

JUNE 26TH 2023

MSc thesis presentation

*sustainable public real estate by optimising usage of
available space*

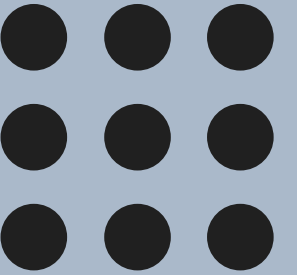
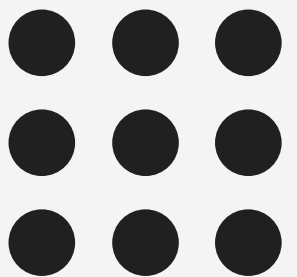


table of contents

introduction
research approach
results
conclusions
discussion
recommendations

main topics



motivation

ENVIRONMENTAL CHANGES

sustainability and COVID-19 pandemic

motivation

ENVIRONMENTAL CHANGES

sustainability and COVID-19 pandemic



USE OF SQUARE METRES

efficiency through sharing real estate

motivation

ENVIRONMENTAL CHANGES

sustainability and COVID-19 pandemic

USE OF SQUARE METRES

efficiency through sharing real estate



PORTFOLIO STRATEGY

barriers and possibilities

public real estate

social responsibility

financed with taxpayers' money



public real estate

social responsibility

facilitated with taxpayers' money

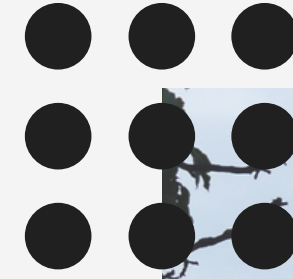


rational use

expected from taxpayer



Rijksvastgoedbedrijf

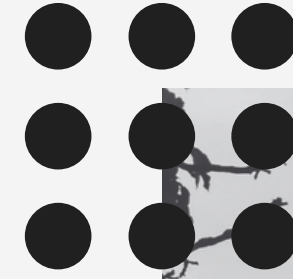


CORE BUSINESS

maintaining, developing, and realising governmental buildings and terrains



Rijksvastgoedbedrijf



CORE BUSINESS

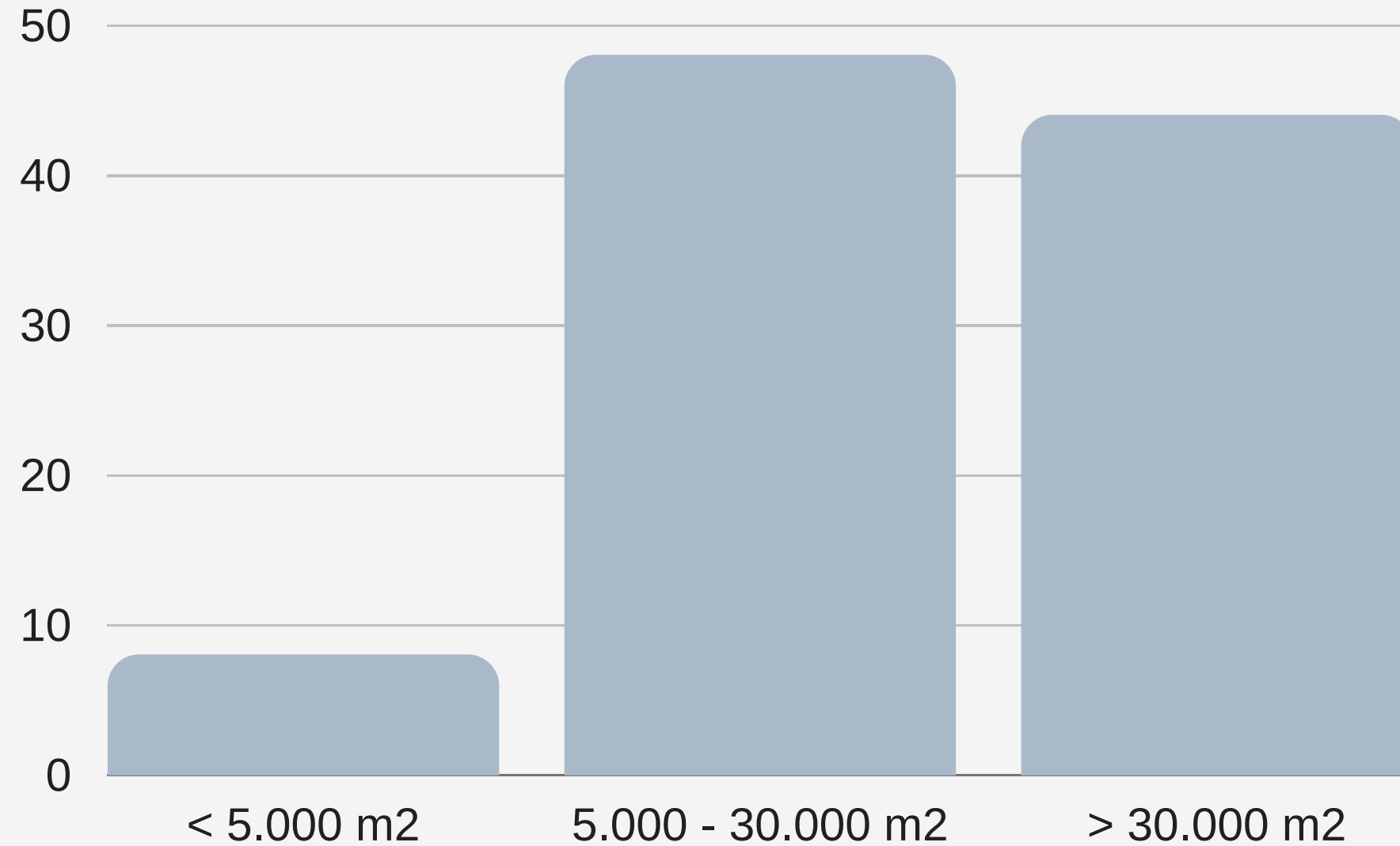
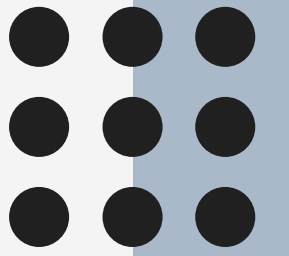
maintaining, developing, and realising governmental buildings and terrains

GOVERNMENTAL OFFICES

a large part of the total portfolio consists of office buildings

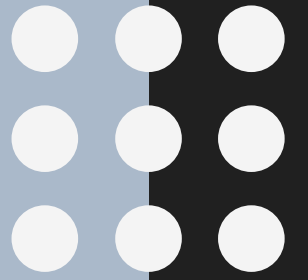


governmental offices



portfolio

- total of 2.4 million square metres
- consists of relatively large properties

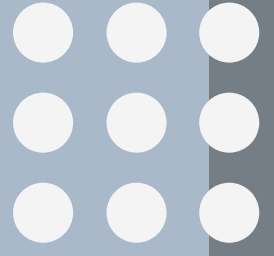


To what extent can the Rijksvastgoedbedrijf share governmental office buildings within the city of The Hague, focussing on (semi-)public organisations and mixed-use development, to optimise the utilisation of available real estate?



