Considering adaptive reuse within the municipal portfolio

How municipalities may change their decision-making process in the initiation phase of adaptive reuse when managing the real estate in their portfolio.







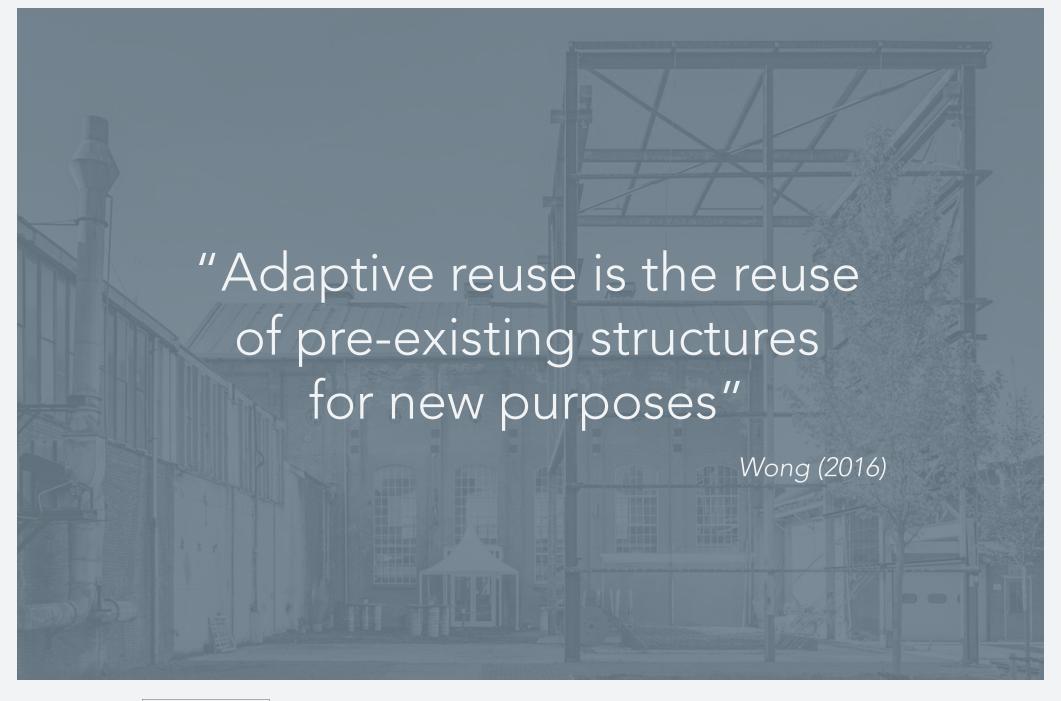
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Added complexity, because...



More requirements



Less possibilities



Inability to estimate viability

Extra municipal challenges..



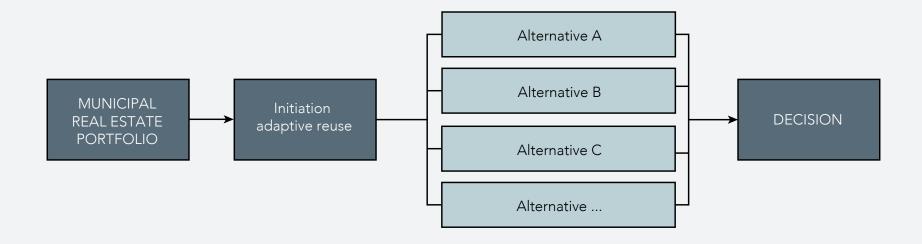
Financial and economic



Political and organisational



Societal



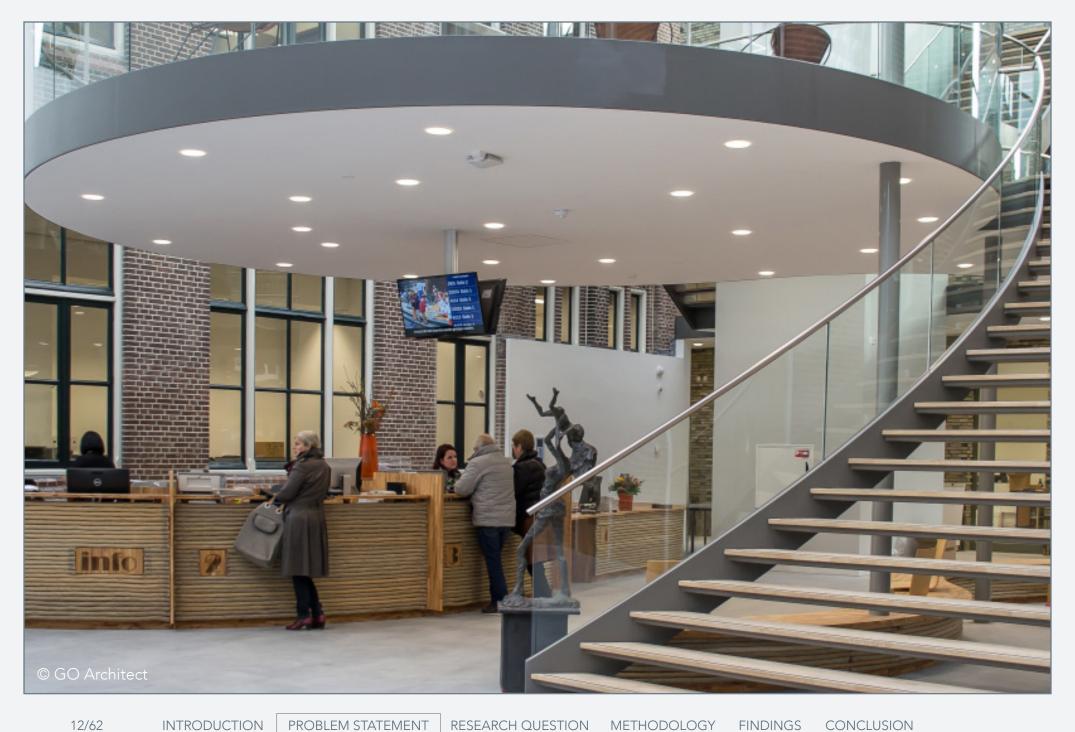




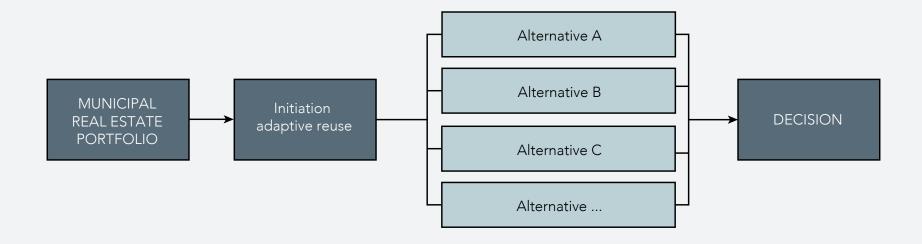
INTRODUCTION PROBLEM STATEMENT RESEARCH QUESTION METHODOLOGY **FINDINGS** CONCLUSION



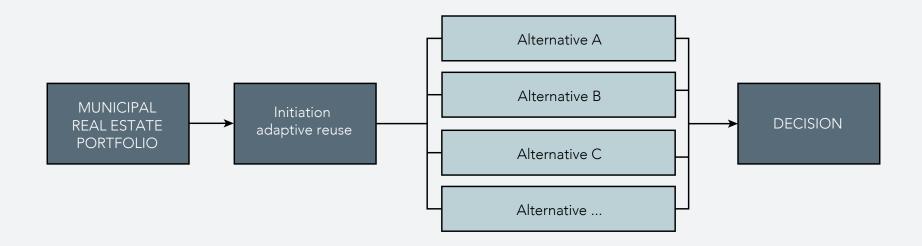
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INTRODUCTION PROBLEM STATEMENT RESEARCH QUESTION METHODOLOGY FINDINGS CONCLUSION

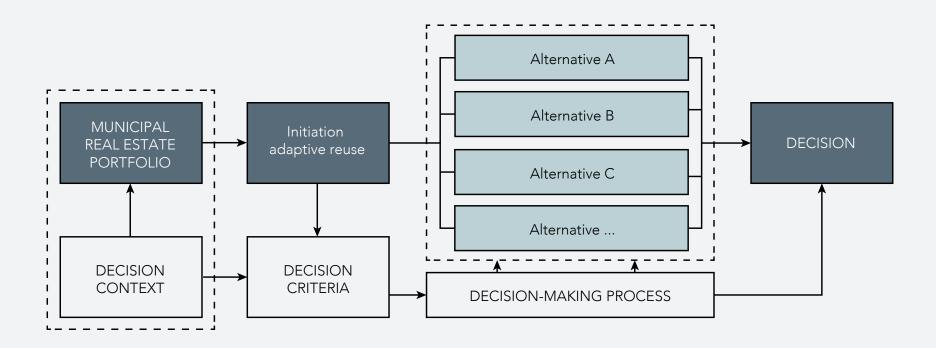


"What criteria need to be considered when deciding upon adaptive reuse within the real estate portfolio of municipalities?"



FINDINGS

"What criteria need to be considered when deciding upon adaptive reuse within the real estate portfolio of municipalities?"

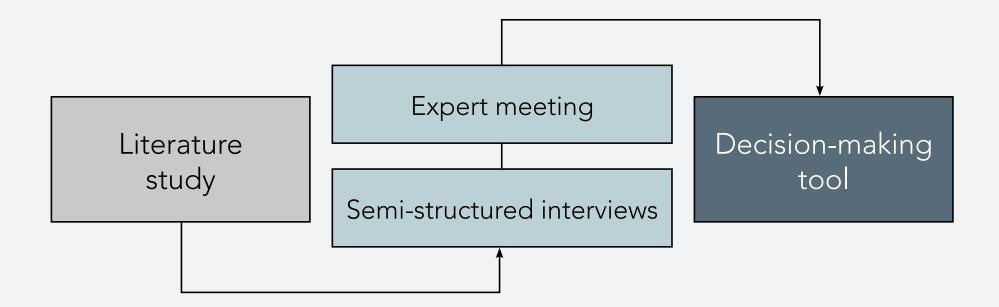


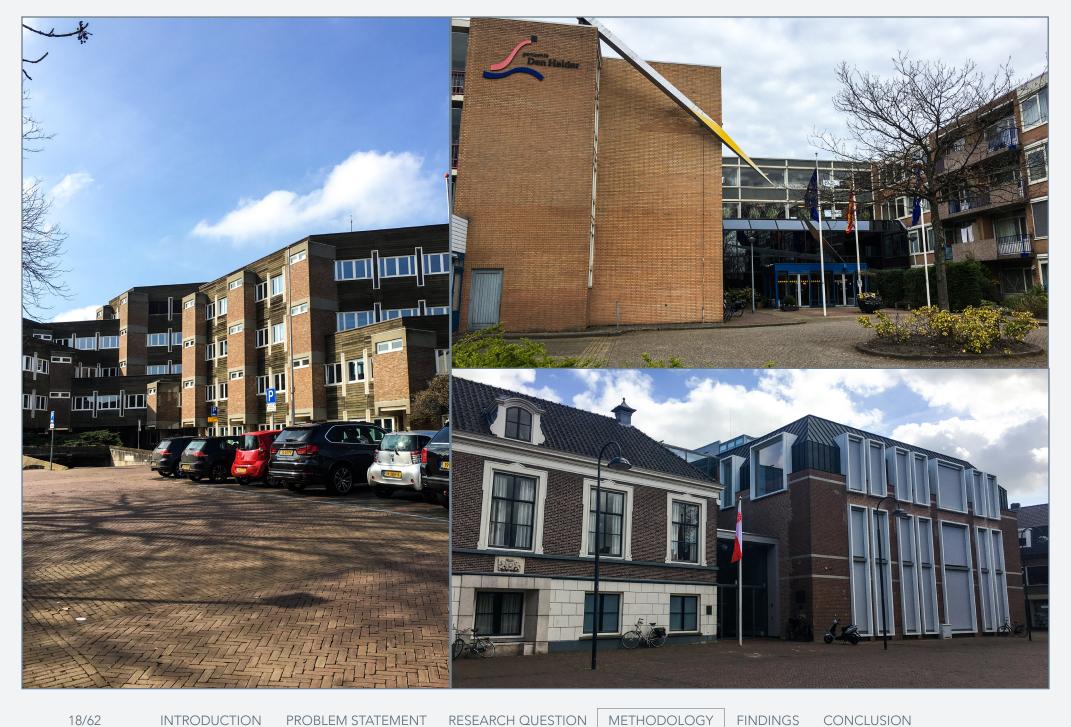
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Research aim

