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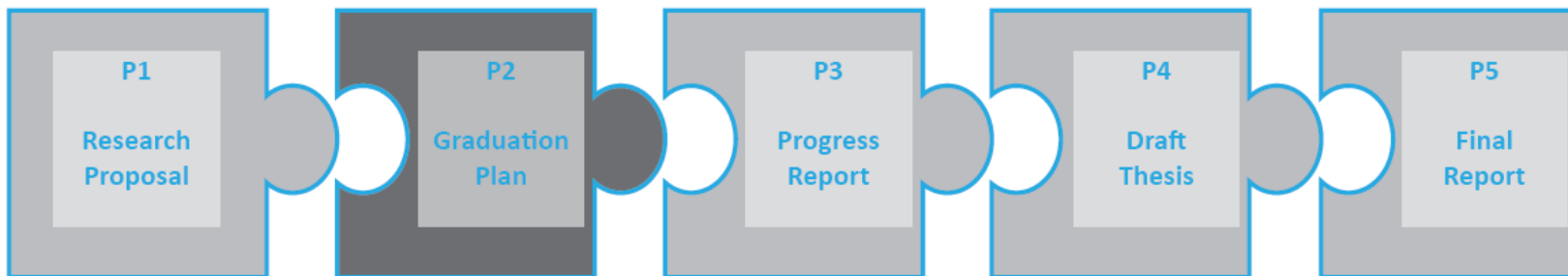
**Research Company (Not verified yet)**

Company:  
Mentor:

## PREFACE

The document in front of you is the second step of my graduation journey. This research proposal can be considered as the foundation of my master thesis. It will give insights of the current problem, the research questions, the objectives, the deliverables and the relevance of the master thesis. An outline of the research design will have a supportive function to give direction during my graduation process.

Steven Zijlstra  
*Delft, October 2013*



1. *The Master Thesis Stages*

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## 1. THE PROBLEM

In this chapter the problem will be described. This will lead into research questions, which will contribute to achieve the aim of research and its deliverables. Moreover, the different type of relevance will be explained.

### 1.1 Problem Analysis

Since 2010, the vacancy of office buildings within the Netherlands has received a growing attention. The total supply were 7.932.000 m<sup>2</sup> in 2012 and from that, 7.164.000 m<sup>2</sup> were actual vacant, an increase of 5.3% compared to 2011. This was 14.6% of the total office stock (DTZ Zadelhoff, 2013).

	Vacancy (m <sup>2</sup> )	Supply (m <sup>2</sup> )	Stock (m <sup>2</sup> )
<b>2012</b>	7.164.000	7.932.000	49.129.000
<b>2011</b>	6.795.000	7.561.000	48.195.000
<b>2010</b>	5.511.000	7.152.000	39.648.000
<b>2009</b>	5.287.000	7.046.000	39.750.000

1. *Development of vacancy in the Netherlands (DTZ Zadelhoff, 2010; 2011; 2012; 2013)*

Because of this growing vacancy, Piet Hein Donner decided in 2011, that all buildings of the Rijksgebouwendienst (RGD) (In English: The Government Buildings Agency) should be disposed, which are no longer in function in favor of the RGD. Moreover, before the year of 2020 the RGD needs to dispose a quarter of their office stock. This encounters owned and rental

offices and counts 1.000.000 m<sup>2</sup> till 2020 (Klein Schiphorst, 2012). All the vacant buildings and areas are sold via the RVOB: Het Rijksvastgoed- en ontwikkelingsbedrijf (De Jonge et al., 2013).

By selling governmental real estate, the annual costs will decrease over time. Searching for the highest prize is beneficial for taxes and government income. However, selling for the best prize can decrease the success of the redevelopment and societal aims might get buried. Moreover, if the government is leaving several offices, the vacancy is likely to increase. This may result in problems on the office market and may have a much bigger impact than expected. In the city of The Hague, the government will dispose approximately 600.000 m<sup>2</sup> of office space. The office stock in The Hague and its region is 7.201.000 m<sup>2</sup> in the year of 2012 and the take-up was 118.00 m<sup>2</sup> in 2012 (DTZ Zadelhoff, 2013). Adding an amount of 600.000 m<sup>2</sup> is a significant share on the office market and can lead towards market saturation.

The government is searching for possibilities to sell their real estate for the highest possible prize, but still in a social responsible way. There is a need for a good integral analysis and reviewing tool where financial and emotional aspects are merged, in order to inventory the success and risk factors of a real estate decision. One of the possible solutions is to adapt the building, which can be done before or after the disposal, and can accommodate a new function. Before adaptive reuse

can be considered, a thorough estimation of the financial value and the potential valuation is necessary (De Jonge et al., 2013).

Aart Hordijk, director of the ROZ/IPD Real Estate index, stated in his dissertation that valuations are the Achilles heel of appraisal-based indices (Hordijk, 2005). On the 8th of October 2012, Paul Hilbers confirms this in 'het financieel dagblad' by saying that the absence of reliable appraisals is still one of the most important aspects why the Dutch office market is not functioning properly (De Lange, 2012).

Nowadays, the Rijksgebouwendienst use 'The ABC-scan', a quick scan to manage the decision-making process of governmental real estate. It is an attempt to combine the financial and emotional aspects into one model. The ABC-scan covers three main subjects (Wiegerinck, 2012):

- **A:** To minimize the vacancy costs and the value loss.
- **B:** To explore the potential financial value and value creation.
- **C:** To identify the social environmental and political risks. This provides a careful understanding of the governmental real estate.

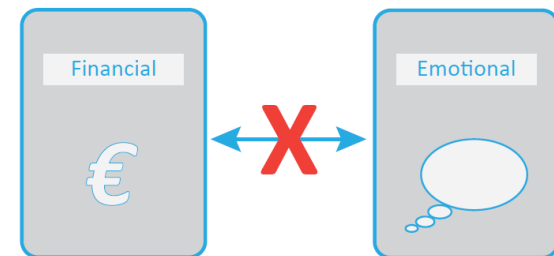
The ABC-scan is done by a group of experts, who will give their vision on each topic and at the end of the day an outcome can be formulated based on the conclusions. Because it is the first quick scan of a building, the scan is the first step within the decision-making process. The ABC-scan is used on building

level, where there lies a task on portfolio level. Namely, to get rid of 1.000.000 m<sup>2</sup>. Therefore, an overview of the real estate decisions on building level in relation to the overall acquisitions on portfolio level seems worthwhile.

