Redevelopment Of Large Scale Office Buildings

TACTICAL INTERVENTIONS

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TECHNISCHE UNIVERSITÄT WIEN

TACTICAL INTERVENTIONS
Redevelopment Of Large Scale Office Buildings

GEZIELTE INTERVENTIONEN
Neunutzung Großmaßstäblicher Bürogebäude

DIPLOMARBEIT
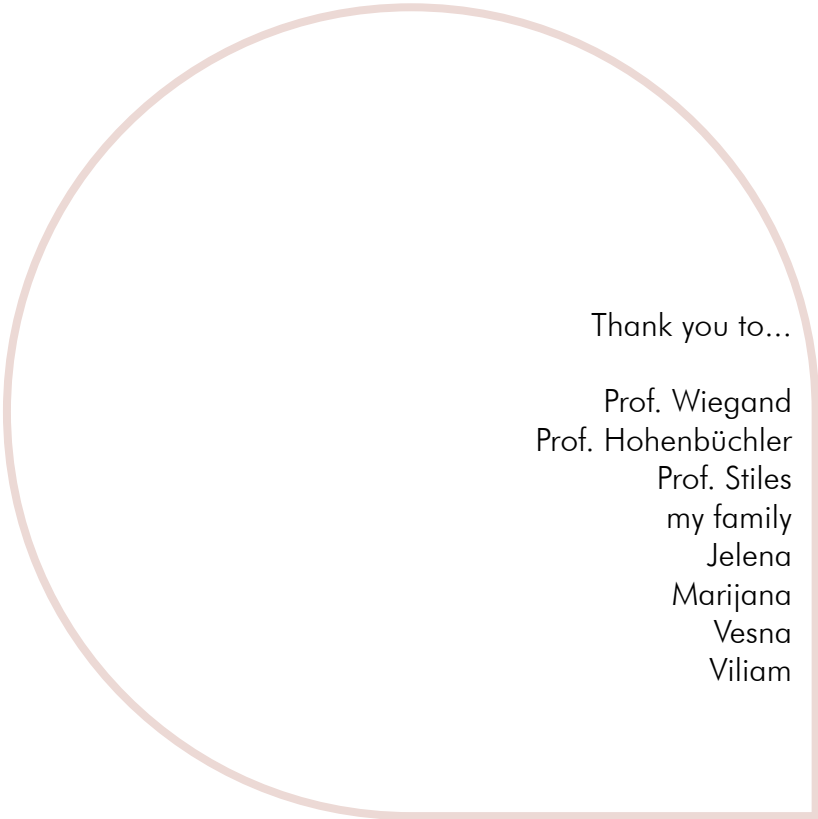ausgeführt zum Zwecke der Erlangung
des akademischen Grades
einer Diplom-Ingenieurin
unter der Leitung
Univ.Prof. Prof.h.c. DI Arch Dietmar Wiegand

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von
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0928929

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Kurzfassung

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Das Hauptziel dieser Masterarbeit ist die Neunutzung des ehemaligen Siemens-Hauptgebäude im 10. Wiener Bezirk, die dem Gebäude durch die neue Gestaltung ein neues "Vibe" verleiht. Dieser Prozess bringt mit sich den Umbau der vorhandenen Fabrik, so dass sie den neuen Verwendungszweck erfüllen kann. Diese Masterarbeit ist das forschungs- und designorientierte Projekt mit dem Schwerpunkt auf der Verbesserung von Bau- und Standortpotentialen im Rahmen der architektonischen Änderungen. Darüber hinaus sucht das Projekt nach der Art und Weise, wie unbenutzter architektonischer Raum in einen neuen, attraktiven und lebendigen Ort umgesetzt werden kann. Der Fokus liegt auf der Entwicklung eines zusammenarbeitenden und-lebenden Clusters, die den alten Büro-Innenraum umgestaltet. Der Design-Ansatz wird auf der Hervorhebung der Schlüsselelemente des Gebäudes basiert, wobei die einzelnen räumliche und physikalische Qualitätsmerkmale und Eigenschaften analysiert werden, auf deren Grundlage anschließend jegliche architektonische Änderung umgesetzt wird. Das Ergebnis des Sanierungskonzepts sollte nicht nur Designänderungen ausdrücken. Darüber hinaus sollte dazu eine weitere Ebene in der Zusammensetzung des Gebäudes hinzugefügt werden, was nicht nur eine pure räumliche Umgestaltung wäre, sondern auch etwas, was ändern wird, wie der Ort funktioniert und wie es wahrgenommen wird.

Schlagwörter: Neunutzung, Bürogebäude, Umwandlung, Interventionen

Abstract

The main aim of this master thesis is to re-use the former Siemens Headquarters buildings, situated in 10th district of Vienna, giving the building a new vibe through the new function. This process involves retro-fitting of the existing urban fabric so that it can accommodate its new function. This master thesis is the research and design oriented project, focusing on improvement of building and site potentials on the scale of spatial architectural interventions. Furthermore, the project looks for the ways in which unused architectural space can be converted into new attractive and vibrant urban place. The focus is on developing a co-working/-living cluster, transforming the old office building interior space. The design approach is based on extracting the key elements of building settlement analyzing the individual spatial qualities and physical characteristics and expressing them into architectonic interventions by means of using the space. The outcome of the redeveloping concept should not be the total design project. By contrast, another layer in buildings composition is to be created. The main goal is not only creating design project - which would be only a spatial remodeling- but also making something that will change how the place operates and the way it is perceived.

Keywords: reuse, redevelopment, conversion, interventions

Content

Introduction
Unexpected Stories

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"We are nomads again - cultural nomads.
Or better: nomads of civilization.
Moving from one apartment to another,
from one town to another,
or across borders into different lands."
Kiesler 1965, p. 249

The new challenges that arise out of the social transformations need new ways of thinking and new planning solutions.
These socio-cultural and economic changes have led to new demands, but also to new possibilities, which in many cases has created new forms of spaces. Temporary, informal and intermediate uses, appropriation initiatives and experimental design-and-build projects have arisen from the need for new urban spaces. Buildings and public spaces have become a platform upon which societal participation is being renegotiated and new ideas of community are being constructed and tested.(Raumlabor, 2014)
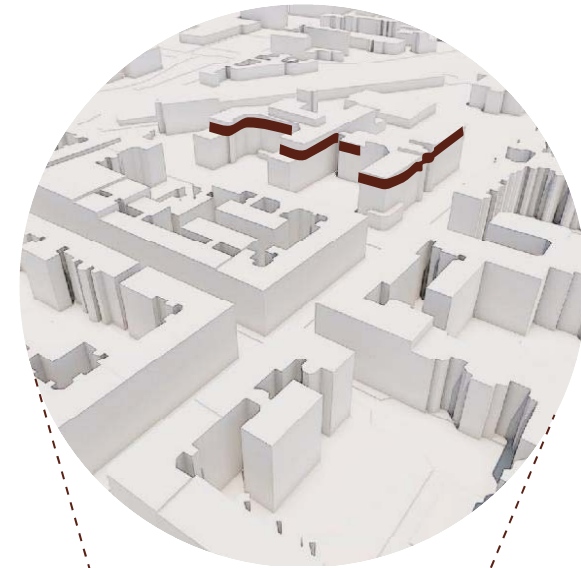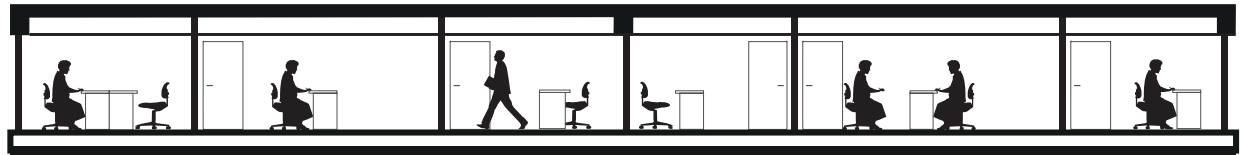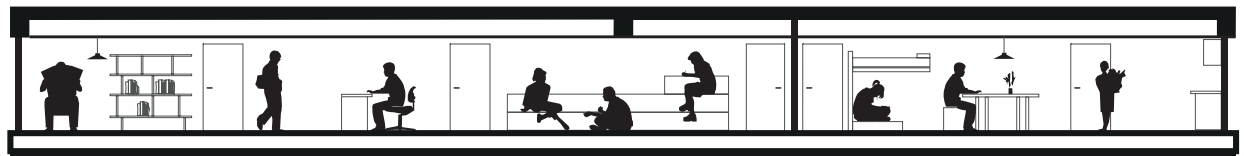
Fig.01   Buildings position in urban matrix of Vienna

One Company's Storey

One Community's Storey
Fig.02 Comparison of project state 2015/2017

One of the prototypes is redeveloping project of former Siemens headquarters, an office area from the 1980s, situated in the southern part of Vienna. During the last few years this area has lost its appeal. At the end of 2015, more than 24,000 square metres were vacant and the redevelopment project was looking for a new vision.

Since mid-2016, rooms on the 4th and 5th floors of the main building are operated by Caritas. 45 unaccompanied minors and 25 refugees over the age of 18, together with 70 students, found their new home there. Investor Thomas Levenitschnig provided premises for current inhabitants and in cooperation with other stakeholders is trying to pave their way into everyday life.

The area will soon be fully occupied by mixture of re-training companies, commercial businesses, non-profit organizations, research institutions, artistic projects and the housing project for students and young refugees.
The existing greenery is transformed into a park and open public space, which acts as a communicative and integrative interface between the area and the neighbourhood.
The solutions to the current problems of the area must be found in new dynamic strategies and innovative forms of collaboration among all the parties involved in redevelopment project.

Aim Of Thesis

The main objective of this thesis is to examine the new vision for the former Siemens Headquarters area in Vienna, using different approaches in redevelopment process. The proposal will be aimed at showing the potentials of the space and creating a new image of the area.

Key Questions

How to renew a vacant office area?

What are the strategies that can be used in order to convert deprived area into
attractive place for new employees and visitors?

Which physical interventions in the existing area could improve
the income of the redevelopment project?

How the design solutions can make the place to be frequently
hot spot for creative business community?

Rebranding of office areas

Vienna doesn't need more office space, it needs better office space. Thousands of square meters of office space are unused, vacant, or awaiting redevelopment. However, at the same time, increasing construction rates of offices in recent years show that the demand still exists. Hence, many office buildings are clearly inadequate to meet today´s demand expectations, reinforcing the urgency to make the most of the existing fabric.

Old office buildings are typically plagued by severe economic and social deprivation and a lack of civic amenities.

As a consequence, they have increasingly needed to reposition themselves as centres of creative business rather than mono-functional workspace. Rebranding an area can help people become aware of the existence of a new place and also helps to discard negative imagery connected with an underperforming area.

There are two primary ways in which spatial rebranding is achieved: re-imaging and redevelopment.

Redevelopment of the old buildings into new functional spaces can bring many economic and social benefits.

The main challenge for the architect, in this process, is to create a meaningful dialogue between the old and the new, composing new elements with the existing structure.

Urban Redevelopment Concepts

Concept Of Adaptive Reuse

Adaptation is derived from the Latin words "ad" (to) "aptare" (fit) and it is defined as:"any work to a building over and above maintenance to change its capacity, function or performance" (Douglas, 2006)

Adapting a building to suit contemporary needs requires an intelligent and sensitive approach to issues and restrictions determined by the dimensions, condition and materials of the existing structure. Adaptive reuse can be a developing concept not the definitive result.

It is essential to understand what it is possible to save and what needs to be overhauled to ensure the structure is secure and the resultant building will meet modern standards of safety, accessibility, and sustainability. (Griffiths, 2010)

Although it is not always the right option, adaptive reuse should be a consideration when looking to create a new space that meets modern requirements. The potential cost savings and sustainability benefits, combined with visionary designs and the possibility to make use of land in prime locations, should make it an attractive proposition for developers.

Adaptation is about "responding to change". Waste not, want not' is an expression that has become increasingly pertinent in recent years as economic conditions have forced many of us to tighten our belts and make the most of what we have, rather than constantly replacing old with new. (Griffiths, 2010)

This attitude of thrift extends to architecture in the form of adaptive reuse – the conversion of an old building into something better. Adaptive reuse has become a popular alternative to demolishing the derelict and disused structures that sit on prime real estate in cities, suburbs and countryside locations around the world. (Stone, 2005).

As the process of urban sprawl encourages developers to look further from city centre for affordable land, these former temples of production and industry are taking on new roles as locations for culture, business and urban living.
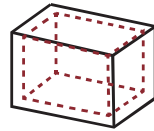
"The function is the most obvious change, but other alterations may be made to the building itself such as the circulation route, the orientation, the relationships between spaces; additions may be built and other areas may be demolished."
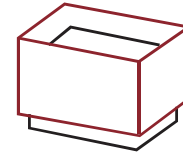
Brooker&Stone, 2004
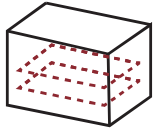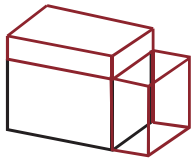
ADAPTING
new building program

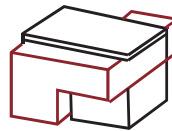**INSERTIONS**
new structure within the building

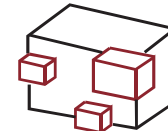**WRAPS**
new envelope around the building

JUXTAPOSITIONS
extension of the building
annex on the top

WEAVINGS
partial change of facade and structure

PARASITES
small -scale interventions,
plug in-s onto facade or inside the building

Fig.03 Adaptive Reuse Approaches

In addition to the usual classification into adaptive reuse approach (typological, technical and strategic approach) there are also more specifically defined approaches.

Some of them are building within, building over, building around, building alongside, recycling materials or vestiges, adapting to a new function and building in the style of. Each of these concepts refers to a specific architectural intervention. Also Brooker and Stone defined different design strategies for building reuse by looking at exemplary cases of contemporary conversions. They came to three strategies being intervention, insertion and installation. Brooker and Stone's approach also starts from the physical intervention but their focus is on the affective aspect of each adaptation. (Plevoets 2011, p.160)

Rodolfo Machado uses the palimpsest or writing over as a metaphor for building reuse; the text of the manuscript has been scraped off and the canvas or parchment used again, but inevitably a trace of the original text remains, a shadow that haunts and influences the author of the succeeding inscription. And so with buildings, they are remodelled, reused, rethought and yet a suggestion of the former meaning disturbs and inspires the subsequent design. (Machado 1976)

Basis for adaptive reuse

- adapting obsolete buildings increases value of buildings and area

- converting is cheaper, and faster, than new construction

- planning permission is expected to be conceived for refurbishments, unlike new build, where the process is longer and more difficult

Factors increasing conversion potential

- low office purchasing price
- multifunctional location
- large scale building
- adaptable building layout
- good technical state
- reusable stairs and elevators

Fig 04. Small movie theater as an extension to a regular building in Auckland, New Zealand. This small cinema was made by the architects of OH.NO.SUMO and uses the steps of a staircase as seats. (Source:popupcity.net)

As a reaction to 'total-design' approach, authors propose that urban design must be considered through fragmentation, 'bricolage' and meta-morphoses of interpretation to produce a functioning network of pocket utopias.(Rowe, 1984)

By understanding a building's existing qualities and drawbacks, appropriate interventions can be incorporated for an effective reuse project. Proposed design solutions should turn an existing building into a more useful and sustainable structure. Fractional interventions are series of changes which open up the building to the public and improve the overall urban fabric.

This includes adding of new structures, internal openings, public plazas and gardens. The interventions should be proposed according to characteristics and the potentials of study area.

On a small scale, incremental change "mistakes" are small and can be corrected relatively easily-the system could be thought of as self-correcting (homeostasis). In essence this is how older urban environments developed. By contrast, in large scale development, "mistakes" have to be eliminated because they are much more difficult to correct later. (Carmona 2010, p.259)

Urban Acupuncture

Urban acupuncture is a term for the emerging Do It Yourself (DIY) initiatives in the city. It could be defined as the application of small scale interventions in order to create a higher liveability. It's a reaction against the large-scale revitalization projects that took place in the last decades. Urban acupuncture performs small-scale interventions at strategic chosen locations to create a maximization of the effects causing possible (socially) catalytic spinoffs. (Hoogduyn 2014, p.5)

Urban acupuncture is becoming an important topic in many European cities. This is partly due to the current financial crisis and the economic recession in the building sector. These projects are encouraged most often from bottom-up initiatives. The costs are generally lower than then the large scale revitalizations. Urban acupuncture refers specifically to identify vulnerable areas and re-energize them. These small interventions should be implemented in a relatively short period of time and capable of achieving long term impact.

Fig 05; Fig 06. Strategy "Estonoesunsolar" ("This is not a vacant lot") based on temporary interventions sample in Saragossa. In 2009 numerous vacant lots, located in a densely built up area with few green spaces, are transformed into public landscape interventions.

Authors: Ignacio Grávalos and Patrizia di Monte, Estonoesunsolar and Zaragoza Vivienda, Spain (Source: urbannext.net)

Bricolage Urbanism

Bricolage, first introduced by Claude Lévi-Strauss in 1962, offered an alternative vision of creativity to utopias of modernism. The ad-hoc nature of Levi-Strauss' 'bricoleur' – piecing together instant solutions from a limited palette of tools – does not achieve workable results either, with solutions acting for the present and not necessarily continuing, with much effect, further into the future. Rowe and Koetter suggest (again) that architects and urban designers should aim for a middle ground, somewhere between the scientific engineering and the ad-hoc bricolage, to produce solutions which can be both contemporary, efficient, but flexible enough to move with the times and adapt to future situations. The outcome: a proposal of Collage City – a city of fragments from the past, present and future. (Rowe & Koetter 1978)

Collage city would offer the poetics of Utopia, but the juxtaposition and layering of smaller designs into a whole would allow for the city to be free of the unchangeable finality of Utopian politic. A post-modern composition – lacking prescription – of remembrances, shifted contexts, recycled meanings, metamorphoses… allowing the city to create itself, to read itself and to form its own meanings from borrowed fragments. Rather than a homage to science, bricolage was a creation of meaningful structure out of events. For Rowe and Koetter, the most eloquent expression of bricolage could be found in the city. They rejected "total design," and proposed instead a "collage city" which can accommodate a functioning network of pocket utopias.(Cutler 2010)

Tactical Urbanism

Theory of tactical urbanism is defined by the following characteristics:

- A deliberate phased approach to instigating change;
- An offering of local ideas for local planning challenges;

- Short-term commitment and realistic expectations;

- Low-risk with possibility of high reward;

Tactical urbanism focuses on small-scale changes at the building, street or block level. Many of these projects are low-cost and short-term, but can become permanent parts of the urban morphology. A acant lot, a decrepit warehouse, an overly wide street: these are all potential project sites. Instead of creating huge, costly 20-year master plans for civic improvements, cities can try a piece-by-piece "see what works" approach, incorporating public feedback. Lydon and Garcia urge aspiring tactical urbanists to think small.

