thoughts regarding social cohesion. They concluded that social cohesion consists of five different interlinked dimensions. These dimensions can be used together, but also separate of each other. Due to time limitation and feasibility issues, not all dimensions are used in this research. Because of the good fit with the subject and research goal the dimension regarding *social networks and capital* is used.

A community center creates social networks and social capital through the activities it provides. The activities are created by all three layers of the community center together: The *management layer* creates goals for the community center and sets restrictions for what types of activities are allowed, the *participant layer* creates activities through a group effort and through volunteering while the *volunteer layer* maintains the activities that the *participant layer* creates. During these activities, social networks are formed. People interact with each other and talk about their life and their problems. *Micro-social world*s are created with their own norms and gives shape to trust. Because of that trust, people feel comfortable in sharing problems and start undertaking action together to solve them.

This research cannot provide a full answer to the research question. It can only answer in what way a community center can contribute to social cohesion in a neighborhood but not to what extent they can contribute to social cohesion due to two reasons. First of all, the exploratory nature of this research combined with the limitations that are a result from conducting qualitative research makes it impossible for to answer that part of the question. More quantitative, research is needed to answer that part of the research question. Secondly, the role that the *management layer* can play is still partially unclear due to the fact that they form a different type of social network. As a result, it cannot be checked if they produce a form of social capital. More quantitative research is needed here.

The question that can be answered due to this research is how a community center contributes to social cohesion in a neighborhood. The community center contributes to social cohesion by facilitating the creation of social networks and social capital through giving the *participant layer* the opportunity to organize activities. The community center itself only provides a place where these activities can take place. The responsibility for these activities lies with the three different

layers that can be found inside the community centers. These layers are the *managing*, the *volunteer* and the *participant layer*. The activities in the community center are shaped through restrictions that are set by the *management layer* and are created through the group effort and volunteering of the people in the *participant layer*. The *volunteer layer* which, consist of all volunteers, will maintain these activities and adjust them when needed. Together, these three layers work together to create activities that can take place because the community center provides a place for these activities. These activities indirectly contribute to social cohesion in a positive way.

REFERENCES

Babbie, E. (2010). The Practice of Social Research Wadsworth Cengage Learning. *International Edition*.

Chan, J., To, H.-P., & Chan, E. (2006). Reconsidering social cohesion: Developing a definition and analytical framework for empirical research. *Social Indicators Research, 75*(2), 273-302.

de Leon, C. F. M., Cagney, K. A., Bienias, J. L., Barnes, L. L., Skarupski, K. A., Scherr, P. A., & Evans, D. A. (2009). Neighborhood social cohesion and disorder in relation to walking in community-dwelling older adults A multilevel analysis. *Journal of Aging and Health, 21*(1), 155-171.

Deventer, T. K. e. V. G. (2014). Monitor Leefbaarheid en Veiligheid 2013 - Burgerpeiling. 60.

Forrest, R., & Kearns, A. (2001). Social cohesion, social capital and the neighbourhood. *Urban Studies, 38*(12), 2125-2143.

Henning, C., & Lieberg, M. (1996). Strong ties or weak ties? Neighbourhood networks in a new perspective. *Scandinavian Housing and Planning Research, 13*(1), 3-26.

Hickman, P. (2012). "Third places" and *Social Interaction* in deprived neighbourhoods in Great Britain. *Journal of Housing and the Built Environment, 28*(2), 221-236. doi:10.1007/s10901-012-9306-5

Kearns, A., & Forrest, R. (2000). Social Cohesion and Multilevel Urban Governance. *Urban Studies, 37*(5-6), 995-1017.

Leadbeater, C. (1997). *Civic Spirit: The big idea for a new political era* (Vol. 14): Demos.

Leidelmeijer, K., Marlet, G., Ponds, R., Broxterman, E., Schulenberg, R., & van Woerkens, C. (2015). Outcomemonitor Wijkaanpak 2015. 197.

Marissing, E. v. (2006). Stedelijk beleid en sociale cohesie: Een interpretatie van de sociale structuren in de Amersfoortse wijk Liendert door professionals die in deze wijk werkzaam zijn. *hdl: 1874/43824# TOP LEVEL AGGREGATION*, 1-83.

McGlone, F., Park, A., & Roberts, C. (1996). Relative values: kinship and friendship. *BRITISH SOCIAL ATTITUDES*, 53-72.

Morrison, N. (2003). Neighbourhoods and Social Cohesion: Experiences from Europe. *International Planning Studies, 8*(2), 115-138. doi:10.1080/13563470305154

Nuus, M. (2009). Monitor Leefbaarheid: De resultaten van onderzoek naar leefbaarheid onder de Deventer bevolking in 2009. 44.

Nuus, M., & Baks, J. (2012). Monitor Leefbaarheid en Veiligheid - De Resultaten van onderzoek naar leefbaarheid onder de Deventer bevolking in 2011. 53.

Pahl, R., & Spencer, L. (1997). The politics of friendship. *Renewal, 5*(34), 100107.

Pahl, R., & Spencer, L. (2010). Family, Friends, and Personal Communities: Changing Models-in-the-Mind. *Journal of Family Theory & Review, 2*(3), 197-210.

Penrod, J., Preston, D. B., Cain, R. E., & Starks, M. T. (2003). A discussion of chain referral as a method of sampling hard-to-reach populations. *Journal of Transcultural Nursing, 14*(2), 100-107.

Peterson, H. (2015). Social cohesion in hyper-diverse areas: how important are encounters in semi-public spaces?

Putnam, R. D. (1998). Foreword. *Public Housing Debate, 9*, 221.

