REFITTING VACANCY FOR THE CREATIVE INDUSTRY

A strategy to create and maintain a creative community

Anniek van der Hoek
1 november 2016

Eindpresentatie
Technical University of Delft

Strijp-S

Inhoud

1. Introductie
   - Probleem stelling
   - Doel
   - Onderzoeksvragen
2. Methodologie
3. Literatuur onderzoek
   - Eigenaar
   - Gebruiker
4. Resultaat
5. Empirisch onderzoek
   - Case studies
   - Gebruikersvoorkeuren
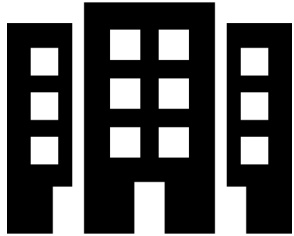6. Resultaat
7. Conclusie

Klokgebouw
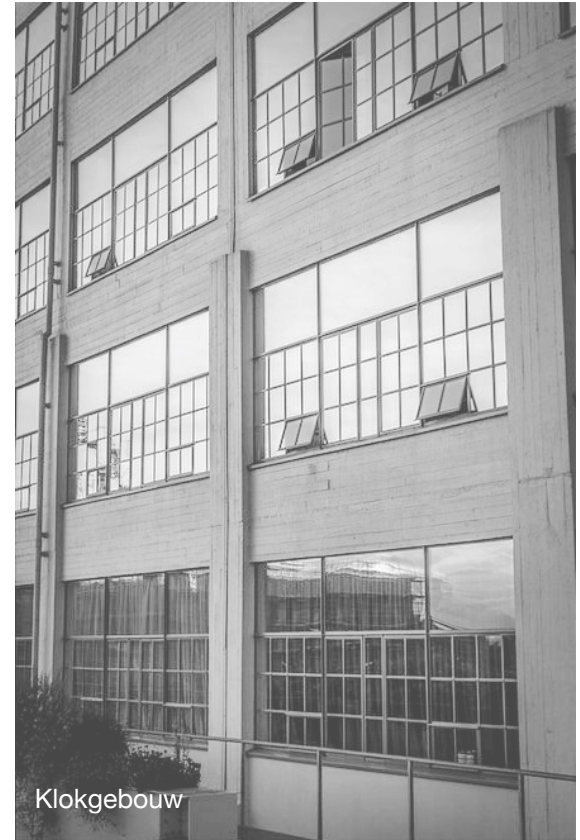
INTRODUCTIE
Probleemstelling, doel & onderzoeksvragen

Probleemstelling

AANBOD

VRAAG

Leegstaande kantoren

Creatieve industrie

- Kwantitatieve problemen
- Kwalitatief verouderd

- Voorloper op werktrends
- Positieve invloed omgeving

Doel

Het ontwerpen van één strategie die een brug kan slaan tussen het aanbod van leegstaande kantoren en de vraag van de creatieve industrie, en toepasbaar is voor iedere case.

Onderzoeksvraag

"Op welke manier kunnen vastgoedeigenaren hun leegstaande kantoren herontwikkelen om de creatieve industrie te kunnen aantrekken en vasthouden?"

Deelvragen

1. Welke problemen ondervinden vastgoedeigenaren tijdens leegstand en wat zijn hun motieven voor herontwikkeling voor de creatieve industrie?

    Vastgoedeigenaren

2. Wat zijn de gebruikersvoorkeuren van de creatieve sector en in het bijzonder de creatief zakelijke dienstverlening?

    Creatieve industrie

3. Welke strategieën zijn succesvol toegepast voor de herontwikkeling van gebouwen voor de creatieve industrie? Waarom werken deze strategieën en in welke mate is de eindgebruiker betrokken geweest bij het beslissingsproces?