"Opportunities to apply tactical urbanism are everywhere," they write. (Pop-Up City 2014) Thanks to the internet, a successful tactical urbanism project can be quickly replicated in other cities. In Portland, an initiative to beautify neighbourhood intersections with murals and community bulletin boards has inspired similar projects across the United States and Canada. San Francisco's parklets have gone global with an "open source" how-to manual available online. Now, so-called "PARK(ing) Day" is held each September in hundreds of cities on six continents, with artists and ordinary citizens transforming parking spots into mini parks. (Matchar 2015)
Knowing and responding to locals needs is paramount. Lydon cautions that not every project is right for every place. What's needed and wanted in one neighbourhood can be wildly different once that change has been made, to figure out how it can be made again or made permanent.

Fig.07, Park(ing) Day. Each September citizens, artists, and activists in more than 160 cities collaborate to temporarily transform metered parking spaces into micro parks, gardens, and art exhibits. (Source:parkingday.org)

The goal is not to simply do a cool project that will get cleaned up by the city or thrown away, but to make something – even something temporary – that will change how a place works and is perceived. And this is a key element of the guidebook: making things work. The essence of tactical urbanism is to take short-term action that precipitates a long-term change.

The main criteria that inform tactical urbanism (Lydon 2009)**:**

Vision - a deliberate, iterative approach to instigating change

Context - the offering of local ideas as a response to local challenges

Agility - short-term projects

Value - Low risk, high reward

Community - the development of social capital and the building of organizational capacity

Tactical Urbanism, likewise urban acupuncture, focuses on how small-scale neuralgic interventions can have a direct impact on urban morphology and life. These are all urban interventions of a sort – quick, often temporary, cheap projects that aim to make a small part of a city more lively or enjoyable. These types of projects have grown in popularity in recent years, as in tactics used to improve the urban environment. These tactics tend to be replicable across cities, and in certain instances have become worldwide phenomena.

Rebranding Places

At the moment there is an evident trend of highlighting identity by „branding" places. In order to respond to the demands of competency on market, diversity of place must be advertised through a series of marketing strategies. Places must have the ability to attract and retain professionals and investors. The basis of the „branding" platform is to recognize the identity, originality, uniqueness of the place and positive image publicity. Imagination is defined as a sum of beliefs, ideas and impressions that people have about a place. It represents the simplification of a large number of associations and parts of information related to the place and the result of activities that can create a unique character of the place.

The perception of the urban identity of the places by the users is realized on several levels that overlap one another. Basically, perception is based on two basic components: physical and emotional components. Physical or material components combine all the distinctive visual and physical characteristics of the urban space. (Lynch, 1981) It is visible, changeable, refers to the natural and created elements of the city and their peculiarities. The emotional, symbolic component of identity is perceived at the level of social, emotional, psychological, symbolic, multi-lingual and aesthetic perception of the space. Hence, perception through imagination, memories, feelings, impressions through which the user experiences the character of the place.

Re-imaging means emphasizing current attributes or recovering lost attributes of place. That includes removing an outdated image of the place and change of the perception by market and users.

Urban rebranding will also need the support of community members, government officials, and businesses. It is also important to use of opinion polls, crowd-sourcing, and surveys to gain perspective on what stakeholders want from their rebranded area.

RE-IMAGING

Re-imaging disassociates a place from a bad pre-existing images in relation to poor housing, social deprivation, high leves of crime, enviromental pollution and industrial dereliction.

REBRANDING

Rebranding is the way or ways in which a place is re-developed and marketed so that it gains a new identity. It can attract new investment, retailing, tourists, residents, etc.

REDEVELOPMENT

Redevelopment is develop again an area that is unused. It can be achieve through reconstruction of the area in something new and more functional.
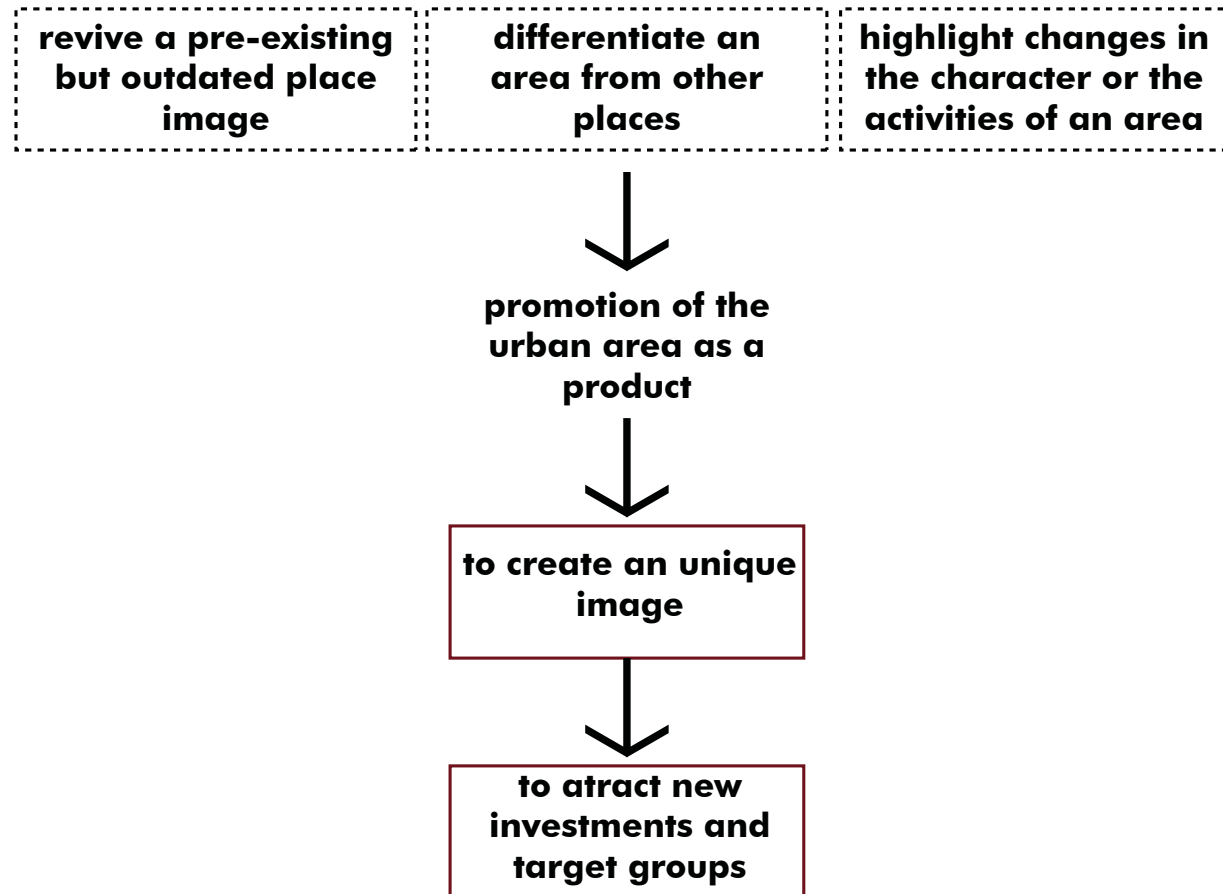
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: revive a pre-existing : : differentiate an : : highlight changes in :
: but outdated place : : area from other : : the character or the :
:      image      : :     places      : : activities of an area :
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                │    to atract new     │
                │  investments and     │
                │    target groups     │
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Fig.08 Aims of Rebranding

The analysis leads to the development of a viable strategy, which in turn generates the tactics employed to realise the design. The rigid character of the office buildings' structure is loosened up through small spatial interventions that indicate change with respect to the original characteristics. As time passes, stimuli will be sent out from the initial points to the rest of the quarter. Small indicators, markers, make use of the area between those spots.

Analysis- provides the principles or basis of the arguments for the remodelling of the area

Strategy- provides an overall plan for the redevelopment of the area and visions for the long-term change

Tactics- provide the detail of what the remodelling actually feels or looks like

Urban Analysis

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Without an in-depth understanding of the unique qualities of the existing situation, it is impossible to create a coherent and comfortable remodelling. This understanding can generate the strategy and tactics of the redesign. This process can be broken down into a number of different stages, although in practice the separate factors inevitably merge. The existing context, structures, spaces, function and history can offer many significant conceptual opportunities and an appreciation and interpretation of these can provide the inspiration for the redesign. The uncovering of the meaning in the precondition of the building determines the rules or strategies for the subsequent redesign. (Stone 2009)

Neighbourhood context

The project site is currently detached from the present context by a series of physical and visual barriers that surround the area. Almost the whole complex is enclosed by fencing. Railroad on the north and high-way on the east side represent a border to the industrial area. Hence the site is more connected with the residential area on the south-west side.

Area atractivity is increased by the proximity of the main railway station.

"You don't know what the building is, really, unless you have a belief behind the building, a belief in its identity and in the way of life of man."
Louis Kahn
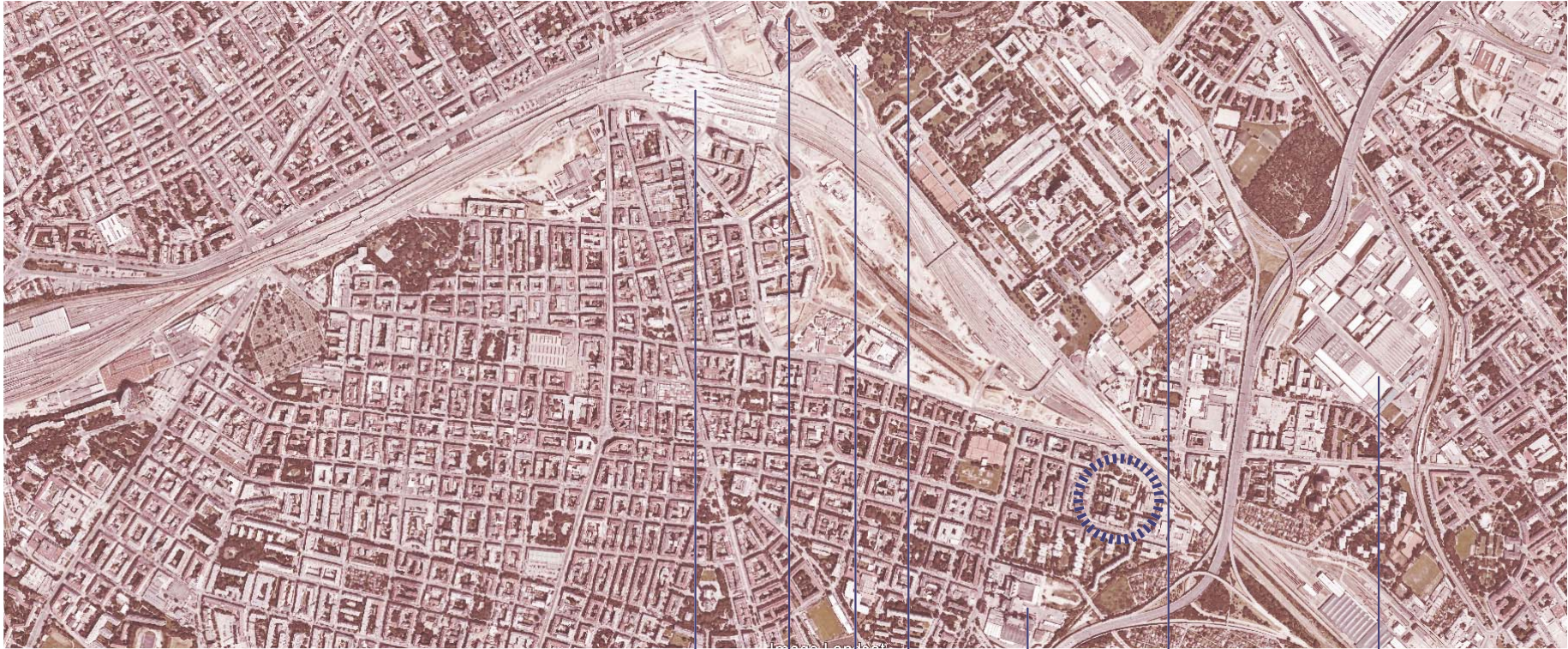
Fig.09 Neighbourhood Context (Source:Google Earth)

Hauptbahnhof

Erste Bank Campus

21er Haus

Schweizergarten

Anker Brot Fabrik

Arsenal

Siemens AG
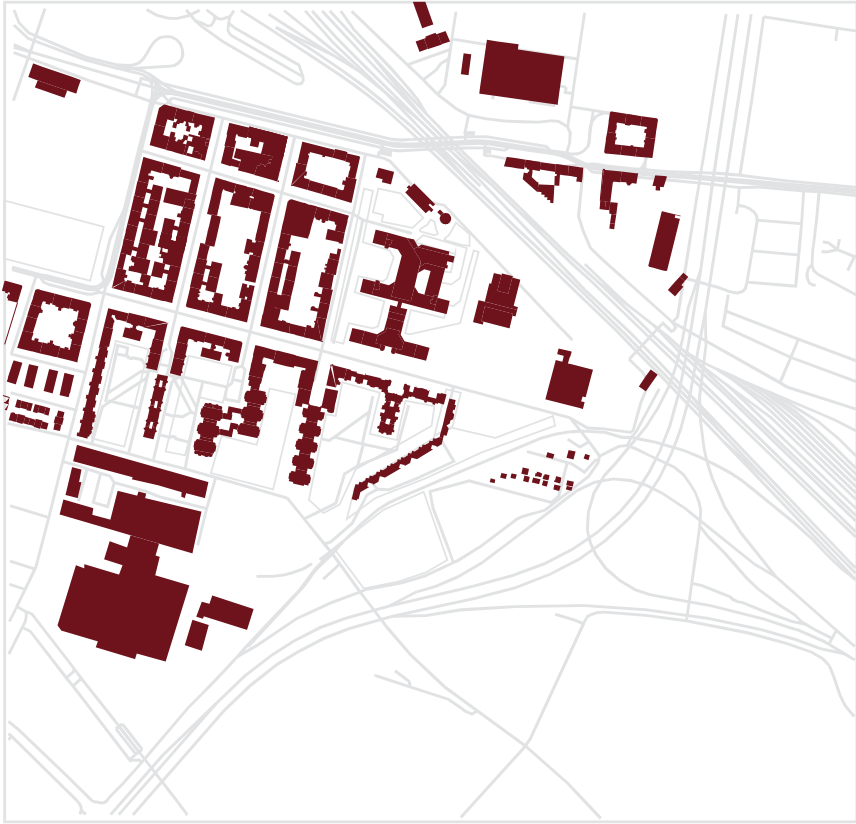
BUILDINGS TYPOLOGY

GREEN AREAS

TRAM Nr.6
Absberggasse

A-23
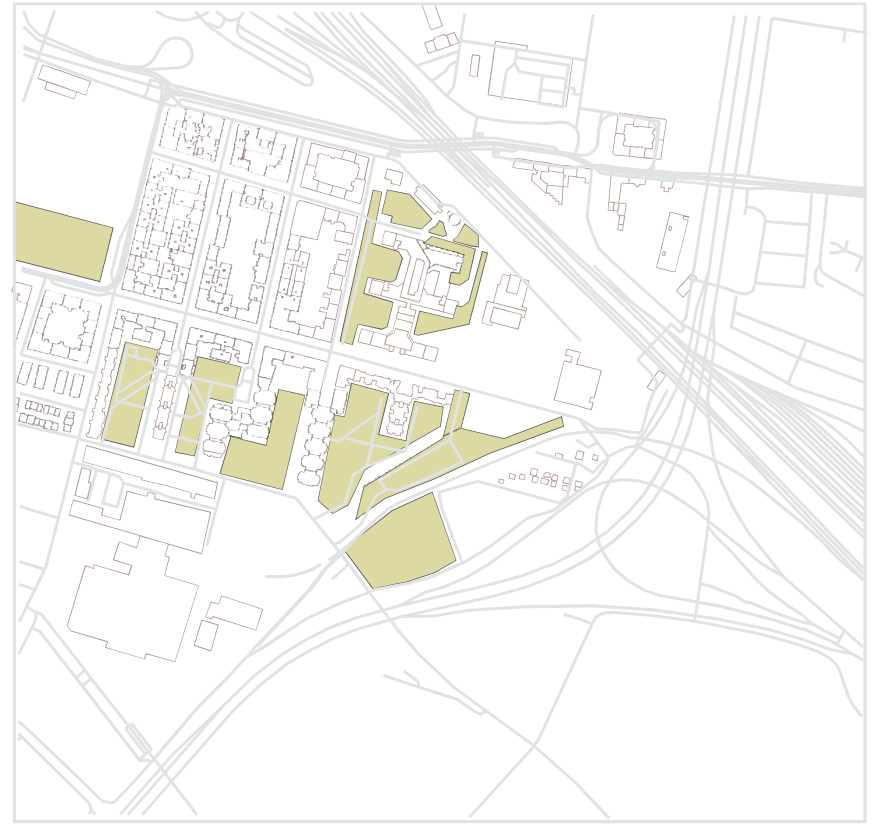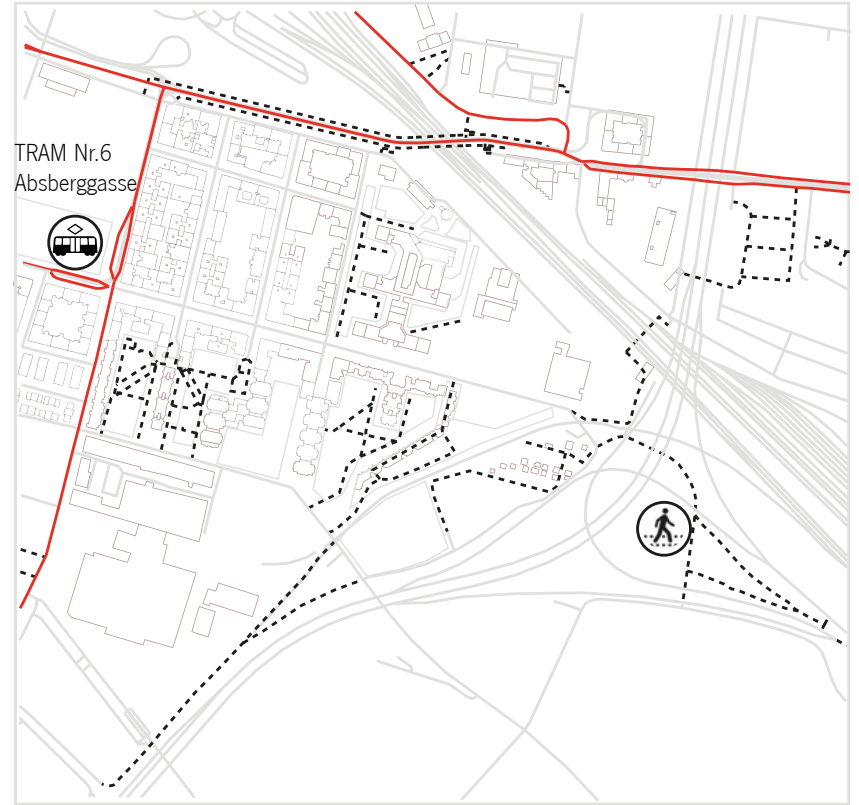
PUBLIC TRANSPORT ━━━━━

PEDESTRIAN PATHS ▬ ▬ ▬

Block analysis

Aside from the 24.000 m² of vacant office space, the site harbours a school, a restaurant, and a parking garage with 560 parking places. Due to the proximity to the southeast tangent both, the city centre and the city exit, can be reached in a few minutes. The public transport tram line 6 and bus line 69A are also few minutes away.