- Maximise transparency
- Stimulate critical thinking
- Initiator for discussion
- Optimisation of proceedings
- Preservation of value in the built environment

Qualitative research





INTRODUCTION PROBLEM STATEMENT RESEARCH QUESTION METHODOLOGY **FINDINGS** CONCLUSION

Main findings

- In search of performance measurement, efficiency and effectiveness
- Centralisation of real estate
- Municipal real estate management described in policies
- Use of score matrixes, decision trees, score card models, etc

Main findings

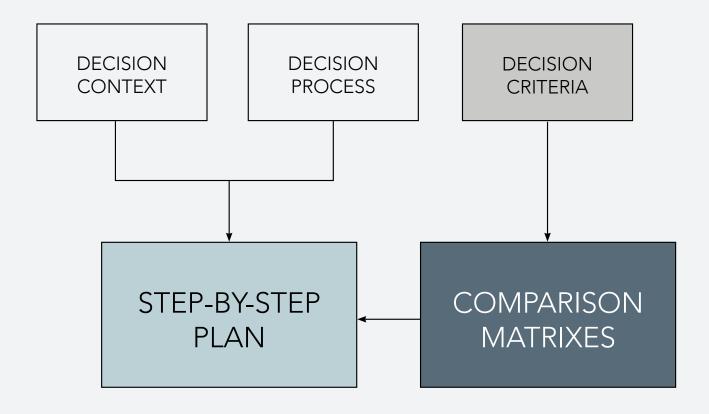
- Different perspectives on adaptive reuse
- Distrust between municipality and market
- Many opportunities
- Decompose decision into understandable parts
- Decision hierarchy

DECISION CONTEXT

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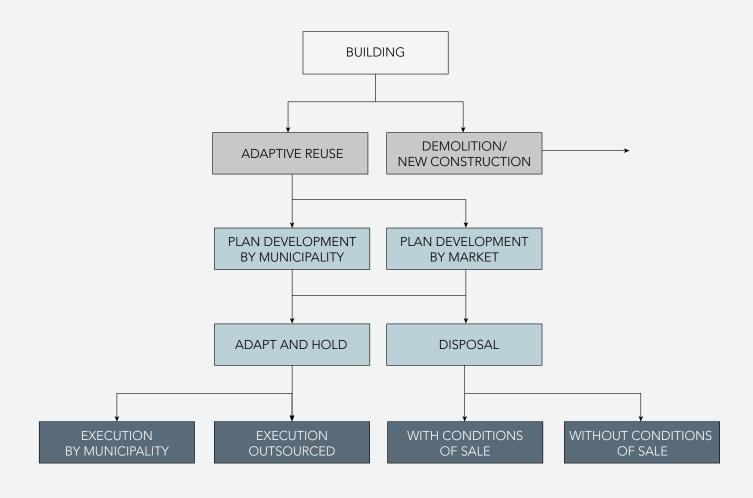
DECISION PROCESS

