



The Sydney STAR (Sustainable Temporary Adaptive Reuse) Toolkit

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Outline

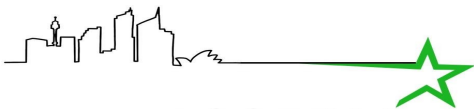
- The team
- Context and rationale for the research
- Progress to date
- ESG Scorecard
- NCC Checklist
- Sum up and next steps

NEW WAYS OF WORKING – The STAR Toolkit

- *The Sustainable Temporary Adaptive Reuse (STAR) Toolkit Project.*
- 2022-2024
- Rationale – COVID and new ways of working
- Knowledge exchange grant – City of Sydney
- **Team:** UTS - Prof Sara Wilkinson, Dr Gill Armstrong, Prof Jua Cilliers, Dr Robert Fleck, Charter Keck Cramer - Mark Willers.
- <https://www.uts.edu.au/about/faculty-design-architecture-and-building/built-environment/research/sustainable-temporary-adaptive-reuse-star-project>



- Post COVID work patterns have changed – technology enabled
 - The TWATS
 - Occupancy 60-80% in CBD – depending on PCA category and City
 - Circa 11% vacancy mid 2023. *what is it now?*
 - It's global
 - Economically times are uncertain
 - Empty space physically deteriorates faster than occupied space
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- What can we do with underused and vacant space?
 - Which spaces are most vulnerable?



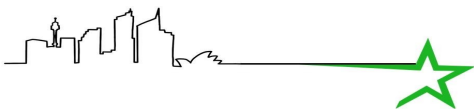
Asset management strategies & STAR

- ☐ Consolidation
- ☐ Corrective maintenance – market expectations
- ☐ Disposal – Sale

- ☐ Mothballing – permanent/temporary
- ☐ Retrofitting upgrades & Repositioning
- ☐ Creative demolition, additions and vertical 'top-ups' extensions

- ☐ 'unofficial' new uses eg: storage
- ☐ Meanwhile use
- ☐ Permanent change of use, irreversible – eg: conversions to private residences

- ☐ Demolition, deconstruction & site redevelopment



The STAR toolkit

- A set of resources
- What resources? Decision making tools? Roadmaps?
- 2 workshops 2022