    Case studies

4. Wanneer is een gebouw geschikt is voor de creatieve industrie en wat zijn de bepalende factoren?

    Case studies

5. Hoe kan vastgoed worden herontwikkeld voor de creatieve industrie en welke interventies zijn daarvoor nodig?
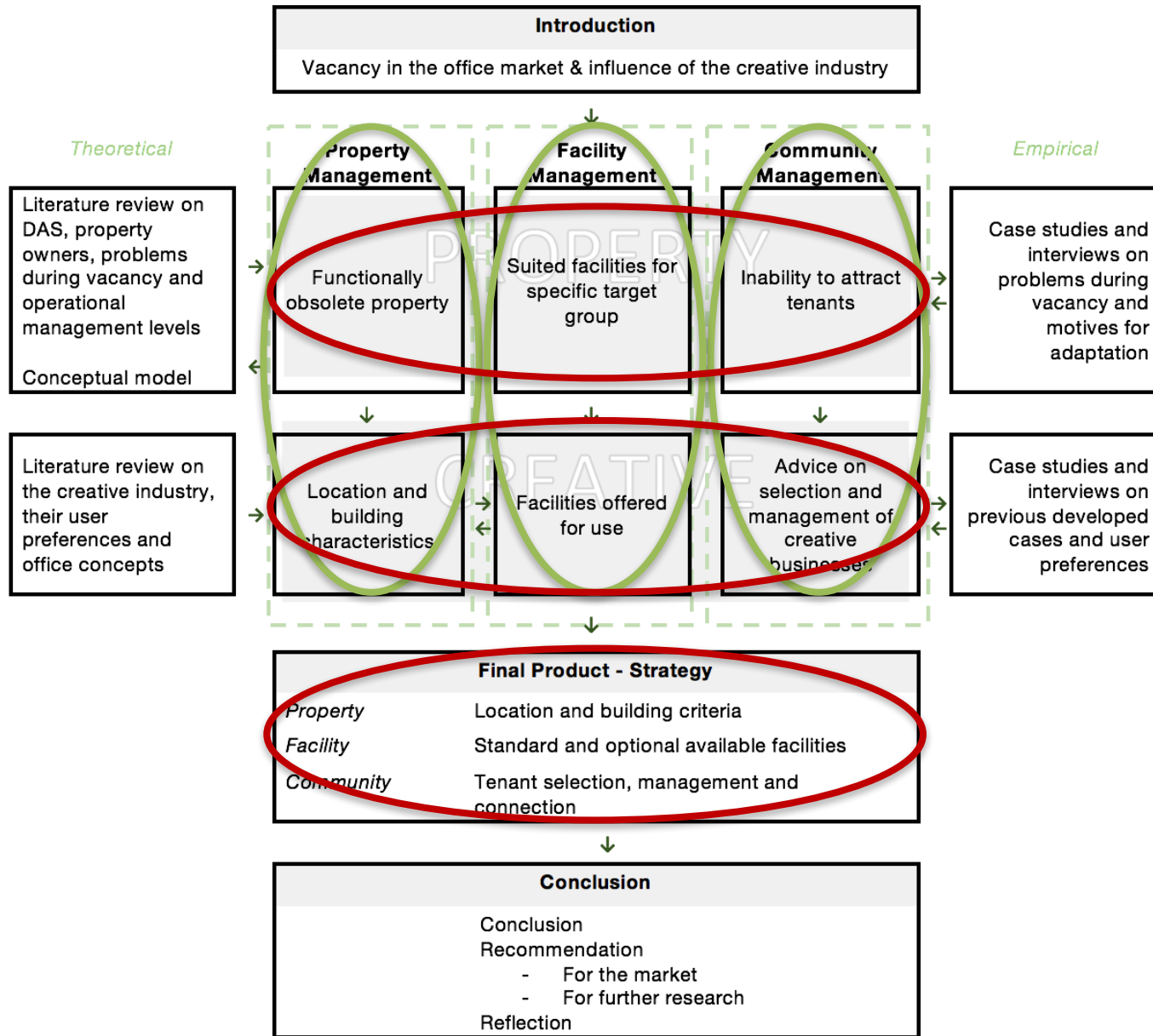
    Resultaat

METHODOLOGIE

Research design en onderzoeksmethoden

Introduction

Vacancy in the office market & influence of the creative industry

Theoretical

Empirical

Property Management

Facility Management

Community Management

Literature review on DAS, property owners, problems during vacancy and operational management levels

Conceptual model

Functionally obsolete property

Suited facilities for specific target group

Inability to attract tenants

Case studies and interviews on problems during vacancy and motives for adaptation