DECISION CRITERIA

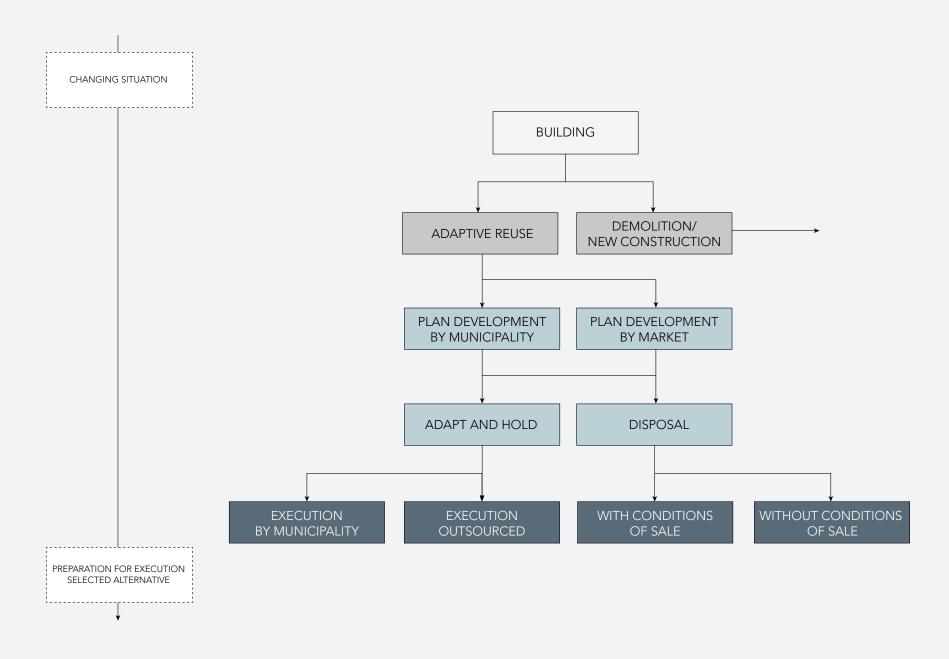


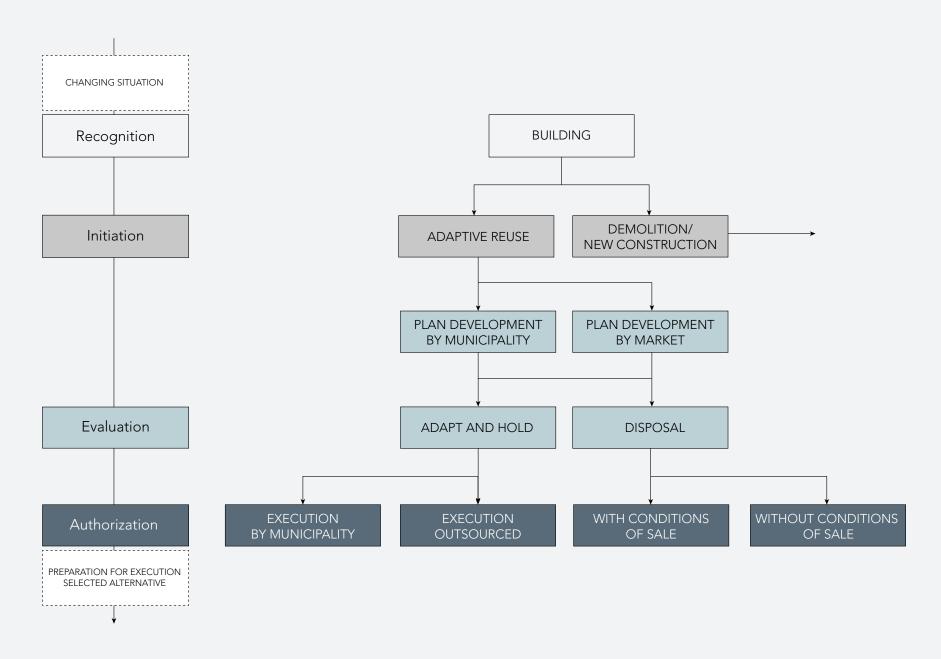
CONCLUSION

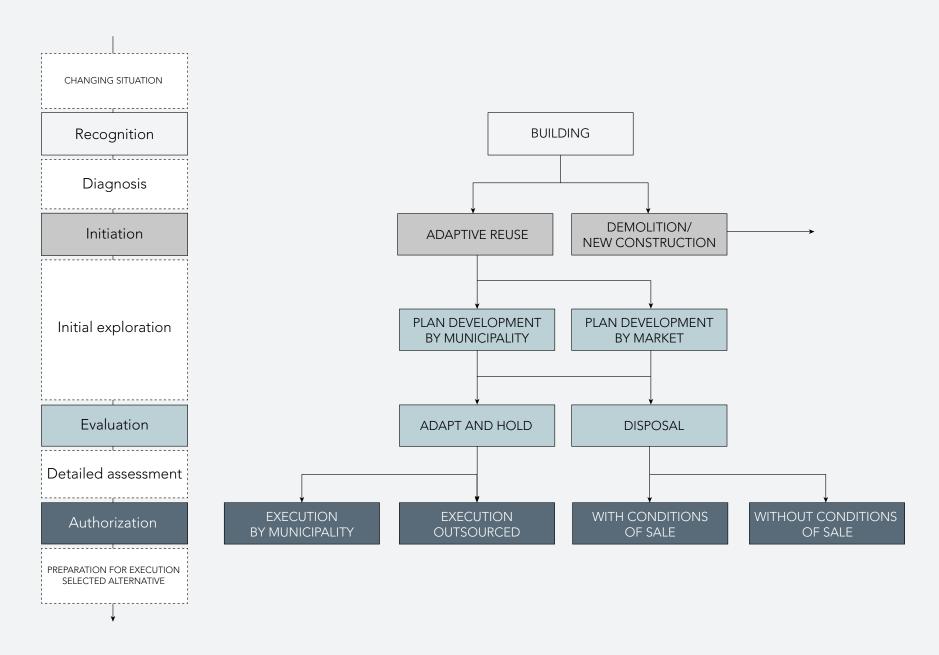
INTRODUCTION

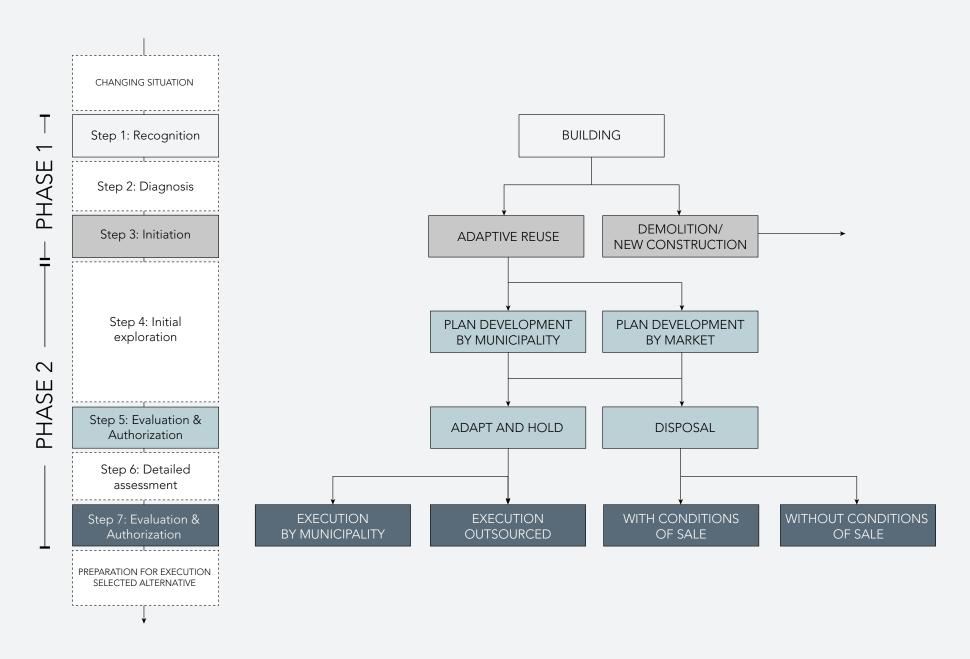


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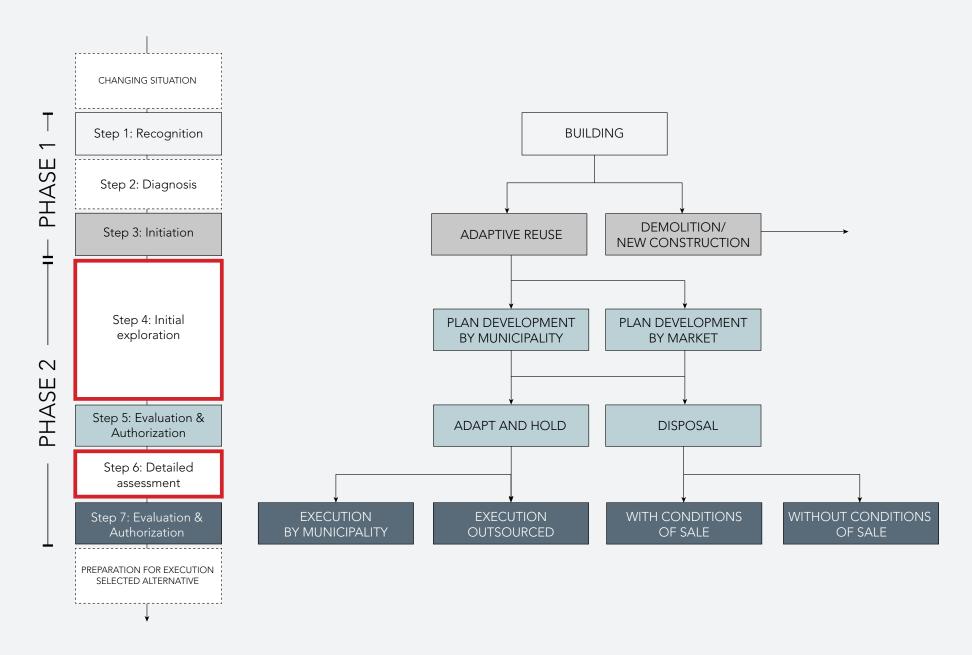








FINDINGS



Key criteria

- Eligible function
- Marketability
- Strategic purpose
- Management strategy
- Initiative
- Benefit-cost ratio

Eligible function

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INTRODUCTION

Whether a future function for the building has been determined and what kind of function it entails.

CONCLUSION

Management strategy

The willingness to take control over proceedings or give direction to initiate development.

Key criteria

- Eligible function
- Marketability
- Strategic purpose
- Management strategy
- Initiative
- Benefit-cost ratio

Key criteria

Sub-criteria

- Eligible function
- Marketability
- Strategic purpose
- Management strategy
- Initiative
- Benefit-cost ratio

- Representativeness
- Historical and cultural value
- Liveability
- Urban masterplan
- Size
- Complexity
- Staff capabilities
- Timing
- Planning constraints
- Partnerships

METHODOLOGY

COMPARISON MATRIX: INITIAL EXPLORATION

				Plan dev	elopment by the mu	nicipality	Plan development by the market	
				H	old	Disposal	Disposal	
CRITERIA	Question	Options	Answer	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
	Is there an indication of the function that could be accommodated in the object?	A Yes, and the municipality has a legal obligation to accommodate the function;						
ELIQIBLE		B Yes, the new function regards municipal office space;						
ELIGIBLE FUNCTION		C Yes, the new function is supportive to municipal policies;		2007A	8000	2007	(0.17)	(N) (A)
FUNCTION		D Yes, but the new function is not supportive to municipal policies;						
		E No, the new function is not determined.						
	Would the market be willing to adapt the building?	A The building is ambitiously marketable;						
MARKETABILITY		B The building is reasonably marketable;						
		C The building is positively marketable.		112.112	115.67A	65174	23.17.6	215.17.6
	Would the market be willing to facilitate the function?	A The function is ambitiously marketable;						
		B The function is reasonably marketable;						
		C The function is positively marketable.						
	Does the object hold any future strategic purpose?	A The object has a strategic purpose with regard to the function.						
		B The object has a strategic purpose with regard to possible (re)development(s) of the area;						
		The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on to the object (e.g. because of the current market, net operating income, long term objective);						
STRATEGIC PURPOSE		The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage;		83.17A	W/A	awa.	#31/A	2007A
		E There is no indication of any (future) strategic purpose.						
	Is ownership required?	A Ownership is required;						
		B Neutral;						
		C Ownership is not required.						
	- How much control and direction is intended to be taken?	A The guiding strategy;				2000		
MANAGEMENT		B The congruent strategy;						
STRATEGY		C The cooperative strategy;						
		D The passive strategy.						
INITIATIVE	Was the process initiated by the municipality or by the market?	A Yes, internal (municipal) initiative;				13304	N.V.A	
		B Yes, market initiative;						
		C No internal or market initiative, process was triggered by obsolescence.						
BENEFIT / COST RATIO		A High social return;						
		B Some social return;						
		C Limited social return.			00000			(1)
	The expected net operating	A Positive;						
	income after adaptive reuse will be:	B Neutral;						
		C Negative.						

FINDINGS

COMPARISON MATRIX: DETAILED ASSESSMENT

						Plan dev	relopment by the mu	nicipality	Plan development by the market		
						Hold		Disposal	Disp	Disposal	
CRITERIA	Question	Optio	ons	Answer		Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale	
REPRESENTATIV	The object has an image- determining, aesthetic value	Α	Strongly agree;		ŦĒ						
		В	Agree;								
	that holds a certain sense of	С	Neutral;			994/A	571/A	994/A	20070	20170	
ENESS	representativeness for the	D	Disagree;								
	city.	Е	Strongly disagree.								
		А	Strongly agree;		=						
HISTORICAL AND CULTURAL	The object has historical and/or cultural value that should be preserved.	В	Agree;				60-8/A	222			
		С	Neutral;								
VALUE		D	Disagree;								
		E	Strongly disagree.								
			***		╡╘			1			
LIVEABILITY	The object and/or possible future function contributes to the liveability of the area.	A	Strongly agree;								
		В	Agree;			2000					
		С	Neutral;								
		D	Disagree;								
		Е	Strongly disagree.		╝┖						
	Is the object located in an area described in the master plan?	Δ	The object is located in an area described in the urban masterplan or municipal vision. This has implications		ПΓ				200		
URBAN		Ĺ	on the future of the building;								
MASTERPLAN		В	The object is located in an area described in the urban masterplan or municipal vision. However, this has no			20070					
			implications on the future of the building;								
		С	The object is not located in an area described in the urban masterplan or municipal vision.		IJ L						
SIZE	The expected financial investment of the project is?	Α	High;		\sqcap Γ		11/12				
		В	Medium;								
		С	Low.								
	What is the expected complexity of the project?	Α	High complexity;		₹		1.07	11.07			
COMPLEXITY		В	Some complexity;								
301111		С	Low complexity.								
	What are the capabilities of the employees?	А	Sufficient employees and expertise available;		= 						
		В	Sufficient employees and expertise available; Sufficient employees available, but there is less expertise on the matter;								
STAFF		С	Sufficient expertise, but there are less expertise on the matter,								
CAPABILITIES		D									
		E	There is a minimum amount of expertise and employees available; Expertise and/or staffing is available through an external advisor.								
			expertise and/or starting is available through an external advisor.	<u> </u>	╛╘						
TIMING	Would the adaptive reuse project fit within the current political context and departmental planning?	А	Yes;								
		В	No.								
					╝┖						
PLANNING	The current planning constraints are sufficient to ensure the preservation of the building.	Α	Strongly agree;		1 [2007A		
		В	Agree;								
CONSTRAINTS		С	Neutral;								
CONSTITATION		D	Disagree;								
		Е	Strongly disagree.								
PARTNERSHIPS	Is there an opportunity for a partnership with a market party or other public organisation?	А	Yes;		$\mathbb{I}_{\mathbb{I}}$						
										11177	
		В	No.								
			1								



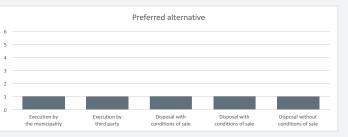
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				Plan dev	velopment by the mu	nicipality	Plan development by t	
				H	old	Disposal		osal
CRITERIA	Question	Options	Answer	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
		A Yes, and the municipality has a legal obligation to accommodate the function;						
51 101D1 5	Is there an indication of the	B Yes, the new function regards municipal office space;						
ELIGIBLE FUNCTION	function that could be accommodated in the	C Yes, the new function is supportive to municipal policies;		ENVA	83.0/A	8047A	639/A	989/A
FUNCTION	object?	D Yes, but the new function is not supportive to municipal policies;						
	object:	E No, the new function is not determined.						
	Would the market be willing	A The building is ambitiously marketable;						
	to adapt the building?	B The building is reasonably marketable;						
MARKETABILITY	,	C The building is positively marketable.		210.000			22.22.6	22.22.2
WARRETABILITY	Would the market be willing	A The function is ambitiously marketable;						
	to facilitate the function?	B The function is reasonably marketable;						
	to racintate the function:	C The function is positively marketable.						
		A The object has a strategic purpose with regard to the function.						
		B The object has a strategic purpose with regard to possible (re)development(s) of the area;						
	Does the object hold any future strategic purpose?	The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on to the object (e.g. because of the current market, net operating income, long term objective);						
STRATEGIC PURPOSE		The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage;		85VA	WWA	EN/A	#N17A	#N1/A
		E There is no indication of any (future) strategic purpose.						
		A Ownership is required;						
	Is ownership required?	B Neutral;						
		C Ownership is not required.						
		A The guiding strategy;						
MANAGEMENT	How much control and direction is intended to be	B The congruent strategy;		210.000	2002		22.22.6	220.00
STRATEGY	taken?	C The cooperative strategy;						
	taken	D The passive strategy.						
	Was the process initiated by	A Yes, internal (municipal) initiative;						
INITIATIVE	the municipality or by the	B Yes, market initiative;		20170	000/A	20.47A	401/A	401/A
	market?	C No internal or market initiative, process was triggered by obsolescence.						
	Adaptive reuse of the object	A High social return;						
	will result in a:	B Some social return;						
BENEFIT / COST	The result in a.	C Limited social return.		215.07.6				
RATIO	The expected net operating A income after adaptive reuse B will be:	A Positive;						
		B Neutral;						
		C Negative.						

