



## TWN Annual Conference 2018 – Program content

### General remarks

TWN's main objective is to be a network, where senior management of public real estate organisations share best practices and challenges with the aim of getting fresh ideas and learn from experiences of others.

The conference will be hands-on, with plenty of space allocated to discussions, challenges and best practices, and of course networking & informal talks.

### Themes of the conference

Keywords:      Redevelopment & Sales strategy, Innovation, Sustainability, Balancing goals and priorities in your RE portfolio.

The themes of this conference are linked. They often cannot be discussed in total separation, because in our projects we often have to balance a number of these aspects.

Below some details on the topics NL and IRL will bring to the table. We kindly ask you to elaborate and prepare a case/some cases in line with the themes below to bring to the table during this conference. We would like to create learning during this conference, not only from 'best practices' but also from our 'worst cases'.

### Redevelopment and strategic sales decisions

Case study : Hembrug (NL) – Former military terrain of 42,500 hectares – sold in 2018 by RVB  
Redeveloping and then selling large areas is not an easy task. What is the best role for a Public Real Estate Agency in such a process? To what extent do you re-develop an area before putting it on the market? How to balance various stakeholders (municipality, provinces, market parties) How to create a transparent sales process and how to make room for social value creation?

Hembrug is an example of good cooperation between municipality, new owner, real estate agency and other stakeholders. We will visit the site and provide an insight in how this terrain was re-developed over the years.

### Related topics for discussion: sale at highest and best use

Sale is not only about receiving the highest price for the property sold. When other aspects are important in the mix, such as sustainability, creating social value, heritage preservation, how do you incorporate them in the sale / redevelopment process?



### **Related topic for discussion: transferring / sharing properties with other governments**

Case: OPW's protocol for transferring and sharing properties with other government departments and agencies. Use of property to support national objectives such as telecommunications, tourism, housing (vacant properties released). The question of correct utilization of a property (should it be used to e.g. support the arts or community usage?)

Where does a public RE agency's responsibility start and end? The need for strategic reinvestment of the proceeds of sales into new acquisitions.

### **Balancing priorities and goals (and keeping your clients happy) - Policies vs execution of policies**

Many of us operate at the border of policy and practice. We deal with various stakeholders, both on the policy making and the execution level. We ourselves are in charge of executing policies.

Challenges that we face include:

- How to balance the various needs and interest
- How to keep this process transparent
- How to execute policies in practice and how to create a learning effect from this
- How to suggest adaptations for policy to make execution more smoothly in future.
- Biggest cost is people, the second biggest is the Estate

Case: Rijnstraat 8 (NL) – renovated multi-tenant office building

The project was delivered according to requirements, and the building is considered an 'architectural gem' that has won some prestigious prizes, it is an example of an energy neutral building, yet the users of the building are not happy in this work environment. Why? Can this be changed? And what has to be changed? Do unhappy users result in reversal of the norm?

Case: Department of health (IRL):

The DoH had never moved, was not used to change. OPW tried to relocate the organization into a flex-office environment. This did not go smoothly. Result: management decided on open office space for the lower ranks, not for management. A long and costly project.

Presentation AURI: the system of building and managing Korean governments office

**Related topics for discussion:** Much of government is housed in old buildings. Is that where government should be? Often inadequate housing. What are your policies on this? What is your portfolio strategy and why? What is the scope of your strategy: 2-5-20 years in an every changing and faster developing world.



## Innovation

### BIM

TWN members have agreed to actively promote the use of BIM and open standard data gathering. Discussion on how this develops. What is new, and which aspects should we/are we focussing on?

Canada: showed us the wonderful cooperation with Carlton University. Follow up? What else?

### Digitalisation

Ongoing digitalization changes our society and the role/functioning of government. Large social tasks, such as creating healthy work environments or energy-neutrality, can be dealt with more effectively with technology and digitalization. These challenges can often not be resolved within the organisation. Intensive cooperation between government, private sector, science institutes and social institutions is a requirement/must. How do we deal with this?

Norway: digibygge presentation?

## Sustainability

### Smarter working in sustainable buildings

For a number of years we are focused on creating sustainable buildings. But what is the future: the building is zero-energy, low consumption. Now the focus seems to shift to healthy living/healthy people in the building.

Site visit: The Edge Olympic (NL)

Site visit: Temporary Court of Justice Amsterdam – circular economy (NL)

### Format of the discussions:

We invite you to talk about your failures and challenges

Among peers and freely

Allowing you to improve your own operations

Discussions will be in the room, not in the Conference report!

Q&A at the end of each case