Location and building characteristics

Facilities offered for use

Advice on selection and management of creative businesses

Literature review on the creative industry, their user preferences and office concepts

Case studies and interviews on previous developed cases and user preferences

Final Product - Strategy

Property	Location and building criteria
Facility	Standard and optional available facilities
Community	Tenant selection, management and connection

Conclusion

Conclusion
Recommendation
- For the market
- For further research
Reflection

LITERATUUR ONDERZOEK

Eigenaar & gebruiker

Gang Urban Resorts

Eigenaar

Investeerders	vs.	Eigenaar-gebruiker
Financiële waarde		Financiële en sociale waarde

Financiële problemen

- Geen inkomen
- Onderhoudskosten & hypotheeklasten
- → Negatieve cashflow

Sociale problemen

- Krakers en vandalisme
- Gebrek sociale controle
- Waarde vermindering omliggende panden
- Minder aantrekkelijke publieke ruimte

Gebruiker

```
                    ┌─────────────────────────┐
                    │   Creatieve Industrie   │
                    └─────────────────────────┘
        ┌───────────────┬────────────┴─────────┬──────────────────┐
  ┌───────────┐  ┌───────────────┐  ┌────────────────┐  ┌────────────────────┐
  │   Kunst   │  │   Cultureel   │  │    Media &     │  │     Creatief       │
  │           │  │    Erfgoed    │  │ Entertainment  │  │    Zakelijke       │
  └───────────┘  └───────────────┘  └────────────────┘  │  Dienstverlening   │
        │                │                  │            └────────────────────┘
  ┌───────────┐   ┌────────────┐    ┌──────────────┐       ┌──────────────┐
  │Podiumkunsten│ │   Musea    │    │  TV & Radio  │       │ Architectuur │
  └───────────┘   └────────────┘    └──────────────┘       └──────────────┘
  ┌───────────┐   ┌──────────────┐  ┌──────────────┐       ┌──────────────┐
  │ Scheppende│   │Monumentenzorg│  │    Film      │       │    Design    │
  │   kunst   │   └──────────────┘  └──────────────┘       └──────────────┘
  └───────────┘                     ┌──────────────┐       ┌──────────────┐
                                    │ Game Industrie│      │   Reclame    │
                                    └──────────────┘       └──────────────┘
```
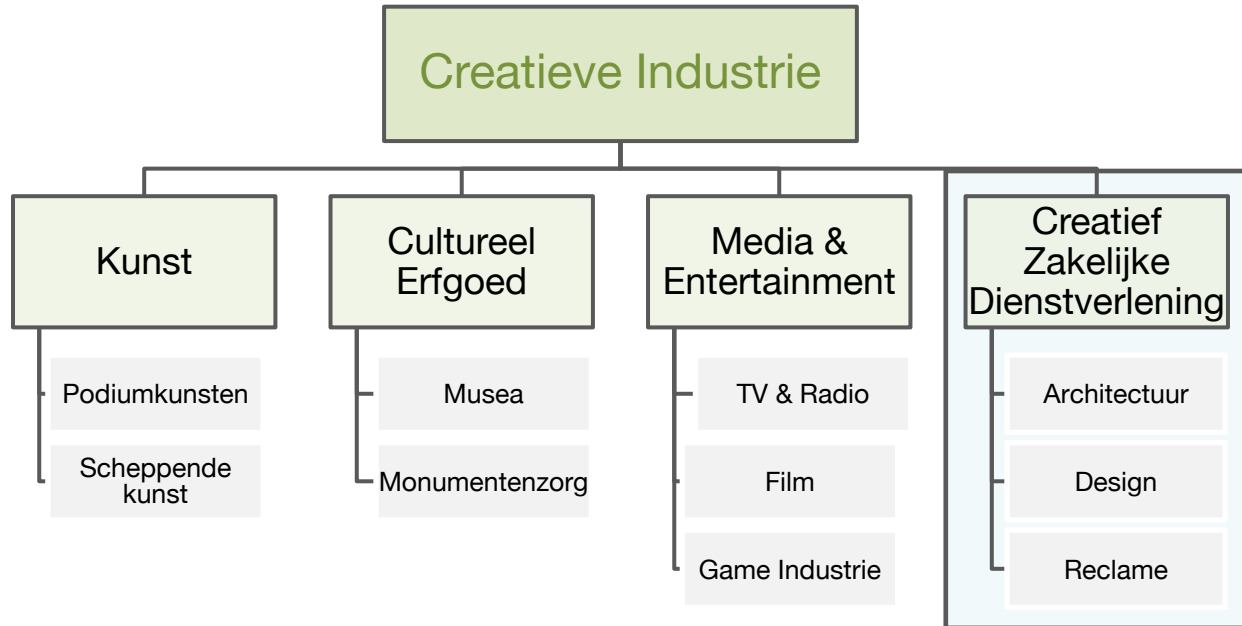
Oplossing

