AN URBAN DEVELOPMENT STRATEGY FOR MIXED-USE OFFICE AREA TRANSFORMATION

Graduation presentation Simone Huijsmans, February 1st 2018
MSc Management in the Built Environment
Graduation research

- Graduation laboratory
  - Adaptive Re-use

- Graduation committee
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  - Supervisor: Dhr. B. (Bart) Snijders
An urban development strategy for the transformation of monofunctional office areas into mixed-use urban areas
Content

Introduction

Methodology

Urban development strategy

Conclusion & recommendations
INTRODUCTION

Why do we want to transform monofunctional office areas?
Structural vacancy
Structural vacuum
Monofunctional office areas
Monofunctional office areas
Monofunctional office areas
Cause of vacancy
Problems of vacancy
Urge for an area-based approach

focusing on the transformation of the area into a mixed-use urban area
Complexity

- Fragmented ownership
  - Multiple involved stakeholders
  - International building owners

- High book values

- Low transformation potential
  - Industrial locations – environmental restrictions

- Current tenants
“Which strategic activities within an urban development strategy contribute to the transformation of a monofunctional office area into a mixed-use urban area”
METHODOLOGY

Which research methods have been used?
MONOFUNCTIONAL OFFICE AREA
- Structural vacancy
- Occupation

TRANSFORMATION TO MIXED-USE

PRODUCT
- Mixed-use characteristics & requirements
  - Real estate
  - Infrastructure
  - Public space

PROCESS
- Roles, objectives, goals for actor interaction
  - Public actors
    - Government
    - Province
    - Municipality
  - Private actors
    - Investment market
    - Construction & development market
    - User market

URBAN DEVELOPMENT STRATEGY
- Strategic activities

MIXED-USE URBAN AREA
Sub-questions

- What are urban development strategies?
- What strategic activities exist within urban development strategies?
- What actors are involved in urban development?
  - How are they involved?
  - How do objectives/goals conflict/align?
- What is mixed-use development?
  - How is mixed-use implemented in urban development?
Introduction | Methodology | Urban Development Strategy | Conclusion | Recommendations

Literature study
- Urban area development
- Actors
- Mixed-use

Case study research
- Semi-structured interviews
- Literature review

Cross case analysis

Lesson drawing
- Expert consultation

Strategy design
- Amstel III @ Amsterdam
- Binckhorst @ The Hague
- Strijp S @ Eindhoven
Urban area development

Actors

Mixed-use

Case study research

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Introduction | Methodology | Urban Development Strategy | Conclusion | Recommendations
Urban area development

URBAN DEVELOPMENT STRATEGY

- Expression in documents & plans
- Iterative: shaped through actor interaction

Process
- Finding the frame
- Using the frame

Product
- Strategic frame
<table>
<thead>
<tr>
<th>Broad Perspective</th>
<th>Strategy Content</th>
<th>Tangible Positions</th>
<th>Strategy Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Str. Visioning</td>
<td>Strategic Visioning</td>
<td>Deliberate plans in the form of a broad perspective.</td>
<td>Deliberate Plan</td>
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<tr>
<td></td>
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<td>plan-making</td>
<td>Strategic Planning</td>
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<td>programming</td>
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<td></td>
<td>Strategic Learning</td>
<td>Emergent patterns that result in a broad perspective.</td>
<td>Emergent Pattern</td>
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<td>place-making</td>
<td>Strategic Venturing</td>
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<td>discovering</td>
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<td>future-making</td>
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<td>imagining/designing</td>
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<td>sense-making</td>
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<td>(re)framing/interpreting</td>
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</tr>
</tbody>
</table>
Involved actors

Public parties
- Government
- Province
- Municipality

Private parties
- Investment market
- Construction & development market
- User market

methodology | urban development strategy | conclusion | recommendations
Mixed-use

Coherent plan

Maximization of space usage

Interaction of (at least) three functions

Pedestrian oriented
I. Shared premise dimension

II. Horizontal dimension

III. Vertical dimension

IV. Time dimension
Case studies

- 3 case studies
  - Criteria:
    - City fringes
    - Minimum of 10,000 office m²

- 2 include semi-structured interviews
  - Municipality
    - Project manager
    - Office space intermediary
  - Developer
  - Investor
  - Pioneer

- Based on extensive amount of literature
Case studies

🔹 Case description
   ✦ Timeline
   ✦ Initiative of the urban development
   ✦ Process
   ✦ Implementation of mixed-use