Because the Rijksgebouwendienst has such a large portfolio, it will be too time-consuming to analyze each building in a thorough way. However, the subjectivity of the ABC-scan and the lack of defining how to interpret all the aspects leave room for errors. Therefore, the ABC-scan can still be used as a quick first scan, but an additional thorough and integral tool seems worthwhile to come up with a more well-motivated advice.

## 1.2 Problem Statement

The lack of integral appraisals, where financial and emotional are merged into an appraisal model, makes it very hard to manage the governmental real estate in a proper way. The absence of a good integral and analysis tool is causing difficulties to make well-motivated real estate decisions. The consequences of each decision can have a large impact on the building and its surrounding.



2. *The Mismatch between financial and emotional aspects.*

### 1.3 Assumption

The integration of financial and emotional aspects within governmental real estate appraisals will lead to a well-motivated advice, concerning the vacancy management of the Rijksgebouwendienst and thereby will contribute to the decision-making process.

### 1.4 Research Questions

#### 1.4.1 Main research question

The main research question of this master thesis is:

*How can the current appraisal methods of governmental real estate be improved in order to realize an integral appraisal and thereby contributes towards the decision-making process on building level?*

#### 1.4.2 The sub research questions

To answer the main research question, the question is divided into sub questions which all will support to answering the main research question.

1. What are the current methods of appraising governmental real estate that is vacant or is expected to be vacant soon?
2. What are the benefits and drawbacks of the current appraisal methods?

3. Which criteria can contribute towards a successful adaptive reuse of governmental real estate?
4. What can be considered as a reliable appraisal?
5. How can the financial and emotional aspects of governmental real estate be merged into an appraisal model?

### 1.5 Aim of Research

The aim of this proposed research is to improve the current methods of appraising governmental real estate in order to realize an integral appraisal. Moreover, it will provide the Rijksgebouwendienst insight in the way how financial and emotional aspects can be merged into an appraisal method. Thereby it contributes towards a more well-motivated advice concerning their real estate vacancy management decision-making process.

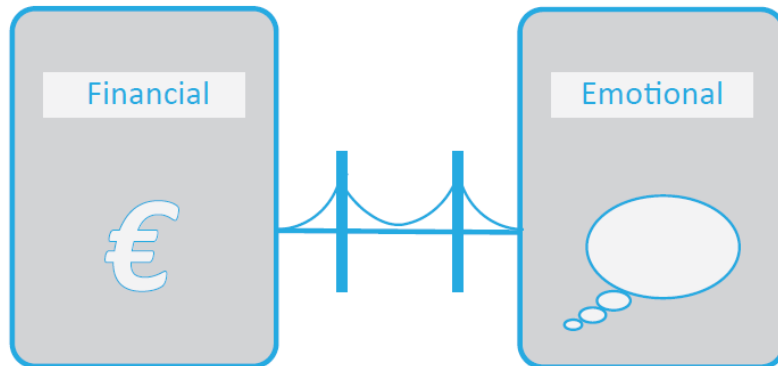
To reach this aim, a variety of objectives are named below:

- Address the need is of an improved method of appraising governmental real estate and what can be considered as a reliable appraisal.
- Inventory the current methods of appraising governmental real estate are.
- Determine the benefits and drawbacks of current appraisal methods and which criteria can contribute towards a successful adaptive reuse of governmental real estate.

- Develop an integral analysis-and reviewing tool where financial and emotional aspects are merged, in order to realize a more integral appraisal method.

## 1.6 Deliverables

Around half of the time will be invested in empirical research resulting in a research report. The other half of the time will be invested in developing a model, which can be used in policies of governmental real estate. The basis of the model can also be used in other fields of research and management, where an integral link between hard and soft aspects is required. Appendix A shows an indication how such a model can look like.

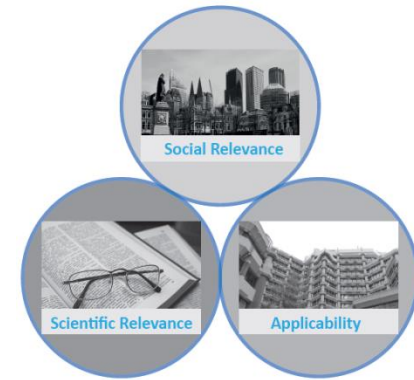


3. A model which makes an integral link between financial and emotional aspects

## 1.7 Relevance

### 1.7.1 Scientific Relevance

Within the scientific field of real estate, there is an absence of reliable appraisals. The link between financial and emotional aspects can contribute towards a more integral appraisal. There is a knowledge gap how to integrate those hard and soft aspects. Hereby, it is very important how to interpret the values and how you determine a reliable appraisal.



### 4. The Relevance of my research

On the level of real estate it is of social relevance that there is a well-motivated advice concerning governmental real estate, since it can have a large impact on its surrounding. Employment, height of the rent level and the image of the Rijksgebouwendienst are just a few aspects which can be influenced by a real estate decision. Moreover, a model where the link between these hard and soft factors is made can also be used in other fields of the society.

### 1.7.2 Social Relevance

On the level of real estate it is of social relevance that there is a well-motivated advice concerning governmental real estate, since it can have a large impact on its surrounding. Employment, height of the rent level and the image of the Rijksgebouwendienst are just a few aspects which can be influenced by a real estate decision. Moreover, a model where the link between these hard and soft factors is made can also be used in other fields of the society.

### 1.7.3 Applicability

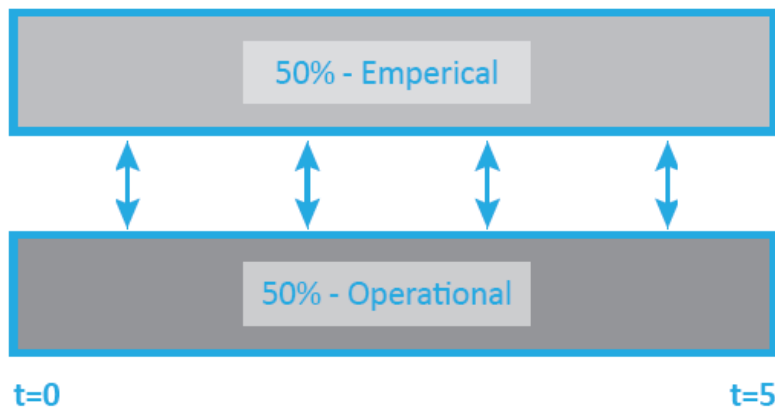
The applicability of the model can also be considered as important, since the Rijksgebouwendienst can implement the model on building level and come up with a well-motivated advice concerning their real estate.