Van der Velden, K. (2007). Monitor Leefbaarheid en Veiligheid - De Resultaten van het bewonersonderzoek onder de Deventer bevolking in 2007. 42.

Wu, B., Carter, M. W., Goins, R. T., & Cheng, C. (2005). Emerging services for community-based long-term care in urban China: A systematic analysis of Shanghai's community-based agencies. *Journal of aging & social policy, 17*(4), 37-60.

THE INTERVIEWS

For this research fifteen people were contacted. Ten of them were willing to co-operate while five of them refused. The most heard reason for not participating was that of a lack of time or interest. The hardest part was finding volunteers which organized activities in *Het Huis van de Wijk* that were willing to co-operate. The interview section of this thesis can be divided in two parts. The first part consists of gaining background information and contact information. The participants of this interview will be either part of the board of management of *Het Huis van de Wijk*, supporting volunteers or government officials. The second part will consist of interviews conducted with volunteers that organize or have organized activities in *Het Huis van de Wijk*.

PART 1

THE FIRST INTERVIEW

The first interviews that I conducted for my research were exploratory of nature. I needed to find out who is important for my research where I could get my data from. I first reached out the board of management of *Het Huis van de Wijk*. To get their contact information, I had to first visit *Het Huis van de Wijk* and ask one of their volunteers for the contact information. This first contact lead to an appointment with an employee of the social teams that is housed in *Het Huis van de Wijk*. The social team is not fully affiliated with *Het Huis van de Wijk* and is mostly part of the municipality of Deventer. However, because the functioning of *Het Huis van de Wijk* and social teams benefit from each other, they are placed in the same building.

The interview with the member of the social team was mainly an introduction to *Het Huis van de Wijk*. The setting was formal and one on one. I received information about its history, the organizational layers, it's activities, its volunteers and their visitors. This appointment also served as a starting point for gaining other interviews. The community enter wanted to know what I could do for them if they decided to help me. It became very clear to me that this interview was mainly to receive some kind of approval from *Het Huis van de Wijk* that they would co-operate with me. This interview helped me on three points:

1. *It provided me with contact information of board members, volunteers and government officials who would probably be well willing in taking part of my research.*

2. *The interview gave me a lot of information on the history of Het Huis van de Wijk*

3. *I received a lot of information about the organizational structure, the role of the volunteers and the setting in which this community center has operate.*

THE SECOND INTERVIEW

My second, third and fourth interview were those with members of the board of management. I first spoke with a member of the board of management, who is also a volunteer in the community center. The main issue in the interview was the role of volunteers in *Het Huis van de Wijk*. I was informed that *Het Huis van de Wijk* only consist of volunteers. None of them are paid for the work they do. *Het Huis van de Wijk* believes in the power of the civilians of a neighborhood and feels that if a neighborhood must achieve something, it has to come from the citizens themselves.

If someone wants to start an activity in *Het Huis van de Wijk*, they have to pay a small fee as rent. These activities will be screened by the board of management to check if they are appropriate to take place in *Het Huis van de Wijk*. The volunteer in this interview did not organize any of the activities, this volunteer merely acted as support if one of the activities needed help. Because of that, this volunteer has observed many activities, its participants and its effects. In the role of member of the board of management there was not much contact with the visitors of the center, but in the role of volunteer, the amount of contact with visitors was much higher. When asked what the main types of activities are that take place in *Het Huis van de Wijk*, the volunteer told me that these are activities like dance lessons, language lessons, playing cards, having dinner together, country themed societal events and activities were people can talk about their (social/financial) problems.

The volunteer also mentions that it sometimes occurs that an activity has an unintended effect. For instance, a card playing activity that lead to conversation about certain issues in the neighborhood. A simple activity like playing cards transformed into a situation where people talked about certain issues and how to fix them. I am also told that, even though it is not organized activity, that I should consider adding time spent at the community center bar as some type of activity. Just like playing a simple game of cards, people come to the bar to socialize and

have drink with each other. Even though the main point is to relax and have a good time doesn't mean that it doesn't have un-intended side effects. At the end of the interview I received the contact information of other volunteers that are organizing or had organized activities in *Het Huis van de Wijk*. The volunteer also warned me that there was a high possibility that not all of them would be happy to participate in my research.

THE THIRD INTERVIEW

After that I directly spoke with another member of the board of management. This person is also a supporting volunteer in *Het Huis van de Wijk*. This interview was focused more about the neighborhood in which the community center operates. The volunteer feels that even though it is hard to have such a variety of cultures in such a small neighborhood, it is also blessing since it enables people to learn from each other. She roughly confirms what the volunteer in the second interview spoke about when it comes to the activities in *Het Huis van de Wijk*.

The volunteer mentions that the activities in *Het Huis van de Wijk* have three main functions: To Learn, To Help and to enjoy. When talk about the visitors of the *Het Huis van de Wijk* it becomes clear that the activities are mainly visited by the same core group of people. Besides that, the volunteer also feels that participating in certain events depends on the cultural background of the person. As an example the volunteer speaks about a Turkish dance class. This kind of event is hardly visited by persons with a Dutch heritage.

The participant mentions that there is not much contact between the visitors and volunteers in their role of member of the board of management. These moments are scarce and primarily take place at annual review moments. However, the members of the board do have contact with other institutions like the local fire department, the police, the municipality, local housing associations and other institutions. These contacts exist because the law prescribes them to have these contacts and because these institutions are interested in renting space.

