

# The Hague Community of Practice workshop

4<sup>th</sup> of March 2014, City Hall, The Hague



Report on the Community of Practice workshop

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Produced by	Bas Hasselaar
Main author	Bas Hasselaar
Co-authors	Ruud Meijvogel
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## Colophon

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## Contents

<b>1. THE HAGUE COMMUNITY OF PRACTICE WORKSHOP</b>	<b>4</b>
1.1 Aims	4
1.2 Pre-event planning	4
1.3 The event	4
1.3.1 Home Owners Association Hanedoesstraat	5
1.3.2 Kluscomplex Duinstraat	6
1.3.3 Prins Mauritslaan 158	7
1.4 Outputs	8
1.4.1 Dutch SMEs	8
1.4.2 Proficient partners	9
1.5 Post event follow-up	10

# 1. The Hague Community of Practice workshop

## 1.1 Aims

The objectives of this Community of Practice (CoP) workshop as part of the Proficient project were to

- Stimulate dialogue between SMEs
- Come up with business solutions for various energy efficient retrofit case studies
- Knowledge exchange at an international level between SMEs

## 1.2 Pre-event planning

Planning for the CoP workshop started three months before the actual event would take place and started with a meeting between the organisers of the CoP and a number of people involved with collective self-organised projects. Based on their input, the preferred topic of the CoP workshop was determined.

As the first CoP workshop organised within Proficient focussed on a new construction development in Lancaster, UK, it was decided that it would be interesting to focus this CoP on retrofit projects. There are no district size CSO retrofit examples in The Hague, so it was decided to focus instead on a number of smaller scale examples that each represent a (potentially) large group of similar retrofit projects.

The setup of the CoP workshop was to introduce and discuss three retrofit cases to both the international Proficient consortium and a group of Dutch SMEs. Both groups would discuss the three cases based on the Canvas model, to see if they could come up with sound business cases to help both the end-users and the SMEs involved. The Dutch Chamber of Commerce became a partner in the organisation of the CoP workshop, and provided the workshop leaders.

The Dutch participants of the workshop were invited to participate through an email explaining the purpose and setup of the event. Of approximately 250 people invited, ultimately 25 people attended the event, of which:

- 1 team builder/consultant
- 1 CSO
- 3 architects
- 1 contractor
- 4 technical consultancies
- 1 research institute

The rest of the attendees were either members of the municipality of The Hague, part of the organising team, or members of the Chamber of Commerce.

## 1.3 The event

The workshop took place on Tuesday March 4<sup>th</sup> afternoon, at a conference room at the The Hague City Hall. In the morning, the Proficient partners had participated in an excursion along all three case study projects that would be the subject during the afternoon workshop.

The event was opened by Rizal Sebastian who spoke on behalf of the Proficient consortium and explained the background and reason behind the workshop. Subsequently, Bas Hasselaar explained to both the Proficient partners and the Dutch SME participants how the workshop would logistically unfold: the international and Dutch delegations would split and each work on the same three cases, under the supervision Ruud Meijvogel (Dutch delegation) and Mechteld Bakkeren (international delegation) of the Chamber of Commerce.

The cases at hand were:

### 1.3.1 Home Owners Association Hanedoesstraat



The home Owners Association (HOA) consists of 36 apartments of varying sizes, grouped per six around centralised staircases. Besides the board of the association, there is a technical committee. The maintenance plan has not been changed for years.

The glass in the front façade has been upgraded to doubled glazing in plastic frames and a few years ago, the roof has been renovated and insulated. In 2013, an energy performance assessment has been performed.

The hot water boilers are out of date, consume a lot of energy, and need short term replacement. Problem is that saving from the maintenance fee are insufficient. The technical committee is looking for technical and financial options, which will be voted for/against during a general members assembly . The HOA is responsible

for the boilers according to the deed of division.

In addition, the association would like joint replacement of the single glazing on the rear façade by doubled glazing and plastic frames. For this, scaffolding is required. The glass is not covered by the HOA, and every resident can decide for themselves whether or not they would like to participate. Of course, more participants mean more economies of scale. Many residents are older. They have the money for the renovations, complain about drafts and the cost of painting the current wooden frames (including the use of scaffolding), but will not participate because they dread the hassle.