## 2. RESEARCH OUTLINE

In the previous chapter the problem is described, the research questions were formulated and the goals were mentioned. This chapter is about how to answer the questions, how to achieve the goals, where I want to do my research and when I do what.

### 2.1 Research Approach

My research will consist out of empirical and operational research. These both researches will proceed simultaneously during my graduation period. The empirical part of the study will mainly support the operational research. However it is very important to understand the different criteria and values within the model. This theoretical framework will be beneficial for the quality of the model and it also gives direction to an end result.



5. The distribution between empirical and operational research

The literature study will be based on the existing knowledge about the different appraisal methods, financial and emotional values and the current government real estate methods. The literature study will give input to come up with benefits and drawbacks concerning the current way of appraising governmental real estate. Besides the literature study, several experts will be invited to give their feedback on the benefits and drawbacks of this current way of appraising.

This goes hand in hand with the operational research, since the benefits and drawbacks can be implemented immediately into the model. Cases out of the portfolio of the Rijksgebouwendienst can be assessed in the model and by that way refining the model. Thereby an evaluation of the input and an improvement of the output can be realized.

There is a distinction between the research questions within an operational research approach and in an empirical research approach. These approaches are not separated from each other, but should function complementary. On the next page this distinction is made and it also tells which method will be used by each question.

#### Empirical

1. What are the current methods of appraising governmental real estate, that is vacant or expected to be vacant soon? (Literature)



2. What are the benefits and drawbacks of the current appraisal methods? (Literature, Interviews, Portfolio)
3. Which criteria can contribute towards a successful adaptive reuse of governmental real estate? (Literature, Interviews, Portfolio)
4. What can be considered as a reliable appraisal? (Literature)

### **Operational**

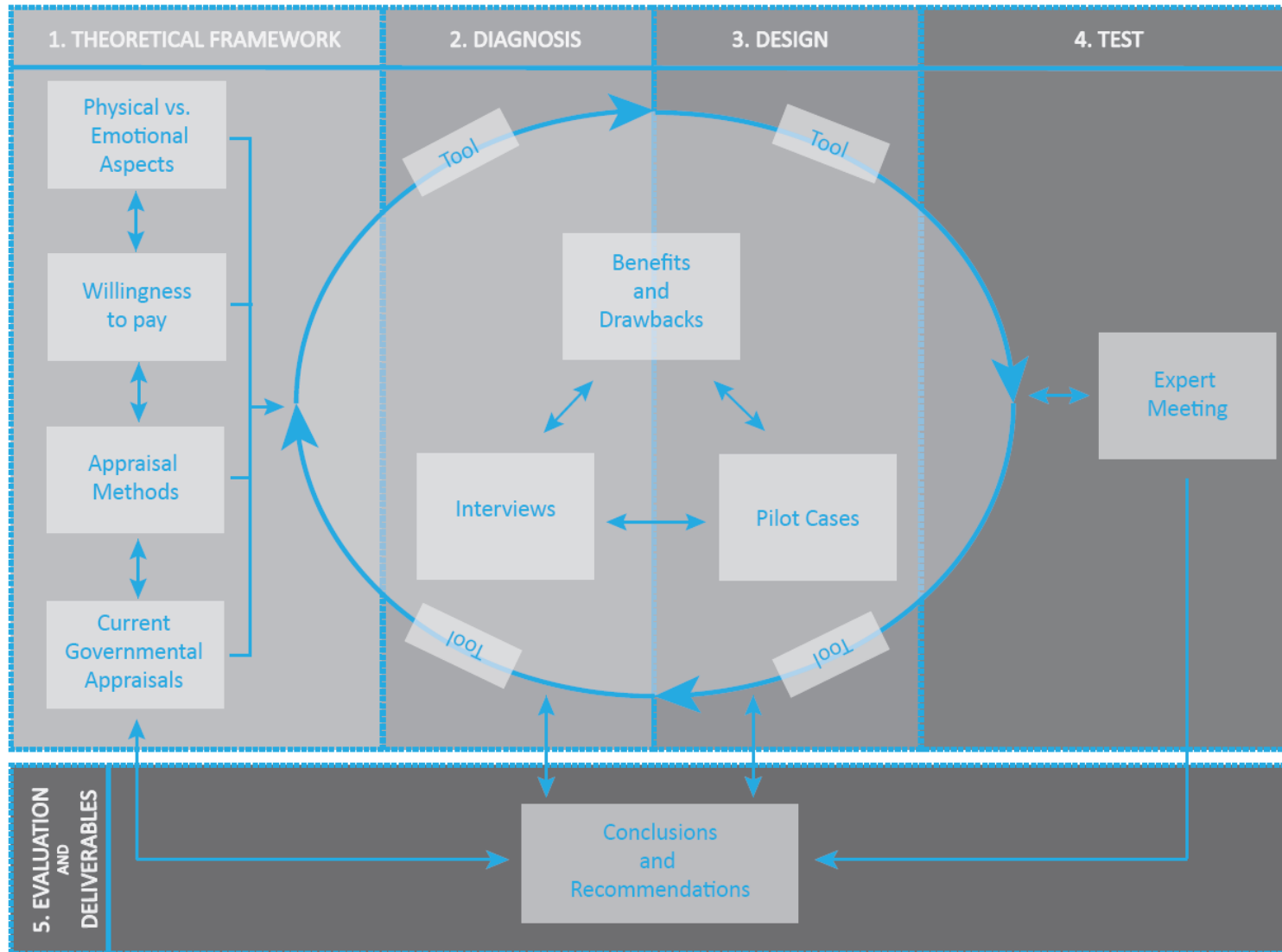
The main question is based on operational research, with empirical research as input and background, in order to understand the model. The conclusions and recommendations of the research questions will help to answer the following main question:

How can the current appraisal methods of governmental real estate be improved in order to realize an integral appraisal?

5. How can the financial and emotional aspects of governmental real estate be merged into an appraisal model? (Tool, simulation)

On the next page the research design is showed. The tool is going to be developed during all stages and runs simultaneously with the empirical research. Thereby, the model is under continuous development and it helps guiding and bordering the theoretical framework.

