Graduation Plan

Master of Science Architecture, Urbanism & Building Sciences
### Graduation Plan: All tracks
The graduation plan consists of at least the following data/segments:

#### Personal information
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<tr>
<th>Name</th>
<th>Simone Christine Huijsmans</th>
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<td>Student number</td>
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#### Studio
<table>
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<tr>
<th>Name / Theme</th>
<th>Adaptive Re-Use</th>
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| Teachers / tutors | 1st mentor: H.T. (Hilde) Remøy (Real Estate Management)  
2nd mentor: E.W.T.M. (Erwin) Heurkens (Urban Development Management)  
External Examiner: Ir. M. (Maarten) Meijs |

| Argumentation of choice of the studio | During my internship at a real estate developer in The Hague I was able to use the knowledge of the MSc MBE and I learned a lot about the practice of transformation of vacant buildings. Although this developer was more focused on urban location in The Hague, I also mapped a lot of (future) vacant buildings in other regions in de Randstad. We made plans on how to transform these (unattractive) buildings into an attractive work or living space. However I noticed that these transformation opportunities always focused on building level. Never a broader perspective was used. Since my internship I have been wondering why this is. I think there lays a huge complexity in the transformation of vacant urban areas, because of the amount of stakeholders involved. This graduation research creates the opportunity for me to dive into transformation of urban areas. Vacancy is a huge, and thereby complex problem in the Netherlands. I am looking forward to contribute to the knowledge of area transformation, with a focus on transformation of structural partly vacant office areas into mixed-use areas, where the interest of all actors are taken into account. |

#### Graduation project
<table>
<thead>
<tr>
<th>Title of the graduation project</th>
<th>Towards a mixed-use (office) area transformation: A research into the (re)development process of the transformation of a monofunctional office area into a mixed-use area.</th>
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<td>Goal</td>
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<td>Location:</td>
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<td>The posed problem,</td>
<td>Problem statement explained below</td>
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<td>Research questions and</td>
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<td>Design assignment in which these result.</td>
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**Problem statement:**
There are several ways to deal with vacant offices. However, one of the options, transformation comes with some obstacles when it comes to structural vacancy. First of all the alleged high value of the structural vacant building is a problem, followed by the locations low potential for accommodating housing. Thereby the limited legal and financial feasibility of transformation and the little knowledge and specific risks that are related to transformation projects and processes are seen as obstacles. In addition to these obstacles, transformation of offices is only possible when a building is completely vacant. Unfortunately the major part of monofunctional office areas are experiencing structural vacancy in parts of the office buildings. In these monofunctional office area buildings are often partly rented out to tenants,
since these locations attract tenants who prefer lower rents than they pay in the city. This causes the problem that transformation cannot be executed on building level. In order to do something with these vacant locations, transformation of one building is no longer a solution. Specifically because of the monofunctionality and the clustering of the vacancy problem renovation of one building is no longer sufficient.

According to Roodbol (2013) and Schalekamp (2009) an area-based approach is needed, where the area is transformed into a mixed-use area, to break the downward spiral effect in a sustainable way. The necessity of an area-based approach is recognized; the Convenant Offices Rotterdam (Schultz van Haegen, 2012) defines the problem but no specific solution has been found yet. This is partly due to the lack of knowledge about the conditions of an effective area-vacancy approach (Labruyere, 2015, p. 4). Thereby, an area-based approach is hard to achieve because of the complexity of the problem, the large amount of involved actors and the high investment costs and risks. And in the end an area-based approach still goes hand in hand with the approach of object transformation.

**Research objectives:**
The main objective of this research is to provide a mixed-use development strategy for the area transformation of vacant offices.

The (sub)-aim of this research is to understand the Dutch development market by means of:
- Exploring the current mixed-use development methods.
- Exploring the involvement of different actors in area development
  - Public actors:
    - Government, provincial, municipality
  - Private actors:
    - Investment market: Investors, owners, financiers,
    - Construction & development market: Project developers, construction companies, consultancy firms
    - User market: tenants, users, residents
- Exploring the interaction between different actors in area development
- Exploring the possibilities of developing a future area transformation strategy

**Main research question:**
Based upon the research objectives, the following main research question is formulated: How can a monofunctional structurally vacant office area be transformed into a mixed-use area?