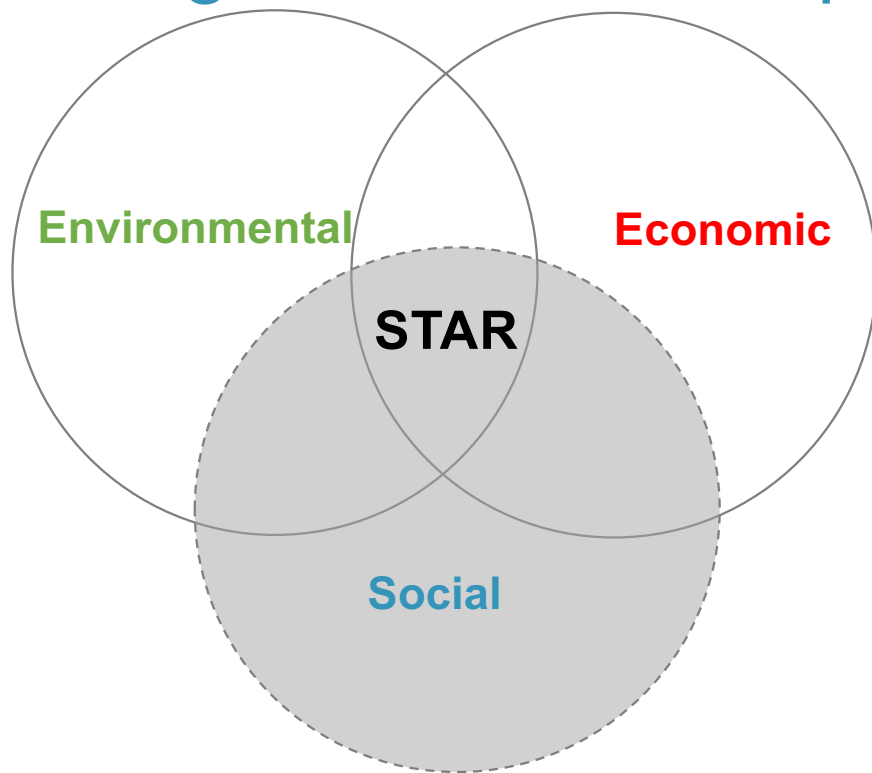
What is STAR?
ESG

- Workshop 2023
NCC

- End of project launch August 2024

What is STAR?

Findings ...what is Temporary in STAR?



Consensus reached by participants -

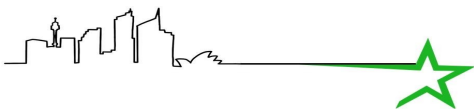
- 1 year to less than 1 year is 'temporary' for STAR in Sydney
- Trial, unknown

"How can we get Environmental & Social opportunities to flow into economic viability"

"Decision makers – transition from office market to 'something else'"

"Need to look at non-tangible benefits, as well as economics"

"Social benefits seem to be akin to sustainability 10 years ago"



CONSENSUS

- Existing Trends accelerated by COVID
- Keeping places vibrant (building scale > city scale): Social + Economic
 - Evolution of Sydney's CBD uniqueness and attractiveness as a global city, & as centre for other urban & regional hubs
 - STAR co-benefits – vibrancy, benefits flow between space users, wider communities, asset owners
- Focus on People (end-user centric)
 - Attracting & retention of knowledge economy workers through curation of space uses for benefits of knowledge economy workers to use CBD offices (economic, social)
 - Amenities for existing CBD users, and for visitors
 - Diversify support access for groups previously locked out of Sydney CBD (social/economic)
 - Provide space for growing new talent (economic/social)
- Different STARs for different grades
 - STAR for primary grade buildings (Premium, A, B)
 - STAR for secondary grade buildings (B, C, & D)

CONSENSUS

1. STAR is an **alternative to 'wait and see' strategy**, opportunities to **explore emerging ESG**
2. STAR **framed as additional income**. STAR contributes to operational cost overheads
3. **Transition spaces in existing buildings to higher demand use**, benefit to existing end users, or give back to the communities
4. **Low-cost conversion** by considering compatibility of new use to existing building & space within
5. **Circular Economy principles for 'making good'**
6. STAR has **capacity to demonstrate ESG** principles
7. Trial or temporary change of use

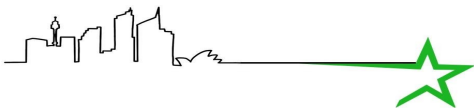


STAR WORKSHOP 02 – ESG

Issues and aims

- a) What do we know about underuse and vacancy, and the types of buildings impacted?
- b) Where has this social lens been applied to reactivate cities and buildings?
- c) What do we mean by social value? Social value for who?
- d) Where do we see opportunities in STAR for bringing in this new social lens?