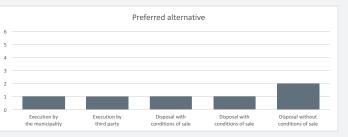
					Plan dev	velopment by the mu	nicipality	Plan developme	nt by the market			
					H	old	Disposal	Disp	oosal			
CRITERIA	Question	Optio	ons	Answer	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale			
		Δ	Yes, and the municipality has a legal obligation to accommodate the function;		the manierpanty	tima party	conditions of sale	conditions of sale	conditions of sale			
	Is there an indication of the	В	Yes, the new function regards municipal office space;	1								
ELIGIBLE	function that could be	C	Yes, the new function is supportive to municipal policies;	E	X	X	V	V	V			
FUNCTION	accommodated in the object?	D	Yes, but the new function is not supportive to municipal policies;									
	objecti	Е	No, the new function is not determined.									
		Α	The building is ambitiously marketable;	i								
	Would the market be willing		The building is reasonably marketable;				277	MW.				
	to adapt the building?	С	The building is positively marketable.		BUA							
MARKETABILITY		А	The function is ambitiously marketable;			OVA			63V/A			
	Would the market be willing to facilitate the function?	В	The function is reasonably marketable;									
	to facilitate the function?	С	The function is positively marketable.	11								
		Α	The object has a strategic purpose with regard to the function.									
		В	The object has a strategic purpose with regard to possible (re)development(s) of the area;									
	Does the object hold any future strategic purpose?	C.	The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on									
			to the object (e.g. because of the current market, net operating income, long term objective);									
STRATEGIC PURPOSE		D	The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage;		DV/A	28.V/A	awa.		200/20			
		Е	There is no indication of any (future) strategic purpose.									
		Α	Ownership is required;									
	Is ownership required?	В	Neutral;									
		С	Ownership is not required.									
		Α	The guiding strategy;									
MANAGEMENT	How much control and direction is intended to be	В	The congruent strategy;			200.00	200.000	200.000	220.00			
STRATEGY	taken?	С	The cooperative strategy;									
		D	The passive strategy.									
	Was the process initiated by	Α	Yes, internal (municipal) initiative;									
INITIATIVE	the municipality or by the	В	Yes, market initiative;		1007A	WWA	00.07A	20.07A	MWA			
	market?	С	No internal or market initiative, process was triggered by obsolescence.									
	Adaptive reuse of the object	Α	High social return;									
	will result in a:	В	Some social return;									
BENEFIT / COST	T	С	Limited social return.									
RATIO	The expected net operating A income after adaptive reuse B		Positive;									
		Neutral;										
	will be:	С	Negative.				ــــا اــــــا					

Preferred alternative											
Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale							

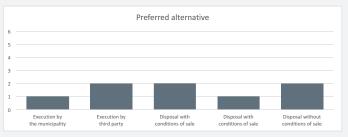
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Strictist Stri	CITIENIA	Question	Орис		Answer	the municipality	third party	conditions of sale	conditions of sale	conditions of sale	
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SCORMORAGE IN the object in th	ELICIBLE		В	Yes, the new function regards municipal office space;							
Per but the new function is not supportive to municipal policies;			С	Yes, the new function is supportive to municipal policies;	E	X	X	V	V	V	
Would the market be willing to adapt the building a sembtously marketable; 8 The building is responsibly marketable; 7 The building is postively marketable; 8 The building is postively marketable; 9 The building is postively marketable; 10 The building is postively marketable; 11 The children is postively marketable; 12 The function is postively marketable; 13 The function is postively marketable; 14 The children is postively marketable; 15 The function is postively marketable; 16 The building is postively marketable; 17 The function is postively marketable; 18 The object has a strategic purpose with regard to the function. 18 The object has a strategic purpose with regard to possible (rejdevelopment(s) of the area; 19 The object has a strategic purpose with regard to the function. 19 The object has a strategic purpose with regard to the market, net operating income, long term objective). 10 The object has a strategic purpose with regard to the market, net operating income, long term objective). 10 The object has a strategic purpose with regard to the market, net operating income, long term objective). 11 The object has a strategic purpose with regard to the market, net operating income, long term objective). 12 The object has a strategic purpose with regard to the market, net operating income, long term objective). 13 New regard to the market produces the produces	TONCTION		D	Yes, but the new function is not supportive to municipal policies;							
Would the market be willing of california to depth the building? Companies the function is possible of the function is possi		object.	Е	No, the new function is not determined.							
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C The building is positively marketable.		3	В	The building is reasonably marketable;	А						
Would the market be willing a foliate the function of associated processing marketable; B B	MADVETABILITY	, ,	С	The building is positively marketable.		V	V	~	~	~	
to facilitate the function? C The function is pressonably marketable; A The object has a strategic purpose with regard to the function. B The object has a strategic purpose with regard to possible (re)development(s) of the area; The object has a strategic purpose with regard to possible (re)development(s) of the area; The object has a strategic purpose with regard to possible (re)development(s) of the area; The object has a strategic purpose with regard to possible (re)development(s) of the area; The object has a strategic purpose with regard to possible (re)development(s) of the area; The object has a strategic purpose with regard to possible (re)development(s) of the area; The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategic purpose. A Ownership is required; B Neutral; C Ownership is not required. The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategic purpose. A Neutral; C Ownership is not required. The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategy of the object with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indicated to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indicated to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indicated to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indicated to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indicated to the municipal	WARRETABILIT		А	The function is ambitiously marketable;		v	v	^	^	^	
C The function is positively marketable.		9	В	The function is reasonably marketable;	В						
B The object has a strategic purpose with regard to possible (reldevelopment(s) of the area; The object has a strategic purpose with regard to financial aspects. Its financially more attractive to hold on to the object (e.g. because of the current market, net operating income alteractive); The object has a strategic purpose with regard to financial aspects. Its financially more attractive to hold on to the object (e.g. because of the current market, net operating income, long term objective); The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any fluture) strategic purpose. A Ownership is required. A The guiding strategy. C Ownership is not required. A The guiding strategy; C The cooperative strategy; D The possive strategy. D The passive strategy. Adaptive reuse of the object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population provides flexibility in case of population provides flexibility in case of population population is required. Adaptive reuse of the object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population provides flexibility in case of population provides flexibility in case of population is required. Adaptive reuse of the object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population provides fle		to lacilitate the function:	С	The function is positively marketable.							
Does the object hold any future strategic purpose? The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on to the object (e.g. because of the current market, net operating income, long term objective); The object has a strategic purpose? The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategic purpose. A Ownership is required; B Neutral; C Ownership is not required. The ownership is required. A The guiding strategy; B The congress instanct by taken? The cooperative strategy; C The cooperative strategy; The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategic purpose. A The guiding strategy; B The congressing is not required. The cooperative strategy; C The cooperative strategy; C The cooperative strategy; C The object had a provided from the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategic purpose. A the guiding strategy; B The congruent strategy; C The cooperative			А	The object has a strategic purpose with regard to the function.							
Does the object hold any future strategic purpose? Full POSE The object has a strategic purpose operating income, long term objective); The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategic purpose. A Ownership is required; B Neutral; C Ownership is not required. MANAGEMENT STRATEGY MANAGEMENT STRATEGY Management of the object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of population growth or shrinkage; E There is no indication of any (future) strategic purpose. A Ownership is required; B Neutral; C Ownership is required. How much control and direction is intended to be taken? The properties strategy; D The possive strategy; D The possive strategy; D The possive strategy. D The possive strategy. D The possive strategy. A Yes, internal (municipal) initiative; the municipality or by the market? Adaptive reuse of the object will result in a: Adaptive reuse of the object will result in a: Adaptive reuse of the object will result in a: A Positive; B Some social return; C L Imited social return. B Some social return; The expected net operating income after adaptive reuse. B Neutral; B Neutral;			В	The object has a strategic purpose with regard to possible (re)development(s) of the area;							
Future strategic purpose? In the object (e.g. because of the current market, net operating income, long term objective); In the object (e.g. because of the current market, net operating income, long term objective); In the object (e.g. because of the current market, net operating income, long term objective); In the object (e.g. because of the current market, net operating income, long term objective); In the object (e.g. because of the current market, net operating income, long term objective); In the object (e.g. because of the current market, net operating income, long term objective); In the object (e.g. because of the current market, net operating income, long term objective); In the object (e.g. because of the object (e.g. because of the current market, not operating income, long term objective); In the object (e.g. because of the object (e.g. because of the current market, not operating income, long term); In the object (e.g. because of the object (e.			С								
PURPOSE D D D D D D D D D											
E There is no indication of any (future) strategic purpose. A Ownership is required? B Neutral; C Ownership is not required. MANAGEMENT STRATEGY Manual control and direction is intended to be taken? Was the process initiated by the municipality or by the market? A daptive reuse of the object will result in a: A High social return; B Some social return; C I mited social return. A High social return. B Neutral; A Positive; C I mited social return. A Positive; C I mited social return. B Neutral; A Positive; C I mited social return. C I mited social return. A Positive; C I mited social return. B Neutral;			D			014/A	884/A	83WA	2537A	43.V/A	
A Ownership is required?	1 OK 032		E								
C Ownership is not required. MANAGEMENT STRATEGY How much control and direction is intended to be taken? Was the process initiated by the municipality or by the market? Adaptive reuse of the object will result in a: BENEFIT / COST RATIO C Ownership is not required. A The guiding strategy; B The congruent strategy; C The cooperative strategy; D The passive strategy. A Yes, internal (municipal) initiative; B Yes, market initiative; C No internal or market initiative, process was triggered by obsolescence. Adaptive reuse of the object will result in a: BENEFIT / COST The expected net operating income after adaptive reuse B Neutral;			А								
MANAGEMENT STRATEGY How much control and direction is intended to be taken? Was the process initiated by the municipality or by the market? Adaptive reuse of the object will result in a: BENEFIT / COST RATIO How much control and direction is intended to be taken? A The guiding strategy; B The congruent strategy; C The cooperative strategy. B The congruent strategy; D The passive strategy. A Yes, internal (municipal) initiative; B Yes, market initiative; C No internal or market initiative, process was triggered by obsolescence. Adaptive reuse of the object will result in a: C Limited social return; B Some social return. C Limited social return. The expected net operating income after adaptive reuse B Neutral;		Is ownership required?	В	Neutral;							
How much control and direction is intended to be taken?			С	Ownership is not required.							
MANAGEMENT direction is intended to be taken?			Α	The guiding strategy;							
taken? C The cooperative strategy; D The passive strategy. Nas the process initiated by the municipality or by the market? Adaptive reuse of the object will result in a: BENEFIT / COST The expected net operating income after adaptive reuse in the process was triggered by obsolescence. C The cooperative strategy; D The passive strategy. B Yes, internal (municipal) initiative; B Yes, market initiative; C No internal or market initiative, process was triggered by obsolescence. Adaptive reuse of the object will result in a: B Some social return; C Limited social return. The expected net operating income after adaptive reuse in the process was triggered by obsolescence.	MANAGEMENT		В	The congruent strategy;							
D The passive strategy.	STRATEGY		С	The cooperative strategy;		1000/A	WWW.	3.1000			
INITIATIVE the municipality or by the market? B Yes, market initiative; C No internal or market initiative; BENEFIT / COST RATIO The expected net operating income after adaptive reuse B Neutral; B Yes, market initiative; C No internal or market initiative; B Some social return; C Limited social return. The expected net operating income after adaptive reuse B Neutral;		taken:	D	The passive strategy.							
market? C No internal or market initiative, process was triggered by obsolescence. Adaptive reuse of the object will result in a: BENEFIT / COST The expected net operating income after adaptive reuse B Neutral;		Was the process initiated by	А	Yes, internal (municipal) initiative;							
Adaptive reuse of the object will result in a: BENEFIT / COST The expected net operating income after adaptive reuse income after adaptive a	INITIATIVE	the municipality or by the	В	Yes, market initiative;		810/A	8007A	20.074	23.07.5	2007	
Adaptive reuse of the object will result in a: BENEFIT / COST The expected net operating income after adaptive reuse B Some social return; C Limited social return. A Positive; B Neutral;		market?	С	No internal or market initiative, process was triggered by obsolescence.							
Will result in a: B Some social return; C Limited social return. The expected net operating income after adaptive reuse B Neutral;		Adaptive rouse of the shipst	А	High social return;							
BENEFIT / COST C Limited social return. The expected net operating income after adaptive reuse B Neutral;			В	Some social return;							
income after adaptive reuse B Neutral;		T	С	Limited social return.					41177	(1)	
	RATIO	The expected net operating A income after adaptive reuse B		Positive;			1000				
will be: C Negative.			Neutral;								
		will be:	С	Negative.		<u> </u>					