MAIN RESEARCH
QUESTION

research approach





DAS MODEL



DAS MODEL

STEP 1

assessing the current
situation



CURRENT

What is the current state of
the governmental office
portfolio in The Hague?



DAS MODEL

STEP 1

assessing the current situation

STEP 2

exploring the changing demand

CURRENT

What is the current state of the governmental office portfolio in The Hague?

DESIRED

What is the vision on future governmental office buildings?



DAS MODEL

STEP 1

assessing the current situation

STEP 2

exploring the changing demand

STEP 3

generating future models

CURRENT

What is the current state of the governmental office portfolio in The Hague?

DESIRED

What is the vision on future governmental office buildings?

FUTURE

What are the possibilities and barriers for sharing real estate and mixed-use development in governmental office buildings?



DAS MODEL

STEP 1

assessing the current situation

STEP 2

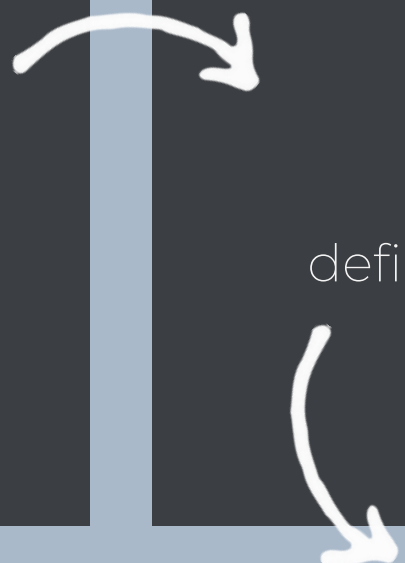
exploring the changing demand

STEP 3

generating future models

STEP 4

defining projects to transform



CURRENT

What is the current state of the governmental office portfolio in The Hague?

DESIRED

What is the vision on future governmental office buildings?

FUTURE

What are the possibilities and barriers for sharing real estate and mixed-use development in governmental office buildings?

POTENTIAL

In what way are individual projects influenced by the vision on governmental office buildings, mixed-use development and the possibilities and barriers for sharing real estate?

EXECUTION

- **desk research**
 - interviews
 - document analysis

EXECUTION

- **desk research**

- interviews
- document analysis

- **case study**

- Binckhorst
- KC plot
- KB building

EXECUTION

- **desk research**

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- **case study**

- Binckhorst
- KC plot
- KB building

interviews

- *public actors*
- *policy of municipality*
- *policy of Rijksvastgoedbedrijf*
- *governmental office buildings*



EXECUTION

- **desk research**

- interviews
- document analysis

- **case study**

- Binckhorst
- KC plot
- KB building



interviews

- *public actors*
- *policy of municipality*
- *policy of Rijksvastgoedbedrijf*
- *governmental office buildings*

document analysis

- *policy of municipality*
- *policy of Rijksvastgoedbedrijf*

EXECUTION

● desk research

- interviews
- document analysis

● case study

- Binckhorst
- KC plot
- KB building



interviews

- *public actors*
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- *governmental office buildings*

document analysis

- *policy of municipality*
- *policy of Rijksvastgoedbedrijf*

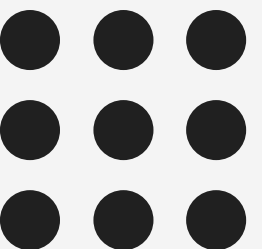
case study

- *context*
- *goals*

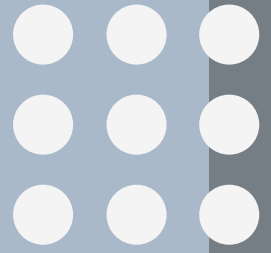


interviewed **public actors**

- municipality The Hague
- province of South Holland
- National Police
- Leiden University
- UWV
- DGDOO
- Rijksvastgoedbedrijf