The site therefore presents enormous potential as an existing built complex that could accommodate contemporary interventions in order to become something new, exciting and integral to its context.
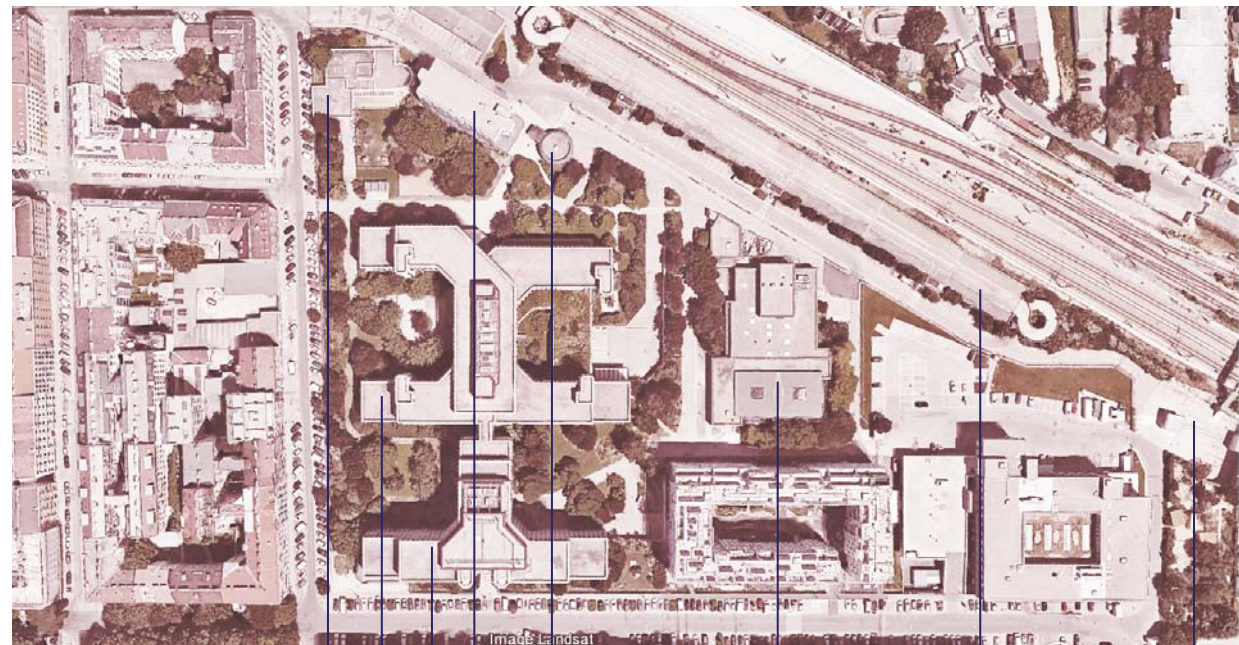
Fig.10 Site (Source:Google Earth)

West Station
OfficeBuilding 1
OfficeBuilding 2
School
Entrance Control Point
Restaurant
Parking Garage
East Station
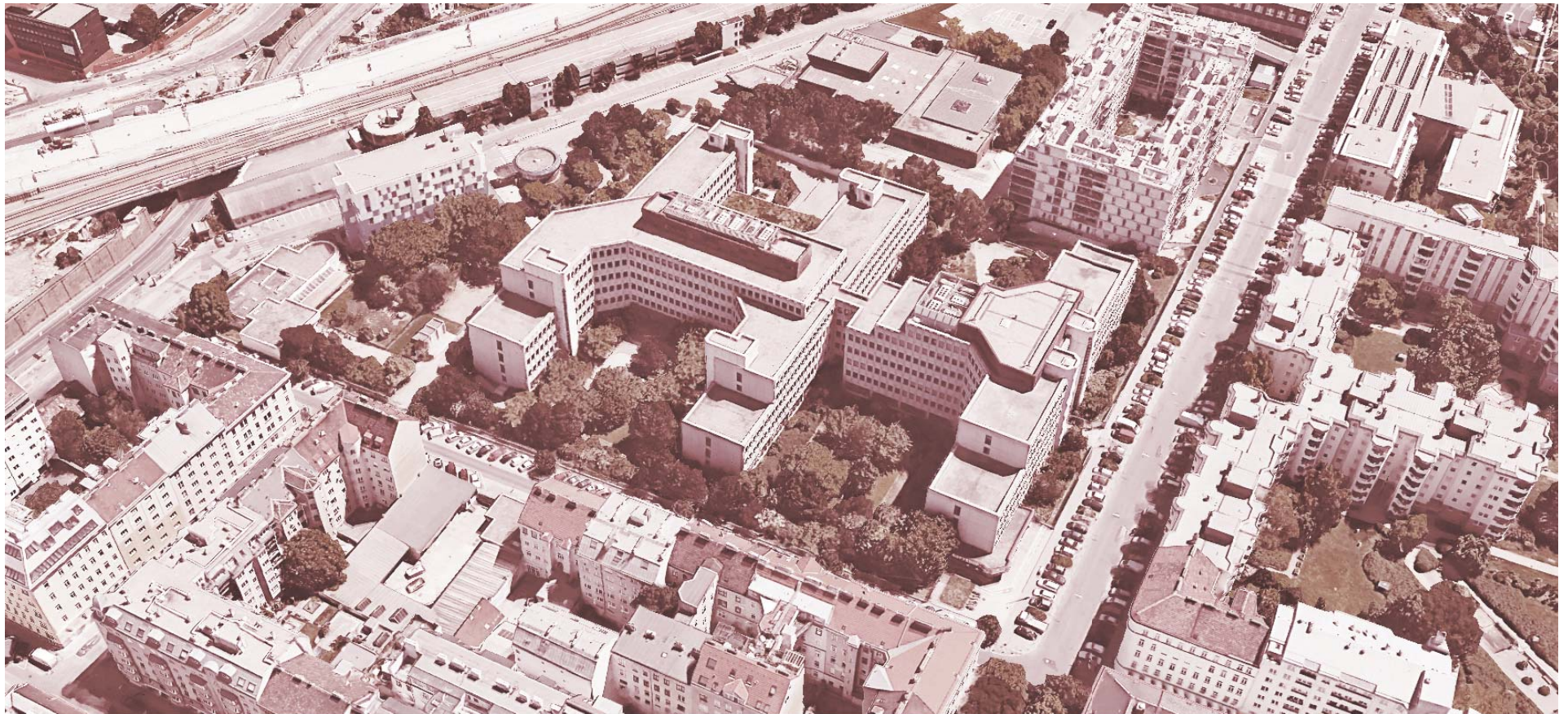
Fig.11 Site Area Bird View (Source:Google Earth)

GUDRUNSTRASSE

KEMPELENGASSE

QUELLENSTRASSE

1
2
3
4
5
6
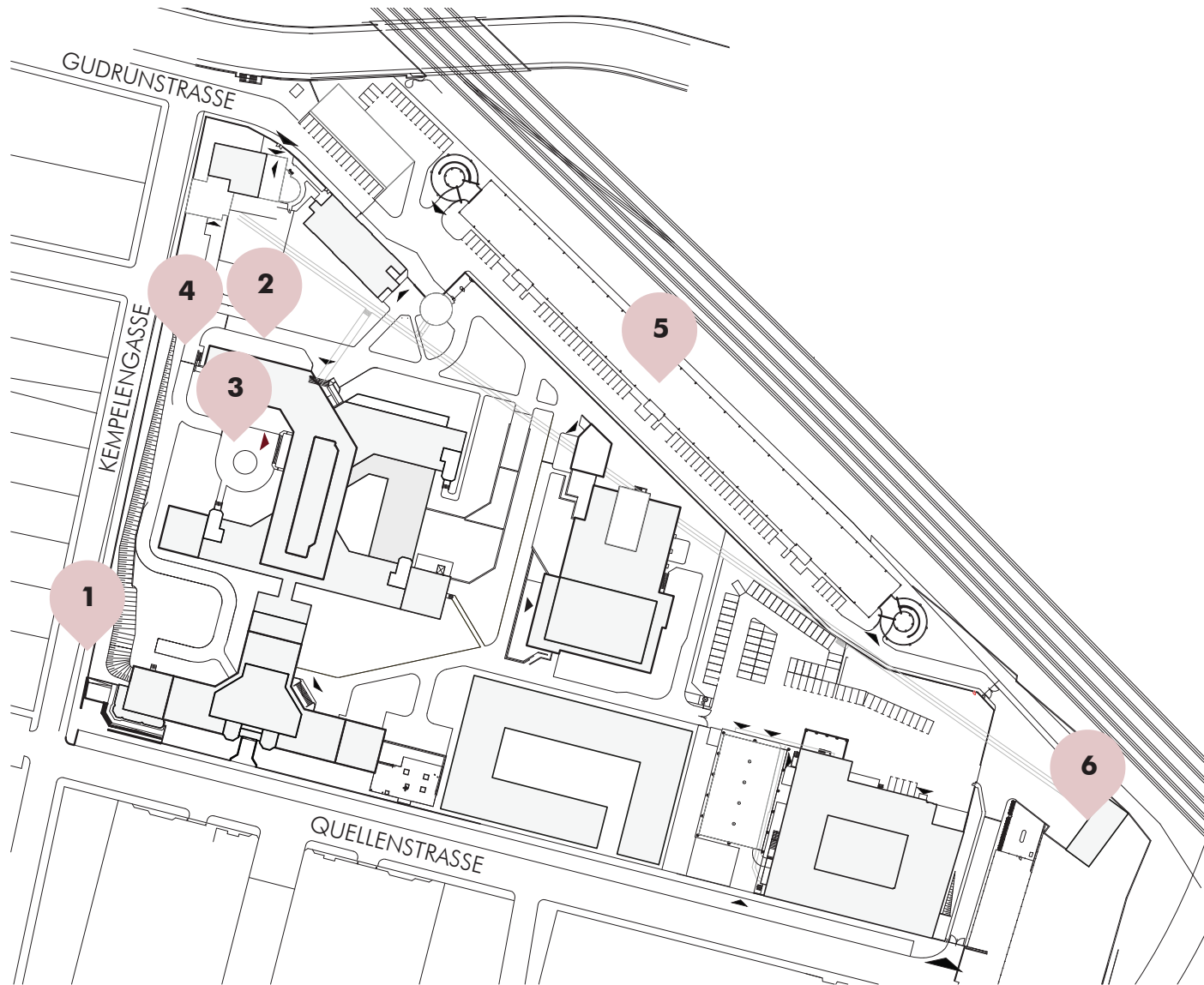
1 Fig.11   Area Boundary

2 Fig.12   Access to the main entrance

3 Fig.13   Second entrance

4 Fig.14   Access to the second entrance

5 Fig.15   Garage rooftop

6 Fig.16   East station

EXISTING SITE IMAGES
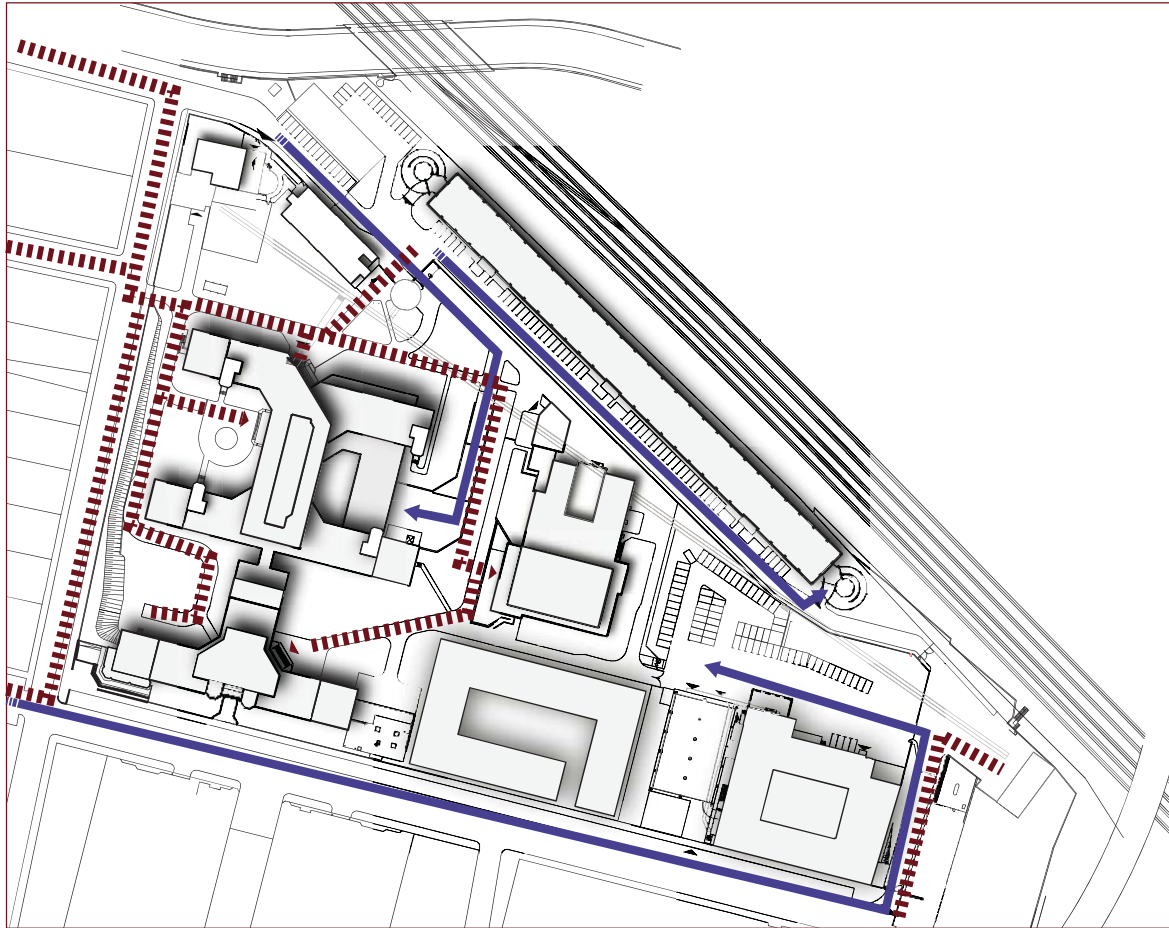
CIRCULATION AXES

▮▮▮▮▮▮▮ PEDESTRIAN ROUTES
────── VEHICLE ROUTES

GREEN PLATFORM

Building Analysis

The Building 1 is optimally accessible both from the car parks and from the streets.
It covers around 24,000m2 of usable space.

This building is characterized in particular by the optimum depth of space resulting from the H-shape of the building. The result is minimization of unexposed areas.

Through the use of flexible partition wall elements, various room concepts can be realized.