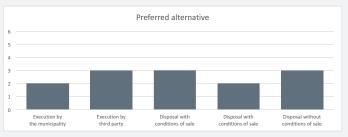
						elopment by the mu	nicipality	Plan developme	
					Ho	old	Disposal	Disp	osal
CRITERIA	Question	Optio	ons	Answer	Execution by	Execution by	Disposal with	Disposal with	Disposal without
CRITERIA	Question	Орис	JIIS	Allswei	the municipality	third party	conditions of sale	conditions of sale	conditions of sale
		Α	Yes, and the municipality has a legal obligation to accommodate the function;						
ELIGIBLE	Is there an indication of the function that could be	В	Yes, the new function regards municipal office space;						
FUNCTION	accommodated in the	С	Yes, the new function is supportive to municipal policies;	E	X	X	V	V	V
TONCHON	object?	D	Yes, but the new function is not supportive to municipal policies;						
	object.	Е	No, the new function is not determined.						
	Would the market be willing	Α	The building is ambitiously marketable;						
	to adapt the building?	В	The building is reasonably marketable;	А					
MARKETABILITY		С	The building is positively marketable.		V	V	×	×	~
WARRETABILIT		Α	The function is ambitiously marketable;		V	V	Х	X	^
	Would the market be willing to facilitate the function?	В	The function is reasonably marketable;	В					
	to lacilitate the function?	С	The function is positively marketable.						
		Α	The object has a strategic purpose with regard to the function.						
		В	The object has a strategic purpose with regard to possible (re)development(s) of the area;						
	Does the object hold any	C.	The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on						
	future strategic purpose?	L C	to the object (e.g. because of the current market, net operating income, long term objective);	E					
STRATEGIC		D	The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of		×	×	×	×	V
PURPOSE		D	population growth or shrinkage;		^	^	^	^	٧
		Е	There is no indication of any (future) strategic purpose.						
		Α	Ownership is required;						
	Is ownership required?	В	Neutral;						
		С	Ownership is not required.						
		Α	The guiding strategy;						
MANAGEMENT	How much control and direction is intended to be	В	The congruent strategy;		33.4.4.6	NO NO N		212.77	/12 / / A
STRATEGY	taken?	С	The cooperative strategy;		*****				
	takon.	D	The passive strategy.						
	Was the process initiated by	Α	Yes, internal (municipal) initiative;						
INITIATIVE	the municipality or by the	В	Yes, market initiative;		83 UA	2002	000//	23.272	22370
	market?	С	No internal or market initiative, process was triggered by obsolescence.						
	A L C CO LC .	Α	High social return;						
	Adaptive reuse of the object will result in a:	В	Some social return;						
BENEFIT / COST	Will result in a.	С	Limited social return.						
RATIO	The expected net operating A income after adaptive reuse B	А	Positive;			1000			
		Neutral;							
	will be:	С	Negative.						
						•			



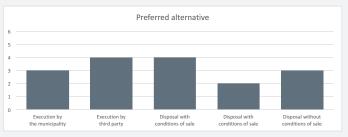
						elopment by the mu	nicipality		nt by the market	
					He	old	Disposal	Disp	osal	
CRITERIA	Question	Optio	ons	Answer	Execution by	Execution by	Disposal with	Disposal with	Disposal without	
CRITERIA	Question	Орис	JIIS	Allswei	the municipality	third party	conditions of sale	conditions of sale	conditions of sale	
		Α	Yes, and the municipality has a legal obligation to accommodate the function;							
ELIGIBLE	Is there an indication of the function that could be	В	Yes, the new function regards municipal office space;							
FUNCTION	accommodated in the	С	Yes, the new function is supportive to municipal policies;	E	X	Х	V	V	V	
FUNCTION	object?	D	Yes, but the new function is not supportive to municipal policies;							
	object.	Е	No, the new function is not determined.							
	Would the market be willing	Α	The building is ambitiously marketable;							
	to adapt the building?	В	The building is reasonably marketable;	А						
MARKETABILITY		С	The building is positively marketable.		\/	V	×	×	V	
WARRETABILIT		Α	The function is ambitiously marketable;		V	V	Х	X	^	
	Would the market be willing to facilitate the function?	В	The function is reasonably marketable;	В						
	to lacilitate the function?	С	The function is positively marketable.							
		Α	The object has a strategic purpose with regard to the function.							
		В	The object has a strategic purpose with regard to possible (re)development(s) of the area;					×		
	Does the object hold any	C.	The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on							
	future strategic purpose?	L C	to the object (e.g. because of the current market, net operating income, long term objective);	E						
STRATEGIC		D	The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of		×	×	×		V	
PURPOSE		D	population growth or shrinkage;		^	^	*		٧	
		Е	There is no indication of any (future) strategic purpose.							
		Α	Ownership is required;							
	Is ownership required?	В	Neutral;							
		С	Ownership is not required.							
		Α	The guiding strategy;							
MANAGEMENT	How much control and direction is intended to be	В	The congruent strategy;	В	×	V	V	×	X	
STRATEGY	taken?	С	The cooperative strategy;	D D	^	V	V	^	^	
	takon.	D	The passive strategy.							
	Was the process initiated by	Α	Yes, internal (municipal) initiative;							
INITIATIVE	the municipality or by the	В	Yes, market initiative;		810/A	80 WA	200/A	23.07.5	20.07A	
	market?	С	No internal or market initiative, process was triggered by obsolescence.							
	A L C CO LC .	Α	High social return;							
	Adaptive reuse of the object will result in a:	В	Some social return;							
BENEFIT / COST	Will result in a.	С	Limited social return.							
RATIO	The expected net operating A income after adaptive reuse B will be:	А	Positive;							
		Neutral;								
		Negative.								
						•	•			



						elopment by the mu	nicipality		nt by the market
					He	old	Disposal	Disp	osal
CRITERIA	Question	Optio		Answer	Execution by	Execution by	Disposal with	Disposal with	Disposal without
CRITERIA	Question	Орис	JIIS	Allswei	the municipality	third party	conditions of sale	conditions of sale	conditions of sale
		Α	Yes, and the municipality has a legal obligation to accommodate the function;						
ELIGIBLE	Is there an indication of the function that could be	В	Yes, the new function regards municipal office space;						
FUNCTION	accommodated in the	С	Yes, the new function is supportive to municipal policies;	E	X	X	V	V	V
FUNCTION	object?	D	Yes, but the new function is not supportive to municipal policies;						
	object.	Е	No, the new function is not determined.						
	Would the market be willing	Α	The building is ambitiously marketable;						
	to adapt the building?	В	The building is reasonably marketable;	А					
MARKETABILITY		С	The building is positively marketable.		\/	V	×	×	V
WARRETABILIT		Α	The function is ambitiously marketable;		v	V	Х	X	^
	Would the market be willing to facilitate the function?	В	The function is reasonably marketable;	В					
	to lacilitate the function?	С	The function is positively marketable.						
		Α	The object has a strategic purpose with regard to the function.						
		В	The object has a strategic purpose with regard to possible (re)development(s) of the area;						
	Does the object hold any	C.	The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on						
	future strategic purpose?	L C	to the object (e.g. because of the current market, net operating income, long term objective);	E					
STRATEGIC		D	The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of]	×	×	×	×	V
PURPOSE		D	population growth or shrinkage;		^	^	^	^	٧
		Е	There is no indication of any (future) strategic purpose.						
		Α	Ownership is required;						
	Is ownership required?	В	Neutral;						
		С	Ownership is not required.						
		Α	The guiding strategy;						
MANAGEMENT	How much control and direction is intended to be	В	The congruent strategy;	В	×	V	V	×	×
STRATEGY	taken?	С	The cooperative strategy;	ь	^	V	V	^	^
	takon.	D	The passive strategy.						
	Was the process initiated by	Α	Yes, internal (municipal) initiative;						
INITIATIVE	the municipality or by the	В	Yes, market initiative;	С	V	V	V	V	V
	market?	С	No internal or market initiative, process was triggered by obsolescence.						
	A L C CO LC .	Α	High social return;						
	Adaptive reuse of the object will result in a:	В	Some social return;						
BENEFIT / COST	Will result in a.	С	Limited social return.						
RATIO	The expected net operating A income after adaptive reuse B will be:	Positive;			(100)				
		Neutral;							
		С	Negative.						
						•	•		



						elopment by the mu	nicipality		nt by the market
					He	old	Disposal	Disp	oosal
CRITERIA	Question	Optio	nne	Answer	Execution by	Execution by	Disposal with	Disposal with	Disposal without
CRITERIA	Question	Орис		Answer	the municipality	third party	conditions of sale	conditions of sale	conditions of sale
		Α	Yes, and the municipality has a legal obligation to accommodate the function;						
ELIGIBLE	Is there an indication of the function that could be	В	Yes, the new function regards municipal office space;						
FUNCTION	accommodated in the	С	Yes, the new function is supportive to municipal policies;	E	X	X	V	V	V
FUNCTION	object?	D	Yes, but the new function is not supportive to municipal policies;						
	object.	Е	No, the new function is not determined.						
	Would the market be willing	Α	The building is ambitiously marketable;						
	to adapt the building?	В	The building is reasonably marketable;	А					
MARKETABILITY		С	The building is positively marketable.		W	V	×	×	V
WARRETABILIT	Would the market be willing	Α	The function is ambitiously marketable;	В	V	V	X	X	^
	to facilitate the function?	В	The function is reasonably marketable;						
	to lacilitate the function?	С	The function is positively marketable.						
		Α	The object has a strategic purpose with regard to the function.						
		В	The object has a strategic purpose with regard to possible (re)development(s) of the area;						
	Does the object hold any	С	The object has a strategic purpose with regard to financial aspects. It is financially more attractive to hold on						
	future strategic purpose?		to the object (e.g. because of the current market, net operating income, long term objective);	E					
STRATEGIC		D	The object has a strategic purpose with regard to the municipal portfolio. It provides flexibility in case of		X	×	×	×	V
PURPOSE			population growth or shrinkage;	<u> </u>	^	^	^	^	v
		Е	There is no indication of any (future) strategic purpose.						
		Α	Ownership is required;						
	Is ownership required?	В	Neutral;						
		С	Ownership is not required.						
		Α	The guiding strategy;						
MANAGEMENT	How much control and direction is intended to be	В	The congruent strategy;	В	×	V	V	×	x
STRATEGY	taken?	С	The cooperative strategy;		^	V	V	^	^
	takon.	D	The passive strategy.						
	Was the process initiated by	Α	Yes, internal (municipal) initiative;						
INITIATIVE	the municipality or by the	В	Yes, market initiative;	С	V	V	V	V	V
	market?	С	No internal or market initiative, process was triggered by obsolescence.						
	Adaptive reuse of the object	Α	High social return;						
	will result in a:	В	Some social return;	А					
BENEFIT / COST	I	С	Limited social return.		V	V	V	×	×
RATIO	The expected net operating A income after adaptive reuse B will be:	Positive;	В		V	V	V	^	^
		Neutral;		В					
		С	Negative.						