results

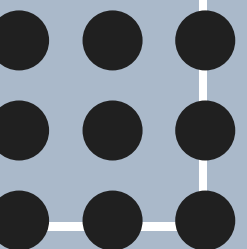


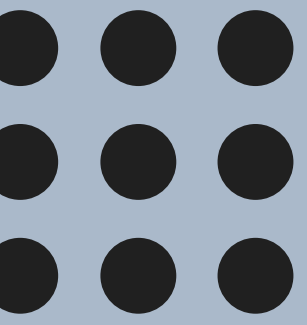
DAS MODEL

document analysis

STEP 1

current situation





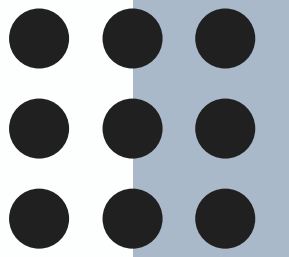
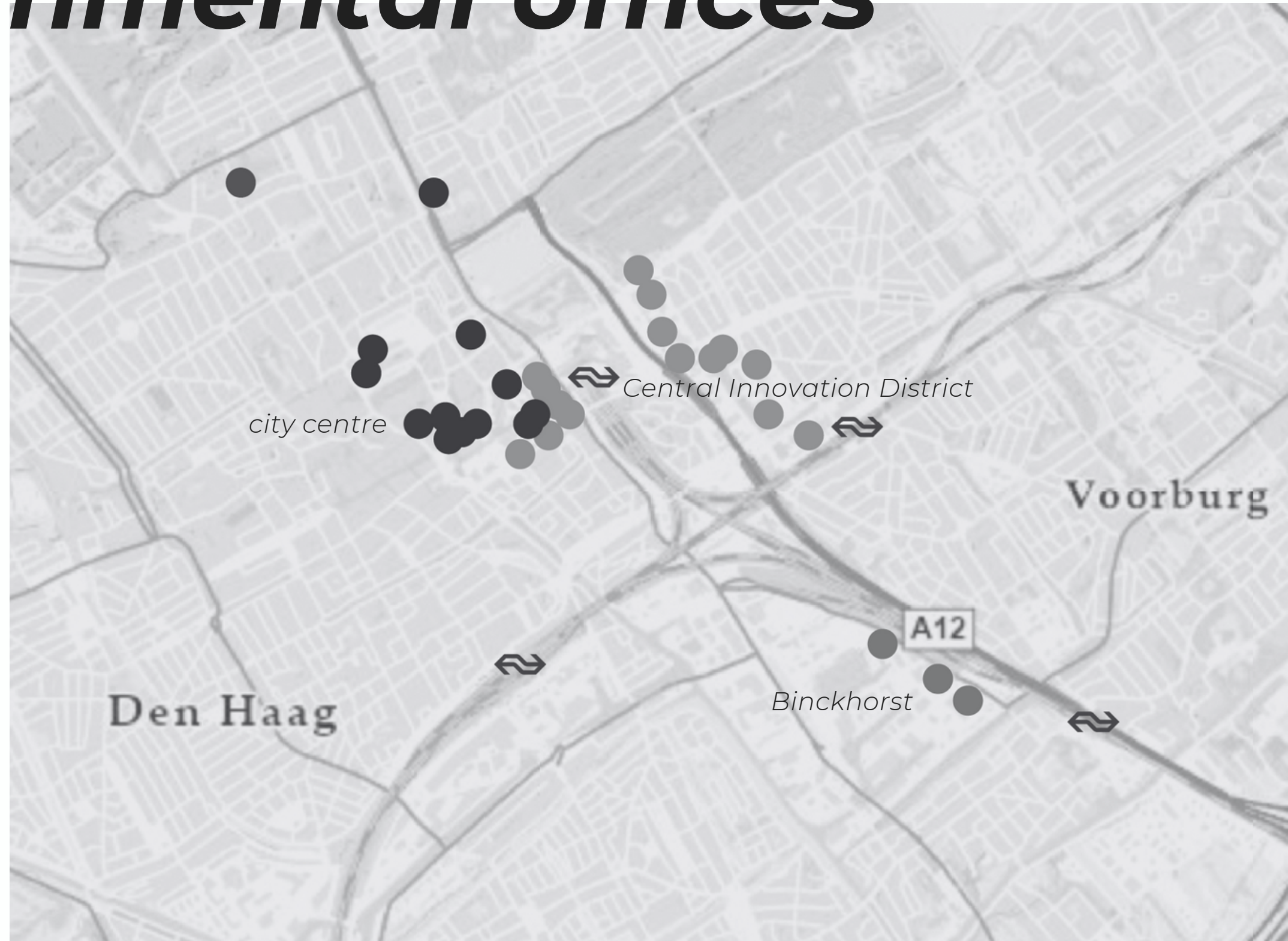
scope

864.188 *m*²

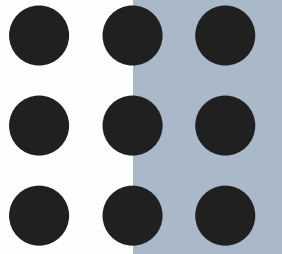
GOVERNMENTAL OFFICES
IN THE HAGUE



governmental offices



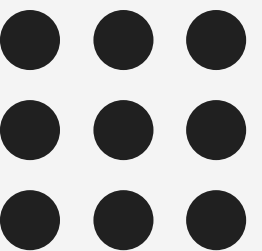
public buildings





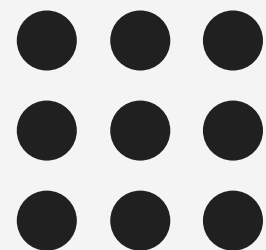
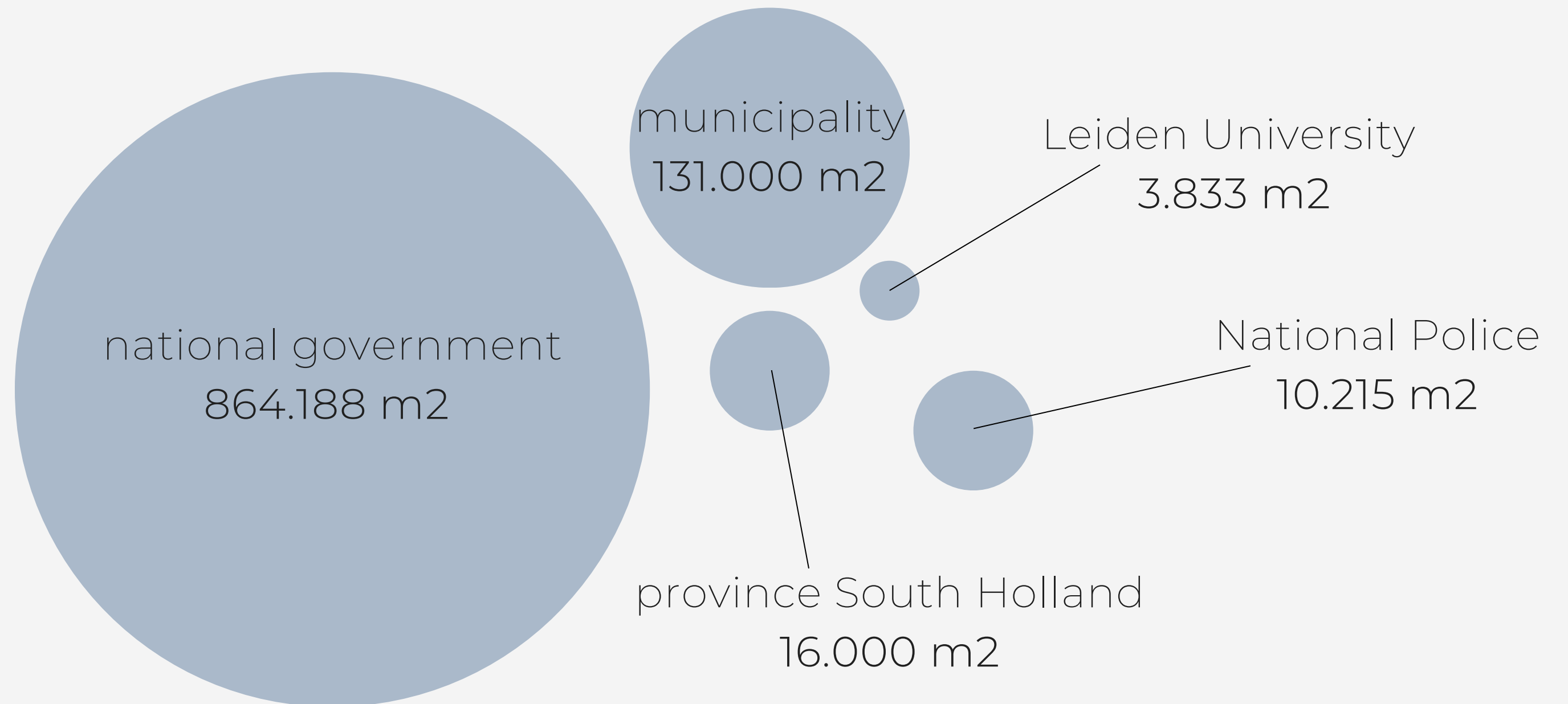
public actors