31 participants



Participant	Profile	Experience
Participant 1	Partner, A leading international consultancy firm	15y experience
Participant 2	Engineering Design Consultant/Property Leader	20y experience
Participant 3	Exhibition Project Coordinator	26.5y experience
Participant 4	Coordinator for Search & Discover	27.5y experience
Participant 5	Executive Director, Policy and Advocacy	23y experience
Participant 6	Assistant Commercial Property Valuer	2.5y experience
Participant 7	National Director, Commercial Valuations	22y experience
Participant 8	Precinct Planner	9y experience
Participant 9	Founder, Design consultancy firm	30y experience
Participant 10	General Manager, Corporate Sustainability	23y experience
Participant 11	Head of ESG	19y experience
Participant 12	Regional Social Sustainability Manager	30y experience
Participant 13	Sustainability Manager	20y experience
Participant 14	Stakeholder and Community Liaison Manager	10y experience
Participant 15	Social Sustainability Manager	14y experience
Participant 16	Former partner of a leading international consultancy firm	30y experience
Participant 17	Leader, Future of Work	15y experience
Participant 18	Senior Public Affairs Officer	31y experience
Participant 19	Director	11y experience
Participant 20	Chief Executive Officer/Principal & Partner	27y experience
Participant 21	Senior Quantity Surveyor	5y experience
Participant 22	Director, ESG – Sustainability	17y experience
Participant 23	Associate Director Economics & Market Research	19y experience
Participant 24	Associate Director	15y experience
Participant 25	Sustainability Engagement Manager	20y experience
Participant 26	Academic and researcher	29y experience
Participant 27	Academic and researcher	2y experience
Participant 28	Academic and researcher	25y experience
Participant 29	Academic and researcher	26y experience
Participant 30	Academic and researcher	6y experience
Participant 31	Academic and researcher	36y experience

ESG discussion



Andrew Hoyne

**Founder and Principal
of Hoyne - Place
Visioning, Property
Branding and
Marketing agency**

Hoyne bring a commercial lens to placemaking and their Hoyne Place Visioning® service, as well as creating new ideas and services, including their Hoyne Placebook® reports, High Street CRP™ program and Traderhood® process.



Mark Willers

**National Director
Charter Keck Cramer**

Charter Keck Cramer is the largest independent professional property services firm in Australia, delivering property solutions through an interdisciplinary capacity in Advisory, Research, Valuation and Project services to a diverse local and international client base.



Gill Armstrong

**Researcher on STAR &
Snr Project Manager at
Climateworks Centre,
Monash University**

STAR came about following discussions with Sara Wilkinson, to address under-use in office buildings. Gill also works at Climateworks, on projects to create a renovation wave across Australia, decarbonising & upgrading buildings ready for a renewable energy grid.

Possible Iterations of STAR:

+ Independent use

- Considers demands for new uses
- activates space
- offsets operational costs

♥ Retention & attraction

- Creates connection within – internal hub or precinct
- Curation with existing users
- Creation of connections for commercial tenants



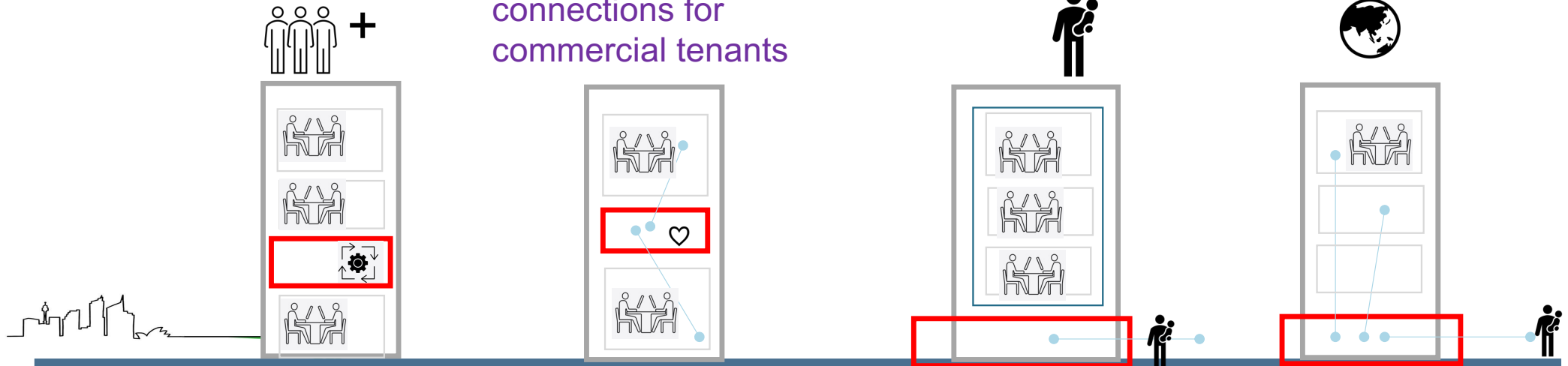
Community use

- Benefit for wider community
 - Arts/education
 - First Nations orgs
 - Inclusion/Equity
 - Social issues