				Plan dev	elopment by the mu	nicipality	Plan developme	nt by the market		
						Ho	old	Disposal	Disp	oosal
CRITERIA	Question	Optic	ons	Answer		ution by unicipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
	The object has an image-	Δ	Strongly agree;		i					
	determining, aesthetic value	В	Agree;							
REPRESENTATIV	that holds a certain sense of	С	Neutral;					22.7/2	500/A	10070
ENESS	representativeness for the	D	Disagree;							
	city.	E	Strongly disagree.							
	- 1 1		Strongly agree;							
HISTORICAL AND CULTURAL	The object has historical and/or cultural value that	В	Agree; Neutral;						00000	
VALUE	should be preserved.	D	Neutral; Disagree;							
VALUE	should be preserved.	E	9 -							
			Strongly disagree.		<u> </u>					
			Strongly agree;							
	The object and/or possible	В	Agree;							
LIVEABILITY	future function contributes	С	Neutral;					99.076	201/A	100/0
	to the liveability of the area.	D	Disagree;							
		Е	Strongly disagree.]					
		А	The object is located in an area described in the urban masterplan or municipal vision. This has implications							
URBAN	Is the object located in an		on the future of the building;							
MASTERPLAN	area described in the most	В	The object is located in an area described in the urban masterplan or municipal vision. However, this has no					33375	2007/2	100//0
	plan?		implications on the future of the building;							
		С	The object is not located in an area described in the urban masterplan or municipal vision.] [
	The expected financial		High;							
SIZE	investment of the project is?	В	Medium;		2007	11/A	-70VA	2017A	anva a	(1117/2)
	, , , , , , , , , , , , , , , , , , , ,	С	Low.							
	und a distribution of the	Α	High complexity;							
COMPLEXITY	What is the expected	В	Some complexity;		201/A	ent/A	2007/24	9979	100/0	
	complexity of the project?	С	Low complexity.							
		Α	Sufficient employees and expertise available;		i					
		В	Sufficient employees available, but there is less expertise on the matter;							
STAFF	What are the capabilities of	С	Sufficient expertise, but there are less employees available;				50,070	55572	2017A	
CAPABILITIES	the employees?	D	There is a minimum amount of expertise and employees available;							
		E	Expertise and/or staffing is available through an external advisor.							
			Expertise and/or starting is available amough an external advisor.		 					
	Would the adaptive reuse project fit within the current	А	Yes;							
TIMING	political context and						=WA	23372	ENI/A	
	departmental planning?	В	No.							
		^	le 1	 	 					
	The current planning	A B	Strongly agree; Agree;							
PLANNING	constraints are sufficient to		9 1							
CONSTRAINTS	ensure the preservation of	D	Neutral;							
	the building.	E	Disagree;							
			Strongly disagree.		<u> </u>					
	Is there an opportunity for a	А	Yes;							
PARTNERSHIPS	partnership with a market						100/0		100/0	70.00
	party or other public organisation?	В	No.							
	o. gamadion:				J L					

						Plan dev	elopment by the mu	nicipality	Plan developme	nt by the market		
						Ho	old	Disposal	Disp	osal		
CRITERIA	Question	Optio	ons	Answer	-	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale		
	The object has an image-	А	Strongly agree;		Ξi							
	determining, aesthetic value	В	Agree;									
REPRESENTATIV	that holds a certain sense of	C	Neutral;	В		V	V	V	V	X		
ENESS	representativeness for the	D	Disagree;	_								
	city.	E	Strongly disagree.									
					=							
		A	Strongly agree;									
HISTORICAL	The object has historical	В	Agree;									
AND CULTURAL VALUE	and/or cultural value that should be preserved.	С	Neutral;			111000		10000	2007/2	1000//		
VALUE	snoula be preserved.	D	Disagree;									
		Е	Strongly disagree.									
		Α	Strongly agree;									
	The object and/or possible	В	Agree;									
LIVEABILITY	future function contributes	С	Neutral;			5107/2	1000		10.170	11.77		
	to the liveability of the area.	D	Disagree;									
		Е	Strongly disagree.									
			The object is located in an area described in the urban masterplan or municipal vision. This has implications		Ξi							
	Is the object located in an	Α	on the future of the building;									
URBAN	area described in the master		The object is located in an area described in the urban masterplan or municipal vision. However, this has no			2007A	2000	00070	200/A	2007/0		
MASTERPLAN	plan?	В	implications on the future of the building;									
	i e	С	The object is not located in an area described in the urban masterplan or municipal vision.									
					=							
SIZE	The expected financial	A B	High; Medium;						BWA			
SIZE	investment of the project is?	С	*					12.00/A				
		C	Low.		ַ וַ							
	What is the expected	Α	High complexity;			11111	m.WA		ewa.			
COMPLEXITY	complexity of the project?	В	Some complexity;					100/A		101/A		
		С	Low complexity.									
		Α	Sufficient employees and expertise available;									
		В	Sufficient employees available, but there is less expertise on the matter;									
STAFF CAPABILITIES	What are the capabilities of	С	Sufficient expertise, but there are less employees available;			200/A	2000	100/A	201/A	201/A		
CAPABILITIES	the employees?	D	There is a minimum amount of expertise and employees available;									
		Е	Expertise and/or staffing is available through an external advisor.									
	Would the adaptive reuse	А	Yes;		Ŧ							
TIMING	project fit within the current political context and		1			211/2	2000	00000	00070	00070		
	departmental planning?	В	No.									
		Α	Strongly agree;									
81 43 13 13 16	The current planning	В	Agree;									
PLANNING CONSTRAINTS	constraints are sufficient to	С	Neutral;			57077	1777		70.77	100		
CONSTRAINTS	ensure the preservation of the building.	D	Disagree;									
	the ballaing.	Е	Strongly disagree.									
	Is there an opportunity for a				=							
		А	Yes;									
PARTNERSHIPS	partnership with a market								1000			11/7
	organisation?	В	No.									
				l	I							

						Plan dev	elopment by the mur	nicipality	Plan developme	nt by the market			
						Ho	old	Disposal	Disp	osal			
CRITERIA	Question	Optic	ons	Answ	er	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale			
	The object has an image-	Α	Strongly agree;										
	determining, aesthetic value	В	Agree;										
REPRESENTATIV	that holds a certain sense of	С	Neutral;	В		V	V	V	V	X			
ENESS	representativeness for the	D	Disagree;										
	city.		Strongly disagree.										
					_								
			Strongly agree;										
HISTORICAL	The object has historical	В	Agree;			V	.,	v.	v.	v.			
AND CULTURAL VALUE	and/or cultural value that should be preserved.	С	Neutral;	А		V	V	Х	X	X			
VALUE	snoula be preserved.	D	Disagree;										
		Е	Strongly disagree.										
		Α	Strongly agree;										
	The object and/or possible	В	Agree;										
LIVEABILITY	future function contributes	С	Neutral;			200/A	37.WA	100/A	201/A	100/A			
	to the liveability of the area.	D	Disagree;										
		Е	Strongly disagree.										
			The object is located in an area described in the urban masterplan or municipal vision. This has implications		= 1								
	Is the object located in an	Α	on the future of the building;										
URBAN	area described in the master		The object is located in an area described in the urban masterplan or municipal vision. However, this has no			2777/0	273.07A	00070	2007A	2007/0			
MASTERPLAN	plan?	В	implications on the future of the building;										
	i e	С	The object is not located in an area described in the urban masterplan or municipal vision.										
					_								
SIZE	The expected financial	A B	High; Medium:										
SIZE	investment of the project is?							80000					
		С	Low.		_								
	What is the expected		High complexity;										
COMPLEXITY	complexity of the project?	В	Some complexity;			201/0.	200/A	101/A	201/0.	101/A			
		C	Low complexity.										
		Α	Sufficient employees and expertise available;										
			Sufficient employees available, but there is less expertise on the matter;										
STAFF	What are the capabilities of	С	Sufficient expertise, but there are less employees available;			20170	21.07A	101/A	201/A	101/A			
CAPABILITIES	the employees?	D	There is a minimum amount of expertise and employees available;										
		Е	Expertise and/or staffing is available through an external advisor.										
	W. I.I.I. I. o				=								
	Would the adaptive reuse project fit within the current	Α	Yes;										
TIMING	project fit within the current political context and						0.075		10.77	11.77			
	departmental planning?	В	No.										
	,				4								
	The current planning		Strongly agree;										
PLANNING	constraints are sufficient to	В	Agree;										
CONSTRAINTS	ensure the preservation of	С	Neutral;				110/7/2		11/7/2	1000			
	the building.	D	Disagree;										
		Е	Strongly disagree.										
	Is there an opportunity for a	Λ	Ven										
PARTNERSHIPS	partnership with a market	А	Yes;			-	<u> </u>						
PARTIVERSHIPS	party or other public	Р	No.										
	organisation?	D	INU.										

				Plan dev	elopment by the mu	nicipality	Plan developme	nt by the market
				Ho	old	Disposal	Disp	osal
CRITERIA	Question	Options	Answer	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
REPRESENTATIV ENESS	The object has an image- determining, aesthetic value that holds a certain sense of representativeness for the city.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.	В	V	V	V	V	х
HISTORICAL AND CULTURAL VALUE	The object has historical and/or cultural value that should be preserved.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.	А	V	V	х	х	х
LIVEABILITY	The object and/or possible future function contributes to the liveability of the area.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.	С	V	V	V	V	V
URBAN MASTERPLAN	Is the object located in an area described in the master plan?	A The object is located in an area described in the urban masterplan or municipal vision. This has implications on the future of the building; B The object is located in an area described in the urban masterplan or municipal vision. However, this has no implications on the future of the building; C The object is not located in an area described in the urban masterplan or municipal vision.						
SIZE	The expected financial investment of the project is?	A High; B Medium; C Low.			777	200	777	7777
COMPLEXITY	What is the expected complexity of the project?	A High complexity; B Some complexity; C Low complexity.						
STAFF CAPABILITIES	What are the capabilities of the employees?	A Sufficient employees and expertise available; B Sufficient employees available, but there is less expertise on the matter; C Sufficient expertise, but there are less employees available; D There is a minimum amount of expertise and employees available; E Expertise and/or staffing is available through an external advisor.						
TIMING	Would the adaptive reuse project fit within the current political context and departmental planning?	A Yes; B No.						
PLANNING CONSTRAINTS	The current planning constraints are sufficient to ensure the preservation of the building.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.						
PARTNERSHIPS	Is there an opportunity for a partnership with a market party or other public organisation?	A Yes; B No.						