Technical Specifications

Heating by district heatingHights between concrete slabs 3.30m
Clear room heights from 2.80 m
Double floors
Suspended, sound absorbing ceilings
Tract depth 5-7m
Smallest possible grid spacing 1.8m
Mobile partitioning system
Shading by external blinds on all windows

Fig.17   Facade
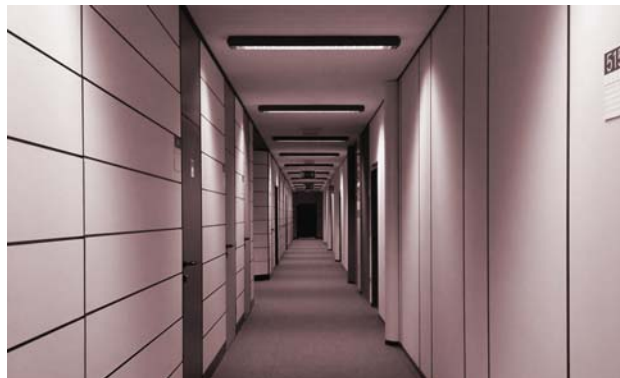
Fig.18 Corridor

Fig.19   Office Space

720

LOBBY

COMMUNICATION AND
TECHNICAL CORE

CORRIDOR

COURTYARD
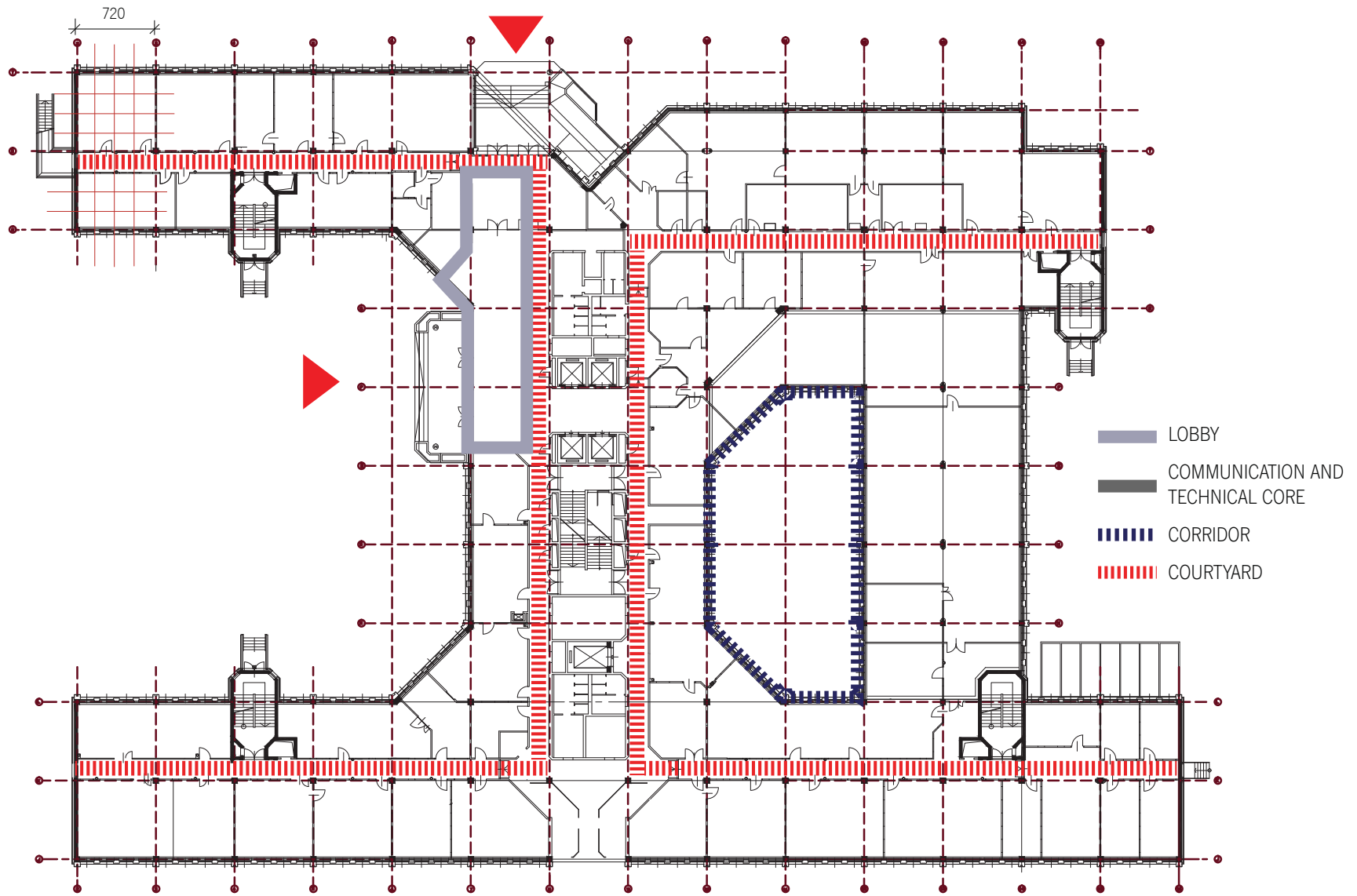
Existing Plan - Ground Floor

Analysis of stakeholders an target groups

Who's In?

STUDENTS

PFI FÜR SOWIE
OWNER'S REPRESENTATIVE

MARENZI & SPIEGELFELD
PROPERTY MANAGEMENT

WIENER RÄUME
TEMPORARY USE CREATIVE ACTIONS

KLEINFARM

THE NEXT ENTERPRISE ARCHITECTS
ARCHITECTURE FOR BIENALLE

SIEMENS
TECHNIK AND FACILITES

TU WIEN
IMPLEMENTATION MEASURES STARTUP CLUSTER

GROSSGARTEN GESELLSCHAFT

ARTISTS

BODEN BILDUNG WIEN
EVENTS

CARITAS HAWI
DORMITORY EXPERIMENTAL LIVING

STADTRAUM
COPYSHOP

RESTAURANT STEFAN

COMMUNITY

REAKTIV GRUPPE

HAPPY MORE THANK YOU
DONATIONS LOGISTIC

FUNDERS

Fig.20 Stakeholders

It's important to map all stakeholders and groups included in the project as they have a decisive role concerning future development of the building and neighbourhood. For the redevelopment of property is crucial not only to make spatial redesign but also to make social and cultural connection with neighbourhood.

One of the main questions is how new implementations can be guided and coordinated to provide that contribute to the enhancement of the area as a whole?

**Who should design tactical interven-
tions? Should they be designed at all?**

**How can we integrate bottom up strate-
gies into the administrative and political
realities of our cities?
Does the involvement of the user and
the architect in the active building pro-
cess lead to a new architecture? How
can we negotiate clashing needs and
interests in this participatory process-
es? How can this kind of open building
processes be applied to more long term
and large-scale projects?**

Target Groups

——

Since the area is multifunctional, four future user profiles have been defined. The mixture of students, people from the creative sector of Vienna as well as young entrepreneurs and their different needs and interests will be the central part of the transformation process. Considering the way of work and life of all user groups, they all belong to the Millennials generation.

WHO ARE MILLENIALS?

The Millennials generation is highly educated, self-confident, technologically savvy and ambitious. They were born between 1983 and 2000, grew up in an electronics-filled and increasingly online and socially-networked world. As the most ethnically diverse generation, Millennials tend to be tolerant of difference. Having been raised under the mantra "follow your dreams" and being told they were special, they tend to be confident.

They are often seen as slightly more optimistic than other generations -- despite the fact that they are the first generation that is expected to be less economically successful than their parents. Many early Millennials went through post-secondary education only to find themselves employed in unrelated fields or underemployed and job hopping more frequently than previous generations. Workplace satisfaction matters more to Millennials than monetary compensation and work-life balance is often considered essential. They are less likely than previous generations to put up with an unpleasant work environment and much more likely to use social networking to broadcast their concerns. (Techtarget)

OFFICE DESIGN FOR THE NEXT GENERATIONS

Today office buildings are more and more detailed and customised. Since 2008 it has became more important for offices to be more flexible. The floors should therefore be given great freedom of layout, meeting the immediate demand of today´s tenants, and still be able to do so in the medium future when occupancy intensity or character changes (BCO, 2009). Also, there is a growing awareness that office life is changing. IT has altered the social composition of offices, producing a more equal and demanding workforce in a more competitive employment market (Ratcliffe, et al., 2006), whilst restructuring concepts such as down-sizing, right-sizing; outsourcing; telecommuting; hot-desking; working from home; part-time; freelance or start-ups are becoming increasingly common (Ratcliffe, et al., 2006). Work is changing and workers are changing – so workplace design needs to change too to keep up. This new approach to work habits results in a highly flexible work style, putting its mark on many aspect of urban life. Work is percieved in completely new way. Co-working spaces are the most prevalent new concept of that suit the needs of urban nomads. (Pop-Up City)

Fig.27 Target Groups

TARGET GROUP	ENTREPENEURS interested in creative bussines	YOUNG COUPLES intending to buy apartment in the area	STUDENTS motivated to get work experience	ARTISTS AND CRAFTSPERSONS interested in networking and space potential

PRESENCE AT THE AREA				

USAGE OF WORKSPACE				

USAGE OF PUBLIC SPACE				

KEY ACTIVITIES AND SPACES	START-UP CLUSTER CO-WORKING SPACE	URBAN PARK COMMUNITY GARDEN	TEMPORARY LIVING COURSES	ARTISTIC ACTIONS WORKSHOPS

Programm Analysis

Start Up Cluster & Co-Working Space

**GENERIC OFFICE FLOOR, TYPICAL COMPANY
1970**
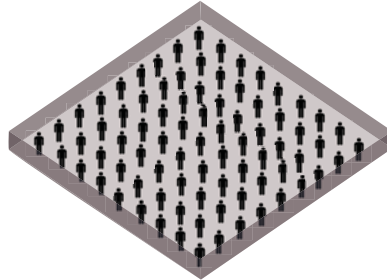
**COMPANY SIZE UNCHANGED; MORE PEOPLE WORKING
REMOTELY REQUIRING LESS SPACE PER FLOOR
2010**
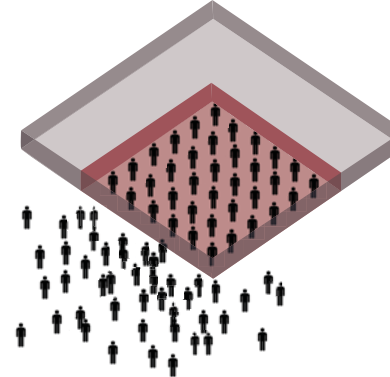
**HYPERCOMPRESSED; ULTRA MOBILE WORKFORCE
2016**
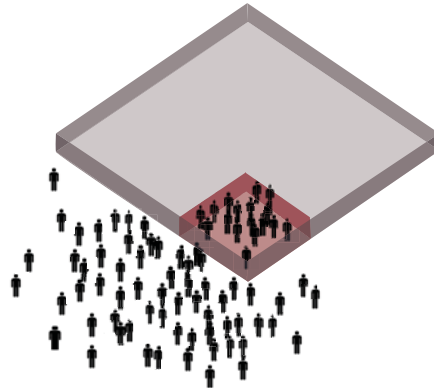
WHAT HAPPENS TO ALL THE EXTRA SPACE THIS CREATES?

Fig.21   Transformation of typical office floor(source:Gensler)

As we become more mobile, the need for traditional office space will shrink even further leaving many buildings sitting idle. Rather than build new offices to meet our changing needs, Gensler developed a series of "hacks" or tools that could transform a traditional office tower into a multi-purpose and vibrant space that meets the needs of the entire city and not just businesses. (Gensler)

The model of a Co-Working Space (a much used term these days) - stands specifically speaking for something much broader than a shared office: aside from leasing the workspace it also provides the pooling of resources and competences, transfer of knowledge, as well as a lively soci al interaction.

Co-working is fast becoming the new mode for working, creating opportunities to connect, exchange and crossover between individuals, companies and corporations. The project provides an opportunity to enhance their existing work space provision through the activation of outmoded spaces providing affordable, flexible co-working spaces which in turn will attract new business talent.

Market Analysis
Creative Industries in Vienna

Fig.22 Co-Space (Source:gopopup.com)

Fig.23 Rochuspark (Source:sharedspaces.at)

Fig.24 Anker Brotfabrik (Source:meinbezirk.at)

The long-term tenants of a Co-Working Space build a proper community, whereas the social connections in a shared office tend to remain loose. In Vienna, for example, the three 'Konnex Communities' locations remain the oldest and most renowned representatives of this model: 'Schraubenfabrik' in the 2nd district (since 2002), 'Hutfabrik' in the 6th (since 2004), and 'Rochuspark' in the 3rd (since 2007). Recently the 'Co-Space' (co-working+community space) in the 6th district was added to the scene, combining a shared office space with a cafe and a communal garden.

One of the largest private projects with a focus on the Arts is the Anker Brotfabrik (Loft City) in the 10th district. This commercially oriented project focuses its sales of spaces of the former bread factory on the established artists as well as large cultural and social organizations (for example Caritas). The so-called 'Expedithalle' of the complex is also marketed as an event space for cultural and artistic events. The Anker Bread Factory is a lone gem in Favoriten at the moment, whose impact on the surroundings is yet to be assessed.
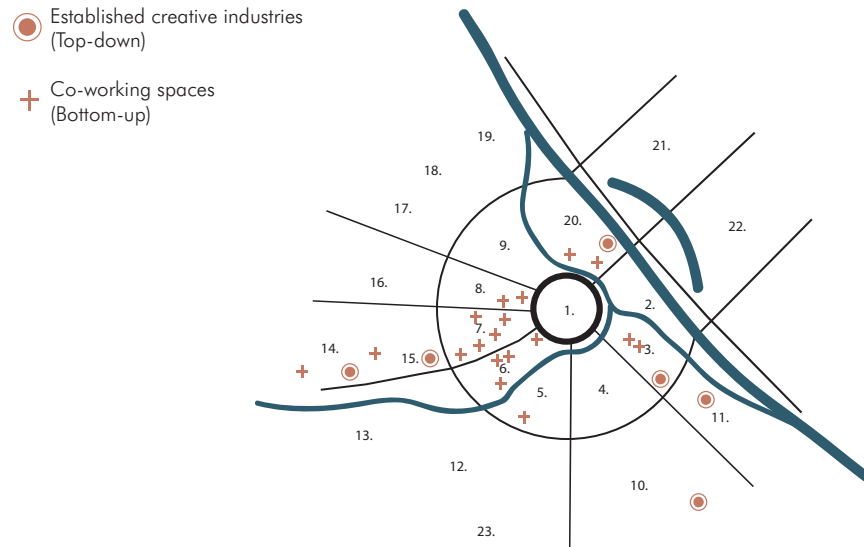
Fig.25 Creative Industries Locations in Vienna (Source:Urban Catalyst)
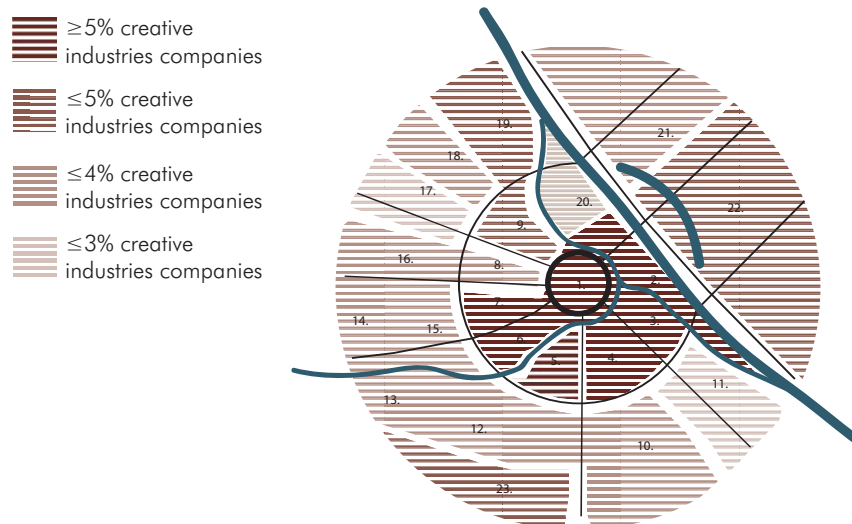
Fig.26 Creative Industries per district in Vienna (Source:Urban Catalyst)

The most central deficit however, looms in the real estate realm. The selection and price of usable space in Vienna (for work and more) botheres the creatives the most. Though the rents are still comparatively affordable, they rise constantly and significantly. This is most notably problematic due to the cost of rent often being the second highest expenditure - right after the cost of employees. The creative economy, and the innovation it generates, can be a significant contributor to the competitiveness and desirability of the city of Vienna, as long as this potential is valued and stimulated accordingly. Cross-linked competences of the creative's are an important intangible asset of a city, producing seminal solutions far beyond the creative industry. Interim occupants can serve as a catalyst for the development of the city: they can turn an urban problem - vacancy - into a creative resource. They utilize the underused potential of vacant spaces and unused infrastructure and test their possibilities out. If nothing else they can contribute to the structural maintenance of an object or the liveliness of a neighbourhood. Creative interim users discover the 'new - old' places in the urban fabric and stimulate the re-examination of their history and assigned use. At best they open these places up for new and unplanned uses and developments. (Vienna Business Agency)

Strategy
Long-Term Visions

The strategic aspect of the project deals primarily with the future direction of development in accordance with its stated mission and goals. This strategy can manifest itself in many different ways, from setting up the controlling grid to providing ultimate freedom. These strategic moves are of course supplemented by a complex combination of different factors, such as site conditions, structural systems, programmatic requirements, the era in which the building was constructed or the pursuit of the individual architect.

The modifications to the building can act in an extremely intrusive manner with new elements imposing themselves directly upon the existing structure. The new elements, which are often many small changes, alterations, additions and subtractions are, of course, related entirely to the original building as they are inspired by it, but the language used is usually completely at odds with the host although the character may be balanced. Installation is the placement of a series or group of related elements within the context of an existing building. This is a process that will heighten the awareness of an existing building and successfully combine the two without compromising or interfering with either.

Start-Up Cluster- creating of a talents incubator is the primary vision for the redevelopment of the area. The main office building should be visually and structurally transformed in the way to be attractive for the creative industry market in Vienna.

The next four zones are coded for the different user groups to encourage a self-driven characterization of the quarter, Community garden, Urban Park, Arts&Crafts Spot and Infotower.

"It is exciting to deal with existing structures, because the constraints demand a very different kind of creative energy. When you don't start from scratch you need architectural strategies that are not primarily motivated by taste or stylistic preferences. Our strategy was to accept the physical power of Bankside's massive mountain-like brick building and even to enhance it rather than breaking it up or trying to diminish it. This kind of Aikido strategy where you use your enemy's strategy for your own purposes. Instead of fighting it you take all the energy and shape it in an unexpected and new way."