The main group of visitors consist of people with a Turkish background. Just like in the second interview, the participant states that It may become hard to gain the acceptance of other volunteers to participate in my research. Her advice is to warm them up for the topic, give them the freedom to stop whenever they want.

After the interviews with the two members of the board of management I got into contact with the chairman of *Het Huis van de Wijk*. He himself is not present during most of the activities and is responsible for keeping contact with the municipality, paying the bills, arranging permits and leading the board of management.

This interview was mainly about the history of *Het Huis van de Wijk*, the intention *Het Huis van de Wijk* has when it comes to arranging activities and visitors and about the role the municipality of Deventer plays. Besides that, he also keeps good contact with the police officer allocated to this neighborhood and the social teams. During this interview I learned that the building that houses *Het Huis van de Wijk* is rented from the municipality of Deventer against a very low fee. In return, *Het Huis van de Wijk* has to do their own maintenance and receives few to none financial aid. Since the chairman does not attend many activities. I could not get clear information from him regarding the effect of these activities.

However, he did tell me about the contacts he had in his role as chairman of the board of management. Every month he speaks with the local fire department, the police and the municipality. The conversations with the fire department and the police are primarily focused around the safety of the community center. The appointments with the municipality are mostly about the goals both the municipality and the community center have set for each other. In his role of chairman, he rarely speaks with visitors of the community centers and has little to no contact with the people that organize activities.

After concluding these three interviews with the board members of *Het Huis van de Wijk*, I got the following results:

1. *I got the contact information of volunteers that are currently organizing activities in Het Huis van de Wijk and of volunteers that had organized activities in the past.*
2. *Both volunteers agree that the activities in Het Huis van de Wijk can be placed into three distinctive groups: To learn, To Enjoy and To Help.*
3. *Certain activities produce un-intended result*

4. I learned more about the setting in which Het Huis van de Wijk operates, how the board of management functions and what the support volunteers do.

THE FIFTH INTERVIEW

In this interview I spoke with a government official of the municipality of Deventer. We spoke about the plans that the municipality of Deventer had with the Rivierenwijk and what role *Het Huis van de Wijk* would play in those plans. He stated that the renovation of the Rivierenwijk is almost done and that *Het Huis van de Wijk* would play the role of central meeting point. They placed the community center in the center of the Rivierenwijk in a building that directly meets the eye. The building was designed by top notch architect in such a way that everyone who is new in the neighborhood would see it because it differs so much from the other buildings.

Het Huis van de Wijk does not receive much funding according the government official. They can rent their building against a very low fee and will receive help when needed. The financial aid that the municipality gives them will be lowered every year until *Het Huis van de Wijk* can fully operate on its own. Before *Het Huis van de Wijk* was established there were De Venen and De Bron.

He stated that the current program of activities in *Het Huis van de Wijk* is a result of the exploitation plan that was made when they started planning the creation of *Het Huis van de Wijk*. In this exploitation plan is a section where the activities in De Venen and De Bron were reviewed. They contacted the volunteers behind those activities to continue their activities in *Het Huis van de Wijk*.

The main results of this interview are:

1. *Het Huis van de Wijk plays a central role in the renovation of the Rivierenwijk.*
2. *Activities in De Venen and De Bron were reviewed and asked if they wanted to return in Het Huis van de Wijk.*
3. *The intention of the municipality of Deventer is that eventually Het Huis van de Wijk can fully operate on its own without aid from the municipality.*

PART 2

This part consists of interview with volunteers who organized their own activities. Initially I contacted ten persons. I received their contact information through the snowball sampling technique. Five of the ten contacted persons were willing to co-operate. They will talk about what their intentions were when they started the activity, what happened during their activity and what the (un-intended) results were of their activities. In this part you will find five interviews. The participant in the first interview organized two activities, bringing the number of activities to six.

THE SIXTH INTERVIEW

The participant was not easy to convince to participate in the research. He therefore requested to be anonymous. This interview was conducted in a very informal setting. It took place in *Het Huis van de Wijk* and was supposed to be a one-on-one interview. The participant did not feel very comfortable with such a set-up. We decided to make it an open conversation in which all types of questions could be asked. This participant organized two activities.

This participant was responsible for organizing an activity that facilitated card games for everyone interested. When I asked what the participants intentions were with this activity, the participant answered that this activity was purely for entertainment. This activity should become a place where people could relax and enjoy their favorite activity. People could socialize and play together.

When asked what happened during the activity, the participant answered that people enjoyed the activity and that a specific group always returned. The persons that visited originated from diverse cultural backgrounds. They started talking about their everyday lives and the problems they experienced with each other, but also with the volunteers. According to the participant the activity also had surprising side effects. Visitors that attended the activity created their own small group and started contacting each other outside the activities. They also started talking about personal problems and social problems that they experienced in their neighborhood. They could vent their anger about certain situations and come to their senses through the help of the group. Through co-operation they also tackled some problems in the neighborhood that they could not face alone.

The participant was also responsible for organizing another activity. That of Dutch language lessons. The intentions the participant had when organizing this activity was that teaching people

an important skill so they can take part of everyday life in the Netherlands. Without knowledge of the Dutch language they condemned to be isolated in their own cultural group. By learning Dutch, they can broaden their horizon and communicate with people outside they own cultural group.

The same group of people always showed and according to the volunteer not many new visitors would come and participate in the activity. During the activity the focus was always on learning the language. Unlike language classes in school, they learned Dutch through talking with each other in Dutch and learning it word by word. Eventually they would grasp the language much better than before. The focus was mainly on learning the language, as a result of that people hardly bonded with each other. Because of that the conversations never became in-depth, resulting into every day chit-chat.

