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# P2 - Research Proposal
The document in front of you is the second step of my graduation journey. This research proposal can be considered as the foundation of my master thesis. It will give insights of the current problem, the research questions, the objectives, the deliverables and the relevance of the master thesis. An outline of the research design will have a supportive function to give direction during my graduation process.

Steven Zijlstra
_Delft, October 2013_
## TABLE OF CONTENTS

1. The Problem  
   1.1 Problem Analysis  
   1.2 Problem Statement  
   1.3 Assumption  
   1.4 Research Questions  
   1.5 Aim of Research  
   1.6 Deliverables  
   1.7 Relevance  

2. Research Outline  
   2.1 Research Approach  
   2.2 Research Design  
   2.3 Preferred Choice of Organization  
   2.4 Planning  

3. Theoretical Framework  
   Reference List  
   Further Literature  
   Appendix  


1. THE PROBLEM

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

1.1 Problem Analysis

Since 2010, the vacancy of office buildings within the Netherlands has received a growing attention. The total supply were 7,932,000 m² in 2012 and from that, 7,164,000 m² were actual vacant, an increase of 5.3% compared to 2011. This was 14.6% of the total office stock (DTZ Zadelhoff, 2013).

<table>
<thead>
<tr>
<th>Year</th>
<th>Vacancy (m²)</th>
<th>Supply (m²)</th>
<th>Stock (m²)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>7,164,000</td>
<td>7,932,000</td>
<td>49,129,000</td>
</tr>
<tr>
<td>2011</td>
<td>6,795,000</td>
<td>7,561,000</td>
<td>48,195,000</td>
</tr>
<tr>
<td>2010</td>
<td>5,511,000</td>
<td>7,152,000</td>
<td>39,648,000</td>
</tr>
<tr>
<td>2009</td>
<td>5,287,000</td>
<td>7,046,000</td>
<td>39,750,000</td>
</tr>
</tbody>
</table>

By selling governmental real estate, the annual costs will decrease over time. Searching for the highest prize is beneficial for taxes and government income. However, selling for the best prize can decrease the success of the redevelopment and societal aims might get buried. Moreover, if the government is leaving several offices, the vacancy is likely to increase. This may result in problems on the office market and may have a much bigger impact than expected. In the city of The Hague, the government will dispose approximately 600,000 m² of office space. The office stock in The Hague and its region is 7,201,000 m² in the year of 2012 and the take-up was 118.00 m² in 2012 (DTZ Zadelhoff, 2013). Adding an amount of 600,000 m² is a significant share on the office market and can lead towards market saturation.

The government is searching for possibilities to sell their real estate for the highest possible prize, but still in a social responsible way. There is a need for a good integral analysis and reviewing tool where financial and emotional aspects are merged, in order to inventory the success and risk factors of a real estate decision. One of the possible solutions is to adapt the building, which can be done before or after the disposal, and can accommodate a new function. Before adaptive reuse
can be considered, a thorough estimation of the financial value and the potential valuation is necessary (De Jonge et al., 2013).

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

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

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

The ABC-scan is done by a group of experts, who will give their vision on each topic and at the end of the day an outcome can be formulated based on the conclusions. Because it is the first quick scan of a building, the scan is the first step within the decision-making process. The ABC-scan is used on building level, where there lies a task on portfolio level. Namely, to get rid of 1.000.000 m². Therefore, an overview of the real estate decisions on building level in relation to the overall acquirements on portfolio level seems worthwhile.

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

**1.2 Problem Statement**

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

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

1.4 Research Questions

1.4.1 Main research question

The main research question of this master thesis is:

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

1.4.2 The sub research questions

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

1. What are the current methods of appraising governmental real estate that is vacant or is expected to be vacant soon?
2. What are the benefits and drawbacks of the current appraisal methods?
3. Which criteria can contribute towards a successful adaptive reuse of governmental real estate?
4. What can be considered as a reliable appraisal?
5. How can the financial and emotional aspects of governmental real estate be merged into an appraisal model?

1.5 Aim of Research

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

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

- Address the need is of an improved method of appraising governmental real estate and what can be considered as a reliable appraisal.
- Inventory the current methods of appraising governmental real estate are.
- Determine the benefits and drawbacks of current appraisal methods and which criteria can contribute towards a successful adaptive reuse of governmental real estate.
- Develop an integral analysis-and reviewing tool where financial and emotional aspects are merged, in order to realize a more integral appraisal method.