Moore and Ryan 2000

FLUID MASTER PLAN

2015   2016   2017   2018   2019   2020   2021   2022   2023   2024   2025

TRIGGERING PROCESS WITHOUT PREDETERMINING OUTCOME   CONSTANTLY ADJUSTED VISIONS

TACTICAL INTERVENTIONS   GOALS

COMMUNICATE

PARTICIPATE

PLAY

MODIFY

DISCUSS
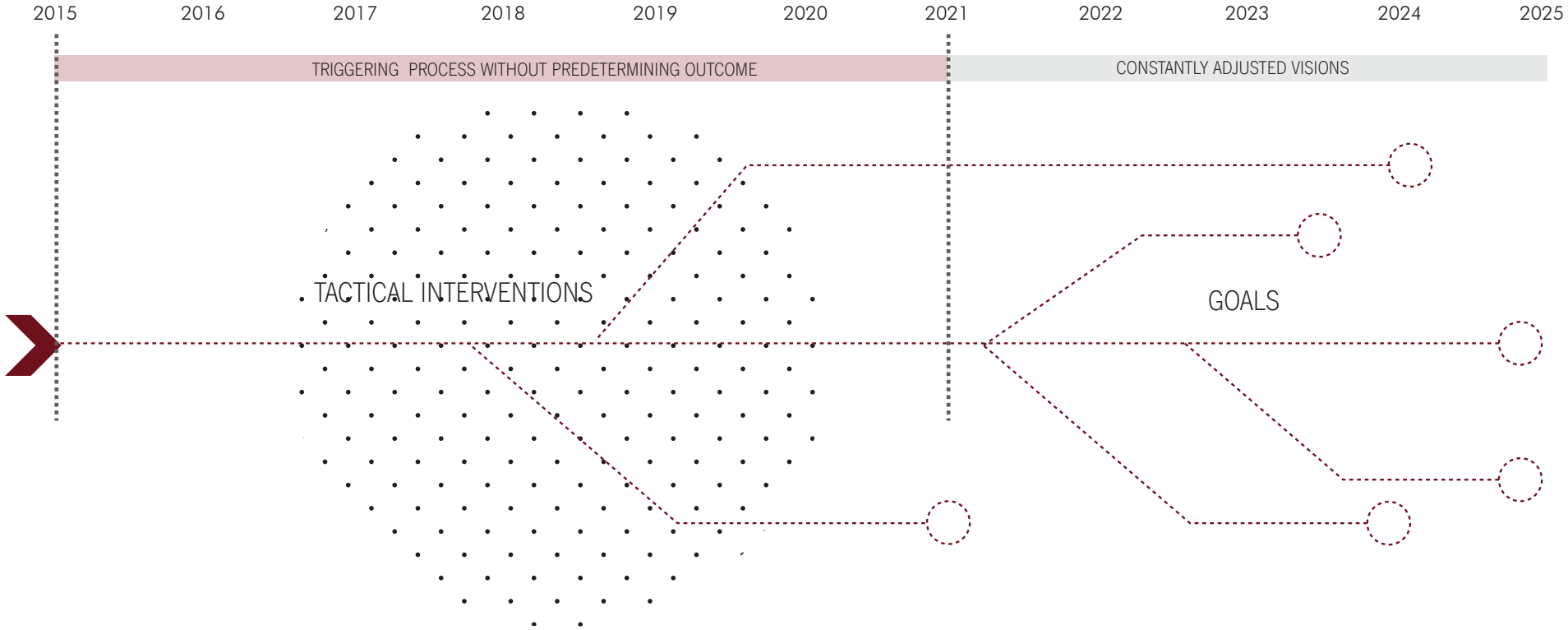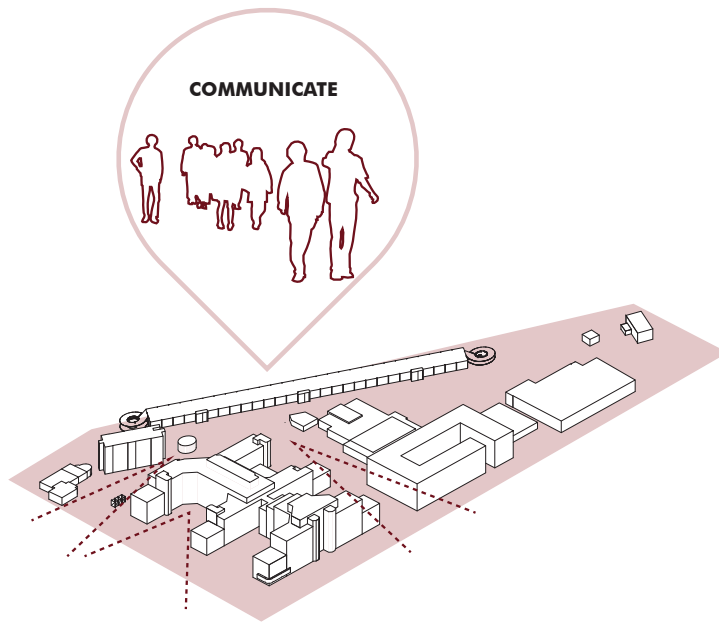
CHANGE OF THE PERCEPTION OF PLACE	POSITIVE PUBLICITY	USER EXPERIENCE ENGAGEMENT

+inviting alleys and pedestrian paths
to open the area to neighborhood

**+making accessible spaces that
can accommodate large community gathering**
organization of big events, workshops and festivals
to make people aware of the place

+re-branding and advertising
to define unique identity of area

+event marketing
to activate urban life via actions and events

+co-creation platform
to increase community engagement

+adaptive building layout
to enable customization by users
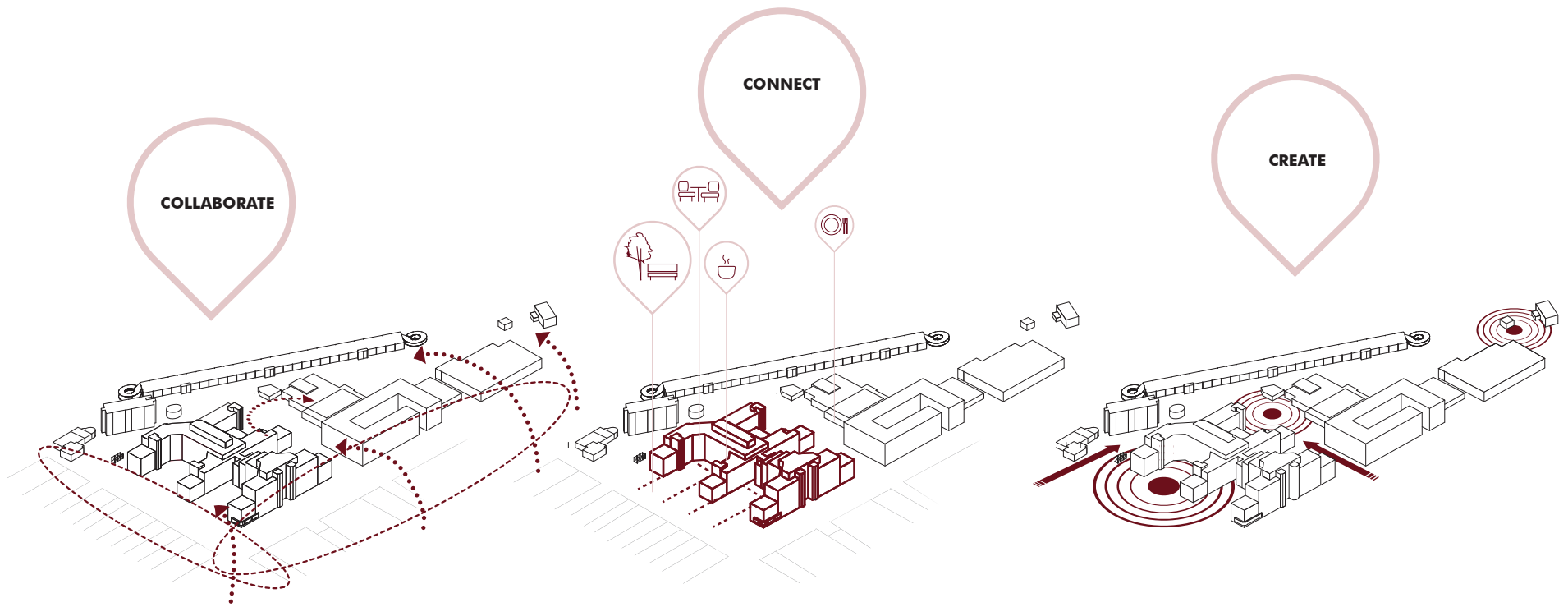
COLLABORATE

CONNECT

CREATE

NETWORKING BETWEEN INTERNAL AND
EXTRENAL INTEREST GROUPS

INCREASED REVENUE

CREATIVE ENVIRONMENT

**+collaboration with outside partners
like universities**
to increase support for start ups
and innovation center

**+integration of accelerators,
incubators and co-working spaces**
to incubate talent, share knowledge and
develop solutions faster

+adding cafes, restaurants; retail stores
to create new revenue opportunities for stakeholders

+activation of financial tools- fund raising
to increase revenue

+oppening up lobbies and gardens
to create better synergy and raise value
of building and neighbourhood

+artistic actions
to attract creative people to the area

**+reorganisation of communication
paths and public spaces**
to create city-like and better conected
corporate campus

Fig.12 Courtyard transformation

Fig.13 Roof-garage transformation

Fig.14   Technical station transformation

Fig.15   Cable tunnel transformation

Tactical Interventions

tactical

of or relating to small-scale actions
serving a larger purpose

While the original usage of the terms strategy and tactic was in a military context, they are now used in a wide variety of everyday settings, including business. A strategy is a larger, overall plan that can comprise several tactics, which are smaller, focused, less impactful plans that are part of the overall plan.
In contrast to strategic approach, tactical interventions deal with the here and now.

A tactic is a conceptual action aiming at the achievement of a goal. This action can be implemented as one or more specific tasks.
The tactics employed within the remodelling of a building can be seen as the manipulation of the elements or details in support of the strategy. The elements give character; they define the quality and provide the features of a building and it is this tactical deployment of them that gives the remodelled building its individual nature.
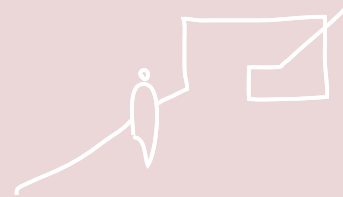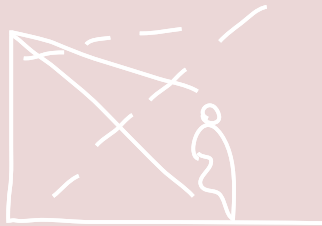
Tactical Intervetions - Concepts

In the context of crisis and uncertainty, are small-scale projects more effective and more feasible?

Are they more manageable and likely to get done?

Do small-scale interventions pay less attention to the rulebook and more to the real principles of how we actually do things?

Is triggering the design process more important than predetermining outcome?

Nodes Of Action

CAFE

PARK

WORKING SPACE

MAIN PEDESTRIAN AXIS
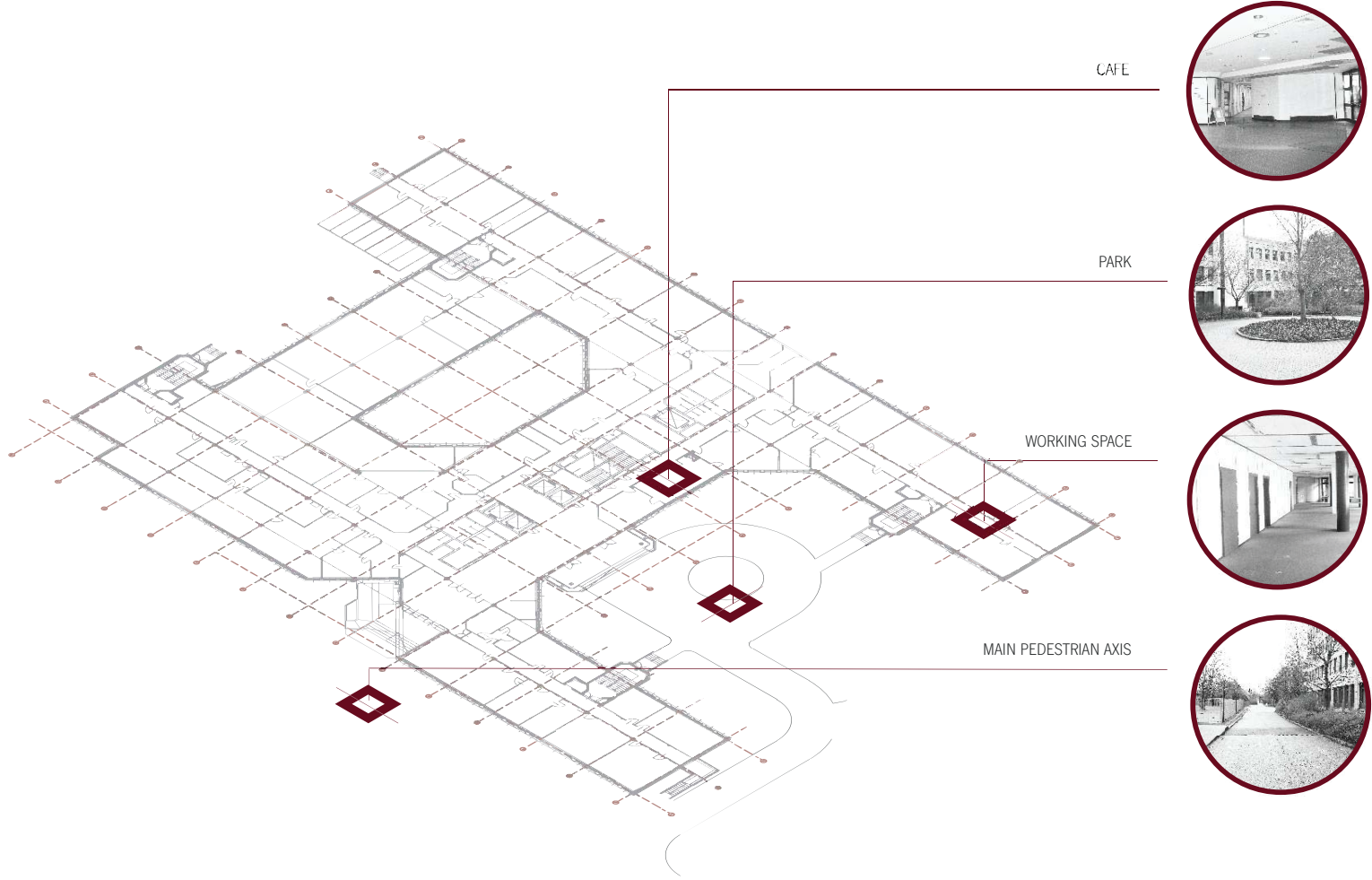
Impulse
Event Platform

The first impression upon arrival at the site is emptiness. The buildings look closed and unapproachable. Nowadays the aesthetic values are changing in all fields of human endeavour including architecture. What was once a symbol of innovation and new ideology today people call ugly and useless. In order to change the visitors experience, the most important is to make an action that would bring people to the building. First trigger event, which would take place here, should insinuate that something new is going on in the area and to make people aware of the place.

The first step is placing of a rented container on the main pedestrian axis that leads from the tram station. This container would serve as a spot for temporary actions and events. Mint colour is used as a visual and tactile contrast to the grey surroundings and to emphasize the point of activity. The idea for the initial event is to set the camera that should capture visitors and then those images would be projected on the facade of the building. Supporting installation would be the light effects on the facade and pedestrian path that cited people from the neighbourhood to come. One of the main aim of the event is a visual provocation. Observers should be intrigued by visual message and encouraged to engage in activities on site. According to the place-making urban design theory, places are not just a specific space, but all the activities and events that make it possible. Events are often used by urban areas to build a new place solid image and act as a trigger for redevelopment and change.

Over the course of his 40-year career, the architect Bernard Tschumi has proven that architecture isn't simply about space and form, but also about event, action and what happens in space. Tschumi has always been interested in concept and experience. He relates, "I would like people in general, and not only architects, to understand that architecture is not only what it looks like, but also what happens in it."

Building projections as an art form gained traction in the late 1970s with artists such as Krzysztof Wodiczko and Jenny Holzer creating seminal works that brought the idea of public art to a massive urban scale. Wodiczko combines art and technology with a critical approach, with the goal being to address socially critical issues and marginalized communities that are usually given little attention. (DOX)

New technology has reinvigorated the potential of enlivening a public space by projecting moving images onto static buildings. This action namely Impulse, should be the first step of building rebranding. The "Impulse" supposes to bring new energy and freshness, changing the visual perception of the whole area.

"There is no architecture without action, no architecture without events, no architecture without program. By extension, there is no architecture without violence ... Architecture, then, is only an organism engaged in constant intercourse with users, whose bodies rush against the carefully established rules of architectural thought."

Tschumi 2012, p.74

PROJECTION ON FABRIC OR BUILDING FACADE

TEMPORARY PAVILLION

LIGHTS INSTALLATION
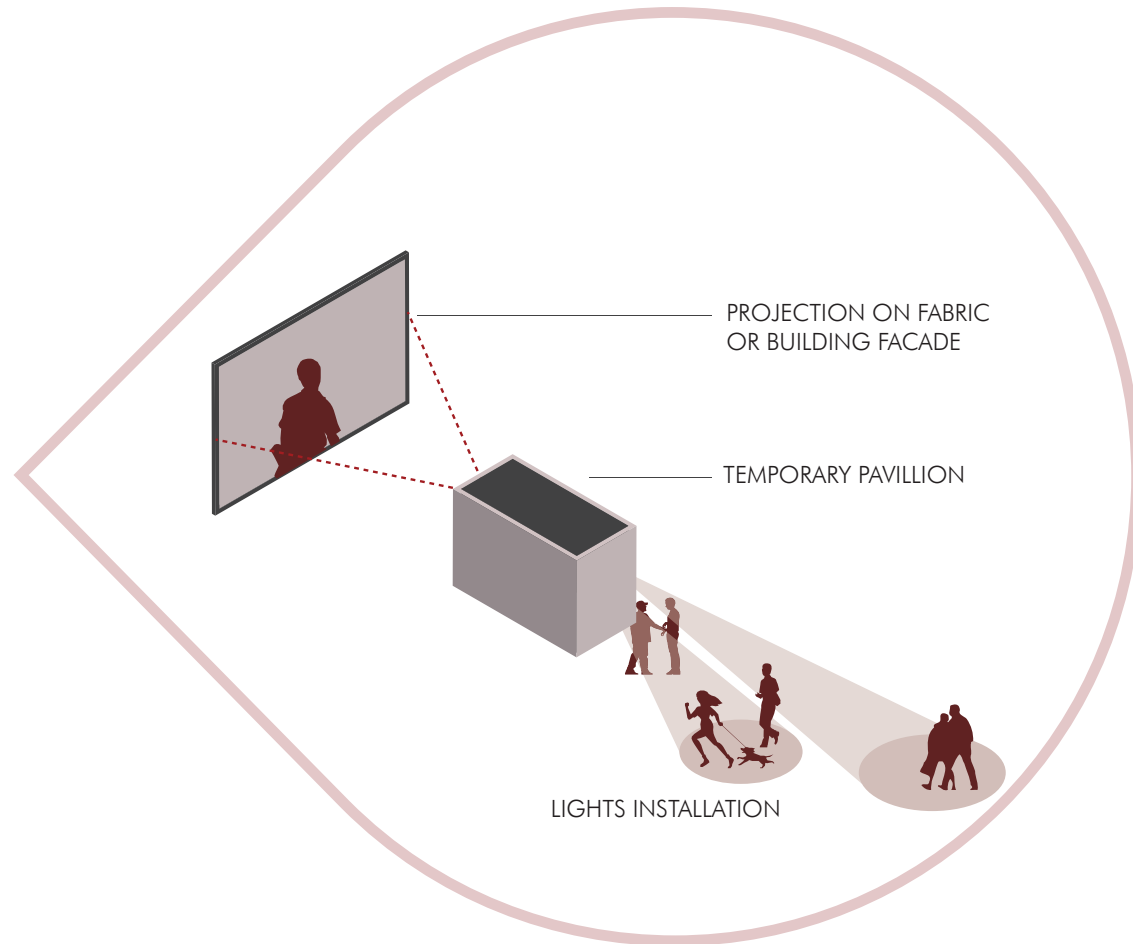
IMPULSE - CONCEPT DIAGRAM

Frames

"Buildings That Break Out Of The Usual Framework"