There were also no side-effects due to the activity. Because they focus was mainly on learning the Dutch language and no new networks were formed, people never became attached to each other.

THE SEVENTH INTERVIEW

This interview was conducted in an informal manner with a volunteer that organized computer lessons. It was conducted in *Het Huis van de Wijk* with other visitors present. The volunteer was very willing to participate in my research. This resulted in a very open interview that sometimes went off-topic.

The volunteers' intentions with this activity was to help people connect to the digital world. Elderly people and immigrants tend to know not much about how computers work and how to connect to the internet. With this supporting activity the volunteer wanted to help people to get familiar with a computer and show what benefits it can offer. Besides showing how computers work how to connect the internet he also wants to warn and teach them how to protect themselves online.

When he started the activity, it was a very small group of visitors that grew overtime. When asked if people socialized during the activity, the volunteer stated that ''people came here to learn, and that attitude was reflected on the activity.'' No groups were formed during the activity;

it was very individualistic. ''The activity could be compared to that of the situation in a class room, the students listen and the teacher explains how to do things'' explained the volunteer.

When asked about side effects that were not foreseen, the volunteer answered that he could not remember the occurrence of side effects. ''People came for the activity, they learn about their computers, ask for advice about computers, ask about the internet and learn how to work with a text processor like word. At the end of the activity most of them would go home. Of course some people would stay for a drink or two, but that did not frequently happen.''

THE EIGHT INTERVIEW

This interview was conducted with a volunteer that organized meetings for elderly Turkish women. The interview was conducted in an informal setting. During these meetings that the volunteer organized, the women could come together and talk about everyday life in a safe environment where they can be understood. The intention the volunteer had with this activity was to bring this group of women together so they can share their feelings, their problems and their woes. It also facilitated a platform where the women could socialize with each other.

When I asked what happened during the meeting, the participant responded that at first not many people showed up. It took some for people to acknowledge these meetings as helpful. After a while, people started to bond with each other and learned about their lives and problems. The group of women was not very open to the outside and was very group-centered. When the meetings were over they would all go their own separate ways, but every now and then they would contact each other, indicating that a form of friendship was established. The organizer emphasized that this happened every now and then and that it did not occur on a large scale.

When I asked about other effects, the participant responded that there were none. The activity functioned like intended, it created a place for a group people where they could come together in a safe setting were they could share what they had on their minds. That the elderly women would often contact each other was a positive side effect that was not foreseen.

THE NINTH INTERVIEW

This interview took place in a formal setting, it was conducted with someone that organized appointments with immigrants that are experiencing a hard in their neighborhood. They often do not speak the Dutch language, have a different culture and are misunderstood by their neighbors. The intentions with this activity was pull immigrants out of their isolation so they could become a part of the society again.

During these appointments, people would help the immigrant in a one-on-one conversation. They would take about problems that they are facing, how to deal with the municipality, with their neighbors and the language. They would make a plan which stated all the issues and how to solve them. Sometimes they would involve me, and I was willing to help them. They would frequently come together and talk about the progress and new issues. The visitors themselves would have not much contact with each other since they sessions are one-on-one.

When asked about any side effects that occurred because of the activity I got the response there were none that were noticed. The visitors started to learn more about the Dutch culture, the language and norms. Because of that they understood their neighbors much better and were pulled out of their isolation. The activity had its intended effect and nothing more.

THE TENTH INTERVIEW

This final interview was conducted in a formal setting with a volunteer that organized cultural themed events. People with the same cultural background could come together and enjoy their native music, culture, food and dance. The intention with this activity was to bring people of the same culture together and to create an opportunity for people of other cultures that were interested to join them. The main focus of the activity was pleasure and socializing.

When asked what happened during the activity, the person that organized them answered that almost always the same people visited the meeting that corresponded with their own culture. Even though the intention was to also pull in new visitors of other cultures was not so successful. In the end, people of the same culture became closer to each other and started forming new friendships and groups that would meet even when there were no organized meetings.

When asked about unexpected side effects, the participant responded that During some of these themed events people would start talking about certain issues that the neighborhood faces and if there were plans to solve these issues. Even though the main focus was on pleasure, people started to co-operate to improve certain situations in their neighborhood. I was not involved the solving of these problems, but they would sometimes inform me of the progress.

2013.071164.01/JBR

KAMER VAN KOOPHANDEL

L.**3 OKT** 2013

ENSCHEDE

INGEKOMEN

-**3 OKT** 2013

ENSCHEDE   - 1 -

OPRICHTING

(Stichting Huis van de Wijk Rivierenwijk Deventer)

Heden, dertig september tweeduizend dertien,

verschenen voor mij, mr. Jan-Hein Brummelhuis, notaris te Deventer:

1. de heer **Antonius Gerhardus Brinkerink**, geboren te Deventer op zeven december negentienhonderd vierenveertig, identificatie: identiteitskaart nummer Gegevens verwijderd door KvK wonende Gegevens verwijderd door KvK gehuwd;

2. de heer **Roelof Maarten Meihuizen**, geboren te Vlaardingen op twaalf oktober negentienhonderd drieënzestig, identificatie: paspoort nummer Gegevens verwijderd door KvK wonende Gegevens verwijderd door KvK ongehuwd en niet als partner geregistreerd.