						Plan development by the municipality			Plan development by the market		
						Ho	old	Disposal	Disposal		
CRITERIA	Question	Optic	ons	Ansv	swer	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale	
	The object has an image-	А	Strongly agree;								
	datarmining anothetic value	В	Agree;								
REPRESENTATIV		С	Neutral;	В	В	٧	V	V	V	X	
ENESS		D	Disagree;								
	city.		Strongly disagree.								
HISTORICAL	- 1 11 11 11 11 1	В	Strongly agree; Agree;								
AND CULTURAL	The object has historical and/or cultural value that	С	Agree; Neutral;	A		V	V	X	×	×	
VALUE	should be preserved.	D	·	A	4	V	V	^	^	^	
VALUE	siloula de preservea.	_	Disagree;								
		Е	Strongly disagree.	!							
		_	Strongly agree;								
	The object and/or possible	В	Agree;								
LIVEABILITY	future function contributes	С	Neutral;	С	С	V	V	V	V	V	
	to the liveability of the area.	D	Disagree;								
		Е	Strongly disagree.								
		Δ	The object is located in an area described in the urban masterplan or municipal vision. This has implications	1							
	Is the object located in an area described in the master	А	on the future of the building;								
URBAN MASTERPLAN		В	The object is located in an area described in the urban masterplan or municipal vision. However, this has no	А	А	V	V	V	V	X	
MASTERPLAN	plan?	В	implications on the future of the building;								
		С	The object is not located in an area described in the urban masterplan or municipal vision.								
	The expected financial investment of the project is?	Α	High;	1							
SIZE		В	Medium;			201/A	2000	811/A	8NI/A	101/A	
		С	Low.								
		Α	High complexity;								
COMPLEXITY	What is the expected	В	Some complexity;			201/A	201A	ant/A	201/A	****	
	complexity of the project?	С	Low complexity.						1		
			Sufficient employees and expertise available;	l							
STAFF	What are the capabilities of	В	Sufficient employees available, but there is less expertise on the matter;						2000		
CAPABILITIES	the employees?	_	Sufficient expertise, but there are less employees available;					0.000			
		D E	There is a minimum amount of expertise and employees available;								
		E	Expertise and/or staffing is available through an external advisor.								
	Would the adaptive reuse	А	Yes;								
TIMING	project fit within the current		,				1,174	(1974)	(100/4)	1937/6	
	political context and departmental planning?	В	No.								
	departmental planning!										
	The current planning		Strongly agree;								
PLANNING	constraints are sufficient to	В	Agree;								
CONSTRAINTS	ensure the preservation of	С	Neutral;				10000	1.11/0/2	100/2		
	the building.	D	Disagree;								
		Е	Strongly disagree.								
	Is there an opportunity for a	А	Yes;								
PARTNERSHIPS	partnership with a market		1307					2000	(1)(1)	1000	
		В	No.								

						Plan dev	elopment by the mu	nicipality	Plan developme	nt by the market
						Ho	old	Disposal	Disposal	
CRITERIA	Question	Optic	ons	Answe	er	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
	The object has an image-	Α	Strongly agree;		Ī					
	datarmining anothetic value	В	Agree;							
REPRESENTATIV		С	Neutral;	В		V	V	V	V	X
ENESS		D	Disagree;							
	city.		Strongly disagree.							
					=					
HISTORICAL	-	В	Strongly agree; Agree;							
AND CULTURAL	The object has historical and/or cultural value that	С	Agree; Neutral;	А		V	V	×	×	×
VALUE	should be preserved.	D	·	A		V	V	^	^	^
VALUE	siloula de preservea.		Disagree;							
		Е	Strongly disagree.							
		Α	Strongly agree;							
	The object and/or possible	В	Agree;				V			
LIVEABILITY	future function contributes	U	Neutral;	С		V		V	V	V
	to the liveability of the area.	D	Disagree;							
		Е	Strongly disagree.							
			The object is located in an area described in the urban masterplan or municipal vision. This has implications							
	Is the object located in an area described in the master	Α	on the future of the building;							
URBAN			The object is located in an area described in the urban masterplan or municipal vision. However, this has no	А		V	V	V	V	X
MASTERPLAN	plan?	В	implications on the future of the building;							
		С	The object is not located in an area described in the urban masterplan or municipal vision.							
	The expected financial investment of the project is?	А	High;	А						
SIZE		В	Medium;			X	X	V	V	V
		С	Low.							
		А	High complexity;		fi i					
COMPLEXITY	What is the expected	В	Some complexity;			20070	2000			anv/A
	complexity of the project?	С	Low complexity.							
				_	=					
			Sufficient employees and expertise available;							
STAFF	What are the capabilities of		Sufficient employees available, but there is less expertise on the matter;							
CAPABILITIES	the employees?	С	Sufficient expertise, but there are less employees available;				2007/2	100000		100 V / A
		D	There is a minimum amount of expertise and employees available;							
		Е	Expertise and/or staffing is available through an external advisor.	<u> </u>	_					
	Would the adaptive reuse	А	Yes;							
TIMING	project fit within the current					11/2	10074	100/4	(10)//4	1117/2
	political context and departmental planning?	В	No.							
		А	Strongly agree;							
	The current planning	В	Agree;							
PLANNING	constraints are sufficient to	С	Neutral;			1000	1,174	10000	(1)1//	10000
CONSTRAINTS	ensure the preservation of	D	Disagree;							
	the building.	E	Strongly disagree.							
		_	I	-	=					
	Is there an opportunity for a	Α	Yes;							
PARTNERSHIPS	partnership with a market			-				BWA	1007	8800
		В	No.							

						Plan development by the municipality			Plan development by the market	
						Ho	old	Disposal	Disp	osal
CRITERIA	Question	Optic	ons	Answe	er	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
	that holds a certain sense of	А	Strongly agree;							
		В	Agree;			V		V	V	
REPRESENTATIV ENESS		С	Neutral;	В			V			X
EINESS		D	Disagree;							
	city.	Е	Strongly disagree.							
		А	Strongly agree;							
HISTORICAL	The object has historical	В	Agree;							
AND CULTURAL		С	Neutral;	А		V	V	X	X	X
VALUE	should be preserved.	D	Disagree;							
		Е	Strongly disagree.							
		А	Strongly agree;		= 1					
	The object and/or possible	В	Agree;							
LIVEABILITY	future function contributes	С	Neutral;	С		V	V	V	V	V
	to the liveability of the area.	D	Disagree;							
			Strongly disagree.							
			The object is located in an area described in the urban masterplan or municipal vision. This has implications		= 1					
	Is the object located in an area described in the master	Α	on the future of the building;							
URBAN			The object is located in an area described in the urban masterplan or municipal vision. However, this has no	А		V	V	V	V	X
MASTERPLAN	plan?	В	implications on the future of the building;							
		С	The object is not located in an area described in the urban masterplan or municipal vision.							
	The expected financial investment of the project is?	Α	High;	A	٦ī		X		V	
SIZE		В	Medium:			X		V		V
		C	Low.							
	What is the expected	А	High complexity;		=			V	V	
COMPLEXITY		В	Some complexity;	В		X	V			V
	complexity of the project?	С	Low complexity.							
					=					
		A B	Sufficient employees and expertise available;							
STAFF	What are the capabilities of	С	Sufficient employees available, but there is less expertise on the matter; Sufficient expertise, but there are less employees available;				200.00	200.00	2012	200 A 200
CAPABILITIES	the employees?	D								
		E	There is a minimum amount of expertise and employees available; Expertise and/or staffing is available through an external advisor.							
		Е	Expertise and/or starting is available through an external advisor.	_	_					
	Would the adaptive reuse	Α	Yes;							
TIMING	project fit within the current political context and					201/A	awa	en//A	200/A	ew/A
	departmental planning?	В	No.							
		^	le	-	=					
	The current planning	A B	Strongly agree; Agree;							
PLANNING	constraints are sufficient to		Agree; Neutral;							
CONSTRAINTS	ensure the preservation of	D	Neutral; Disagree;							
	the building.		Strongly disagree.							
			orrorigiy disagree.		_					
	Is there an opportunity for a	А	Yes;							
PARTNERSHIPS	partnership with a market							111/2	1000	(1977)
	party or other public organisation?	В	No.							

						Plan development by the municipality			Plan development by the market	
						Ho	old	Disposal	Disp	posal
CRITERIA	Question	Optio	ons	Answer		Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
	The object has an image- determining, aesthetic value that holds a certain sense of	Α	Strongly agree;		ī					
		В	Agree;						V	
REPRESENTATIV ENESS		С	Neutral;	В		V	V	V		X
ENESS	representativeness for the	D	Disagree;							
	city.	Е	Strongly disagree.							
		А	Strongly agree;		= i					
HISTORICAL	The object has historical	В	Agree;							
	and/or cultural value that	С	Neutral;	А		V	V	X	X	X
VALUE	should be preserved.	D	Disagree;				·			
	· ·	E	Strongly disagree.							
		А	Strongly agree;		7 i					
	The object and/or possible	В	Agree;							
LIVEABILITY	future function contributes	C	Neutral;	С		V	V	V	V	V
	to the liveability of the area.	D	Disagree;							
	·		Strongly disagree.							
			The object is located in an area described in the urban masterplan or municipal vision. This has implications		- 6					
	Is the object located in an area described in the master	А	on the future of the building;					V	V	
URBAN			The object is located in an area described in the urban masterplan or municipal vision. However, this has no	А		V	V			×
MASTERPLAN	plan?	В	implications on the future of the building;			•	·	,	·	^
		С	The object is not located in an area described in the urban masterplan or municipal vision.							
		А	High;		7 6					
SIZE	The expected financial investment of the project is?	В	Medium:	А		X	X	V	V	V
0.22		С	Low.			^	^	·	·	·
	What is the expected complexity of the project?	A	High complexity;		7 6			V	V	
COMPLEXITY		В	Some complexity;	В		X	V			V
COMILEXITI		С	Low complexity.			^	v			V
					_					
			Sufficient employees and expertise available;						V	
STAFF	What are the capabilities of	В	Sufficient employees available, but there is less expertise on the matter;	С						V
CAPABILITIES	the employees?	С	Sufficient expertise, but there are less employees available;			Х	X	V	V	V
		D	There is a minimum amount of expertise and employees available;							
		Е	Expertise and/or staffing is available through an external advisor.		ַן וַ					
	Would the adaptive reuse project fit within the current	А	Yes;							
TIMING	political context and departmental planning?	В	No.							
		А	Strongly agree;		٦Ē					
PLANNING	The current planning constraints are sufficient to	В	Agree;							
	ensure the preservation of	С	Neutral;			(1)	1000			
CONSTRAINTS	the building.	D	Disagree;							
	the building.	Е	Strongly disagree.							
PARTNERSHIPS	Is there an opportunity for a partnership with a market party or other public	А	Yes;							
		В	No.							