- Leegstand vullen   ↑ Financiële waarde
- Creatieve industrie   ↑ Sociale waarde

RESULTAAT

Accommodating the creative business services

Strategie

	Wat	**Wanneer**	**Wie**	**Hoe**
Level 1.	**Property management**			
Doel	*Bepaal ontwikkel potentie gebaseerd op locatie en gebouw eigenschappen*			
Stap 1	Beoordeel locatie kenmerken	Initiatief fase	Eigenaar	Vul checklist in voor de locatie in kwestie
Stap 2	Beoordeel gebouw kenmerken	Initiatief fase	Eigenaar	Vul checklist in voor de gebouw in kwestie
Stap 3	Bepaal potentie	Initiatief fase	Eigenaar	Checklist bepaalt automatisch de score voor zowel de locatie als het gebouw
Level 2.	**Facility management**			
Doel	*Aanbieden van faciliteiten die huurders ondersteunen in hun dagelijkse activiteiten en hun bedrijfswaarde verhogen*			
Stap 4	Bied faciliteiten aan	Ontwikkel fase	Eigenaar	Biedt de faciliteiten aan die in de strategie zijn opgenomen
Stap 5	Bepaal regels voor optioneel beschikbare faciliteiten	Begin operationele fase	Manager, huurders	Laat huurders, in samenwerking met de manager, beslissen over de regels voor het gebruik van de optioneel beschikbare faciliteiten onderling
Level 3.	**Community management**			
Doel	*Het adviseren van de manager over het maken en beheren van de community*			
Stap 6	Wijs manager aan	Eind ontwikkel fase/ Start operationele fase	Eigenaar	De eigenaar kan besluiten zelf de rol van manager te vervullen, of hij kan een externe partij of een bereidwillige huurder aanstellen.
Stap 7	Opzetten beheerplan (op basis van advies)	Eind ontwikkel fase/ Start operationele fase	Eigenaar, manager	De manager, in samenwerking met de eigenaar, moet een beheerplan opstellen die gebaseerd is op het advies gegeven in de strategie. Alle genoemde aspecten moeten hierin aan bod komen.
Stap 8	Opvolgen van beheerplan	Operationele fase	Manager, huurders	De manager moet het beheerplan consequent opvolgen gedurende de gehele operationele fase van het kantoor

EMPIRISCH ONDERZOEK

Herontwikkeling voor de creatieve industrie & gebruikersvoorkeuren

Volkskrantgebouw

Strijp-S

Gebruikers	Creatief Zakelijke Dienstverlening
Selectie criteria	Design & Tech sector,
	'toegewijd' en 'leergierig'
Huurrijs	€175, €350, €650 p.m. (FBA)
Servicekosten	€30 p.m.p.m.
Lidmaatschap	€50 per maand
Verhuurbare units	Bureau(10m^2), 25m^2, 50m^2
# Bedrijven	21 (FBA)