🔹 Most important findings
## Most important findings

<table>
<thead>
<tr>
<th>Process</th>
<th>Finding the frame, using the frame</th>
<th>Product</th>
<th>Strategic frame</th>
</tr>
</thead>
</table>
| **Planning** | deliberate plans with tangible product | • Approach based upon land positions  
• Public space & infrastructure development | • Vision document  
• Sub-areas  
• Densification by adding (social) functions  
• Connection with city  
• Hierarchy of roads  
• Transformation & demolition  
• Infrastructural plan  
• Master plan  
• Intensification  
• Infrastructure bundling |
| **Venturing** | emergent patterns with tangible products | • Large-scale first development  
• Market initiatives  
• Pioneering  
• Culture fund |
| **Visioning** | deliberate plans within a broad perspective | • Create area vision  
• Initiative team  
• Cooperation in sub-areas  
• Framework at early stage |
| **Learning** | emergent patterns within a broad perspective | • Changing municipal role  
• Create supportive network  
• Public private partnership  
• Open attitude towards market |
Literature study
- Urban area development
- Actors
- Mixed-use

Case study research
- Semi-structured interviews
- Literature review

Cross case analysis

Lesson drawing
- Expert consultation

Strategy design

introduction | methodology | urban development strategy | conclusion | recommendations
Cross-case analysis

- Cross case analysis
  - Theoretical framework
  - Empirical results

- Lessons drawing

- Expert consultation
  - Developers
  - Investor
  - Municipality

- Iterative process
Lessons learned

<table>
<thead>
<tr>
<th>Process – finding the frame, using the frame</th>
<th>Product – strategic frame</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Planning</strong> – deliberate plans with tangible product</td>
<td>9. Vision document</td>
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<tr>
<td></td>
<td>a. Densification by using at least three functions</td>
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<td>b. Public space &amp; infrastructure development</td>
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<td>c. A mix of functions in each layer</td>
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<td></td>
<td>d. Focus on slow-traffic</td>
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<td></td>
<td>e. Demolish to add quality</td>
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<tr>
<td><strong>Venturing</strong> – emergent patterns with tangible products</td>
<td>4. A first trend-setting transformation project</td>
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<td>5. Pioneering</td>
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<tr>
<td><strong>Visioning</strong> – deliberate plans within a broad perspective</td>
<td>1. Insight in all land positions</td>
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<td>2. Overview of involved stakeholders</td>
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<td>3. Define and provide a vision</td>
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<tr>
<td><strong>Learning</strong> – emergent patterns within a broad perspective</td>
<td>6. Consideration of the municipal role</td>
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<td>7. Network meetings</td>
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<td>8. Collaborating public and private parties</td>
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</table>
URBAN DEVELOPMENT STRATEGY

Which strategic activities contribute to area transformation?
Step-by-step plan for urban area development

**Introduction**

- Methodology
- *Urban development strategy*
- Conclusion
- Recommendations

**Visioning**
- Overview of land positions
- Input from all stakeholders

**Planning**
- Vision document
  - Urban guidelines for mixed-use implementation
    - 1) Definition of sub-areas
    - 2) Real Estate guidelines
    - 3) Infrastructural guidelines
    - 4) Public space guidelines

**STEP 1**

- **Learning**
  - Create network
    - Cohesion between all involved stakeholders & municipality
- **Visioning**
  - Create sub-area visions
    - Collaboration between public & private parties within sub-area

**STEP 2**

- **Venturing**
  - Trendsetting first transformation project
  - Pioneering
    - Place-making activities, marketing, small scale initiatives

**Next steps**

- Development

**Process**

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Step 1 – Strategic Visioning

Insight in land positions

Involve stakeholders
Strategic planning

- Vision document with urban guidelines

Sub-areas

Mixed use & Densification

Infrastructure & Public transport

Public space

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Step 2a – Learning

Platform

Area manager

Other parties

Municipality

Companies

Market parties

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Step 2b – Visioning

- Developers
- Building owners
- Investors
- Companies
- Current tenants
- Municipality
- Other

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Step 2c – Venturing

Large-scale first development
Step 2c – Venturing

Large-scale first development

Marketing

Small-scale initiatives

Place-making

introduction | methodology | urban development strategy | conclusion | recommendations
Answering the main research question

“Which strategic activities within an urban development strategy contribute to the transformation of a monofunctional office area into a mixed-use urban area?”
Conclusion

Describing strategic activities as part of the urban development strategy:

- Process
- Product

- Strategic visioning
- Strategic planning
- Strategic learning
- Strategic venturing
Conclusion

Describing strategic activities as part of the urban development strategy

◆ **Process** – Create a vision *[strategic visioning]*
  ✧ Input from market parties
  ✧ Insight in land positions
Describing strategic activities as part of the urban development strategy:

- **Product** – describe guidelines for mixed-use [*strategic planning*]
Describing strategic activities as part of the urban development strategy:

**Process** – start initiatives
- Network for collaboration [*strategic learning*]
- Sub-area visions [*strategic visioning*]
- First transformation project [*strategic venturing*]
- Pioneering activities [*strategic venturing*]
Conclusion
Recommendations

- Use the strategy & test it
- Define next development steps
- Define the best mix of functions (%)
Recommendations

- What is the governmental/provincial role on area development?
- What are success factors of urban area development?
- How to improve the process of creating a vision?
- How did the crisis affect area transformation projects?
- Are all monofunctional office areas a potential for the residential demand?
Thank you for your attention

Any questions?