- municipality The Hague
- province of South Holland
- National Police
- Leiden University
- national government

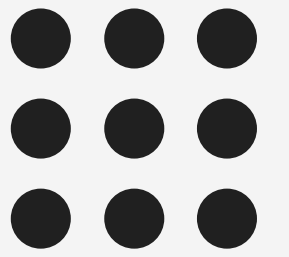


public real estate *in The Hague*

total: 1.025.236 m²



occupancy *of public offices*

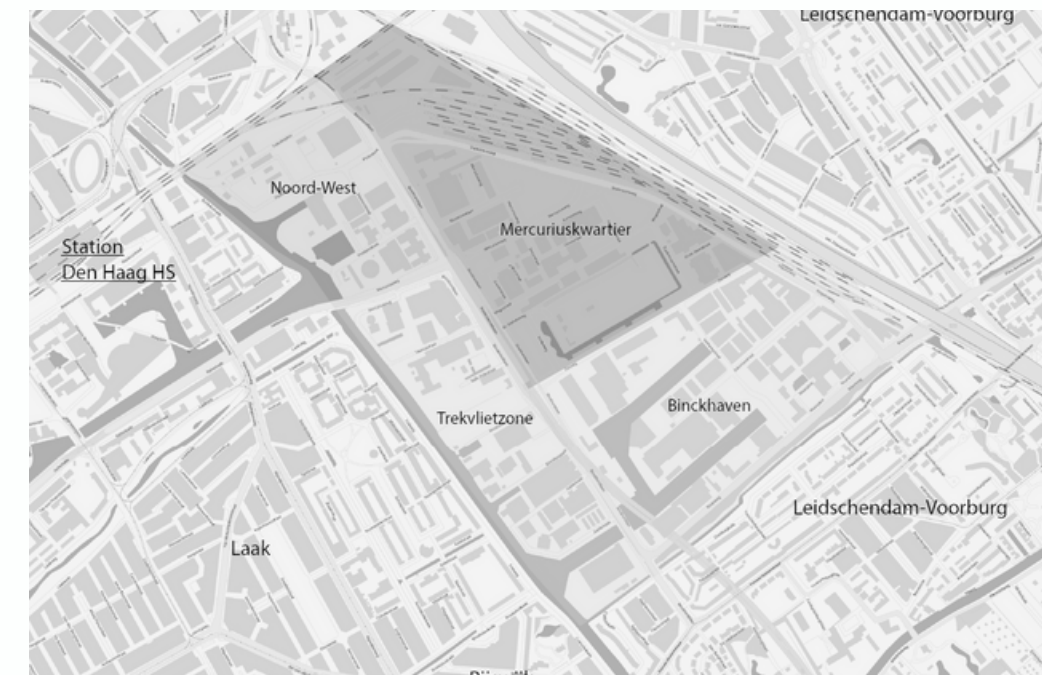


MUNICIPALITY OF THE HAGUE	30 - 40 %
PROVINCE OF SOUTH HOLLAND	40 - 50 %
NATIONAL POLICE	LOW
LEIDEN UNIVERSITY	50%
UWV	<60%
DGDOO	40 -50 %
RIJKSVASTGOEDBEDRIJF	30 - 35 %

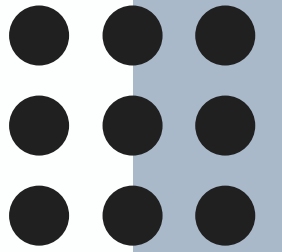
urban context



Central Innovation District



Binckhorst



Central Innovation District



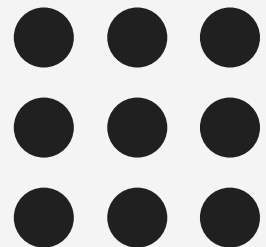
economic heart



45.000 residents



80.000 workers
30.000 students



Binckhorst



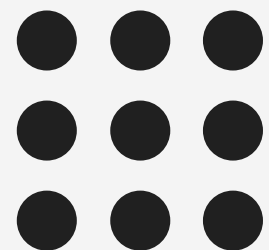
creative industry



2.715 households



small businesses

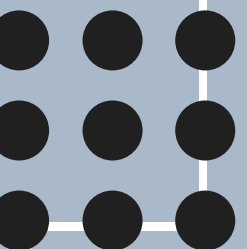


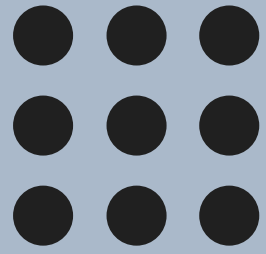
DAS MODEL

document analysis

STEP 2

desired situation



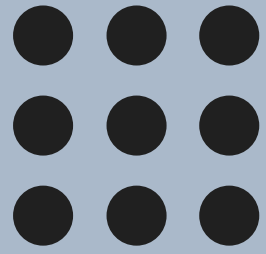


URBAN CONTEXT POLICY



THE HAGUE

- safety
- impact economy
- legal and policy



URBAN CONTEXT POLICY

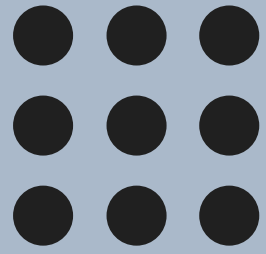


THE HAGUE

- safety
- impact economy
- legal and policy

CID

- sustainable, economic, innovative, liveable, and inclusive
- increase amount of houses and jobs



URBAN CONTEXT POLICY



THE HAGUE

- safety
- impact economy
- legal and policy

CID

- sustainable, economic, innovative, liveable, and inclusive
- increase amount of houses and jobs

BINCKHORST

- broad economic growth
- attractive residential and social climate
- enhance creative character



STRATEGIC

- enlarge the public value of governmental real estate by creating financial, spatial, social, and ecological value
- improve the services to the client in a safe, sustainable, and innovative way