## 2.2 Research Design



6. The Proposed Research Design

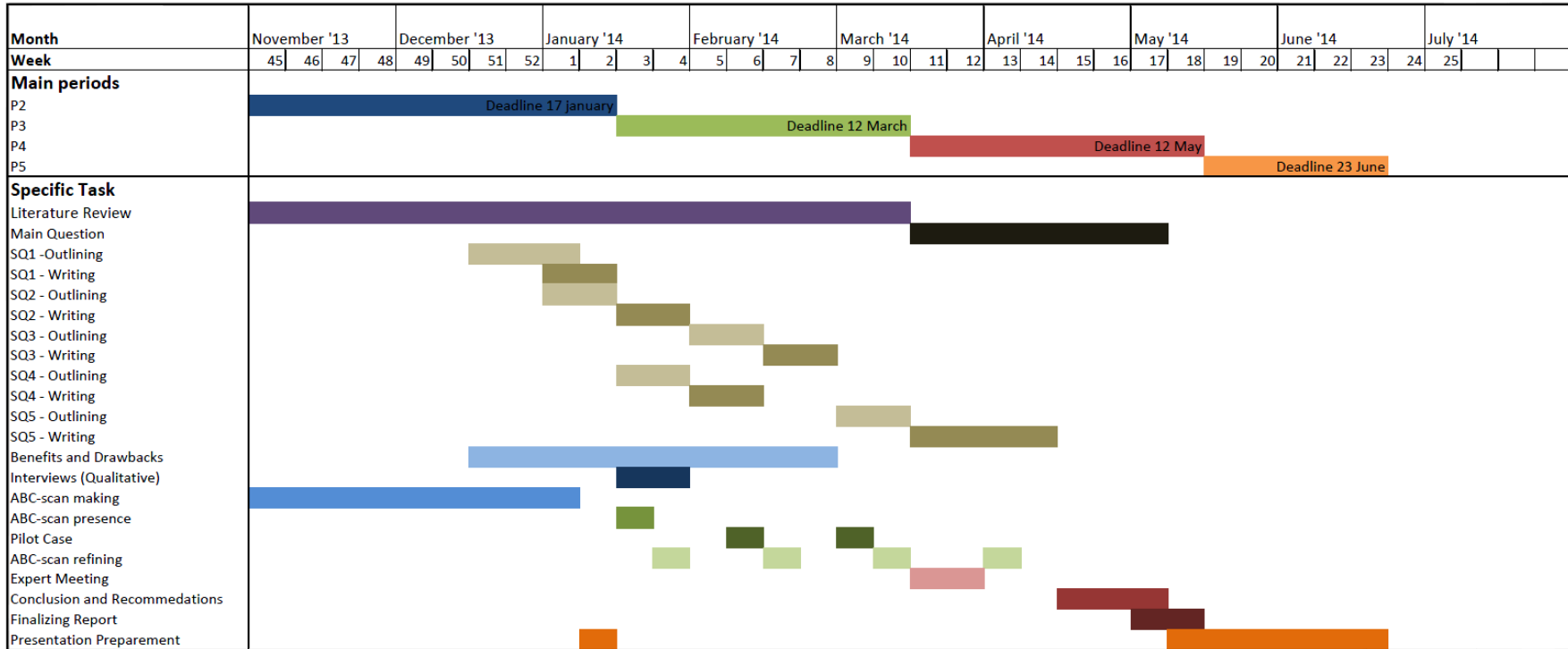
## 2.3 Preferred Choice of Organization

My master thesis will focus on governmental real estate. Since the Rijksgebouwendienst is the Dutch agency of governmental real estate and have all the required data, it seems very worthwhile for both parties if I can act as a graduate intern at the Rijksgebouwendienst. Besides, there is a good relation between the Real Estate Management department of the Delft University of Technology and the Rijksgebouwendienst. It is likely that further research will be undertaken and my research can provide additional and new insights. Concluding, it would make it easier for me to have access to the needful data and the conclusions of my research can help the RGD improving their vacancy management. Their expertise can improve my model as well, when this is reviewed on repeated basis.

## 2.4 Planning

As seen in the preface, there are five phases during the graduation process. I am willing to finalize my master study by the end of June '14 and that is what this planning is aiming at. Though I am willing to graduate this year, there is a possibility that this could be postponed, because of the need for extra time. I am also a board member of the student council of our faculty and I also need to pass my free elective courses before the end presentation. Moreover I work during the weekend and I love to sport. Recently, I have started my own company as well.

A more detailed planning will be presented during my P2-presentation. The preliminary planning is showed on the following page.



7. The planning

### 3. Theoretical Framework

#### Inspiration

Times are changing, and times are changing more and more rapidly. Since the up come of the internet, there is an expansion of information and knowledge which has increased significant. Richard Wurman claimed already in the year of 1989, that the weekday edition of the New York Times contains more information than the average person, who lived in England in the 17th century, came across in a lifetime (Wurman, 1989). This is even before the internet era. The world's effective capacity to telecommunicate is a fivefold in the year of 2007 in comparison with 1986. This basically means that in 2007 the growth of the internet, 24-hour television and mobile phones means that we receive five times as much information as in 1986 (Hilbert, 2012). Common sense says that this has not stopped from growing.

Besides the growth of information, there is also the economic crisis. Richard Florida, describes in his book 'The Great Reset', that when a crisis is going on, it is also the time for innovation, invention, creativity and entrepreneurship. After a big crisis, the economy and society is remade in ways that allow it to recover and starts growing again. The Great Depression or the Long Depression are examples in history of the United States, where there was a different way of working and living after a time of economic depression. In order to shrink the time to move from crisis to recovery, there is a necessity to deal

effective with dislocation and pain they bring about. Understanding and anticipating the trends by developing strategies is vital to create prosperity in the end (Florida, 2010). Nowadays, everything goes way faster than in the past, therefore we need to adapt our system quicker as well.

A link to the policy of the Rijkgebouwendienst can be made. Thinking that everything should and can be the same is a thought from the past. To deal effective with dislocated and obsolete buildings, the RGD needs to repel 1.000.000 m2 of their stock. To deal effective with the pain, they are willing to do this in a social responsible way. On building level the ABC-scan is the tool they use and which covers both. However, there is lots of room for improvements by integrating the discrepancy between financial and emotional aspects when appraising a building.

#### Values and Criteria

The oldest known architect who described how to measure the architectural quality of a building is the Roman architect Marcus Vitruvius Pollio (± 85-20 BC). He distinguishes in his book 'De Architectura libri decem' three aspects: 'Utilitas, Firmitas and Venustas'. The modern interpretation and translation of that, are the aspects: 'Function, Build Quality and Impact' (Gann, Salter, & Whyte, 2003).

Nowadays, the problem has not so much to do with weighing those three aspects, but has more to do about the understanding among non-architects about price and value. A shift from 'the value of a design' towards 'a balance between

the costs and quality' can be ascertained (Collins, 1971). The quality of a product may be classified under two main categories that in practice often interrelate and overlap (Volker, 2010):

- Tangible characteristics
- Intangible characteristics

Measuring and comparing those two categories is the essence of the problem within this research.