Permanente ontwikkeling

Selectie criteria

Schieblock
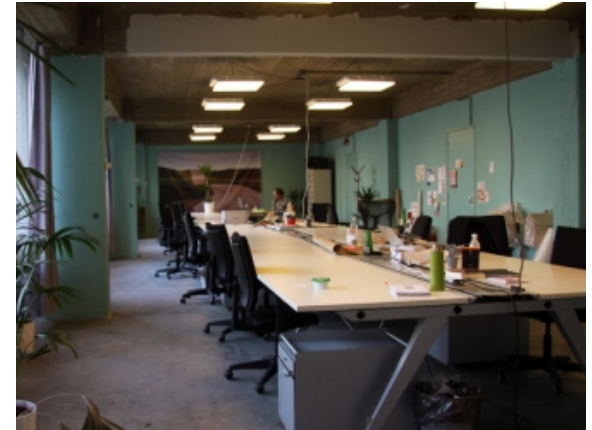
Gebruikers	Creatief Zakelijke Dienstverlening, Media & Entertainment
Selectie criteria	Creatieve sector, bereidt te investeren in omgeving
Huurrijs	€130 p.m.p.j. (incl. servicekosten)
Verhuurbare units	Zeer variabel
# Bedrijven	68

Tijdelijke ontwikkeling

Verschillende werkplekken

Community manager

Volkskrantgebouw

Gebruikers	Creatief Zakelijke Dienstverlening, Media & Entertainment, Kunst
Selectie criteria	Creatieve Industrie
Huurrijs	€104, €74, €64 p.m.p.m.
Servicekosten	€30 p.m.p.m.
Verhuurbare units	Gemiddeld 25 m²
# Bedrijven	± 80

Selectie criteria

Duidelijk contract

GEBRUIKERSVOORKEUREN

Real estate owners, creative industry and workspace preferences

Test site Schieblock

Property management

Locatie

Categories (left to right): Accessibility by bicycle, Accessibility by car, Accessibility by PT, Restaurant & café in proximity, Safety, Parking, Shops in proximity, Quality of public space, Activity in proximity, Cultural facilities in proximity, Housing in proximity

Gebouw

Categories (left to right): Interior representativeness, Layout flexibility, Small lettable work units, Comfort, Exterior representativeness, Multi tenant building, Recognisability, Technical status, Energy performance, Building shape, Floor height

Facility management

Community management

- *Huurders selectie*
  - *Verschillende expertise, zelfde sector*

- *Support systeem*
  - *Support i.p.v. concurrentie*

- *Sharing*
  - *Kennis delen*
  - *Ruimten en faciliteiten delen*

- *Community manager*
  - *Eén aangewezen persoon*
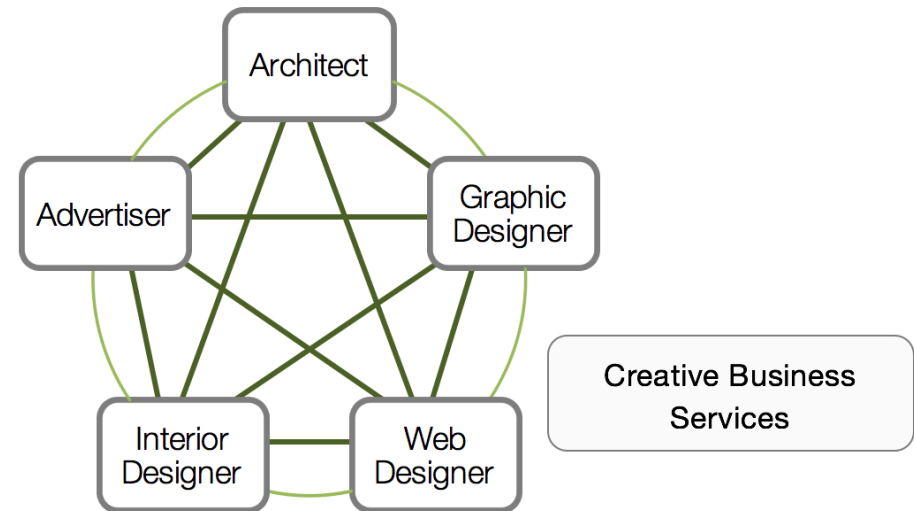
RESULTAAT
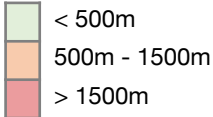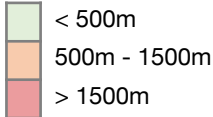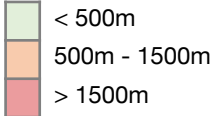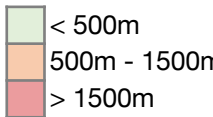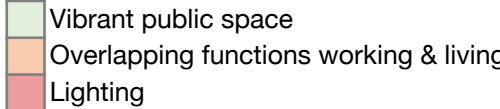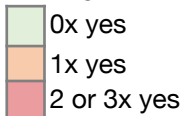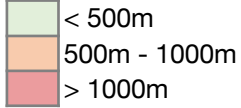
Accommodating the creative business services