De verschenen personen verklaarden hierbij een stichting op te richten waarvan de statuten luiden als volgt:

Artikel 1

Begripsbepalingen

De statuten verstaan onder:

Deelnemer: een natuurlijk persoon, aan wie het werk van de stichting rechtstreeks ten goede komt;

Vrijwilliger: een persoon, die anders dan als beroepskracht uitvoerend werk in de stichting verricht;

Beroepskracht: betaalde werknemer in dienst van de stichting;

Beheergroep: orgaan gevormd door personen gekozen uit en door degenen aan wie het werk van de stichting rechtstreeks ten goede komt;

Artikel 2

Naam zetel

2.1 De stichting draagt de naam: Stichting Huis van de Wijk Rivierenwijk Deventer.

2.2 De stichting heeft haar zetel te Deventer.

Artikel 3

Doel en Vermogen

3.1 De stichting heeft ten doel:

- het toezicht houden op programma, beheer en activiteiten in het Huis van de Wijk Rivierenwijk te Deventer, hierna te noemen: "Huis van de Wijk";

- het bieden van ontmoetingsruimte en faciliteiten, in de vorm van een laagdrempelig buurthuis, voor bewoners van de Rivierenwijk en ondernemers, met speciale aandacht voor kwetsbare groepen binnen de wijk;

- het toezicht houden op beheer van het gebouw en voorzieningen, infrastructuur en installaties in het Huis van de Wijk;

- het toezicht houden op het vermogen dat mede ontstaat door de activiteiten in het Huis van de Wijk en andere betrokken partijen;

- het aangaan en beëindigen van huurcontracten met huurders en gebruikers van het Huis van de Wijk en het toezicht houden op de activiteiten van huurders;

46

- het bieden van een eerste aanspreekpunt voor de gemeente, de—————
  subsidieverstrekkers en andere betrokkenen;—————
- Het verrichten van alle verdere werkzaamheden, die met het vorenstaande in—
  de ruimste zin verband houden of daartoe bevorderlijk kunnen zijn; en—————
- het in dienst nemen van betaalde krachten om het doel te realiseren en op te—
  treden als werkgever—————

3.2 De stichting tracht haar doel onder meer te verwezenlijken door—————
- het beheren van het gebouw en voorzieningen, infrastructuur en installaties in—
  het Huis van de Wijk;—————
- het toezien op de samenhang in het programma van activiteiten en projecten—
  in en om het Huis van de Wijk;—————
- het organiseren van activiteiten en projecten;—————
- het ten behoeve van dit programma, en de bijhorende faciliteiten, aanvragen—
  van subsidies; en—————
- het in dienst nemen van een zakelijk leider en conciërge/ beheerder en het——
  toezien op de werkzaamheden van deze beroepskrachten, en andere partijen—
  die werken ten behoeve van programma en beheer van het Huis van de Wijk.–

3.3 De stichting beoogt niet het maken van winst. Het vermogen van de stichting wordt
  gevormd door:—————
- subsidies en donaties;—————
- schenkingen, erfstellingen en legaten;—————
- huurinkomsten;—————
- rentebaten;—————
- alle andere verkrijgingen en baten.—————

3.4 Het vermogen van de stichting zal worden aangewend ten behoeve van het doel—
  zoals omschreven in artikel 3.1.—————

Artikel 4 —————
Adviesraad gebruikers—————
4.1. Het Stichtingsbestuur is verplicht ten minste een maal per jaar een vergadering te—
  houden met de gebruikers/deelnemers van het Huis van de Wijk, ter bespreking—
  en evaluatie van plan en begroting.—————
4.2. Indien er geen beheergroep is ingesteld, bestaand uit vertegenwoordigers van de—
  deelnemers, is het bestuur verplicht de behoefte aan het instellen van een—————
  beheergroep telkens op deze vergadering te peilen.—————
4.3. Het bestuur is verplicht tot het instellen van een beheergroep over te gaan, indien—
  op enigerlei wijze in de vergadering is gebleken dat een/derde van de deelnemers—
  van de adviesraad, doch minimaal tien, zulks wensen. Het bestuur verzoekt de——
  beheergroep om tenminste vier leden aan te wijzen die de taakgebieden:—————
  programmabeheer, administratie, communicatie & PR en huishoudelijk & technisch
  beheer vertegenwoordigen en daarvoor verantwoording nemen en aanspreekpunt—
  zijn voor het bestuur.—————
  Bestuurders van de stichting kunnen geen deel uitmaken van de beheergroep.——
4.4. De adviesraad heeft het recht over alles informatie te vragen en wensen kenbaar—
  te maken.—————

Artikel 5 —————
Beheergroep—————

47

5.1. De beheergroep bestaat uit minimaal vijf en maximaal zeven personen.————

5.2. De beheergroep heeft tot taak het dagelijks beheer van het wijkcentrum het Huis— van de Wijk te coördineren en uit te voeren.————

5.3. De beheergroep komt tenminste een maal per maand bijeen.————

5.4. Voor geldige besluiten dient in een vergadering van de beheergroep twee/derde— van het aantal in functie zijnde leden aanwezig te zijn. Deze bepaling is niet van— toepassing wanneer over hetzelfde onderwerp ten tweede male wordt vergaderd— en hiervan op de agenda melding is gemaakt.————

5.5. De beheergroep heeft, behoudens het overigens in deze statuten bepaalde, de— volgende taken:————

- het gevraagd en ongevraagd adviseren van het bestuur omtrent het te volgen– beleid;————

- het mede opzetten van het jaarprogramma voor activiteiten en het mede— uitvoeren van het werkplan van de stichting of zelfstandige onderdelen— daarvan.————

5.6. De beheergroep stelt in overleg met het bestuur een reglement vast dat haar— functioneren regelt en niet in strijd mag zijn met bepalingen uit deze statuten.——