### 1.3.2 Kluscomplex Duinstraat



In an old school building, originating from 1880 and a monument, 10 individual apartments will be realised. The apartments will become available as DIY self-organised plots, where the buyers themselves are responsible for the renovation/remodelling of the interior. Because all apartments are part of a single complex, the new owners are required to found a Home Owners Association (HOA). This HOA will also be responsible for the maintenance of the shared parts of the complex.

Current (Dutch) legislation states that this type of renovation is not considered new construction, meaning that the end result may not be worse than the original situation, but does not have to comply to new construction standards. Since the building is originally from 1880, this means the minimal building standards apply.

The challenge for the municipality (current owner) is to seduce the individual owners, as well as the HOA, to build high quality homes (e.g. proper soundproofing between apartments) as well as energy efficiency building measures. The municipality tries to do this by offering a sustainability coach to the individual home owners as well as the HOA. In addition, a subsidy of 50% of the cost, with a maximum of € 50.000 is available for a collective sustainable measure to a level above the current or conventional state of affairs.

### 1.3.3 Prins Mauritslaan 158



- House built 1919 with architectonic details, characteristic for 6000 similar houses in adjacent neighbourhoods “De Vogelwijk” and “Belgisch Park”.
- Mostly single glazing, no cavity walls and not insulated.
- Current EPC=2.86 energy label F/G, project ambition EPC < 1.0 and label A+.
- Elder couple, motivated to do maintenance and reduce energy consumption.

Moist, mold and neglected maintenance, a leaking roof, saturated walls and corroded steel window frames; an old Bosch heater with high temperature radiators. Because most rooms were left unheated gas consumption was relatively moderate. The position of the house is not optimal for solar PV panels, chosen was to concentrate on gas use reduction only. We wrote in our first report: “This house needs to be looked at specifically related to the state of maintenance”.

#### **Measures taken – investment approximately € 80.000**

- Insulation outside the construction where possible: thermal reflection sheets below the ground floor and Kingston PIR panels with aluminium under the tiles.
- After contact between Kingspan and the architect, it was decided to lift the entire roof and make insulation thinner towards the roof-gutter.
- Old tiles we re-used or replaced to preserve the look.
- Double glazing or new insulated stained glass (dormers).
- New heater HR107.
- Conservatory was added to the house.

Attention points: through better insulation the construction stays warmer, yet improved ventilation is even more necessary than before owing to double glazing.

This unique house is an example of the situation where one size does not fit all. Depending on the taste, life-style and budget, the owner has been seeking for conservation of the

building combined with improved comfort. The modification ambition increased during the project, much further than initially intended, owing to learning about new products and materials.

The main dilemma was to keep an optimal balance between a full renovation and preservation of character and architectonic detail.