1.6 Deliverables

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

1.7 Relevance

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

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

1.7.3 Applicability
The applicability of the model can also be considered as important, since the Rijksgebouwendienst can implement the model on building level and come up with a well-motivated advice concerning their real estate.
2. RESEARCH OUTLINE
In the previous chapter the problem is described, the research questions were formulated and the goals were mentioned. This chapter is about how to answer the questions, how to achieve the goals, where I want to do my research and when I do what.

2.1 Research Approach

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

The literature study will be based on the existing knowledge about the different appraisal methods, financial and emotional values and the current government real estate methods. The literature study will give input to come up with benefits and drawbacks concerning the current way of appraising governmental real estate. Besides the literature study, several experts will be invited to give their feedback on the benefits and drawbacks of this current way of appraising. This goes hand in hand with the operational research, since the benefits and drawbacks can be implemented immediately into the model. Cases out of the portfolio of the Rijksgebouwendienst can be assessed in the model and by that way refining the model. Thereby an evaluation of the input and an improvement of the output can be realized.

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

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

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

**Operational**  
The main question is based on operational research, with empirical research as input and background, in order to understand the model. The conclusions and recommendations of the research questions will help to answer the following main question:  
How can the current appraisal methods of governmental real estate be improved in order to realize an integral appraisal?  

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

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

6. The Proposed Research Design
2.3 Preferred Choice of Organization

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

2.4 Planning

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

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

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

Besides the growth of information, there is also the economic crisis. Richard Florida, describes in his book ‘The Great Reset’, that when a crisis is going on, it is also the time for innovation, invention, creativity and entrepreneurship. After a big crisis, the economy and society is remade in ways that allow it to recover and starts growing again. The Great Depression or the Long Depression are examples in history of the United States, where there was a different way of working and living after a time of economic depression. In order to shrink the time to move from crisis to recovery, there is a necessity to deal effective with dislocation and pain they bring about. Understanding and anticipating the trends by developing strategies is vital to create prosperity in the end (Florida, 2010). Nowadays, everything goes way faster than in the past, therefore we need to adapt our system quicker as well.

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

Values and Criteria
The oldest known architect who described how to measure the architectural quality of a building is the Roman architect Marcus Vitruvius Pollio (± 85-20 BC). He distinguishes in his book ‘De Architectura libri decem’ three aspects: ‘Utilitas, Firmitas and Venustas’. The modern interpretation and translation of that, are the aspects: ‘Function, Build Quality and Impact’ (Gann, Salter, & Whyte, 2003). Nowadays, the problem has not so much to do with weighing those three aspects, but has more to do about the understanding among non-architects about price and value. A shift from ‘the value of a design’ towards ‘a balance between
the costs and quality’ can be ascertained (Collins, 1971). The quality of a product may be classified under two main categories that in practice often interrelate and overlap (Volker, 2010):
- Tangible characteristics
- Intangible characteristics

Measuring and comparing those two categories is the essence of the problem within this research. Tangible characteristics can be measured and quantified by a general accepted measurement system. They are hard, physical, technical, functional and or objective. Intangible characteristics are subjective from nature. It is the association that people have to places or buildings (Gerritse, 2008).

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

The conceptual model on the next page is an illustration of the essence of the problem. There is an absence of a good integral appraisal method concerning governmental real estate. The tangible characteristics are prevalingly on the left side and the intangible characteristics are in particular on the right side. However, there is some interrelation and overlap between the different sides. ‘Image’ is one of the variables that clearly have two sides. On the one hand, disposing 1.000.000m² is a strong signal from the government, because cutting into their own budget will show to their citizens they do not exclude themselves. On the other hand, disposing and demolishing buildings where people might are attached to or the surrounding cause damage will have a negative impact on the government’s image.
Conceptual Model

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

8. Conceptual Model of the Problem
The ABC-scan

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

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

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

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

**Step 1: Gathering Information**
- Filling the first things in the ABC-scan, based on information out of crowdsourcing.
- Gathering building information, pictures from the object and its surrounding and observation from citizens out the direct surrounding.