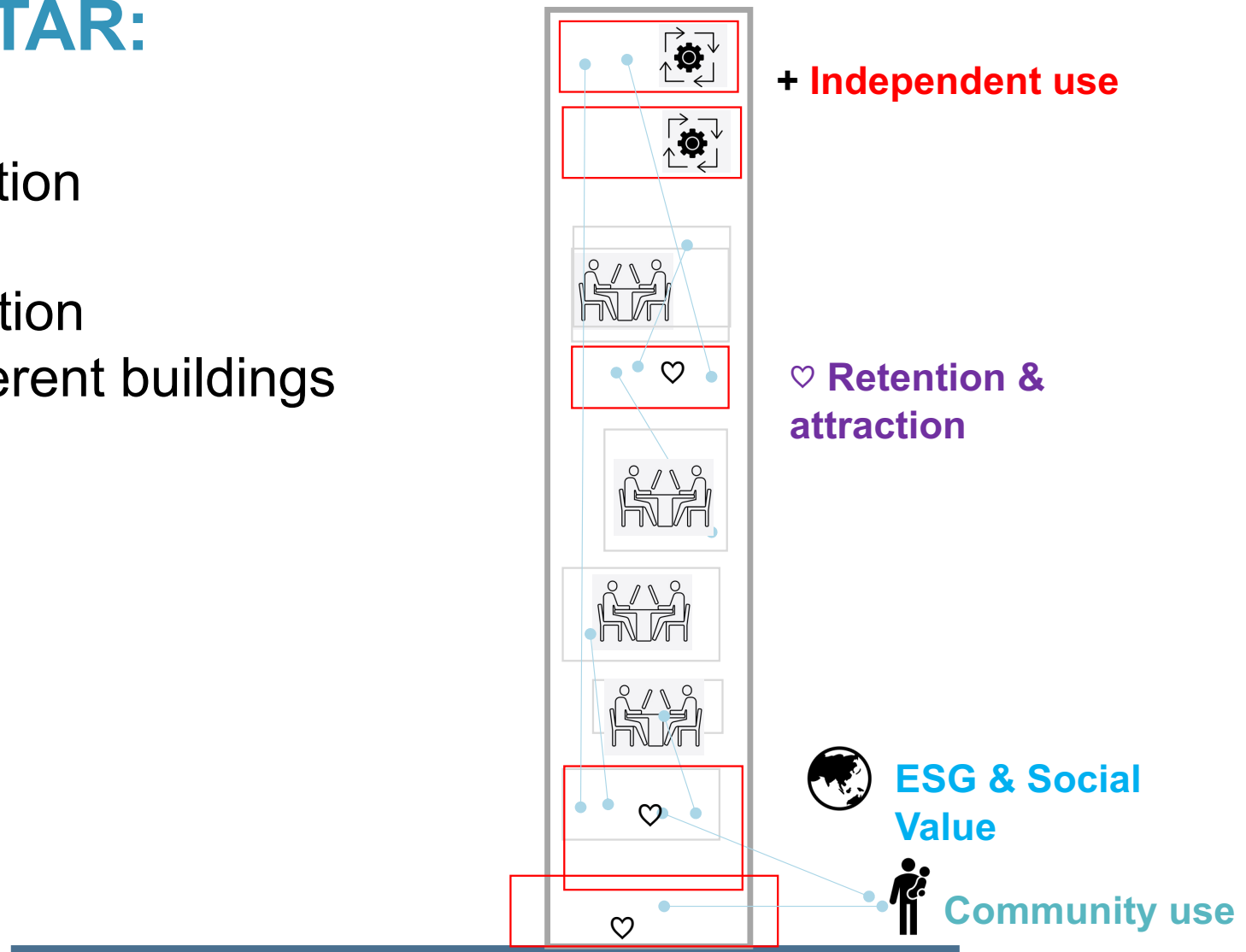
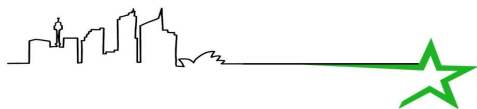
ESG & Social Value