Artikel 6 ————

Bestuur samenstelling, benoeming, schorsing, ontslag, belet en ontstentenis——

6.1 Het bestuur van de stichting bestaat uit ten minste drie leden. Het aantal———— bestuursleden wordt met inachtneming van het in de vorige zin bepaalde door het- bestuur met algemene stemmen vastgesteld in een vergadering waarin alle——— bestuurders aanwezig of vertegenwoordigd zijn.————

6.2 Minimaal twee/derde van de bestuursleden is woonachtig in de Rivierenwijk te— Deventer.————

6.3 Het bestuur (met uitzondering van het eerste bestuur, waarvan de leden in functie– worden benoemd) kiest uit zijn midden een voorzitter, een secretaris en een——— penningmeester. De functies van secretaris en penningmeester of voorzitter en— penningmeester kunnen ook door één persoon worden vervuld.————

6.4 Het eerste bestuur wordt benoemd bij deze akte. Vervolgens worden———— bestuursleden benoemd door het bestuur, met in achtneming van het bepaalde in– artikel 6 lid 8.————

6.5 Bestuursleden worden benoemd voor vier jaar en zijn voor één periode———— herbenoembaar. Het bestuur zal een rooster van aftreden vast stellen waarbij om– de twee jaar een gedeelte van het bestuur aftreedt.————

6.6 Een bestuurslid kan te allen tijde door de overige bestuursleden worden geschorst- en ontslagen. Ter zake van schorsing, handhaving of opheffing van de schorsing— of ontslag besluit het bestuur met een meerderheid van ten minste twee/derde van- de uitgebrachte stemmen. Het betrokken bestuurslid wordt in de gelegenheid— gesteld zich in een vergadering van het bestuur te verantwoorden. Daarbij kan hij– zich doen bijstaan door een raadsman casu quo raadgever.————

6.7 De schorsing van een bestuurslid vervalt, indien het bestuur niet binnen drie—— maanden na de datum van ingang van de schorsing besluit tot ontslag, tot———— opheffing of handhaving van de schorsing. Een schorsing kan eenmaal voor ten— hoogste drie maanden worden gehandhaafd, ingaande op de datum waarop het— besluit tot handhaving van de schorsing werd genomen.————

48

6.8 Een bestuurslid defungeert:———————————————————————————
- door zijn overlijden;———————————————————————————
- doordat hij failliet wordt verklaard of doordat de schuldsaneringsregeling——·—
  natuurlijke personen op hem al dan niet voorlopig van toepassing wordt door—
  zijn onder curatelenstelling;———————————————————————
- door zijn vrijwillig aftreden;————·——————————————————
- door zijn ontslag door de rechtbank;——————————————————
- door zijn ontslag verleend door de gezamenlijke overige bestuursleden.————

6.9 Bij het openvallen van een vacature in het bestuur, zal het bestuur binnen één——
  maand nadien een voordracht doen voor de vacature. De overblijvende—————
  bestuursleden kiezen (of kiest het enige overblijvende bestuurslid) van de stichting-
  een nieuw(e) bestuurslid (bestuursleden);———————————————————

6.10 Bij ontstentenis of belet van alle bestuursleden of van het enige (overgebleven)—
  bestuurslid wordt het bestuur waargenomen door een persoon die daartoe door de-
  president van de rechtbank van het arrondissement waar de stichting haar zetel—
  heeft, op verzoek van één of meer belanghebbende(n), is of wordt aangewezen.—

6.11 De bestuursleden genieten geen beloning voor hun werkzaamheden. Zij hebben—
  wel recht op vergoeding van de door hen in de uitoefening van hun functie————
  gemaakte kosten.———————————————————————————

Artikel 7 ———————————————————————————————————
Bestuursbevoegdheid————————————————————————————

7.1 Het bestuur is belast met het besturen van de stichting.———————————————

7.2 Het bestuur is bevoegd te besluiten tot het aangaan van overeenkomsten tot———
  verkrijging, vervreemding en bezwaring van registergoederen.———————————
  Op het daartoe te nemen besluit is het bepaalde in artikel 12 lid 1 en 2 van———
  toepassing.————————————————————————————————

7.3 Het bestuur is bevoegd te besluiten tot het aangaan van overeenkomsten, waarbij-
  de stichting zich als borg of hoofdelijk medeschuldenaar verbindt, zich voor een—
  derde sterk maakt of zich tot zekerheidstelling voor een schuld van een ander——
  verbindt, mits het besluit wordt genomen met algemene stemmen van alle in——
  functie zijnde bestuursleden.——————————————————————

7.4 Erfstellingen kunnen slechts onder het voorrecht van boedelbeschrijving worden—
  aanvaard.———————————————————————————————

Artikel 8 ———————————————————————————————————
Vertegenwoordiging———————————————————————————

8.1 Het bestuur vertegenwoordigt de stichting, voor zover uit de wet niet anders———
  voortvloeit.———————————————————————————————

8.2 De vertegenwoordigingsbevoegdheid komt tevens toe aan twee gezamenlijk———
  handelende bestuursleden.——————————————————————

8.3 Het bestuur kan besluiten tot de verlening van volmacht aan één of meer————
  bestuursleden, alsmede aan derden, om de stichting binnen de grenzen van die—
  volmacht te vertegenwoordigen.————————————————————

Artikel 9 ———————————————————————————————————
Bestuursvergaderingen———————————————————————

9.1 De bestuursvergaderingen worden gehouden in de gemeente waar de stichting—
  haar zetel heeft of ter plaatse in Nederland als bij de oproeping bepaald.————