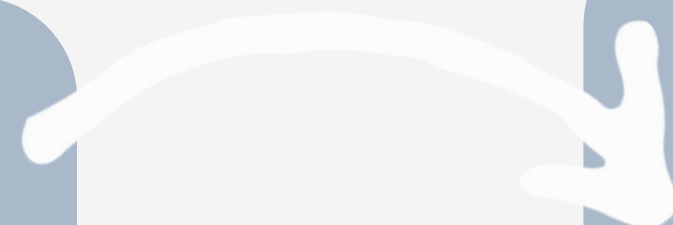
ORGANISATIONAL

GOALS OF THE RVB



STRATEGIC

- enlarge the public value of governmental real estate by creating financial, spatial, social, and ecological value
- improve the services to the client in a safe, sustainable, and innovative way



PORTFOLIO

- user central
- social value
- sustainable
- flexible
- progressive
- accessible

ORGANISATIONAL GOALS OF THE RVB



HYBRID WORKING

- social
- digital
- physical

FUNCTIONAL

GOALS OF THE RVB



SOCIAL

- appealing employer
- safe, healthy, inclusive, and pleasant

HYBRID WORKING

- social
- digital
- physical



FUNCTIONAL

GOALS OF THE RVB



SOCIAL

- attractive employer
- safe, healthy, inclusive, and pleasant

HYBRID WORKING

- social
- digital
- physical



DIGITAL

- excellent digital connections, applications, devices and security

FUNCTIONAL

GOALS OF THE RVB



SOCIAL

- attractive employer
- safe, healthy, inclusive, and pleasant

HYBRID WORKING

- social
- digital
- physical

DIGITAL

- excellent digital connections, applications, devices and security

PHYSICAL

- location that suits best; home workplace, office environment or elsewhere

FUNCTIONAL

GOALS OF THE RVB



MIXED-USE

- a percentage of function mix as a 'development requirement/condition'
- benefits in the function mix for the primary process of the user(s) and/or want to contribute to a social task
- benefits in the function mix from the perspective of sustainable real estate value
- optimal use of key locations based on overlapping social goals

PHYSICAL

GOALS OF THE RVB



MIXED-USE

- a percentage of function mix as a 'development requirement/condition'
- benefits in the function mix for the primary process of the user(s) and/or want to complete a social task
- benefits in the function mix from the creation of sustainable real estate value
- optimal use of key locations based on social goals