Tangible characteristics can be measured and quantified by a general accepted measurement system. They are hard, physical, technical, functional and or objective.

Intangible characteristics are subjective from nature. It is the association that people have to places or buildings (Gerritse, 2008).

Another issue is the amount of power and the amount of influence a certain stakeholder has and how this affects the decision-making process. The ABC-scan seems to be a helpful tool of integrating the tangible and the intangible characteristics. However, there is still a change that the advice of the Rijksgebouwendienst will be ignored. The question remains if stakeholders are capable of making rational considerations about benefits and sacrifices, especially when a decision has decisive consequences (Volker, 2010).

The conceptual model on the next page is an illustration of the essence of the problem. There is an absence of a good integral appraisal method concerning governmental real estate. The tangible characteristics are prevailing on the left side and the intangible characteristics are in particular on the right side. However, there is some interrelation and overlap

between the different sides. 'Image' is one of the variables that clearly have two sides. On the one hand, disposing 1.000.000m<sup>2</sup> is a strong signal from the government, because cutting into their own budget will show to their citizens they do not exclude themselves. On the other hand, disposing and demolishing buildings where people might be attached to or the surrounding cause damage will have a negative impact on the government's image.

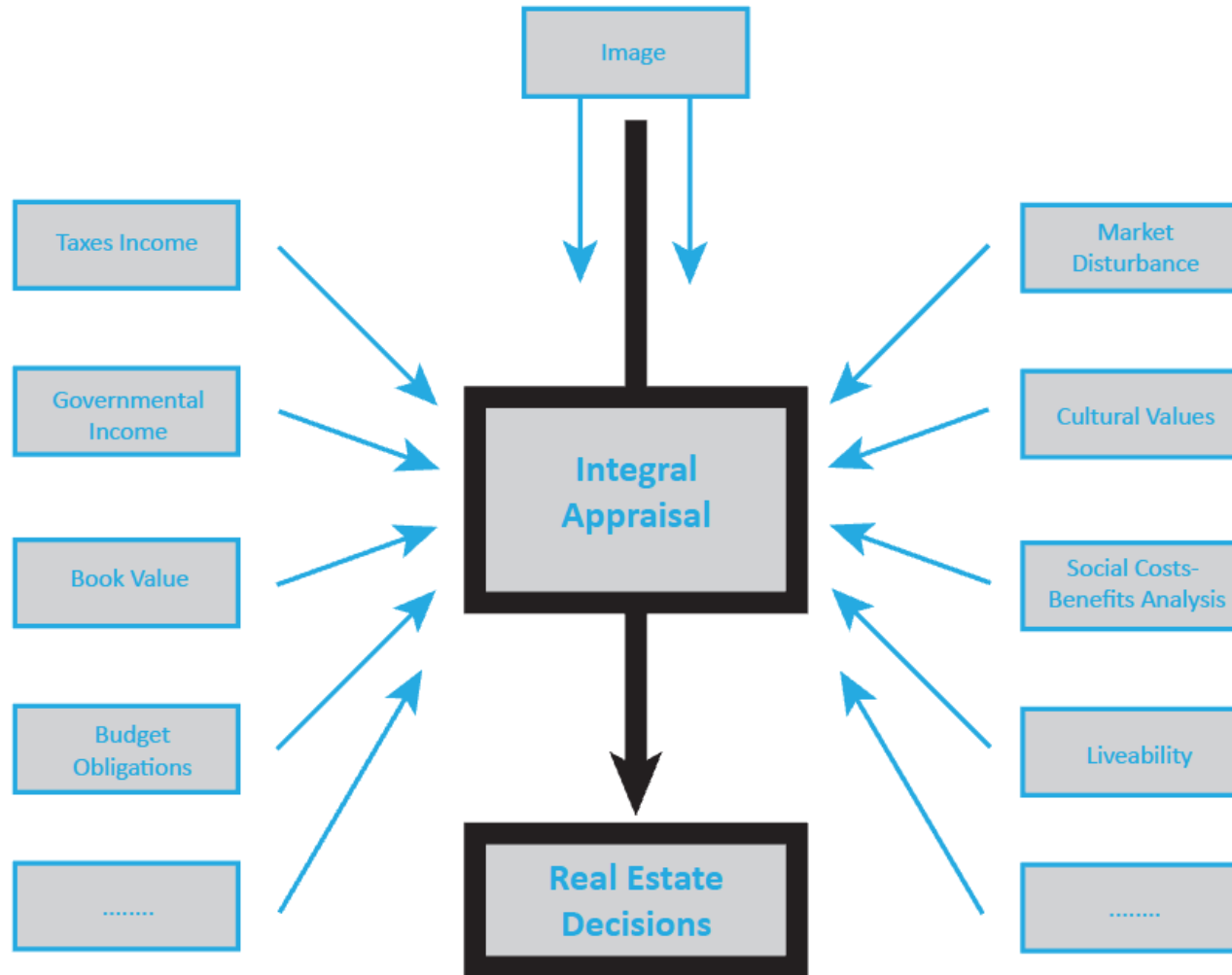
# Conceptual Model

Problem: There is an absence of a good integral appraisal method concerning governmental real estate.

*Highest Prize*

*versus*

*Social Responsibility*



8. *Conceptual Model of the Problem*

### The ABC-scan

Nowadays, the Rijksgebouwendienst is using 'The ABC-scan', a quick scan to manage the decision-making process of governmental real estate. It is an attempt to combine the financial and emotional aspects into one model. It consists out of data of the building, the location and financial and administrative information. The ABC-scan covers three main subjects (Wiegerinck, 2012):

- **A:** To minimize the vacancy costs and the value loss.
- **B:** To explore the potential financial value and value creation.
- **C:** To identify the social environmental and political risks. This provides a careful understanding of the governmental real estate.

Preliminary on the initiative phase the ABC-scan can be hold, in order to gain insight what should be done with the building. The obtained arguments will help to make decision concerning disposal and adaptive reuse. By this way all the essential required information will be collected.

The ABC-scan is done by a group of experts, who will give their vision on each topic and at the end of the day an outcome can be formulated based on the conclusions. Because it is the first quick scan of a building, the scan is the first step within the decision-making process. The process of the ABC-scan consists out of the following steps (Rijksvastgoed- en ontwikkelingsbedrijf & Rijksgebouwendienst, 2012):

#### *Step 1: Gathering Information*

- Filling the first things in the ABC-scan, based on information out of crowdsourcing.
- Gathering building information, pictures from the object and its surrounding and observation from citizens out the direct surrounding.