_____

GUDRUNSTRASSE

PLANTER
BOX

GATE

KEMPELENGASSE

BENCH

STAGE

QUELLENSTRASSE
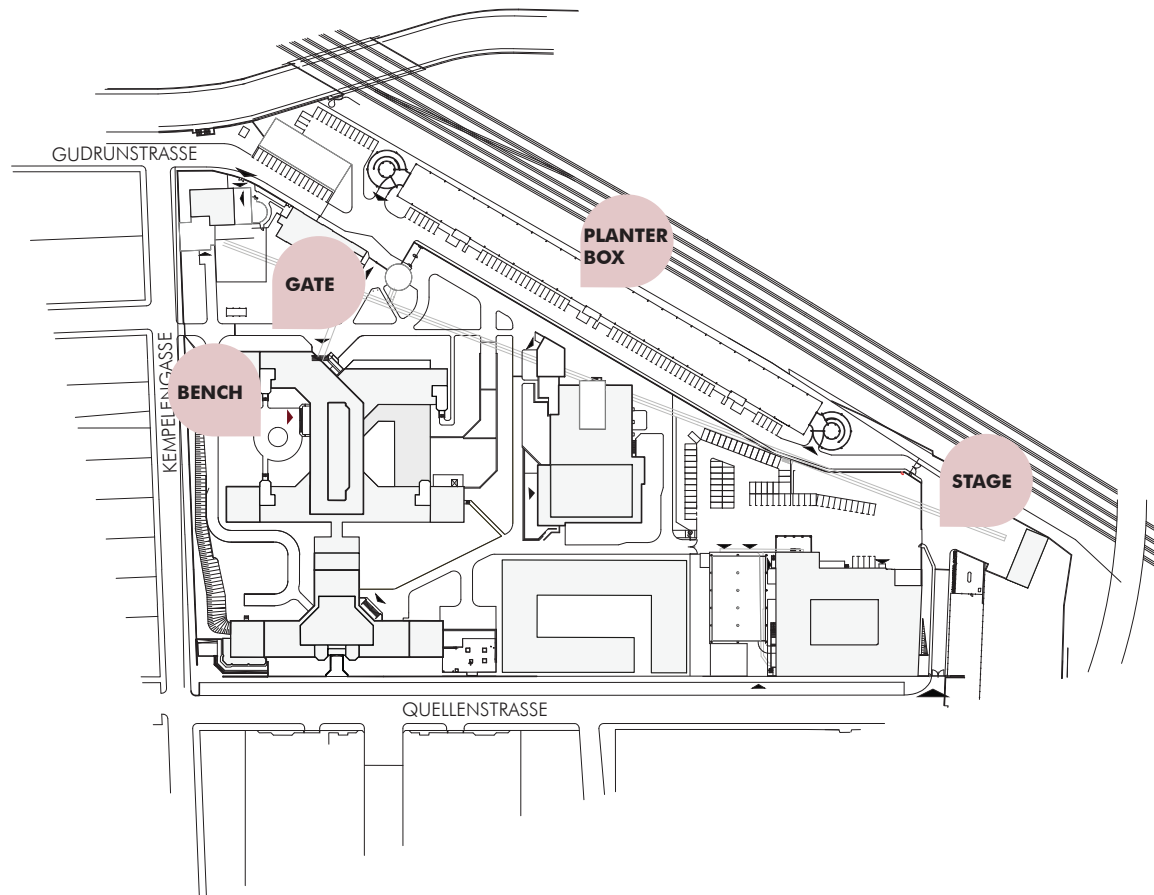
The concept of intervention , like the title says "Buildings That Break Out Of The Usual Framework", originates from an article about a book "Socialist Modernism - Archeology of an Era". The book contains the photographs taken by photographer Roman Bezjak, showing examples of the socialist architectural style in Eastern Europe. The main idea of the book is to show megalomaniac buildings, reflecting a passerby's perspective. All buildings pictures were cut out because none of them could fit into the traditional framework.

The intervention stemmed from idea to frame views and put emphasis on the certain parts of facade in order to scale proportions of the building and create more lively visual experience. The frame is constructed out of four L-shape modules. The modular design allows to be assembled and disassembled easily to adapt to a changing demand and serve as a urban furniture where needed. The frame as a gate should serve also as a part of urbanfurniture. It still retains the purpose of a traditional element of architecture as abstract notion of crossing the border between places.

Design also allows visitor to influence the structure through their intervention. The intervention can be only temporary, allowing more space for experimentation.

"Today the framed painting on the wall has become a decorative cipher without life and meaning, or else, to the more susceptible observer, an object of interest existing in a world distinct from his.

Its frame is at once symbol and agent of an artificial duality of " vision" and "reality" or "image" and "environment," a plastic barrier across which man looks from the world he inhabits to the alien world in which the work of art has its being. That barrier must be dissolved: the frame, today reduced to an arbitrary rigidity, must regain its architectural spatial significance"

(Kiesler 1942)

Frame modules can be re-configured and adapted to support a variety of social encounters and informal collaborations, from small lounge spaces to aggregates that support large group gatherings. Both playful and critical, frames invite the viewer to consider the role of design in structuring our social experience of the city. One of the main purposes of the structure is more metaphoric than formal design reaction.

WOOD FRAME STRUCTURE
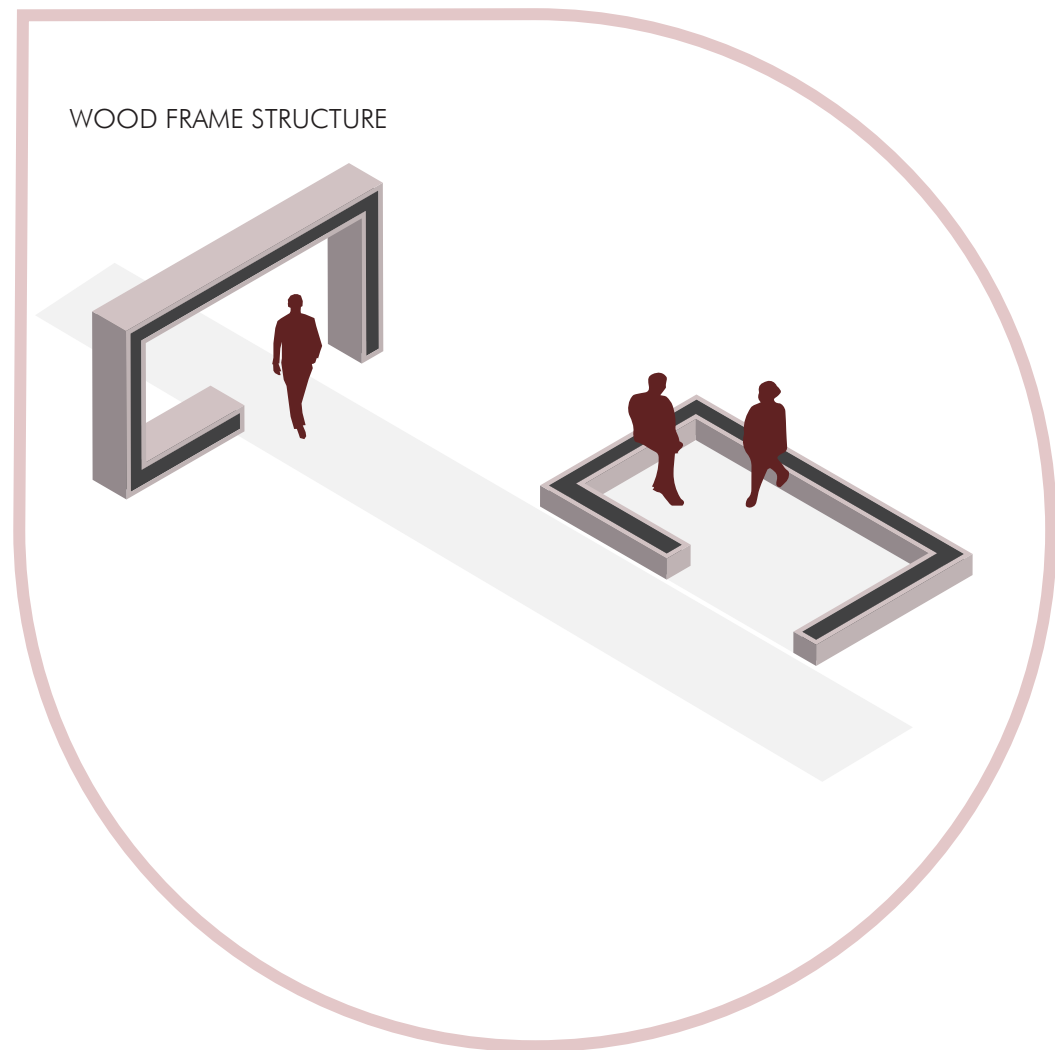
FRAMES - CONCEPT DIAGRAM

Green Passage

Green wave through the area
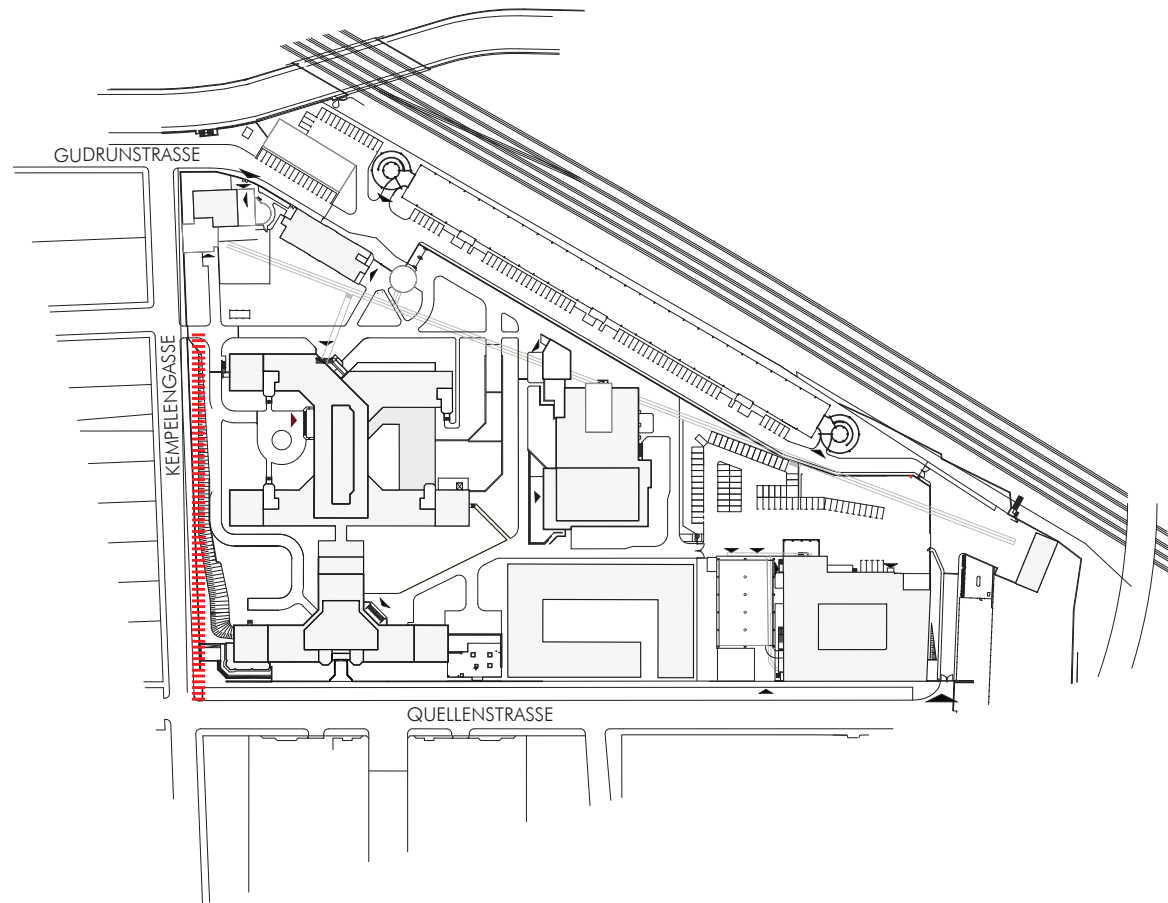
The passage is a wooden pergola where many different plants can climb the structure and create a green passage between street level and site paths. There can be also installed a plants wall will act as a public garden, where people can leave and take plants and seeds.

The main objective is making an inviting portal to the area. The green passage should take focus away from the fence and convert the "fence as a border" into "fence as a link" between site and neighbourhood.

PERGOLA

EXISTING FENCE
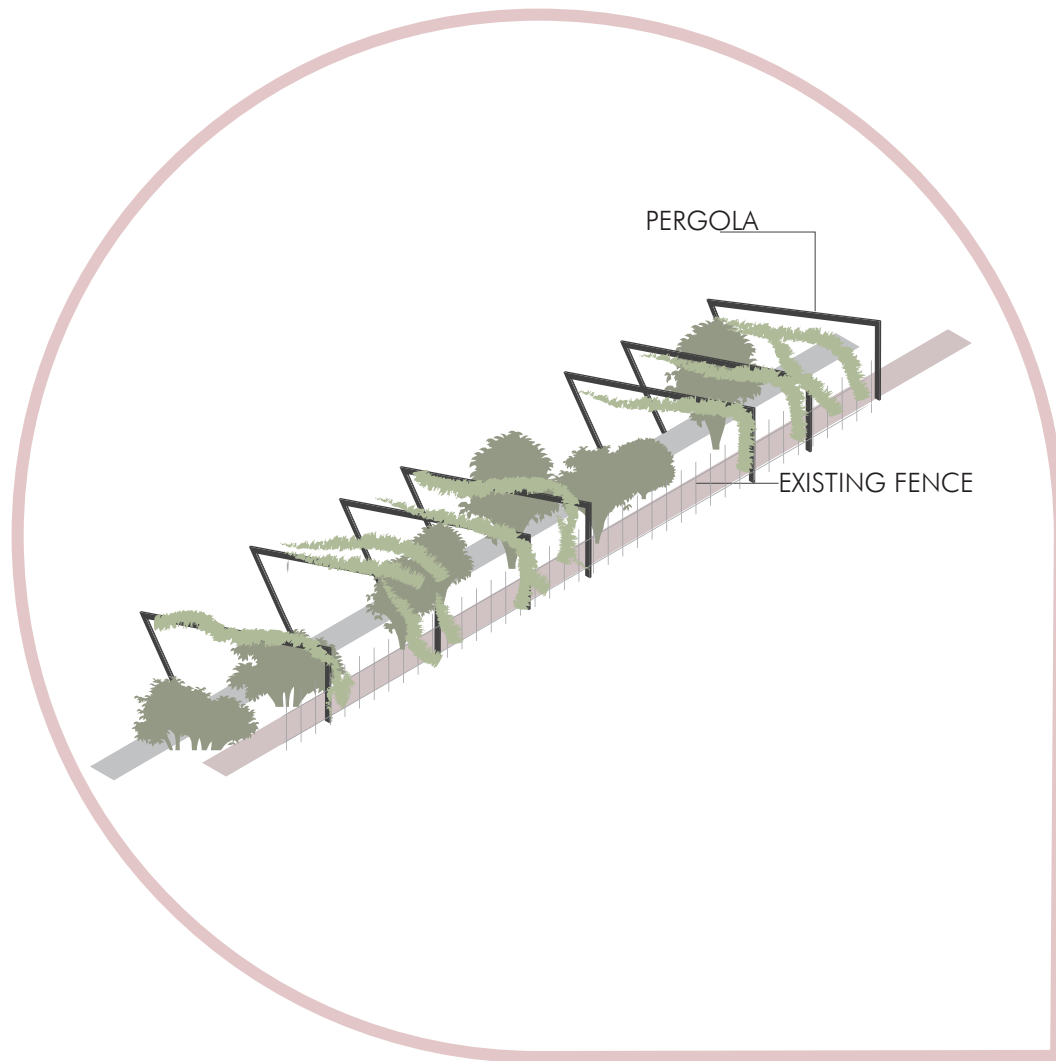
GREEN PASSAGE - CONCEPT DIAGRAM

Tête-à-Tête

MEET&TALK
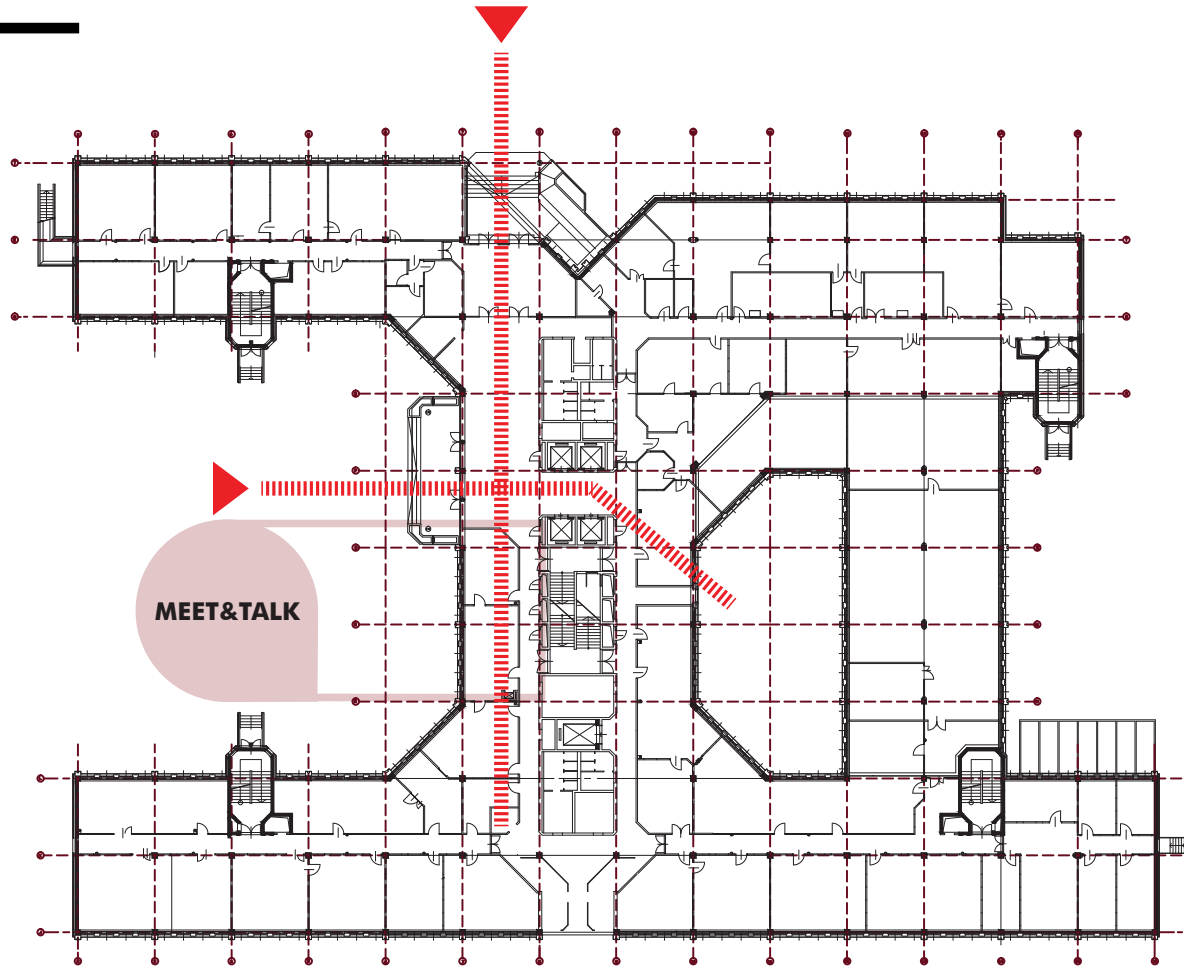
Making the place is not about overall design, it's about how design can facilitate the meaningful interaction of people. More informal meeting areas are among the most-requested workplace enhancements by employees. Bleacher platform seating will renew the entrance area and improve interaction between different user groups.