Property Management – Location

The list of location characteristics below is the result of research into the location preferences of creative business services. The checklist must be completed for the respective office location. The final score will tell if the location has a high, average or low potential for successful accommodating the creative industry. The characteristics under decisive importance weigh more than the average important characteristics as they are decisive in the choice for an office location.

Score

Characteristics	Parameter	
Decisive importance		

Accessibility

By bike — Cycling paths present
- ☐ Yes
- ☐ No

By car — Proximity of highway
Distance to nearest exit
- ☐ < 1000m
- ☐ 1000m - 5000m
- ☐ > 5000m

By public transportation

Proximity of bus, tram or subway

Distance to nearest stop
- ☐ < 500m
- ☐ 500m - 1000m
- ☐ > 1000m

Proximity of train

Distance to nearest stop
- ☐ < 500m
- ☐ 500m - 1000m
- ☐ > 1000m

Restaurant or café in proximity — Distance to restaurant or café
- ☐ < 500m
- ☐ 500m - 1500m
- ☐ > 1500m

Average importance

Shops in proximity

Distance to daily amenities
- [green] < 500m
- [orange] 500m - 1500m
- [red] > 1500m

Distance to retail
- [green] < 500m
- [orange] 500m - 1500m
- [red] > 1500m

Activity in proximity

Distance to creative companies
- [green] < 500m
- [orange] 500m - 1500m
- [red] > 1500m

Cultural functions in proximity

Distance to cultural functions
- [green] < 500m
- [orange] 500m - 1500m
- [red] > 1500m

Parking

Parking lots
- [green] Yes
- [red] No

Bicycle storage
- [green] Yes
- [red] No

Safety

Liveliness of area
- [green] Vibrant public space
- [orange] Overlapping functions working & living
- [red] Lighting

Quality of public space

Social environment
a. Is vandalism present?
b. Facades with graffiti?
c. Is much litter present?

Degree in 500m radius
- [green] 0x yes
- [orange] 1x yes
- [red] 2 or 3x yes

Distance to public square
- [green] < 500m
- [orange] 500m - 1000m
- [red] > 1000m

Lighting
- [green] Yes
- [red] No

Property Management – Building

The list of building characteristics below is the result of research into the building preferences of creative business services. The checklist must be completed for the respective office building. The final score will tell if the building has a high, average or low potential for successful accommodating the creative industry. The characteristics under decisive importance weigh more than the average important characteristics as they are decisive in the choice for an office building.

Score

Characteristics	Parameter		
Decisive importance			
Interior representativeness	*Condition interor* ☐ Good ☐ Average ☐ Bad	*Clarity floorplan* ☐ Very clear ☐ Clear ☐ Unclear	
Lay out flexibility	*Floor surface* ☐ < 500m2 ☐ 500m2 - 2500m2 ☐ > 2500m2	*Distance columns* ☐ None (column-free floor) ☐ > 7,2m ☐ < 7,2m	*Interior walls* ☐ Flexible ☐ Bearing

Average importance

Multi-tenant building	*Communal entrance*	*Communal space*	
	🟩 Intercom with waiting room	🟩 Yes	
	🟧 Intercom	🟥 No	
	🟥 Own entrance with bell		

Small lettable units	*LFA m2*	*Closable offices*	*Different size offices*
	Size of smallest offices		
	🟩 < 50m2	🟩 Yes	🟩 Yes
	🟧 50m2 - 250m2	🟥 No	🟥 No
	🟥 > 250m2		

Exterior representativeness	*Visibility entrance*	*Technical state facade*	
	🟩 From public road	🟩 High	
	🟧 From access road	🟧 Average	
	🟥 Not visible	🟥 Low	

Recognisability	*Building with specific original function*	*Building is a landmark*	*Logo or icon on facade*
	🟩 Yes	🟩 Yes	🟩 Yes
	🟥 No	🟥 No	🟥 No

Facility management

The facilities are divided into two groups. The first group of facilities should be standard available and are therefore included in the rent. The second group of facilities should be optional available. This means that the facilities themselves should be offered, but their use will be at additional costs or services. In most cases, tenants, manager and owner can mutually determine the rules for use.