**Step 2: Preparing expert meeting**
- Consummate the ABC-scan based on your profession preliminary to the expert meeting.

**Step 3: The expert meeting.**
- Going through the ABC-scan.
- Summarize the information into a collective ABC-scan.
- Getting a consensus concerning the prospected sales return and a motivated decision of disposal and adaptive reuse.
- Making an agreement about further steps.
- Collecting and report everyone’s contribution.

**Step 4: Preparing the final ABC-scan**
- Making a concept scan.
- Permission of every contestant.
- Making the scan online available for every authorized person.
In Appendix B there is an example of the ABC-scan of an office building on the Rozegracht 1, Terneuzen.

**Model - Preference Measurement**

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

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

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

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

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

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

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

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

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

In appendix A is an example of the model showed.
Reference List


Further Literature

1. Financial Aspects

2. User values


3. Esthetical Values


4. Model


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

Example of a Model – Preference Measurement

9. Model of the ABC-Scan within Tetra SDM.
### APPENDIX - B

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

#### ABC - scan

<table>
<thead>
<tr>
<th>RGD Registratie</th>
<th>RVOB Registratie</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectnr.</strong></td>
<td><strong>Objectnr.</strong></td>
</tr>
<tr>
<td><strong>Bedrijf/raad</strong></td>
<td><strong>Bedrijf/raad</strong></td>
</tr>
<tr>
<td><strong>Naam van het</strong></td>
<td><strong>Naam</strong></td>
</tr>
<tr>
<td><strong>Postcode</strong></td>
<td><strong>Postcode</strong></td>
</tr>
<tr>
<td><strong>Plaats</strong></td>
<td><strong>Plaats</strong></td>
</tr>
<tr>
<td><strong>Datum scan</strong></td>
<td><strong>Datum scan</strong></td>
</tr>
</tbody>
</table>

#### 1: Gegevens object / terrein

<table>
<thead>
<tr>
<th>Bouwjaar</th>
<th>Bouwjaar</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>1990</td>
</tr>
</tbody>
</table>

#### Beschikbare esseentie (en op de datum van de scan actuele) rapportage:

- **Uitkomstenrapportage**
- **Bouwjaar**
- **Bouwjaar**
- **Bouwjaar**

#### Korte toelichting en logboek omslag

Er is een eenvoudige korte toelichting gegeven op 12 maart 2012 met een beperkte groep deskundigen van de RGD, de resultaten hiervan zijn in dit document vervat.
2: Financiële en adm.gegevens

Beschrijving vastgoedmarkt ter plaatse
Opname in de markt is zeer laag (200 à 300 m² per jaar). Veel krimp en leegloop in de markt. Het is van het grootste belang de huidige houders vast te houden (AM). Enige alternatieven is leegstaan. AM heeft aangegeven dat zij tegen milde beding kunnen horen bij het meestgelegen pand. Zij zijn bereid te blijven indien zij houwinkoop krijgen of een deel van de huidige huur kunnen opbrengen. De kantoor ligt voor en hieraan tegenwoordig te komen of voldoende leegte is te accepteren.

Wanneer wij AM tegemoet komen moet het AM wel duidelijk zijn dat er bepaalde delen van het gebouw worden afgesloten. Wanneer het blijft een huurder vindt voor betreffende ruimte moeten zij duidelijk aangeven dat een dergelijke wending door de pand naar hun toegangen ruimte lopen.

3: ABC - scan

A. Minimaliseren leegstandkosten en waardeverlies

Beschrijving marktwaarde / beperkingen / potentieel verlies
Boekwaarderisico is zeer groot. Locatie is goed, maar Tenezo valt als stad niet op. Rand is niet recent gewaardeerd. Wat er met de waarde als actueel wordt gemeten is 'opportunitarivaal van meder onderzoek. Wanneer men naar de huidige markt blijft is in kantoor van € 300 p/m² het maximum. Dit geldt voorzien van het "BD-deal". Hier is de waarde van onroerend goed bijzonder beperkt in het BD-deal. Het berekening van waarderisico niet naar de hand; er ligt een negatieve positie in Tenezo.