9.2 Onverminderd het bepaalde in artikel 11 lid 2 worden vergaderingen van het———— bestuur gehouden zo dikwijls als de voorzitter of één van de overige———————— bestuursleden dit wenselijk acht.——————————————————————

9.3 De oproeping tot de vergadering geschiedt aan de stemgerechtigde bestuursleden- ten minste zeven dagen tevoren, de dag van de oproeping en die van de———————— vergadering niet meegerekend, door middel van oproepingsbrieven.———————————

9.4 De oproepingsbrieven vermelden, behalve plaats en tijdstip van de vergadering,—— de te behandelen onderwerpen.————————————————————————

9.5 Toegang tot de bestuursvergadering hebben de bestuursleden die niet geschorst— zijn.———————————————————————————————————————
Een geschorst bestuurslid heeft toegang tot de bestuursvergadering waarin het—— besluit tot schorsing, tot opheffing of handhaving van de schorsing wordt———————— behandeld en is bevoegd daarover het woord te voeren.————————————————

9.6 Een stemgerechtigd bestuurslid kan zich door een ander zodanig bestuurslid ter—— vergadering schriftelijk doen vertegenwoordigen. Een bestuurslid kan slechts één— medebestuurslid ter vergadering vertegenwoordigen.————————————————

9.7 De vergaderingen worden geleid door de voorzitter; bij diens afwezigheid voorzien- de aanwezigen zelf in de leiding van de vergadering.————————————————

9.8 De voorzitter van de vergadering bepaalt de wijze waarop de stemmingen in de—— vergaderingen worden gehouden, met dien verstande, dat indien één of meer———— bestuursleden zulks verlangen, stemmingen over personen schriftelijk geschieden.-

9.9 Het door de voorzitter van de vergadering ter vergadering uitgesproken oordeel—— omtrent de uitslag van een stemming is beslissend.———————————————————
Hetzelfde geldt voor de inhoud van een genomen besluit, voor zover werd———————— gestemd over een niet schriftelijk vastgelegd voorstel.——————————————————

9.10 Van het verhandelde in de vergaderingen worden notulen gehouden door de———— secretaris of door één van de andere aanwezigen, door de voorzitter van de———— vergadering daartoe aangezocht. De notulen worden vastgesteld en getekend———— door degenen, die in de vergadering als voorzitter en secretaris hebben———————— gefungeerd————————————————————————————————————

Artikel10——
Bestuursbesluiten——————————————————————————————————————

10.1 Ieder bestuurslid heeft, voor zover bij niet is geschorst, het recht tot het uitbrengen van één stem. Voor zover de wet of deze statuten geen grotere meerderheid———— voorschrijven worden alle bestuursbesluiten genomen met volstrekte meerderheid- van de geldig uitgebrachte stemmen. Blanco stemmen worden beschouwd als niet- te zijn uitgebracht.————————————————————————————————

10.2 Het bestuur kan ter vergadering alleen dan geldige besluiten nemen indien de—— meerderheid van de stemgerechtigde bestuursleden ter vergadering aanwezig of— vertegenwoordigd zijn.——————————————————————————————————

10.3 Zolang in een bestuursvergadering alle stemgerechtigde bestuursleden aanwezig- zijn, kunnen geldige besluiten worden genomen over alle aan de orde komende—— onderwerpen, mits met algemene stemmen, ook al zijn de door de statuten———————— gegeven voorschriften voor het oproepen en houden van vergaderingen niet in—— acht genomen.————————————————————————————————

10.4 Het bestuur kan ook buiten vergadering besluiten nemen, mits alle bestuursleden–
     in de gelegenheid zijn gesteld schriftelijk, al dan niet per enig————
     telecommunicatiemiddel, hun mening te uiten. Van een aldus genomen besluit——
     wordt onder bijvoeging van de ingekomen antwoorden door de secretaris een——
     relaas opgemaakt, dat na medeondertekening door de voorzitter bij de notulen——
     wordt gevoegd.————

Artikel 11————

Boekjaar en jaarstukken————

11.1 Het boekjaar van de stichting is gelijk aan het kalenderjaar.————

11.2 De penningmeester sluit per de laatste dag van het boekjaar de boeken van de——
     stichting af en maakt daaruit zo spoedig mogelijk, doch uiterlijk binnen vijf————
     maanden na afloop van het boekjaar, een balans en een staat van baten en lasten–
     op over het versteken boekjaar. De penningmeester zendt deze stukken voor het—
     einde van de in de voorgaande zin bedoelde termijn aan een door het bestuur——
     benoemde kascommissie van twee leden. Deze stukken worden door de————
     kascommissie gecontroleerd. Naar aanleiding van de bevindingen van de————
     kascommissie worden in een bestuursvergadering, te houden binnen zes————
     maanden na afloop van het boekjaar, de stukken vastgesteld en ten blijke daarvan–
     door alle bestuurders ondertekend.————

11.3 Het bestuur stelt jaarlijkse een kascommissie van twee leden van het bestuur aan–
     die een controle uitoefent op de jaarstukken.————

11.4 Het bestuur kan, alvorens tot de vaststelling van de balans en de staat van baten—
     en lasten over te gaan, deze stukken doen onderzoeken door een door hem aan te
     wijzen registeraccountant of andere deskundige.————
     Deze deskundige brengt omtrent zijn onderzoek verslag uit aan het bestuur en——
     legt, zo hij daartoe bevoegd is, daaromtrent een verklaring af.————