*should benefit core
business of RVB;
housing civil
servants*

PHYSICAL

GOALS OF THE RVB



AREA INVESTMENT

- collaboration with partners
- social added value
- clients resources

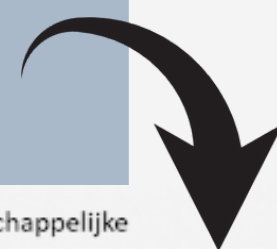
FINANCIAL

GOALS OF THE RVB



AREA INVESTMENT

- collaboration with partners
- social added value
- clients resources



'rings' model



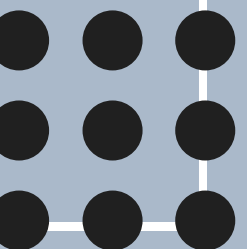
FINANCIAL GOALS OF THE RVB

DAS MODEL

interviews

STEP 3

future situation



sharing real estate and mixed-use development

barriers and possibilities



public real estate



BARRIERS

SAFETY

physical and information



+



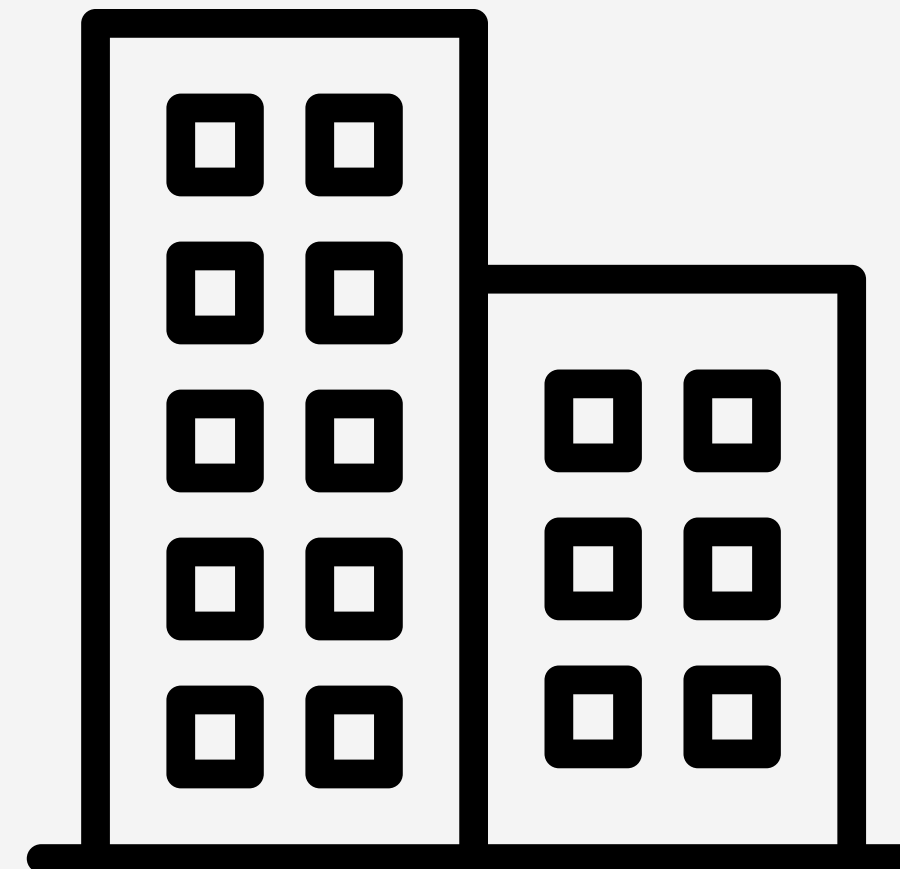
BARRIERS

SAFETY

physical and information

FINANCING

responsibility



BARRIERS

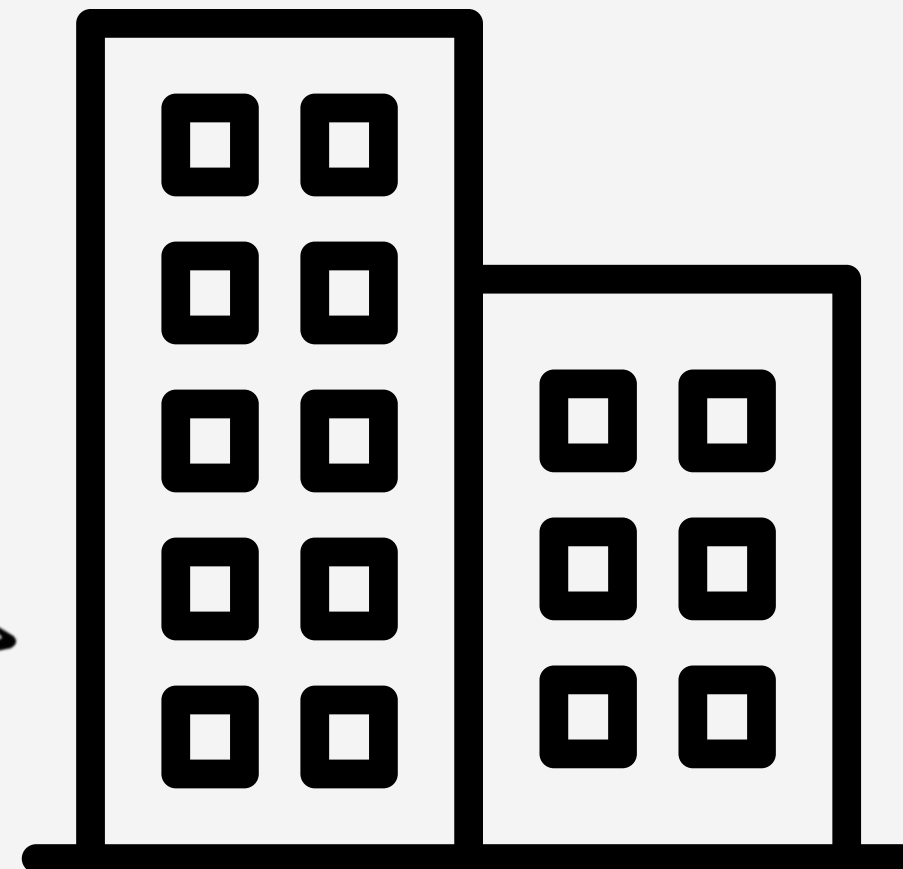
SAFETY

physical and information

FINANCING

responsibility

maintenance



BARRIERS

SAFETY

physical and information

FINANCING

responsibility



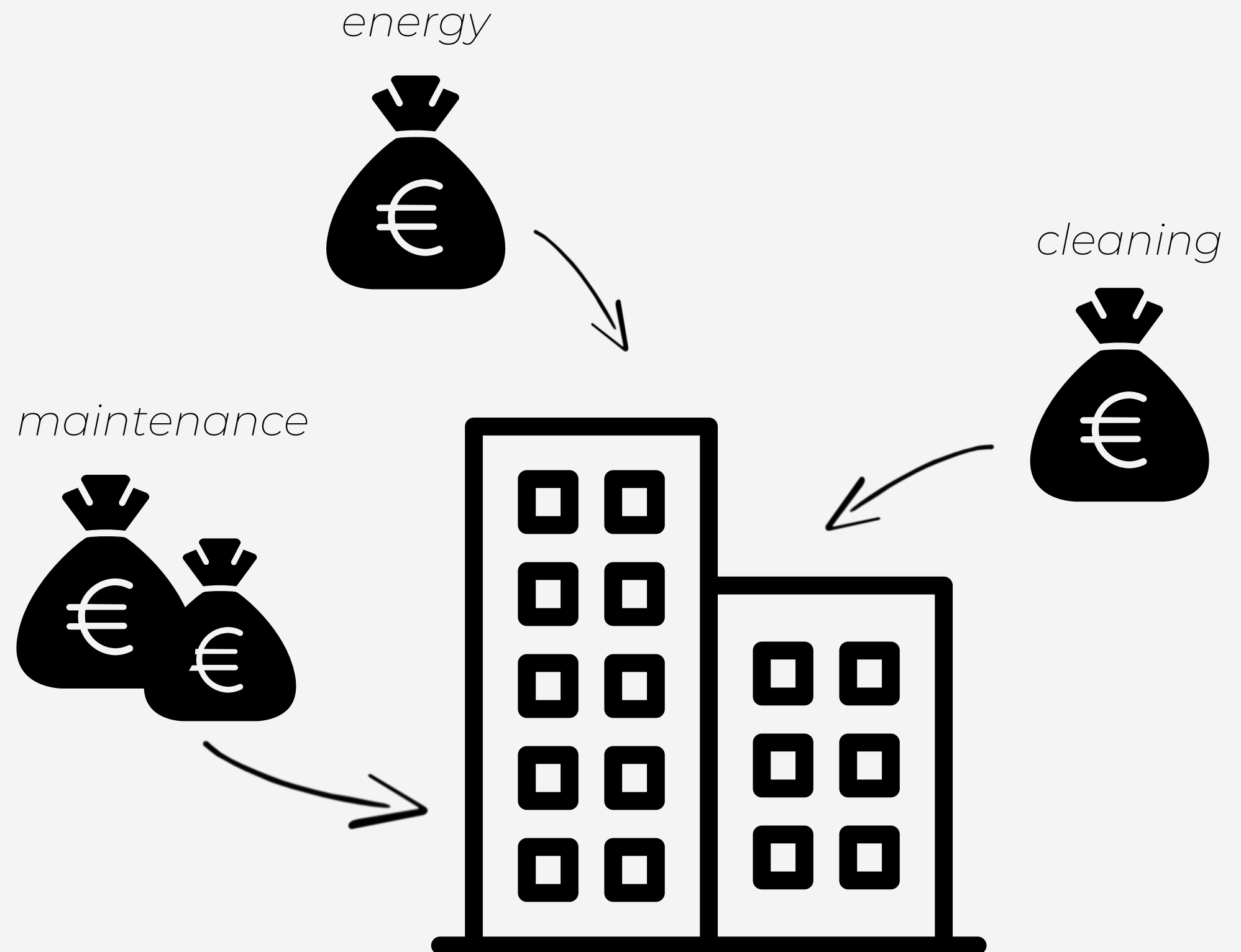
BARRIERS

SAFETY

physical and information

FINANCING

responsibility



BARRIERS

SAFETY

physical and information

FINANCING

responsibility

FEAR

losing control



BARRIERS

SAFETY

physical and information

FINANCING

responsibility

FEAR

losing control



BARRIERS

SAFETY

physical and information

FINANCING

responsibility

FEAR

losing control

CORE BUSINESS

distraction

Personeelstekort bij Rijksvastgoedbedrijf ‘aanzienlijk risico’ voor Defensie

Achterstanden in onderhoud van kazernes en munitie-opslag door personeels- en geldgebrek worden eerder groter dan kleiner.