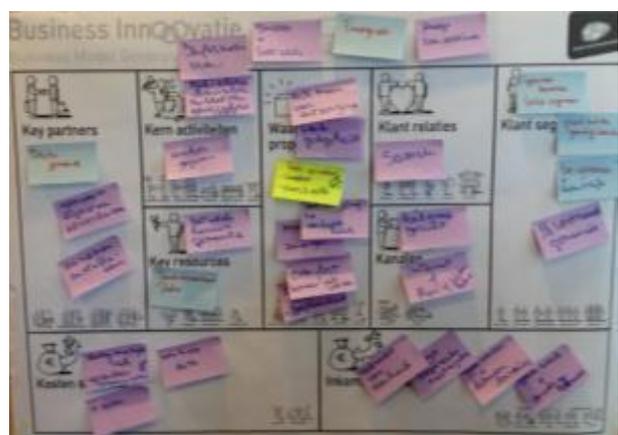
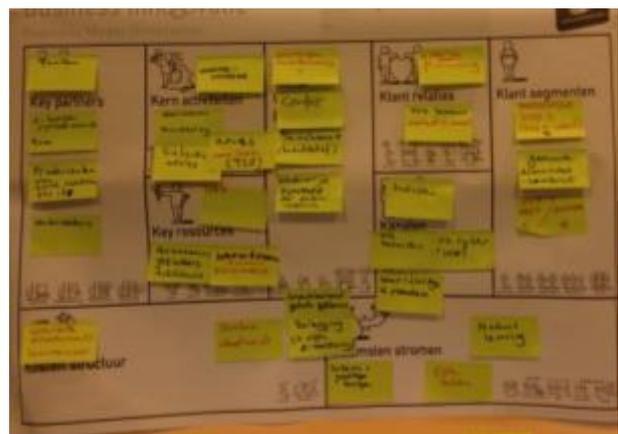
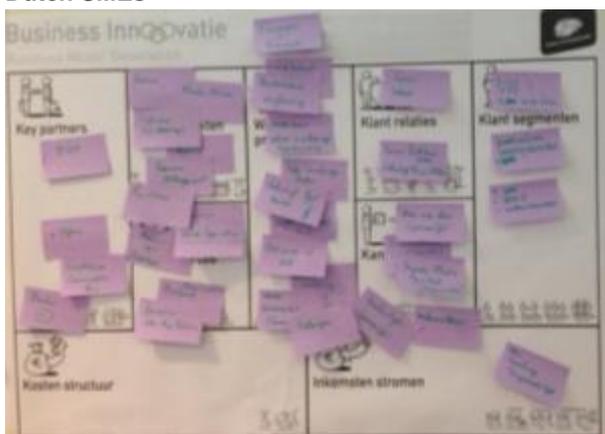
During the workshop, people worked in groups on filling in the canvas model for the different cases. After two hours, the international and Dutch groups joined again to collectively discuss the results of the workshops, and see if there were differences in interpretation.

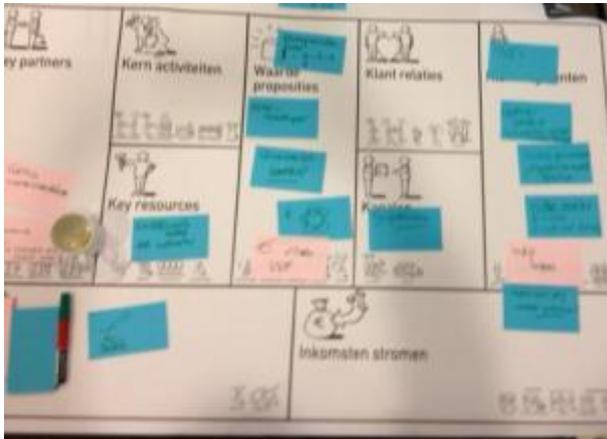
The day ended with drinks.

### 1.4 Outputs

The result of the workshops was a number of canvasses focussing on the different case studies.

#### Dutch SMEs





**Proficient partners**



It is very difficult to summarise the content or the conclusions from these canvasses, as they contain a lot of unfiltered information that is the result of group discussions.

However, based on the Dutch workshop, the following results can be listed:

**Hanedoesstraat**

- Should people of 80+ years old be approached as a potential client?
- Pitch potential improvement of their homes as something that would increase the value of their inheritance

**Duinstraat**

- Personal/individual approach necessary to reach the collective
- Getting to know the customer is part of the sales process, not of the product
- To reach the whole group, an 'ambassador' is needed, someone who is enthusiastic about the product and is willing to share experiences with other people.

**Mauritslaan**

- Client segmentation: pre-select potential clients based on data-management (data mining through available sources, such as information coupled to zip-codes)
- Database management: keep track of client wishes over the years
- Be transparent: be clear to the customer what the benefits are to you as an SME

The international workshop took a somewhat different approach, and resulted in the following:

***Difference between Dutch case studies and other countries:***

- Different commitment of the municipality
- Two of the cases featured elderly people – savings or money is no problem
- DIY is not available in Norway
- There are no examples of renovation in Norway

***Similarities between Dutch cases and other countries:***

- Low income groups cannot invest, grants help
- It is important to select the right projects at (especially!) the right moment. Timing is very important (e.g. when new tenants move in)

## **1.5 Post event follow-up**

All participants of the workshops receive an email thanking them for their participation and inviting them to visit the public Proficient website.