#### *Step 2: Preparing expert meeting*

- Consummate the ABC-scan based on your profession preliminary to the expert meeting.

#### *Step 3: The expert meeting.*

- Going through the ABC-scan.
- Summarize the information into a collective ABC-scan.
- Getting a consensus concerning the prospected sales return and a motivated decision of disposal and adaptive reuse.
- Making an agreement about further steps.
- Collecting and report everyone's contribution.

#### *Step 4: Preparing the final ABC-scan*

- Making a concept scan.
- Permission of every contestant.
- Making the scan online available for every authorized person.



In Appendix B there is an example of the ABC-scan of an office building on the Rozegracht 1, Terneuzen.

### **Model - Preference Measurement**

Because the Rijksgebouwendienst has such a large portfolio, it will be too time-consuming to analyze each building in a thorough way. However, the subjectivity of the ABC-scan and the lack of defining how to interpret all the aspects leave room for error. Therefore, the ABC-scan can still be used as a quick first scan, but an additional thorough and integral tool seems worthwhile to come up with a more well-motivated advice.

A methodology is needed where the financial and the emotional aspects can be compared and to come up with a solution which is generally preferred by the decision makers. The use of preference measurement is the only decision theoretical methodology that enables the construction of measurement scales to which linear algebra and calculus are applicable. The Preference Function Modelling (PFM) algorithm is used to yield an overall preference scale (Binnekamp, 2010).

Within my own model I implemented the ABC-scan into the TETRA-model. TETRA SDM is software for preference modeling.

The first step in using PFM is to develop a hierarchy of criteria and to identify the alternatives. Within the ABC-scan the alternatives are:

- Keeping the building (temporary or long term)
- Experimental use
- Adaptive reuse
- Standard Disposal
- Closing the building
- Demolish

The criteria consist out of a lot of financial and emotional values, which are presented within the ABC-scan under the A, B or C (See also Appendix A or B).

The second step is that the experts will give together for every criterion a bottom reference alternative ('0') and a top reference alternative ('100').

Subsequently, all the experts give for every criterion a rating for the other alternatives individually.

The decision maker or the group of experts can also attach a certain weight to every single criterion. For instance, if the decision maker thinks the financial criteria are more important, he can increase the weight of the financial related criteria.

In appendix A is an example of the model showed.

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## 4. Model

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Mathematical information will help to understand how the model works and can give insights how to adapt the model.

# APPENDIX - A

## Example of a Model – Preference Measurement

The screenshot displays the Tetra SDM software interface. On the left, a tree view shows the model structure under 'New Model', including 'Alternatives', 'Reference Alternatives', 'Criteria', and various sub-criteria like 'Minimaliseren leegstandkosten en waardeverlies'. The main workspace shows a timeline diagram with a red bar representing a solution. A 'Solution' dialog box is open, showing the solver 'PFM' has found a solution for 'Herbestemmen' with a value of 89.346. The dialog also shows the solver progress and a warning about missing weights. A table at the bottom left lists the criteria weights for the solution.

Alternative	Solution
Aanhouden	27.228
Experiment	75.655
<b>Herbestemmen</b>	<b>89.346</b>
Standaard Afstoot	85.025
Wind-en Waterdicht	19.699

9. Model of the ABC-Scan within Tetra SDM.

## APPENDIX - B

### An ABC-scan of the Rozegracht 1, Terneuzen



## ABC - scan

Blad 1

### Rgd Registratie

Objectref:  Rgd Masterplan regio:

Naam van het object:

Straat en huisnummer:

Postcode:  Plaats:

Datum scan:  Opsteller(s) scan:

### RVOB Registratie

Bedrijfsnummer:  Complex:  Gebouw:

Naam:

Straat en huisnummer:

Postcode:  Plaats:

BAG pand identificatie:

Het object bestaat uit meerdere onderdelen (complex)

Toelichting op de samenstelling van het complex:



**Korte toelichting en logboek voortgang**

Er is een eerdere korte verkenning geweest op 12 maart 2012 met een beperkte groep deskundigen van de Rgd, de resultaten hiervan zijn in deze scan verwerkt.

Belastingdienst is gehuisvest in een gedeelte van het object (3.432 m2 bvo). Het gedeelte Axelsestraat is verhuurd aan AM (924 m2 bvo)



## 1: Gegevens object / terrein

Blad 2

BVO (m<sup>2</sup>):  VVO (m<sup>2</sup>):  Bouwjaar:

Architect:  Primaire gebruiksoort:

Gebouwfunctie:  Gebouwsort:

Monumentstatus:  Aantal plaatsen:

Parkeergarage

**Beschikbare essentiële (en op de datum van de scan actuele) rapportages:**

<input checked="" type="checkbox"/> Asbestinventarisatie	<input checked="" type="checkbox"/> MUP (voorheen MOP)	<input type="checkbox"/> Ruimtelijke tekeningen	<input checked="" type="checkbox"/> Revitalisatieonderzoek
<input type="checkbox"/> Schone grond verklaring	<input checked="" type="checkbox"/> Energielabel	<input type="checkbox"/> Revisietekeningen	<input type="checkbox"/> Renovatieonderzoek
<input type="checkbox"/> Bodemonderzoek	<input checked="" type="checkbox"/> PAR inventarisatie	<input type="checkbox"/> Zie ook toelichting pag. 11	<input type="checkbox"/> Kadastrale recherche
<input checked="" type="checkbox"/> Brandscan	<input type="checkbox"/> Waardstellend onderzoek		<input type="checkbox"/> Taxatierapport

**Omschrijving object:**

Energielabel G  
Dit schitterend aan een gracht gelegen pand, een ontwerp van Rgdarchitect Casper Caspers, bestaat uit drie delen. Het is een gebouw in een voor de wederopbouw typerende baksteenarchitectuur met een bekroning van grindbetonnen daklijsten en kozijnen. De geïntegreerde beeldende kunst is een voorbeeld van de wijze waarop kunst en architectuur werden geïntegreerd in de jaren vijftig van de vorige eeuw. De hoge zolder met houten spanten is tegenwoordig in gebruik als archief. De doorgang tussen de verschillende bouwdelen bestaat nog wel, maar wordt eigenlijk niet meer gebruikt omdat er totaal verschillende diensten in het pand zijn ondergebracht. In latere jaren zijn er twee aanbouwen verzeen. Een daarvan is een liftschacht aan de achterzijde van het complex in felrode terracotta tegels.