[🔗](#) Hans Bekkers 📅 15 februari 2023

source: binnenlandsbestuur.nl

POSSIBILITIES

SEPARATION

logistical



POSSIBILITIES

SEPARATION

logistical

FINANCIAL

benefits of vacant real estate



POSSIBILITIES

SEPARATION

logistical

FINANCIAL

benefits of vacant real estate

ACTIVITY

liveliness



POSSIBILITIES

SEPARATION

logistical

FINANCIAL

benefits of vacant real estate

ACTIVITY

liveliness

SIMILAR/DIFFERENT

organisation types



**provincie
Zuid-Holland**



Den Haag



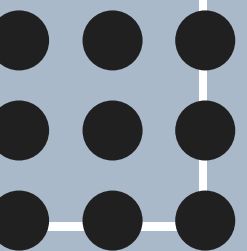
DAS MODEL

document analysis

interviews

STEP 4

potential situation



ROLE OF RIJKSVASTGOEDBEDRIJF

*according to the
Rijksvastgoedbedrijf*

- add social value
- rent out excess real estate
- focus on core business

ROLE OF RIJKSVASTGOEDBEDRIJF

according to the Rijksvastgoedbedrijf

- add social value
- rent out excess real estate
- focus on core business

according to the municipality

- open up buildings
- open up organisation
- collaboration in development

CASE: KC PLOT

ROYAL CONSERVATORY

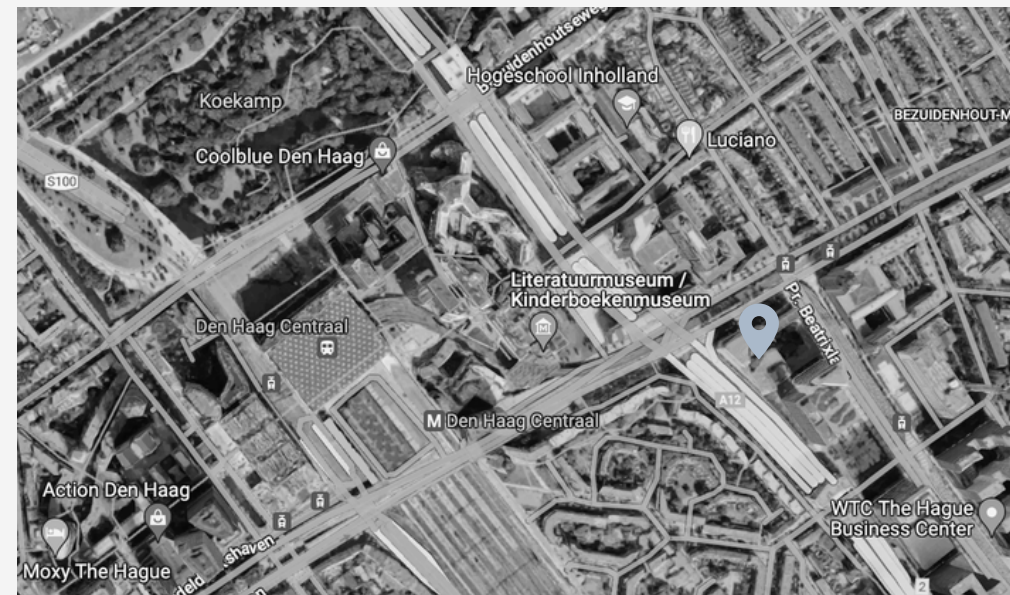
- demolished
- ANWB headquarter
- governmental offices



CASE: KC PLOT

ROYAL CONSERVATORY

- demolished
- ANWB headquarter
- governmental offices



POSSIBILITIES

- contribute to social well-being
- by space for recreation
- through a lively plinth



CASE: KB BUILDING

ROYAL LIBRARY

- uncertainties
- library function
- unattractive area



CASE: KB BUILDING

ROYAL LIBRARY

- uncertainties
- library function
- unattractive area



POSSIBILITIES

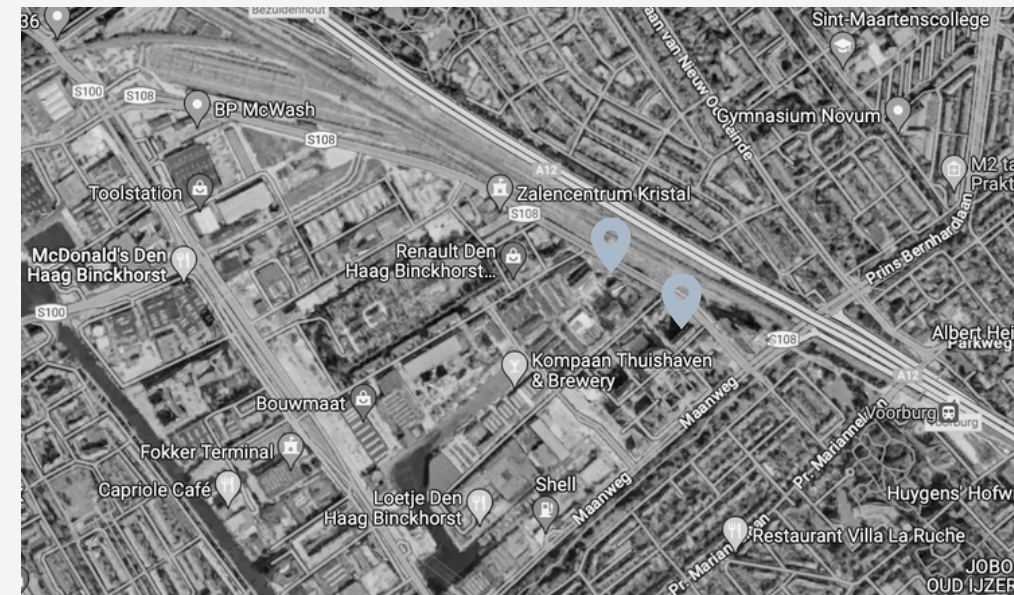
- open up for public actors
- public functions in plinth
- liveliness in station area