**Intended end product:**
The intended end product is a development strategy for monofunctional office area transformation. This strategy can be developed by generating insight in the drivers and goals of involved actors in area transformation with a focus on mixed-use transformation, highlighting:
- The mixed-use development strategies that can be used.
- Public and private actors’ interest, goals and objectives in area transformation
- Lessons from practice on how to cooperate between actors in the future
- Insight in the success/fail factors of area transformation
- Development strategy for real estate developers

The latter point, developing a development strategy is reported in the form of an ‘assessment tool’ (or measurement tool, checklist, step-by-step plan), indicating the factors required for a successful area transformation.

**Proposition:** By using a mixed-use development strategy a monofunctional office area can be transformed into a dynamic, diverse and vibrant area, which is sustainable in a way that it prevents relapse in the future,
increases (current) user satisfaction and creates a resilient urban area.

**Process**

**Method description**
This research consists of several phases (P1 – P5).
During the P1/P2 phase a research proposal is written. This includes: research topic, problem analysis, problem statement, research relevance, research objectives and research questions, a research design and a (start of) literature review. During the P2 a start has been made on quantitative research on user preferences in office areas in Rotterdam. By means of a survey conducted in Brainpark I and II in Rotterdam the keep-, push- and pull factors of the current tenants are mapped. By doing semi-structured interviews with real estate agencies, investors and other tenants in Rotterdam, the ‘reject’-factors are also mapped. The results of this quantitative study are not yet available but will be used during the next phases.
In addition, during this phase a start also has been made on the comparison of former executed case studies. Case studies of former research’ will help to get more insight in what has already examined in transformation project of vacant office areas. The case studies of the research of Van Velzen (2013), Labruyere (2015), van Wingerden (2013) and Schalekamp (2009) are used.

The third phase of this graduation project consists out of two parts; a qualitative research and a quantitative research part. One of the aims of the qualitative research (part 1) is to get insight in the current mixed-use development methods. The first part of this empirical research is a qualitative research, started during phase P2. During Phase 2 a start has already been made on reading and analysing the literature that is available about this subject. The second part of this empirical research consists out of a quantitative study. A comparative design as quantitative research strategy is used to get insight in the practical side of area development, in order to answer the sub-questions. The study design that is used is a comparison of former case studies of graduate students of the last few years a similar research topic. In addition, one or two ex-post case studies will be executed, involving semi-structured interviews and analysis of case documents. On top of that, qualitative research, involving structured interview (digital survey) can be done to get more insight in user preferences of these cases.

**Literature and general practical preference**

Literature about Mixed-use development:
- Niemira (2007) The concept and drivers of mixed-use development
- Herndon (2011) Mixed-use development in theory and practice: learning from Atlanta’s mixed experiences

Literature about mono- and multifunctionality:
- Verlaak (2007) Multifunctionele gebouwen; nut of noodzaak?
- Pivo (1993) A taxonomy of suburban office clusters, the case of Toronto
- Jansen (2006) Van monofunctionele projectontwikkeling naar multifunctionele gebiedsontwikkeling
- Van Velzen (2013) De gebiedsgenerator voor kantoorlocaties

Literature about goals and objectives of the different actors – their involvement in (re)development projec:
- Rowley (1998) Private-property decision makers and the quality of urban design
- Gaasenbeek (2016) Roles and governance in Dutch office conversion projects: Exploring the collaboration between project actors
- Adams & Tiesdell (2010) Planners as market actors: Rethinking state-market relations in land and property
- Prins (2008) Particulier opdrachtgeverschap in stedelijke gebiedsontwikkeling
- Heurkens (20xx) Private sector-led urban development: characteristics, typologies and practices
- Hegeman (2011) Huisvestingsvoorkeuren van gebruikersgroepen
- Smit (2012) Is physical adaptability efficacious? A research to reveal office users' preferences for adaptable office space
- Remoy & Van der Voort (2013) Adaptability - how to accommodate changing user preferences?
- Pellenberg (n.d.) Bedrijfsverplaatsingen
- Remoy & Van der Voort (2014) Priorities in accommodating office user preferences: impact on office users decision to stay or go
- Van Wingerden (2013) The location of structurally vacant offices. The link between location characteristics and structural vacancy in Utrecht and how to regenerate the Merwede quarter, an area with high office vacancy
- Arkenbout (2012) Kantoor binnenste buiten: Bedrijfshuisvestingsvoorkeuren creatieve industrie in nederland
- Zaghdoud (2013) Bedrijfs(re)allocatieprocessen: een onderzoek naar afwegingsprocessen tijdens (re)allocatieprocessen
- Prins (2008) Particulier opdrachtgeverschap in stedelijke gebiedsontwikkeling
- Van Wingerden (2013) The location of structurally vacant offices. The link between location characteristics and structural vacancy in Utrecht and how to regenerate the Merwede quarter, an area with high office vacancy
- Remoy & Van der Voort (2013) Adaptability - how to accommodate changing user preferences?