WOODEN BLEACHERS

"*The entire process of building and placing the chairs requires attention the design and construction, but also a thoughtful approach to where they are needed most, and where they would be able to support existing social activity, or serve as a catalyst for community gathering*."

Lydon 2012, p. 25
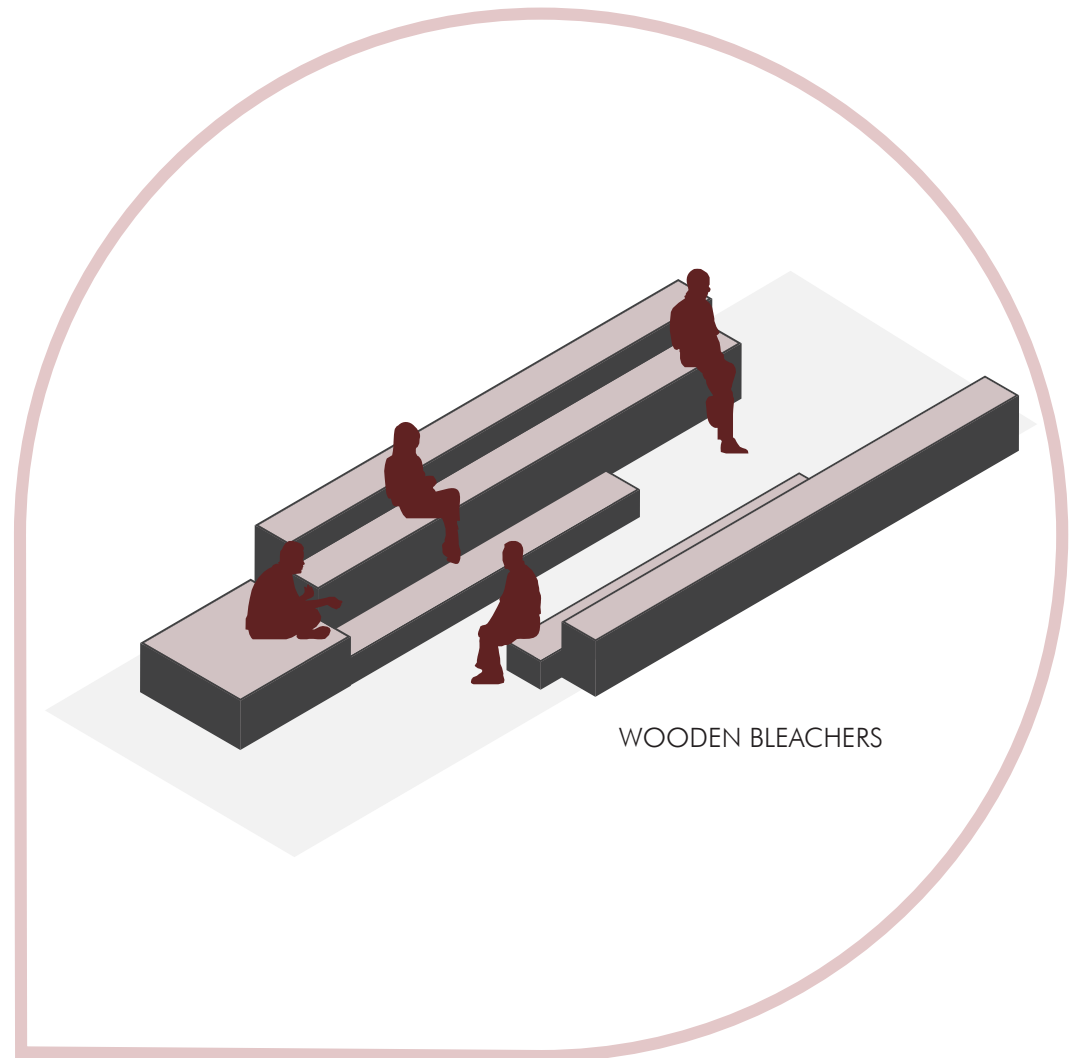
TÊTE-À-TÊTE - CONCEPT DIAGRAM

Inversion

"Behind the closed doors"

ARCHIVE

READING ROOM

NAP ROOM

SKYPE BOOTH
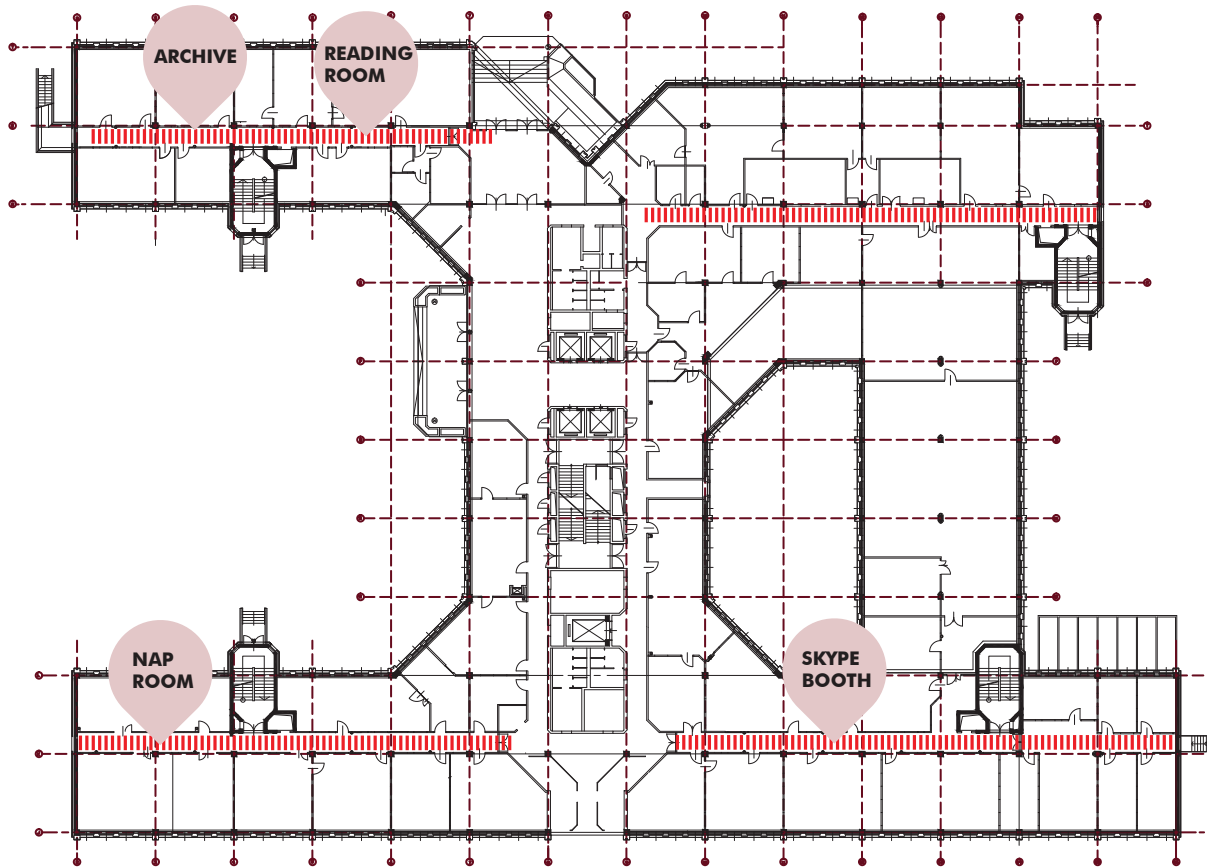
The major trend in the design of new office space is open space plan in combination with several closed rooms for the purpose of meetings and presentations. In order to create more open space without rigid partition, the first action in working space is bringing the walls down. Concerning the need for closed meeting spaces, several walls are retained. The existing buildings layout is very rigid and monotonous. The workers movement direction inside the building is a straight line from the entrance towards workplace and after shift backwards. In order to create more communicative and interactive environment the old corridor is converted into small quiet rooms, dividing the corridor by polycarbonate sheets and the rest of the space is open for more fluid motion. Removing partition walls leads to the problem of technical installations. Nevertheless, with proposal of their relocation the problem is avoided since they are all settled in corridor walls.

OLD CORRIDOR

QUIET POCKETS

OPEN SPACE
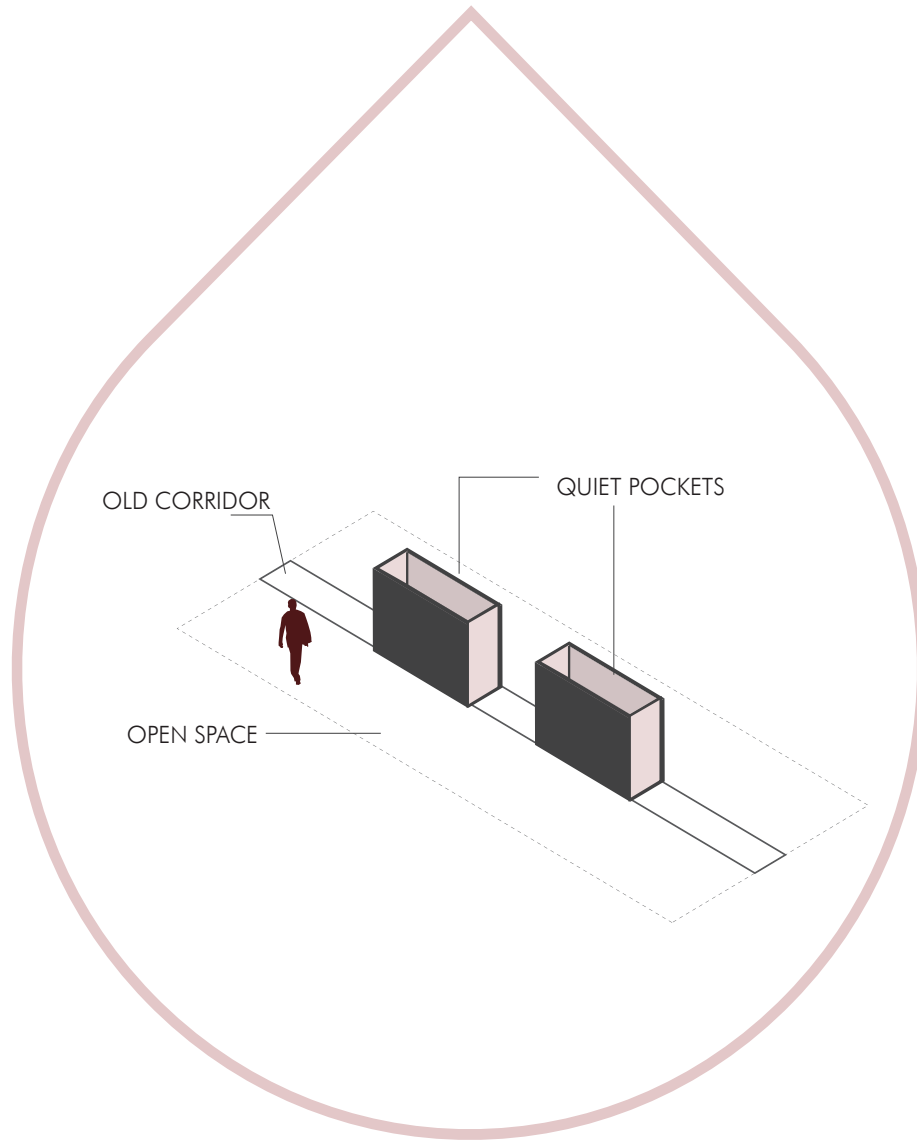
INVERSION - CONCEPT DIAGRAM

Aura

-Sometimes You Just Don't Want To Talk To People-
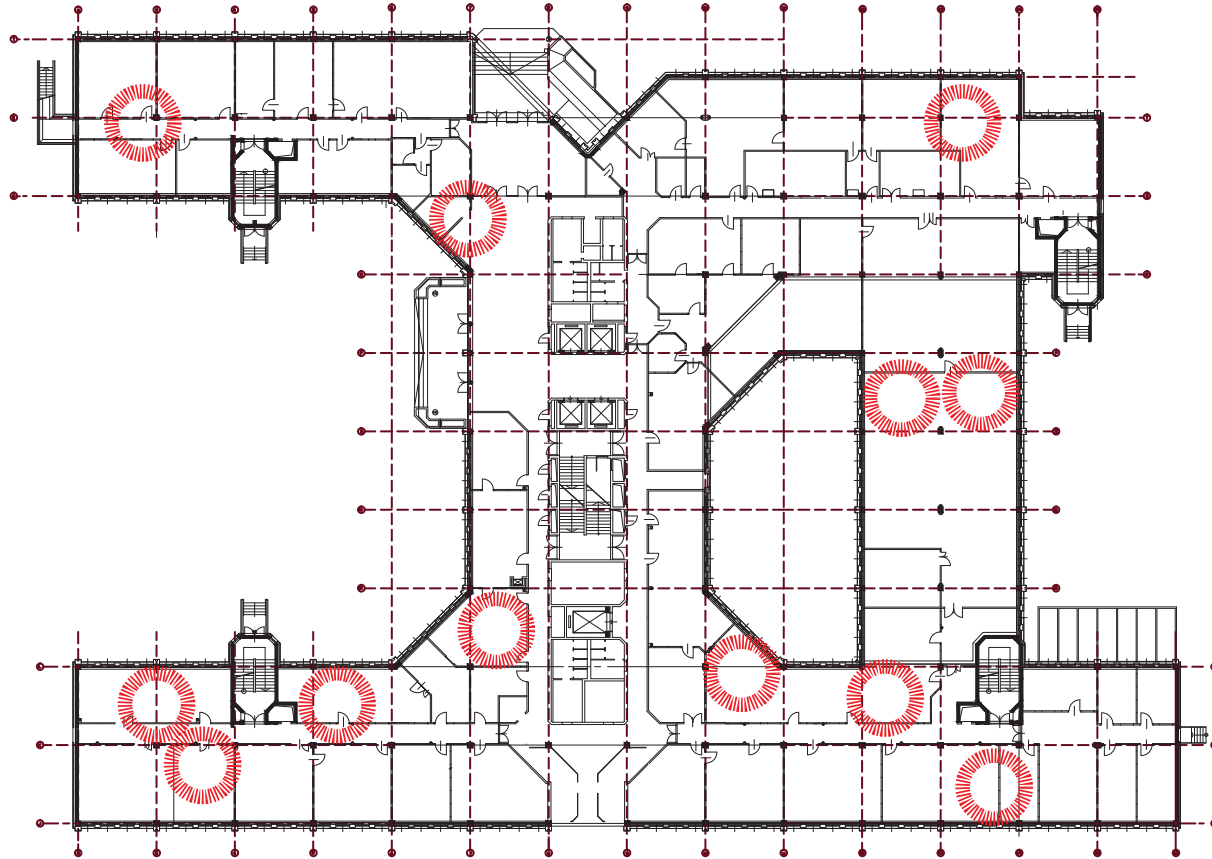
Regardless of the true reason for open offices, and whether or not they improve collaboration, it's true that they also foster noise and interruptions that can negatively impact productivity. Lack of privacy, audible and visual distractions, those are all reasons why people working in open space office need more personal space. It is important to create areas where employees gather and discuss issues without having to interrupt other people that are working. Aura is translucent, made of fabric and person inside is not completely isolated.. To stay inside Aura is "short escape" from surrounding areas. The fabric is fixed between two plastic tubes in which there are lights stripes. The whole construction is very light and easy to be installed. The materials are economic but in composition they look elegant and eye-catching.