CASE: BINCKHORST

GOVERNMENTAL OFFICE

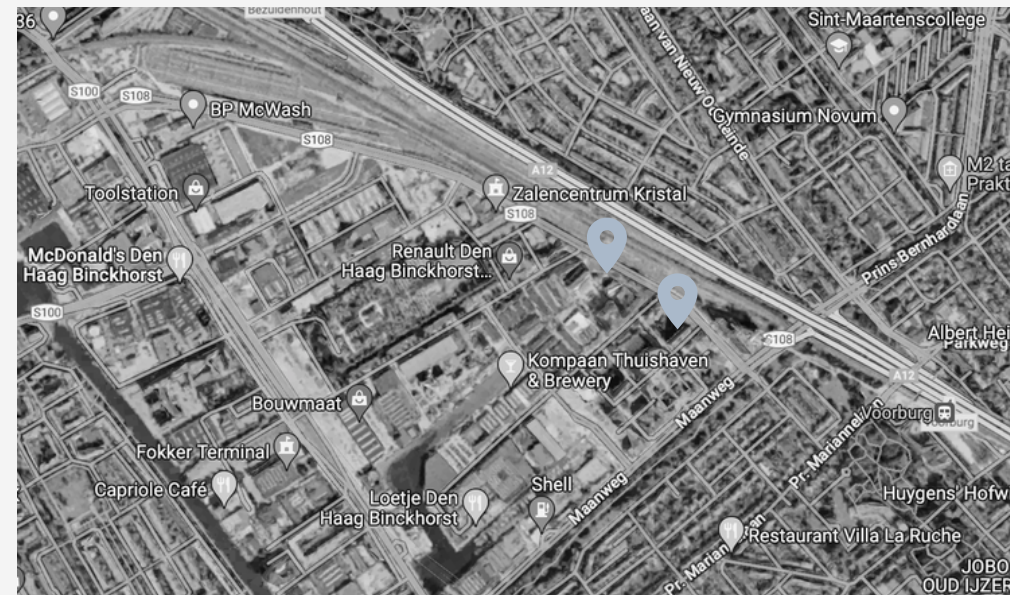
- acquired 60.000 m2
- developing area
- increase liveability



CASE: BINCKHORST

GOVERNMENTAL OFFICE

- acquired 60.000 m2
- developing area
- increase liveability

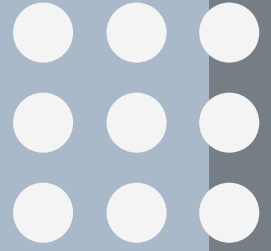


POSSIBILITIES

- Haagse Veste IV: *share office*
- Universe: *lively plinth*
- Grote Beer: *small businesses*



conclusions



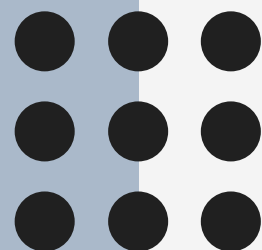


to conclude

possibility for sharing real estate and mixed-use for the Rijksvastgoedbedrijf's real estate in The Hague



PHYSICAL POSSIBILITIES





to conclude

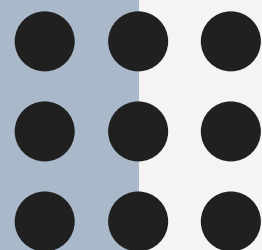
possibility for sharing real estate and mixed-use for the Rijksvastgoedbedrijf's real estate in The Hague



PRACTICAL BARRIERS



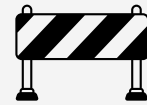
PHYSICAL POSSIBILITIES





to conclude

possibility for sharing real estate and mixed-use for the Rijksvastgoedbedrijf's real estate in The Hague



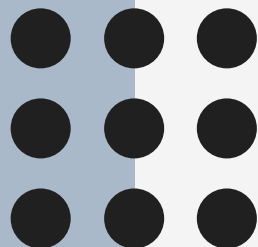
ORGANISATIONAL BARRIERS



PRACTICAL BARRIERS



PHYSICAL POSSIBILITIES

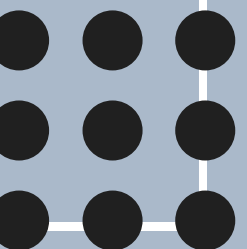


DAS MODEL

conclusion

PORTFOLIO

Rijksvastgoedbedrijf



PORTFOLIO

HYBRID WORKING

low occupancy rates

PORTFOLIO

HYBRID WORKING

low occupancy rates

CURRENT MISMATCH

demand and supply

PORTFOLIO

HYBRID WORKING

low occupancy rates

MISMATCH

demand and supply

SOCIAL RESPONSIBILITY

use available space

PORTFOLIO

HYBRID WORKING

low occupancy rates

MISMATCH

demand and supply

SOCIAL RESPONSIBILITY

use available space

POSSIBILITY

sharing real estate and mixed-use development

PORTFOLIO

HYBRID WORKING

low occupancy rates

MISMATCH


demand and supply

SOCIAL RESPONSIBILITY

use available space

POSSIBILITY

sharing real estate and mixed-use development



Kom een dag studeren op het NS Hoofdkantoor

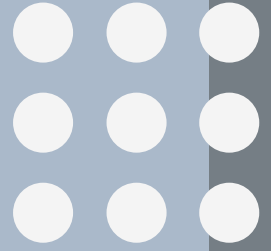
NS Hoofdkantoor, Utrecht (vlakbij Centraal Station)

Vrijdag 9 juni

09.00 - 17.00 uur

source: ns.nl

discussion



POINTS FOR DISCUSSION

MORE OPTIONS

sharing is not the only solution for efficient use

POINTS FOR DISCUSSION

MORE OPTIONS

sharing is not the only solution for efficient use

CLIENTS

view from clients is not directly considered

POINTS FOR DISCUSSION

MORE OPTIONS

sharing is not the only solution for efficient use

CLIENTS

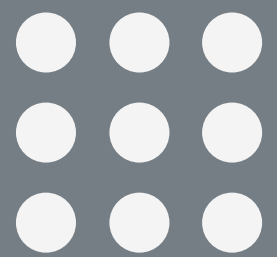
view from clients is not directly considered

LONG TERM

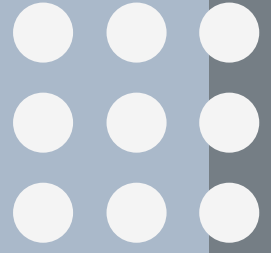
takes time and courage



*thank you for
your attention*



recommendations



RECOMMENDATIONS FOR RVB

ORGANISATIONAL

agreement with clients

FUNCTIONAL

explore social purposes

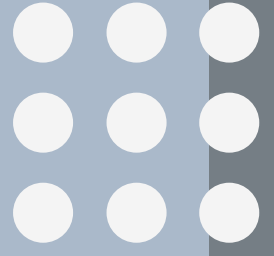
PHYSICAL

contain risks

FINANCIAL

options for budgets

further research



FURTHER RESEARCH

COMMERCIAL ORGANISATIONS

research for commercial possibilities and barriers

INDIVIDUAL PROJECT

indept research for cases

COMBINING

commercial and public office users