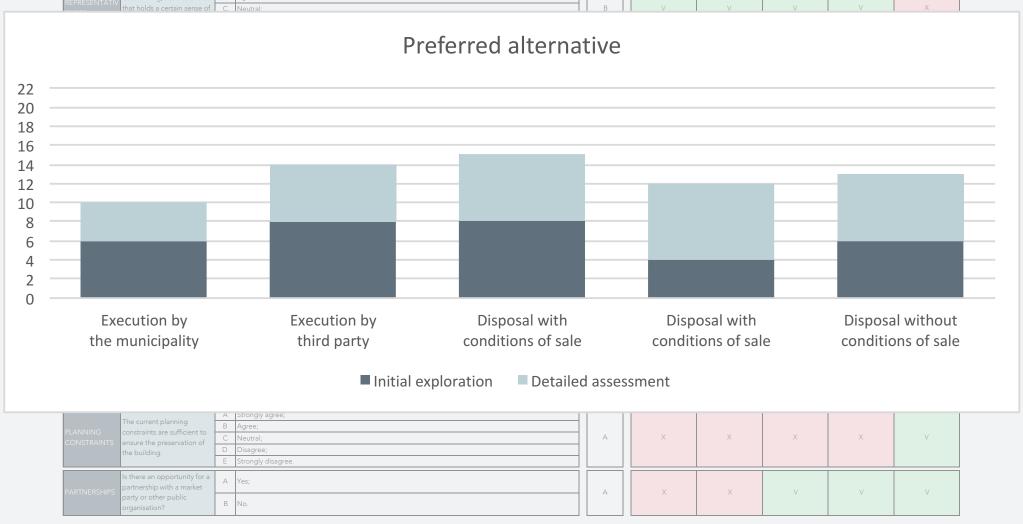
CONCLUSION

						Plan development by the municipality			Plan development by the market	
					Ho	old	Disposal	Disposal		
CRITERIA	Question	Options	Ans	swer	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale	
REPRESENTATIV ENESS	The object has an image- determining, aesthetic value that holds a certain sense of representativeness for the city.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.		В	V	V	V	V	х	
HISTORICAL AND CULTURAL VALUE	The object has historical and/or cultural value that should be preserved.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.	,	А	V	V	Х	×	x	
LIVEABILITY	The object and/or possible future function contributes to the liveability of the area.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.		С	V	V	٧	V	V	
URBAN MASTERPLAN	Is the object located in an area described in the master plan?	A The object is located in an area described in the urban masterplan or municipal vision. This has implic on the future of the building; B The object is located in an area described in the urban masterplan or municipal vision. However, this implications on the future of the building; C The object is not located in an area described in the urban masterplan or municipal vision.		А	V	V	V	V	х	
SIZE	The expected financial investment of the project is?	A High; B Medium; C Low.		А	Х	Х	V	V	V	
COMPLEXITY	What is the expected complexity of the project?	A High complexity; B Some complexity; C Low complexity.		В	Х	V	V	V	V	
STAFF CAPABILITIES	What are the capabilities of the employees?	A Sufficient employees and expertise available; B Sufficient employees available, but there is less expertise on the matter; C Sufficient expertise, but there are less employees available; D There is a minimum amount of expertise and employees available; E Expertise and/or staffing is available through an external advisor.		С	х	×	٧	V	V	
TIMING	Would the adaptive reuse project fit within the current political context and departmental planning?	A Yes; B No.		В	x	V	х	V	٧	
PLANNING CONSTRAINTS	The current planning constraints are sufficient to ensure the preservation of the building.	A Strongly agree; B Agree; C Neutral; D Disagree; E Strongly disagree.								
PARTNERSHIPS	Is there an opportunity for a partnership with a market party or other public organisation?	A Yes; B No.								

							elopment by the mu	nicipality		nt by the market
						Ho	old	Disposal	Disp	oosal
CRITERIA	Question	Optic	ons	Answe	er	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
-	The object has an image- determining, aesthetic value that holds a certain sense of representativeness for the	Α	Strongly agree;		₹ i					
		В	Agree;						V	
REPRESENTATIV		С	Neutral;	В		V	V	V		X
		D	Disagree;							
	city.		Strongly disagree.							
					=					
			Strongly agree;							
	The object has historical	В	Agree;			V		v.	· ·	v.
	and/or cultural value that should be preserved.	С	Neutral;	А		V	V	Х	X	X
VALUE	snoula be preservea.	D	Disagree;							
		Е	Strongly disagree.							
		Α	Strongly agree;							
-	The object and/or possible	В	Agree;			V				
LIVEABILITY	future function contributes	С	Neutral;	С			V	V	V	V
l l	to the liveability of the area.	D	Disagree;							
		Е	Strongly disagree.							
			The object is located in an area described in the urban masterplan or municipal vision. This has implications		=	-				
	Is the object located in an area described in the master	Α	on the future of the building;						V	
			The object is located in an area described in the urban masterplan or municipal vision. However, this has no	A		V	V	V		×
	plan?	В	implications on the future of the building;	A		V	V	V	V	^
,	pian:	-	· · · · · · · · · · · · · · · · · · ·							
		С	The object is not located in an area described in the urban masterplan or municipal vision.		_ !					
	The expected financial investment of the project is?		High;	А					V	
		В	Medium;			X	X	V		V
		U	Low.							
		Α	High complexity;	В	T i			V	V	
	What is the expected	В	Some complexity;			X	V			V
•	complexity of the project?	C	Low complexity.							,
					=					
			Sufficient employees and expertise available;			V			.,	
STAFF	What are the capabilities of		Sufficient employees available, but there is less expertise on the matter;							V
	the employees?	С	Sufficient expertise, but there are less employees available;	С		X	X	V	V	V
		D	There is a minimum amount of expertise and employees available;							
		Е	Expertise and/or staffing is available through an external advisor.							
N	Would the adaptive reuse	А	Yes;							
TIMING	project fit within the current	А	tes;	В		×	V	X	V	V
HIVIING	political context and	0	N	Ь		^	V	^	V	V
	departmental planning?	В	No.							
		Α	Strongly agree;		Ħij.					
	The current planning	В	Agree;							
	constraints are sufficient to	С	Neutral;	A		X	X	X	×	V
	ensure the preservation of	D	Disagree;			^		· ·	^	
1	the building.	E	Strongly disagree.							
		E	pulongly disagree.							
	Is there an opportunity for a	А	Yes;							
	partnership with a market							mys.	0.00	WVA
1		В	No.							

						nicipality			
					H	old	Disposal	Disp	osal
CRITERIA	Question	Optio	ons	Answer	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
	The object has an image-	А	Strongly agree;						
	datarmining anothesis value	В	Agree;						
REPRESENTATIV		С		В	V	V	V	V	Х
ENESS		D	Disagree;						
	city.	E	Strongly disagree.						
HISTORICAL		A B	Strongly agree; Agree;						
AND CULTURAL	The object has historical and/or cultural value that	С	9 1	A	V	V	×	×	X
VALUE	should be preserved.		Neutral;	A	V	V	^	^	^
VALUE	snould be preserved.	D	Disagree;						
		Е	Strongly disagree.						
		Α	Strongly agree;						
	The object and/or possible	В	Agree;						
LIVEABILITY	future function contributes	С	Neutral;	С	V	V	V	V	V
	to the liveability of the area.	D	Disagree;						
		Е	Strongly disagree.						
			The object is located in an area described in the urban masterplan or municipal vision. This has implications						
	Is the object located in an area described in the master	Α	on the future of the building;				V	V	
URBAN			The object is located in an area described in the urban masterplan or municipal vision. However, this has no	A	V	V			X
MASTERPLAN	plan?	В	implications on the future of the building;	_ ^	v	v	v		^
		С	The object is not located in an area described in the urban masterplan or municipal vision.						
								1	
	The expected financial investment of the project is?		High;					.,	
SIZE		В	Medium;	А	X	X	V	V	V
		С	Low.						
	Miles I de la	Α	High complexity;	В		V	V	٧	
COMPLEXITY	What is the expected complexity of the project?	В	Some complexity;		X				V
	complexity of the project?	С	Low complexity.						
		٨	Sufficient employees and expertise available;						
		В						V	
STAFF	What are the capabilities of	С	Sufficient expertise, but there are less explores available;	С	×	×	V		V
CAPABILITIES	the employees?	D			^	^	V	v	V
		E	There is a minimum amount of expertise and employees available; Expertise and/or staffing is available through an external advisor.						
		E	Expertise and/or staffing is available through an external advisor.						
	Would the adaptive reuse	Α	Yes;						
TIMING	project fit within the current		1	В	X	V	X	V	٧
	political context and	В	No.			•	^	·	·
	departmental planning?								
		А	Strongly agree;						
	The current planning	В	Agree;						
PLANNING	constraints are sufficient to	С	Neutral;	А	X	X	X	X	V
CONSTRAINTS	ensure the preservation of	D	Disagree;						
	the building.	E	Strongly disagree.						
			[··· 5,···5·						
	Is there an opportunity for a	А	Yes;			х	V	V	
PARTNERSHIPS	partnership with a market			А	X				V
		В	No.						

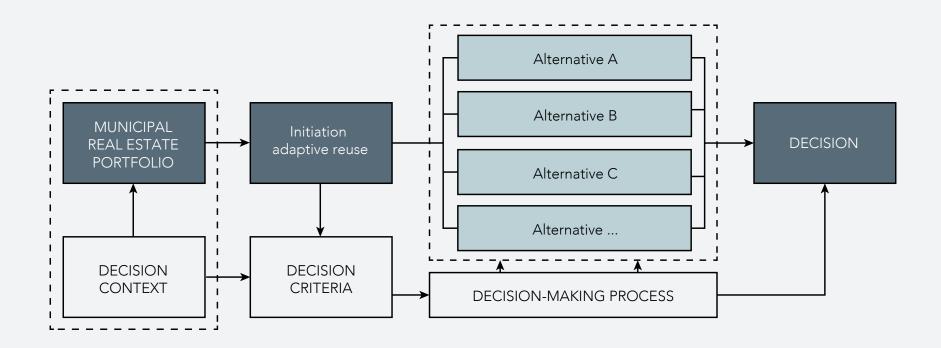
							rian development by the municipality			it by the market
						Ho	old	Disposal	Disposal	
CRITERIA	Question	Optio	ons	Answei	r	Execution by the municipality	Execution by third party	Disposal with conditions of sale	Disposal with conditions of sale	Disposal without conditions of sale
	The object has an image-	А	Strongly agree;							
REPRESENTAT	determining, aesthetic value	В	Agree;							
REI RESERVIA	that holds a certain sense of	С	Neutral:	В		V	V	V	V	X



Conclusion

- Adaptive reuse, as a developing strategy, is not the core task of the municipality
- Role as facilitator and moderator
- Collaboration with the market

"What criteria need to be considered when deciding upon adaptive reuse within the real estate portfolio of municipalities?"



Important considerations

- Future function, related to marketability and strategic purpose
- Management strategy and initiative
- Benefit-cost ratio

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Important considerations

- Future function, related to marketability and strategic purpose
- Management strategy and initiative
- Benefit-cost ratio
- Value in building or location characteristics
- Risk profile
- Organisational aspects of project

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Important for the process and context

- Who is at the table?
- Devide the decision in understandable parts
- Capture "intuition" in visual decision-making process
- Leading role in the initiation of adaptive reuse

Recommendations

- Validation of the use and practical implementation of the model
- Roles and involvement of stakeholders
- Measuring intangible values



INTRODUCTION PROBLEM STATEMENT RESEARCH QUESTION METHODOLOGY FINDINGS CONCLUSION

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