Literature about Urban design/development

- Jansen (2006) Van monofunctionele projectontwikkeling naar multifunctionele gebiedsontwikkeling
- Van Velzen (2013) De gebiedsgenerator voor kantoorlocaties. Tool die betrokken partijen ondersteunt in het proces van initiatief tot aanpak van monofunctionele kantoorlocatie
- Carmona, De Magalhaes & Edwards (2002) Stakeholders views on value and urban design
- Dannerberg, Edwards, Leone de Nie, Redding & Frumkin (2007) Leveraging Law and private investment for healthy urban redevelopment
- Heurkens (20xx) Private sector-led urban development: characteristics, typologies and practices
- Cormick, Anderberg, Coenen & Neij (2013) Advancing sustainable urban transformation
- Heurkens, Remoy, Hobma (20xx) Planning policy instruments for resilient urban redevelopment: the case of office conversion in Rotterdam, the netherlands
- de Boer Ferrier (n.d.) Gebiedsontwikkeling in tijden van crisis
- Franzen (2003) Herbestemming vraagt om kansrijke programmering
- Van Wingerden (2013) The location of structurally vacant offices. The link between location characteristics and structural vacancy in Utrecht and how to regenerate the Merwede quarter, an area with high office vacancy
The experience of vacancy makes areas uninviting and unsafe, which causes a downward spiral of vacancy is a problem for society, since vacancy creates abandoned places and affects the attractiveness of a region. The experience of vacancy makes areas uninviting and unsafe, which causes a downward spiral of
these areas and makes the rental prices drop (Koppels, Remøy, & El Messlaki, 2011). This dropdown creates a poor investment image for developers, and thereby creates deterioration of quality of life. (Gemeente Rotterdam, 2016). Although rent prices are low, the tenants do not find the areas attractive to rent office space, which increases the structural vacancy of the area. The office market is imbalanced because of the large office stock supply. In order to improve the quality of the area the aim is to reduce vacancy in these areas. By improving vacant areas the attractiveness will rise, which will cause investors to invest in the area and makes the rental prices raise again. By creating an attractive environment new tenants will be attracted to the area. This research will be conducted in order to find innovative methods to bend the downward spiral of vacant areas so that the quality of the areas will rise. By change of function of the area offices will be pulled out of the market, which will help to rebalance the market (Schalekamp, 2009).

**Time planning**

![Diagram of Time Planning]

- **P1 & P2**: Qualitative Research
  - Definition
    - Relevance & problem field
  - Theory
    - Which theory is necessary to understand that connects to the research question?
  - Methodology
    - By which methodologies can the relationship between失业area transformation and vacant office areas be researched in this research?
  - Lessons from theory
    - Literature review
  - Understanding practice
    - Multiple empirical case studies
    - Interviewing semi-structured interviews and analysis of case documents
    - Quantitative research involving structured interviews digital survey
    - Case-based lessons showing involving expert panel

- **P3**: Quantitative Research

- **P4**: Development Strategy
  - Expert panel expert feedback & literature study
  - Test strategy on Brainpark
  - Check strategy on case studies

- **P5**: Final Thesis
  - Conclusion & Reflection
  - Recommendations

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**Definitions**

- **Vacancy**: The percentage of empty office space in an area.
- **Quality of Areas**: The attractiveness and desirability of an area for commercial purposes.
- **Office Market**: The market for office space, including supply and demand factors.
- **Unemployment Area Transformation**: The process of changing the function of an area to improve its economic and social conditions.

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**References**

- Gemeente Rotterdam (2016).
- Schalekamp (2009).
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<th>GRADUATION PLANNING</th>
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