**Foto van het object**



Vigerende bestemming volgens bestemmingsplan:

Kantoor

Kadastrale gemeente:

Terneuzen

Ligging lokatie:

Centrum  Ring  Periferie

Aantal parkeerplaatsen op terrein:

0

Bereikbaarheid OV:

Goed  Matig  Slecht

Bereikbaarheid auto:

Goed  Matig  Slecht

Google of kadastrale kaart met inbruikgevingen



Foto karakteristiek omgeving



Omschrijving omgeving:

Het gebouw ligt in het centrum, vlakbij de havens van Terneuzen. Op de foto een stukje haven met daarin de 'Vliegende Hollander' een ijzeren schip.

Foto aanliggende straat



Foto aanliggende straat



Foto aanliggende straat



Deze pagina kan worden gebruikt voor verhelderende fotografie. Dat kan gaan over het interieur (bijvoorbeeld karakteristieke foto's van werkvergader- en/of verkeersruimte) of over andere essentiële zaken zoals gebouwgebonden kunst.

Foto 1



Omschrijving en toelichting verhelderende fotografie:

Bij dit gebouw heeft de geïntegreerde kunst een belang:  
Foto 1: 1961 Philip ten Klooster: een hoeksteen op de gevelhoek met hoogrelieff van een stapel bouwende figuren.  
Foto 2: 1962 Philip ten Klooster: titel "Overwinnaar op het water", een sculptuur op het bordes hoofdentree.  
Foto 3: 1962 Philip ten Klooster: een gevelsteen boven de buitendeur van twee leeuwen met rijkswapen en wapenspreuk

Foto 2



Foto 3



Foto 4



Foto 5



Foto 6



## 2: Financiële en adm.gegevens

Blad 5

<b>WOZ waarde:</b>	<b>Peildatum:</b>	<b>Verwacht jaar van afstoot</b>	<input type="text" value="2013"/>
<input type="text" value="Gegevens afgeschermd"/>	<input type="text"/>	<b>Overtollig gesteld bij RVOB, dd.</b>	<input type="text"/>
<b>Boekwaarde Rgd:</b>	<b>Peildatum:</b>	<b>Overgedragen aan RVOB, dd.</b>	<input type="text"/>
<input type="text" value="Gegevens afgeschermd"/>	<input type="text"/>	<b>(Laatste) mat. beheerder</b>	<input type="text" value="RGD"/>
<b>Taxatiewaarde:</b>	<b>Peildatum:</b>	<b>Coördinator mat. Beh.</b>	<input type="text" value="Ruiten, I. van"/>
<input type="text" value="Gegevens afgeschermd"/>	<input type="text"/>	<b>Huidige/laatste gebruiker</b>	<input type="text" value="Deel Axelsestraat 2a verhuurd aan AM"/>
<b>Beheerkosten per jaar:</b>	<b>Peildatum:</b>	<b>Contactpersoon gebruiker</b>	<input type="text"/>
<input type="text" value="Gegevens afgeschermd"/>	<input type="text"/>	<b>RVOB registratie</b>	<input type="text"/>
<b>Toelichting kosten algemeen:</b>		<b>RVOB behandelaar</b>	<input type="text" value="Piet van den Berge"/>
<input type="text"/>			

### Beschrijving vastgoedmarkt ter plaatse

Opname in de markt is zeer laag (200 á 300 m2 per jaar). Veel krimp en leegloop in de markt. Het is van het grootste belang de huidige huurder vast te houden (AM). Enige alternatief is leegstand. AM heeft aangegeven dat zij tegen minder betaling kunnen huren bij het naastgelegen pand. Zij zijn bereid te blijven indien zij huurverlaging krijgen of een deel van de huidige huur kunnen opzeggen. De keuze ligt voor om hieraan tegemoet te komen of volledige leegstand te accepteren. Wanneer wij AM tegemoet komen moet het AM wel duidelijk zijn dat er bepaalde delen van het gebouw worden afgesloten. Wanneer het Rijk een huurder vindt voor betreffende ruimten moeten zij dulden dat 'derden' door het pand naar de hun toegewezen ruimte lopen. In de omgeving zitten een aantal bankinstellingen die mogelijk geïnteresseerd zijn. Het is zinvol deze interesse af te tasten.

### Beschrijving krachtenveld / bestuurlijke omgeving

Zeer goede contacten met gemeente op bestuurlijk niveau. De komst van de mariniers/defensie moet zorgen voor opleving in het Zeeuwse (Vlissingen).

## 3: ABC - scan

Blad 6

### A Minimaliseren leegstandkosten en waardeverlies

#### A1: Tijdelijke (gehele of gedeeltelijke) verhuur

Belastingdienst is gehuisvest in een gedeelte van het object (3.432 m2 bvo). Het gedeelte Axelsestraat is verhuurd aan AM (924 m2 bvo). AM vasthouden. Alternatief is leegstand. BD heeft politieke toezegging gedaan tot 2015 te blijven. In de praktijk moet blijken of dat in de huidige omvang blijft.

### B Potentiële financiële waarde en waardecreatie

#### B1: (Markt)waardebepaling / boekwaarde(risico) / potentiële waardecreatie of beperken waardeverlies

Boekwaarderisico is zeer groot. Locatie is goed, maar Terneuzen als stad is niet super. Pand is niet recent gewaardeerd. Wat er met de waarde gebeurt wanneer de bestemming wordt gewijzigd in 'appartementen' vraagt om nader onderzoek. Wanneer men naar de huidige markt kijkt is een huurprijs van € 100,- p m2 het maximum. Dit geldt voornamelijk voor het 'AM-deel'. Hier is de staat van onderhoud aanzienlijk beter dan in het 'BD-deel'. Herbestemming tot woonfunctie ligt niet voor de hand, er ligt een netto-sloopopgave in Terneuzen.

#### B2: Afstoot mét gebruiker

Zeer goede contacten met gemeente op bestuurlijk niveau. De komst van de mariniers/defensie moet zorgen voor opleving in het Zeeuwse (Vlissingen).

**B3: Potentiële meerwaarde door aanpassen functie en bestemmingsplan in:**

<input type="checkbox"/> Woonfunctie	<input type="checkbox"/> Sportfunctie	<input type="checkbox"/> Natuur
<input type="checkbox"/> Logiesfunctie	<input type="checkbox"/> Industriefunctie	<input type="checkbox"/> Maatschappelijke doeleinden
<input type="checkbox"/> Onderwijsfunctie	<input type="checkbox"/> Winkelfunctie	<input type="checkbox"/> Overige gebruiksfunctie
<input type="checkbox"/> Gezondheidszorgfunctie	<input type="checkbox"/> Kantoorfunctie	Toelichting bij overige gebruiksfunctie:
<input type="checkbox"/> Bijeenkomstfunctie	<input type="checkbox"/> Celfunctie	<input type="text"/>

**B4: Is het object onderdeel van een**

Nee



**Tijd voor een micro-pauze?**

Pauze over 0:28

**B5: Inschatting van verkoopopbrengst en courantheid cq. moeilijkheidsgraad afstoot / herbestemming**

	+	~	-
	<b>Object</b>		
+	☐	☐	☐
~	☐	☐	☐
-	☐	☐	☑
<b>Locatie</b>			

Kruis de inschatting van moeilijkheidsgraad afstoot / herbestemming aan in nevenstaande matrix. Weeg daarbij de relevante aandachtspunten uit Deel C van de analyse mee.