- Social investment to benefit wider community
- Attracts ESG tenants



Iterations of STAR:

- Appropriate curation
- Reactivation
- More than 1 solution
- Solutions for different buildings





	Initial attributes
1	Contribution to the community
2	Focus on the well-being of the community
3	Supporting neighbouring businesses
4	Tenant's contribution to ESG
5	Sense of place
6	Attraction of new groups of spaces
7	Commitment to upholding human rights
8	Support innovation and sustainable employment
9	Health and safety
10	Diversity and equity
11	Philanthropy
12	Short timescales for end users to activate
13	Retention of existing tenants
14	Social bring direct income for building owners
15	Additional people generate additional income for building owners

**Table 1: Social Attributes for
ESG
scorecard
(Source: Authors).**

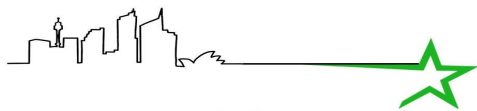
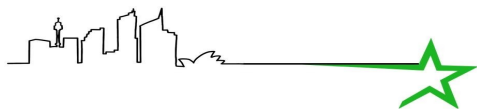




Table 2: Total score for each social attribute proposed to workshop participants

Social Attributes	Score
Sense of place	98
Focus on the well-being of the community	91
Contribution to the community	83
Commitment to upholding human rights	73
Diversity and equity	57
Retention of existing tenants	53
Support neighbouring businesses	52
Health and safety	47
Support innovation and sustainable employment	41
Philanthropy	25
Additional people generates addition income for building owners	20
Social bring direct income for building owners	17
Tenant's contribution to ESG	14
Attraction of new groups of spaces	14
Short timescales for end users to activate	0



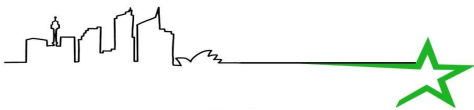
ESG & Underuse of commercial stock

- Vacancy impact value negatively
- Seeking new ways to encourage workers into the office
- Adopting ESG framework as a way to attribute value
- A significant lack of resources for end-users and stakeholders who are interested in moving forward with STAR concepts.
- Agreement that regulation and valuation are not currently on-board with STAR principles and the concepts of Social Value,
- Many stakeholders unable to implement Social causes in their buildings due to legislative or insurance complications.



Certifiers and fire engineers' workshop

1. What is temporary & how does this fit with NCC compliance?
2. What do you look for when assessing a building for adaptive reuse potential in the NCC?
3. What are options for other uses for Class 5 Offices and Class 6 retail spaces?



Dissemination

- Peer reviewed papers
- Professional body journal articles
- Conference presentations
- 5th Estate articles
- **STAR Toolkit website:**
- <https://www.uts.edu.au/about/faculty-design-architecture-and-building/built-environment/research/sustainable-temporary-adaptive-reuse-star-project>
- Wilkinson, S Armstrong G., & Cilliers, J. 2022 *Sydney innovates to revitalise commercial stock*. RICS Property Journal 14th November. <https://ww3.rics.org/uk/en/journals/property-journal/revitalisation-commercial-stock-Sydney.html>

Final words

STAR is a national and international issue
This is a practical applied research project
which seeks to develop resources for
stakeholders.



Thanks for listening – any questions?