Beschrijving kracht en doel / bestuurlijke overweging
Zeer goede contacten met gemeente op bestuurlijk niveau. De kosten van de maatschappij/defensie moet zorgen voor opleving in het Zeeuwse (Vlissingen).
B3: Potentiële maatregelen door aanpassen functie en bestemmingsplan in:

- Voedselfunctie
- Luisterfunctie
- Onderwijisfunctie
- Gezondheidszorgfunctie
- Bijzonderefunctie

B4: Is het object onderdeel van een

Tijd voor een micro-pauze?

Pauze over 0.28

B5: Inschatting van verkooppotentieel en overeenkomst op, mobiliteit / toegang / herbestemming

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

C1: Beeldvorming

C1.1: Negatieve beeldvorming

Het is een krimpversnelperiode. Wanneer de overheid nu ook nog wegziet, is dit niet goed voor de werkgelegenheid. Het doet geen goed aan het image van het Rijk om nog aan paad in de binnenstad van Temse te doen, terwijl het aan de andere kant moet worden voorkomen.

Snelle afstoot (bij lange tijd) loopt ook en is van groot belang.

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

Het leidt tot een groot politiek risico om nu niet actief af te zetten. Wanneer afstoot niet mogelijk blijkt is verhuur van een extraflankafrederende hout (E41 - 0.50 m²) een goede tijdige oprichting om de moeilijkheden te minimaliseren. Wanneer we nu niet snel handelen zal ook dit niet meer lukken. Het is zaak om tijdig voor te zien en de gemeente hierbij bij te betrekken.

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

Het pand is een representatieve pand uit de neo-antieke woonkultur en is toegankelijk architectonisch van belang voor Temse. Het is een blik op een ruim, rustig gebied en van daaruit een kamer tot een heldere woonkultur wordt toegepast. Lokaal is goed. Gebouw is typisch sfeeroverbouwarchitectuur tijdens de woonkultur is bijzonder, niet schitterend.

C2: Samenwerking en communicatie

C2.1: Relatie tussen lokale en centrale overheid

Prima
C2.3 Risico op ongewenste uitzonen, eigenaar, koper, gebruiker

Kans op wegtreden is aanwezig.

C3: Culturele aspecten

C3.1: Cultuurhistorische waarde


C3.2: Gezichtsplan (bijv. ommuurding, kapen)

In aanwezig, wordt meegenomen in de verkoopvoorwaarden (zie ook blad 4 van deze studie).

C3.3: Relatie “renovatie – onroerend” (bijv. ensemble gebouw en interieur)

Niet van toepassing.

C4: Juridische aspecten

C4.2: Voorwaarden die in het belemmeringsplan zijn vastgelegd

Naast de huidige kantoorbestemming zitten er geen aanvullende bijzonderheden vastgelegd.

C4.3: Juridische belemmeringen (bijv. betwistingen, legaties)

Deel van gebouw (78 m² voorziening) is verbleekt aan AM. Hou wordt per jaar verlengd. Vervollediging nodig te onderzoeken.

C5: Sociaal maatschappelijke aspecten

C5.1: Leefbaarheid

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

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

Zou niet echt verstorend werken.

C5.3: Maatschappelijke kosten kosten

Wanneer bij de financiering een negatief effect verwezen wordt.
4: Samenvatting en aanvullingen

Samenvattende beschrijving van de gehele analyse:

Punt zo snel mogelijk afstoten.
Tod die tijd (bijv.:) verhogen zagen van lage huurprijis (omzorgsterren- en huur).

Aanvullingen en/of bijzonderheden die van invloed zijn op de verkoopbrong:

5: Advies

Samenvattende beschrijving van de gehele analyse:

Deze ABC-scan leidt tot een gemaakte keuze voor de in het volgende aangegeven optie voor afstoot of herbestemming, de opties 1, 2, 3, 4 en 5 komen niet in overeenstemming met acties die binnen de organisaties van invloed (begrijp.): wanneer dit leidt tot nieuwe ontvangers stel in zover tijdelijke scann worden opgenomen.

Motivering bij de keuze voor optie 1 - 5

- Kosten (overgave of bijzondere opties)
- Experiment
- Verhouding van en of herontwikkeling
- Standafspoet
- EU/VA / Wind- en Waterlucht
- Stoep

Datum veroldatie:

Trouwzitter verouderingen en -afspraken:

ABC-scan

P2 - Research Proposal