Verwachte verkoopopbrengst

Toelichting bij verwachte verkoopopbrengst:

**C Zorgvuldige omgang (Aspecten en politiek maatschappelijke risico's)**

**C1: Beeldvorming**

**C1.1: Negatieve beeldvorming**

Het is een krimpregio. Wanneer de overheid nu ook nog wegtrekt is dit niet goed voor de werkgelegenheid. Het doet geen goed aan het imago van het Rijk om nog een pand, in de binnenstad van Terneuzen, toe te voegen aan de huidige leegstand. Snelle afstoot ipv langdurige leegstand is van groot belang

**C1.2: Risico van een slecht voorbeeld van het Rijk (slechter dan we zelf vragen)**

Het leidt tot een groot politiek risico om nu niet snel af te stoten. Wanneer afstoot niet mogelijk blijkt is verhuur tegen een omzetgerelateerde huur (€40 - € 50 /m2) een goede tijdelijke oplossing om de leegstandskosten te minimaliseren. Wanneer we nu niet snel handelen zal ook dit niet meer lukken. Het is zaak om tijdig voor te sorteren en de gemeente hier tijdig bij te betrekken.

**C1.3: Representativiteit, ruimtelijk visuele kwaliteit van het object**

Het pand is een representatief pand uit de naoorlogse wederopbouw en is zowel stedenbouwkundig als architectonisch van belang voor Terneuzen. Het is een baken grenzend aan een ruimtelijk indifferente gebied en van daaruit een aanzet tot een heldere stedenbouwkundige toekomst voor Terneuzen. Locatie is goed. Gebouw is typisch sobere overheidsarchitectuur tijdens de wederopbouw (is bijzonder, niet schitterend).

**C2: Samenwerking en communicatie**

**C2.1: Relatie tussen lokale en centrale overheid**

Prima





**C2.2: Risico op ongewenste uitkomst, eigenaar, koper, gebruiker**

Kans op leegstand is aanwezig.

**C3: Culturele aspecten**

**C3.1: Cultuurhistorische waarde**

Baksteenarchitectuur uit 1960 van Rgd architect Casper Caspers (1908-1985). Op de hoek van de Rosegracht en de Axelsestraat. Aan zowel de kant van de Rosegracht als Axelsestraat is de bebouwing deels 3-laags en deels 2-laags, beide met souterrain en kap. Een bijzonderheid is een balkon op de eerste verdieping aan de Rosegracht. Het betreft hier een bijzonder pand gelegen aan een verkeersknooppunt in Terneuzen. Een voorbeeld van overheidsarchitectuur uit de jaren 50 en 60 van de vorige eeuw. Het pand staat er goed bij en heeft een degelijke kwaliteit. Voor wederopbouw typerende bakstenen architectuur met geïntegreerde kunst in de gevel. De geïntegreerde kunst aan het pand, zichtbaar vanaf de openbare weg, geeft het complex nog meer waarde. Vooral de stedenbouwkundige situatie en hoekmarkering, het balkon en de geïntegreerde kunst is van belang. Het interieur moet nog nader onderzocht worden.

**C3.2: (Gebouwgebonden) kunst**

Is aanwezig; wordt meegenomen in de verkoopvoorwaarden (zie ook blad 4 van deze scan).

**C3.3: Relatie 'roerend – onroerend' (bijv. ensemble gebouw en interieur)**

Niet van toepassing



**C4: Juridische aspecten**

**C4.1: Voorwaarden die in het bestemmingsplan zijn vastgelegd**

Naast de huidige kantoorbestemming zijn er geen aanvullende bijzonderheden vastgelegd.

**C4.2: Juridische belemmeringen (bijv. kettingbedingen, legaten)**

Deel van gebouw (783 m2 VVO) is verhuurd aan AM. Huur wordt per jaar verlengd. Verder nog nader te onderzoeken.

**C5: Sociaal maatschappelijke aspecten**

**C5.1: Leefbaarheid**

Het is een krimpgedebied, goed gebruik is van belang voor de stad. Langdurige leegstand is niet uit te leggen.

**C5.2: Marktverstoring en waardeverstoring (krimpgedebieden, omvang object, etc.)**

Zal niet echt verstoring werken.

**C5.3: Maatschappelijke Kosten Baten**

Wanneer Rijk zich terugtrekt is dit negatief. Zowel qua werkgelegenheid als mogelijke leegstand.

## 4: Samenvatting en aanvullingen

Blad 11

### Samenvattende beschrijving van de gehele analyse

Pand zo snel mogelijk afstoten.  
Tot die tijd (tijdelijk) verhuren tegen een lage huurprijs (omzetgerelateerde huur).

### Aanvullingen en/of bijzonderheden die van invloed zijn op de verkoopopbrengst

## 5: Advies

Blad 12

### Samenvattende beschrijving van de gehele analyse

Deze ABC – scan leidt tot een gemotiveerde keuze voor de in het volgende aangegeven optie voor afstoot of herbestemming. De opties 0, 4 en 5 leiden niet tot vervreemding maar tot activiteiten binnen de organisaties van RVOB en/of Rgd. Wanneer dit leidt tot nieuwe inzichten zal te zijner tijd een nieuwe scan worden opgesteld.

- 0. Aanhouden (voorgezet of tijdelijk gebruik)
- 1. Experiment
- 2. Herbestemmen en of herontwikkelen
- 3. Standaard afstoot
- 4. EVVLG / Wind- en Waterdicht
- 5. Sloop

### Motivering bij de keuze voor optie 0 - 5

Het is van belang de gemeente snel te betrekken.  
Optie 2/3: (bestaande bestemming kantoor handhaven lijkt onwaarschijnlijk met eventuele tijdelijke verhuur (omzet gerelateerd) als tussenoplossing.



Datum vervolgactie

Toelichting vervolgacties en - afspraken

ABC-scan  
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en Rijksgebouwendienst