Standard available

These facilities should be standard available and be included in the rental price (service costs)

Internet (WiFi)	WiFi should be available to all tenants. Being able to connect to the internet at any place or time is an important aspect for the creative industry.
Monthly terminable contract	Contracts can be terminated with a one-month notice. This form of flexibility supports the changing nature of creative businesses.
Basic security	This concerns security cams and alarms. Any additional security can be used but may lead to an increase of the rental price.
Basic cleaning	This includes cleaning of sanitary, common spaces and available kitchenettes. Tenants are responsible for the cleaning of their office space.

Optional available

These facilities are available against extra costs or services

Restaurant or café	Creative companies prefer a restaurant of café in or nearby the office. If a restaurant or café is located within the building this should be an independent operating business, that is separated from the office and open to the public. Therefore, this feature is preferably located in the plinth. Tenants are free to choose if they'll make use of this facility.	
	Photo: 'Op Het Dak' Schieblock (Schieblock, 2016)	
Coffee corner	Per floor at least one coffee corner should be available. Tenants and manager can make agreements mutually on the use and purchase of coffee, tea and other goods.	
	Photo: Kitchen and coffee corner FBA (agendastrijp.nl)	
Repro facilities	Printers should be provided on shared floors and potentially on floors with small offices. Tenants can make agreements mutually on the purchase of paper or any other accessories	
Meeting places	At least one meeting room should be available, depending on the size of the office building. The room(s) should be available to all tenants, with the use of a registration system. There are several possibilities for the use. *Example:* tenants are free to use the meeting room, but have to reserve the room against a fee (e.g. €5 per hour) when exclusive use at a specific time is required.	
	Photo: Meeting rooms Volkshotel (Volkshotel, 2016)	

Note

All facilities offered have to be brought in relation to the rental price. The rent should remain as low as possible. The facilities offered are to support the community. If they do not so, they may be omitted.

Traditional offices often contain facilities like a reception, one or more canteens and large conference rooms. These facilities take up many square meters that cannot be rented out and are therefore very expensive. Such facilities are redundant within a creative community and should be transformed into offices or other, more desired facilities

Community Management

This section of the strategy concerns an advice on the management of the creative community. The advice is built up in four sections. The first section tells who should be the manager and for which tasks he is responsible. The second section is about tenant selection and management and the third sections is about the physical and social connections within the community. The fourth section concerns the financial model and the rental price.

The advice should be followed as accurate as possible to achieve the best result.

Manager

Who

Owner	The manager of the creative community can be the owner, an external party or a designated tenant. It is
External party	important that the manager is one familiar person that is approachable for all matters and is regularly
Designated tenant	present at the office.

What

The manager is responsible for the supervision of the following matters.

Tenant selection	The manager is responsible for the tenant selection. The opinion of current tenants can be requested for the approval of new tenants, when the manager is unsure of a new tenant's suitability.
Contact person	The manager is the contact person for the tenants. He can be approached for any complaints, questions and suggestions. The manager, when not the owner, is the intermediary between the owner and tenants.
Management	The manager is best aware of all ongoing matters, due to his role as contact person. When not the owner, the manager will inform the owner on any required or desired maintenance and repairs. The manager is responsible for the contracts of the tenants.
Community	The manager has a passive-active role in building and maintaining the community. This means that he is available for the contacting of tenants when this is desired, but the initiative must lie with the tenants themselves. Periodic meetings can facilitate these contact moments.

Tenants

Who

Selection criteria

In order to create a working community, it is important to select a specific range of tenants. All tenants should be working in the same sector, which in this case is the creative business services. Their range of expertise should be as wide as possible. Various businesses with a single profession creates competition, whereas various professions can reinforce each other.