11.5 De penningmeester maakt jaarlijks drie maanden voor het einde van het lopende—
     boekjaar een begroting op voor het volgende boekjaar. De begroting dient door het
     bestuur te worden vastgesteld uiterlijk één maand voor het einde van het lopende—
     boekjaar.————

Artikel 12————

Statutenwijziging————

12.1 Het bestuur is bevoegd deze statuten te wijzigen. Het besluit tot statutenwijziging–
     kan slechts worden genomen in een speciaal daartoe bijeengeroepen————
     bestuursvergadering waarin alle stemgerechtigde bestuursleden aanwezig of——
     vertegenwoordigd zijn, met een meerderheid vertegenwoordigende ten minste——
     twee/derde van de stemmen.————

12.2 Indien in een vergadering als in lid 1 bedoeld niet alle stemgerechtigde————
     bestuursleden aanwezig of vertegenwoordigd zijn, wordt een tweede vergadering—
     bijeengeroepen, te houden binnen één maand na de eerste vergadering, waarin——
     ongeacht het aantal aanwezige of vertegenwoordigde stemgerechtigde————
     bestuursleden tot statutenwijziging kan worden besloten, mits het besluit wordt——
     genomen met een meerderheid van twee/derde van de stemmen die door de——
     aanwezigen in die vergadering kunnen worden uitgebracht.————
     Bij de oproeping tot bedoelde tweede vergadering dient te worden medegedeeld—
     dat het hier een tweede vergadering als vorenbedoeld betreft.————

12.3 De wijziging moet op straffe van nietigheid bij notariële akte tot stand komen.———
Ieder bestuurslid afzonderlijk is bevoegd de desbetreffende akte te verlijden.———

Artikel 13———

Ontbinding en vereffening———

13.1 Het bestuur is bevoegd de stichting te ontbinden. Op het daartoe te nemen besluit
is het bepaalde in artikel 12 lid 1 en 2 van overeenkomstige toepassing.———

13.2 De stichting blijft na haar ontbinding voortbestaan voor zover dit tot vereffening———
van haar vermogen nodig is.———

13.3 Bij de ontbinding van de stichting geschiedt de vereffening door het bestuur.———

13.4 Gedurende de vereffening blijven de bepalingen van deze statuten zoveel———
mogelijk van kracht.———

13.5 Een overschot na vereffening wordt uitgekeerd zoals door de vereffenaars te———
bepalen, zoveel mogelijk in overeenstemming met het doel van de stichting.———

13.6 Na afloop van de vereffening blijven de boeken, bescheiden en andere———
gegevensdragers van de ontbonden stichting gedurende zeven jaren berusten———
onder de door de vereffenaars aan te wijzen persoon.———

Artikel 14———

Huishoudelijk Reglement———

14.1 Het bestuur is bevoegd een reglement vast te stellen, waarin die onderwerpen———
worden geregeld, die naar het oordeel van het bestuur (nadere) regeling———
behoeven.———

14.2 Het reglement mag niet met de wet of deze statuten in strijd zijn.———

14.3 Het bestuur is te allen tijde bevoegd het reglement te wijzigen of op te heffen.———

14.4 Op de vaststelling, wijziging en opheffing van het reglement is het bepaalde in———
artikel 12 lid 1 en 2 van toepassing.———

Artikel 15———

Slotbepalingen———

15.1 Onder schriftelijk wordt in deze statuten verstaan elk via de gangbare———
communicatiekanalen overgebracht bericht, waarvan uit geschrift blijkt.———

15.2 In alle gevallen, waarin zowel de wet als deze statuten niet voorzien, beslist het———
bestuur.———

Slotverklaringen———

Tenslotte verklaarden de verschenen personen:———

1.   Voor de eerste maal zijn bestuurders, in de achter hun naam vermelde functie:———

    a.   de heer A.G. Brinkerink, voornoemd, als voorzitter;———

    b.   de heer R.M. Meihuizen, voornoemd, als penningmeester;———

    c.   mevrouw Kornelia Albertha Hofman, geboren te Apeldoorn op elf april———
negentienhonderd tweeënzestig, wonende Gegevens verwijderd door KvK
als secretaris;———

    d.   de heer Güngön Arslan, geboren te Deventer op vijftien november———
negentienhonderd vierentachtig, wonende Gegevens verwijderd door KvK
als lid;———

    e.   de heer Dieuwko Saadhoff, geboren te Emmen op drieëntwintig februari———
negentienhonderd zevenenveertig, wonende Gegevens verwijderd door KvK
als lid;———

    f.   de heer Ronaldo Miguel Mario Cadogan, geboren te Paramaribo (Suriname)———

op drie oktober negentienhonderd negenenveertig, wonende Gegevens verwijderd door KvK ————

Gegevens verwijderd door KvK als lid.————————————————————————

2.   Het eerste boekjaar van de stichting eindigt op eenendertig december————
    tweeduizend veertien.————————————————————————

De verschenen personen zijn mij, notaris, bekend.————————————————

Door mij, notaris, is de zakelijke inhoud van deze akte aan de verschenen personen——
medegedeeld en toegelicht.————————————————————————

Daarna verklaarden zij van die inhoud te hebben kennisgenomen en daarmee in te——
stemmen.————————————————————————————

WAARVAN AKTE is verleden te Deventer op de datum, in het hoofd van deze akte——
vermeld. ————————————————————————————

Vervolgens is deze akte onmiddellijk na beperkte voorlezing ondertekend door de——
verschenen personen en door mij, notaris.————————————————————

(Volgt ondertekening)

<u>UITGEGEVEN VOOR AFSCHRIFT</u>

Gegevens verwijderd door KvK