Example: An architect and an interior designer can design and deliver a complete furnished house. A web-designer can bring their work online and a marketing company can help with the promotion of their collaboration. Companies can (temporarily) engage each other's help to complete bigger and more complex projects.
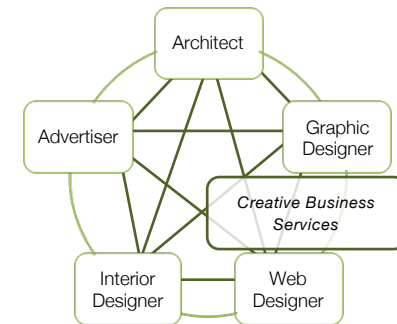

Figure: Range of expertise (own ill.)

What

Identity

A thriving community cannot be planned. It is important that there is room for a natural course of developments where tenants are given the opportunity to express their own identity. Tenants must have the freedom to leave their mark on the office by allowing them to make adjustments (if reversible).

Furthermore, tenants should be stimulated to come up with initiatives to improve and enliven the building. Think of initiatives to upgrade the common space, to organise lectures or to host events. The manager is responsible for approving such initiatives.

Participation in management

Within a community, every member has an equal share of responsibility. For this reason, it is important to keep tenants informed on any ongoing developments that concern their accommodation, and to include their opinion in the process. The most convenient way to keep tenants informed is by organising periodic meetings, once every week, month or quarter. During these meetings matters concerning the building itself can be discussed, new tenants can be introduced, current tenants can get to know each other and new partnerships can be established. The manager is responsible for organising and leading these meetings.

Community

Physical connections

Sharing spaces   One type of office that should be offered is the shared work floor; an open floor that contains multiple work spaces that freelancers or start-ups can rent. This type of workspace is the most affordable type of office, since the investment costs are low.

Photo: Shared work floor FBA (Founded by All, 2016)

Sharing facilities   Besides sharing space, facilities can also be shared. Small businesses often cannot afford private facilities, or they are not cost-effective for single use. Facilities can be shared on the shared work floors and between smaller offices, to reduce costs.

Social connections

Partnerships   Creative companies often limit their expertise to their core business. By placing companies with different expertise together, they can make use of each other's knowledge, skills and expertise. These (temporary) partnerships can help tenants to take on bigger and more complex projects.

These partnerships can be made during the periodic meetings or among tenants themselves. If help is requested, the manager can be consulted.

Support system   The social connections made are not only to engage in partnerships. The community provides a support system that will help tenants to build up the trust that is needed to grow. Tenants find support and motivation amongst each other and can share experiences.

Financial

Price   There is not one appropriate rental price. The rule is that the rental price should be at least 10% below the market rent level of a city.

The price of a single desk at a shared floor should be a set price regardless the number of square meters occupied.

Model   There are many possible financial models, depending on who fulfils the roll of manager.

- At any time, the tenants pay a square meter price to the owner.

- If the manager is not the owner, he receives a management fee of the owner for his tasks.

- The manager is in charge of the optional facilities that are not included in the rent. Depending on the agreements that have been made, tenants will pay the manager for the use of these services.
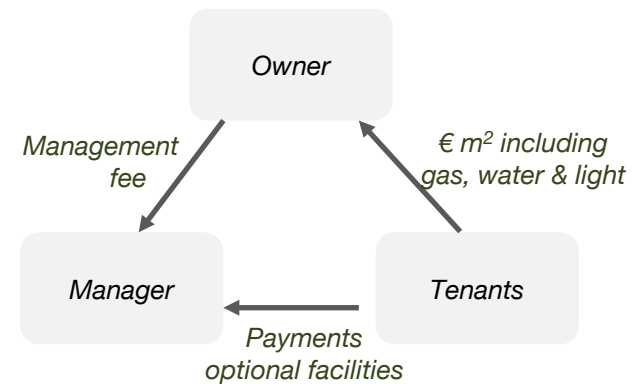
Figure: Example financial model (own ill.)

Owner

Management fee

€ m^2 including gas, water & light

Manager

Tenants

Payments optional facilities

CONCLUSIE

Klokgebouw, Strijp-S

REFITTING VACANCY FOR THE CREATIVE INDUSTRY

A strategy to create and maintain a creative community