COCOON

FABRIC TUBE BETWEEN
LIGHT RINGS

LAMP
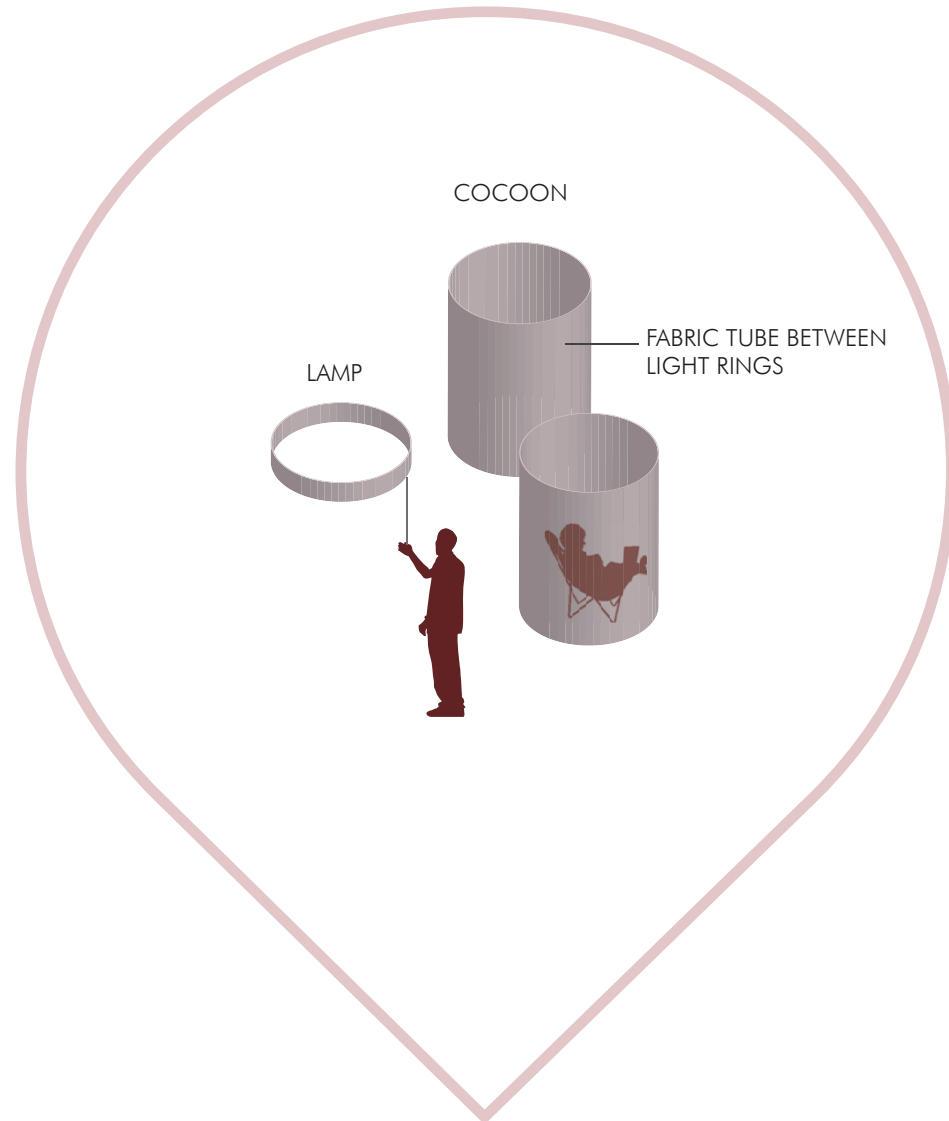
AURA - CONCEPT DIAGRAM

Measuring and Rating of Interventions Concepts

How can success of a small intervention be measured?

It is difficult to predict the final effect of interventions and appreise their impact on the area users and stakeholders revenue. However, it is very important to carry out an evoluation to find out what interventions have the greatest potential for success. All measurement criteriastemmed from previously assigned goals.

	Impulse	Passage	Frames	Tête-à-Tête	Inversion	Aura
TARGET GROUP						
ENTREPRENEURS	medium	medium	high	high	high	high
STUDENTS	high	low	high	medium	low	low
YOUNG COUPLES	high	high	medium	medium	low	low
ARTISTS	high	low	high	high	medium	high

LEVEL OF IMPACT   ● low   ● medium   ● high

Interventions Lifecycle Timeline

2017   2018   2019   2020   2021   2022   2023   2024

Impulse

Green Passage

Frames

Tête-à-Tête

Inversion

Aura

empty office buildings   temporary use   demolition of buildings   implementation of new master plan   new residential building

■ endpoint   □ relocation point   ■ transformation point
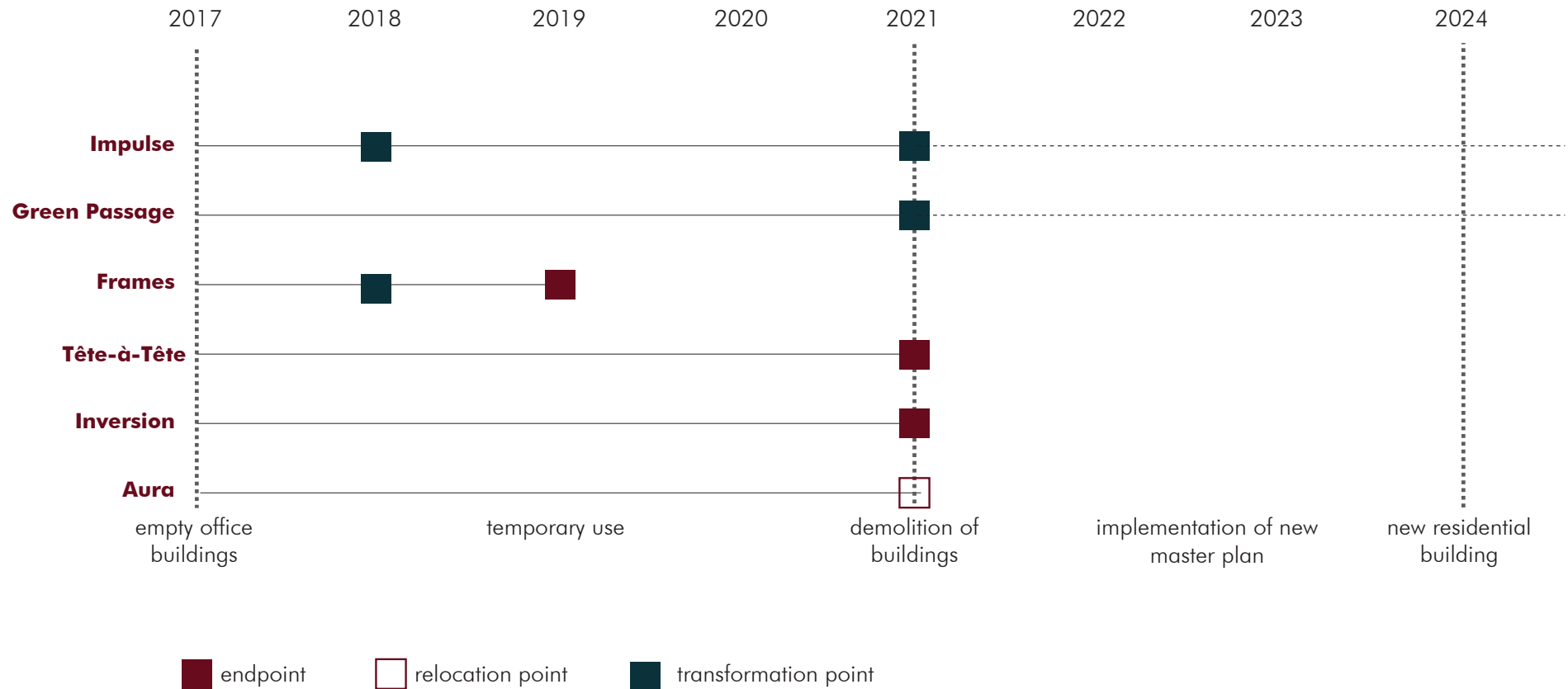
CRITERIA	WEIGHT	Impulse		Passage		Frames		Tête-à-Tête		Inversion		Aura	
change the perception of space	5	4	20	4	20	4	20	4	20	5	25	5	25
create positive publicity	5	4	20	3	15	3	15	3	15	3	15	4	20
cost efficiency	4	2	8	2	8	3	12	3	12	5	20	4	16
provide networking between internal and/or external interest groups	3	5	15	4	12	4	12	5	15	2	6	3	9
relate to artistic production	3	5	15	1	3	4	12	2	6	2	6	2	6
engaging user experience	4	5	20	4	16	3	12	4	16	4	16	5	20
TOTAL SCORE max 120			98		74		83		84		88		96
CONTINUE			yes		no		yes		yes		yes		yes

Tactical Interventions - Plans

demolition

new
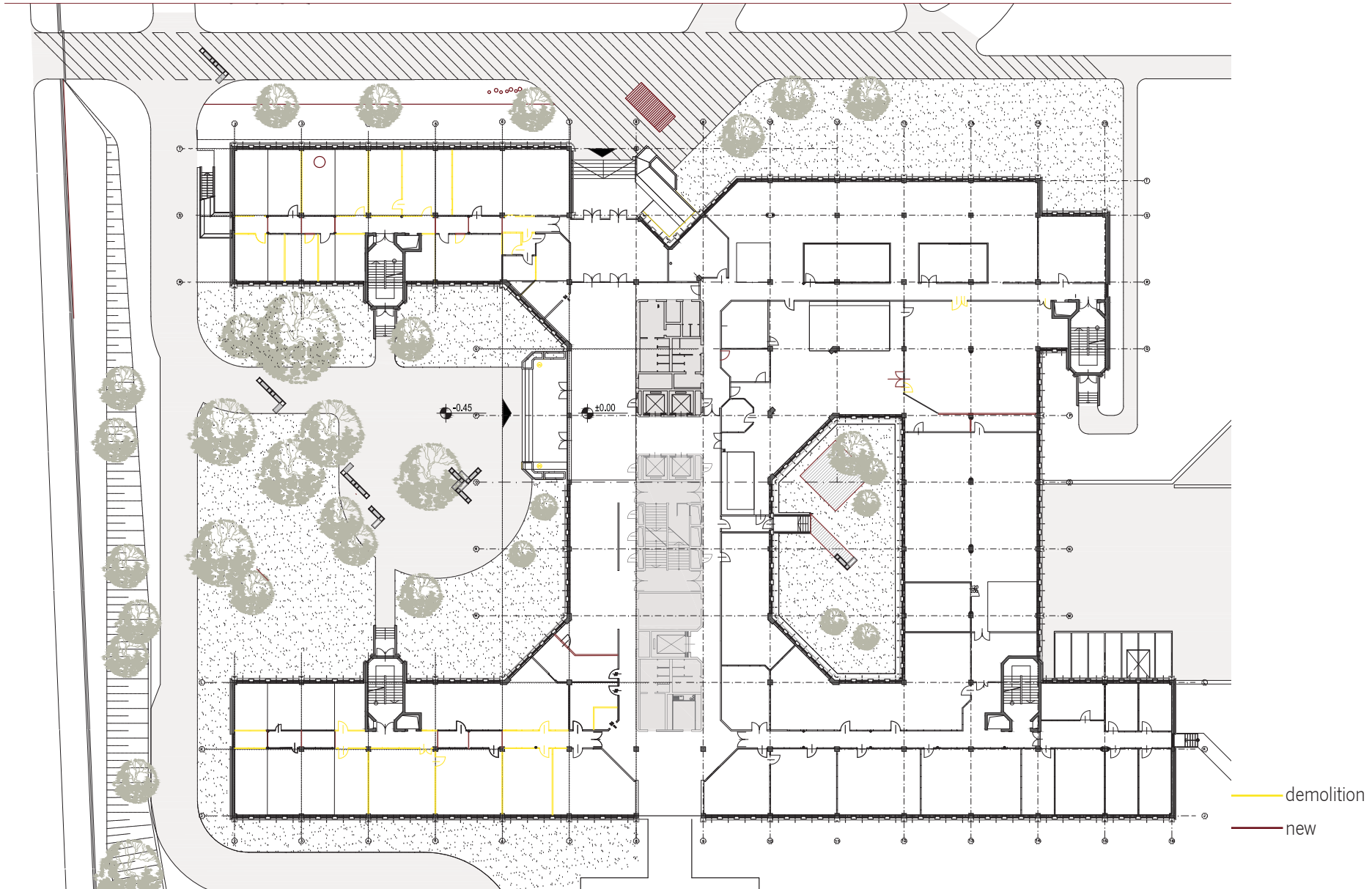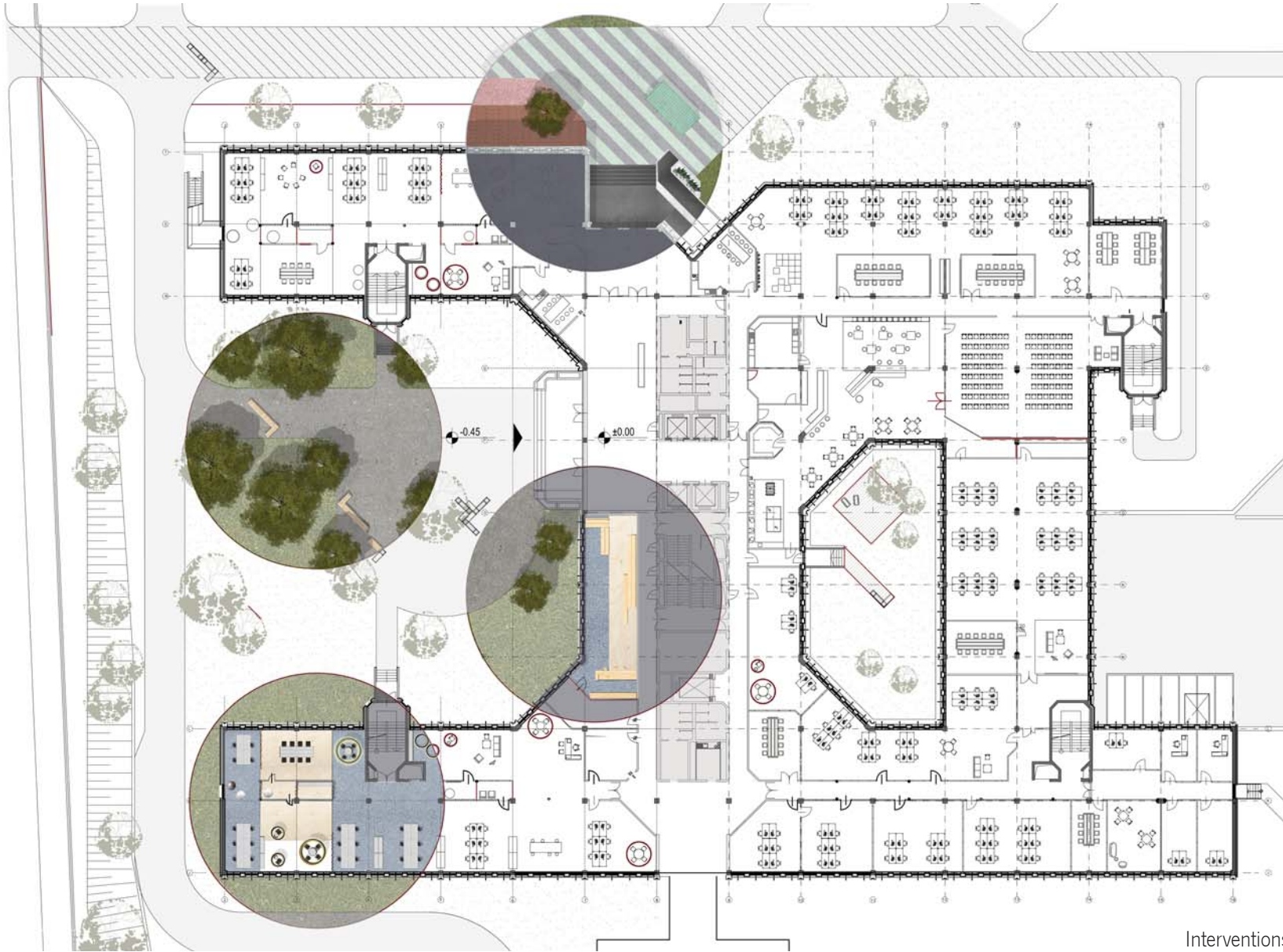
Interventions Ground Floor

Impulse
GROUNDFLOOR PLAN 1:200
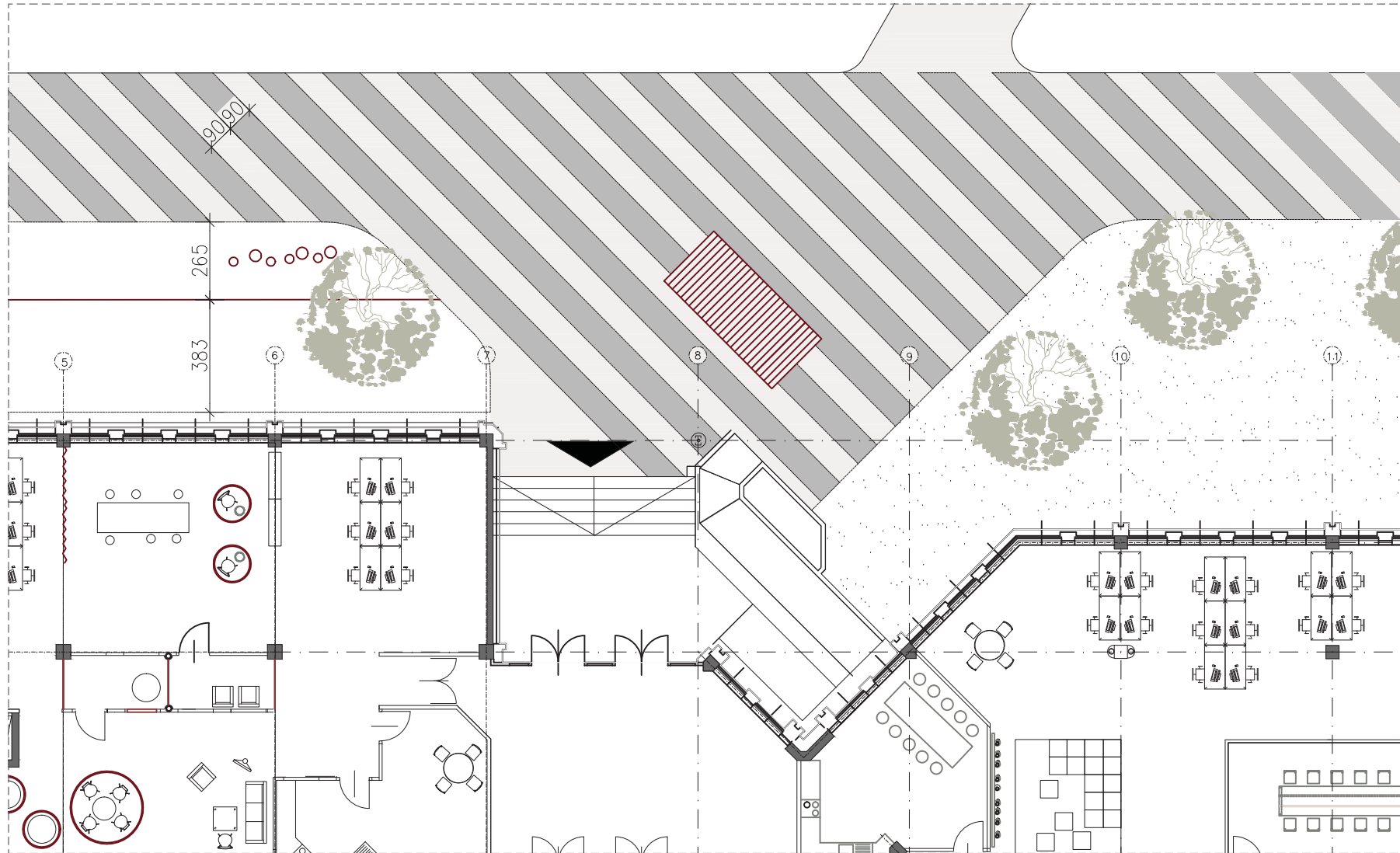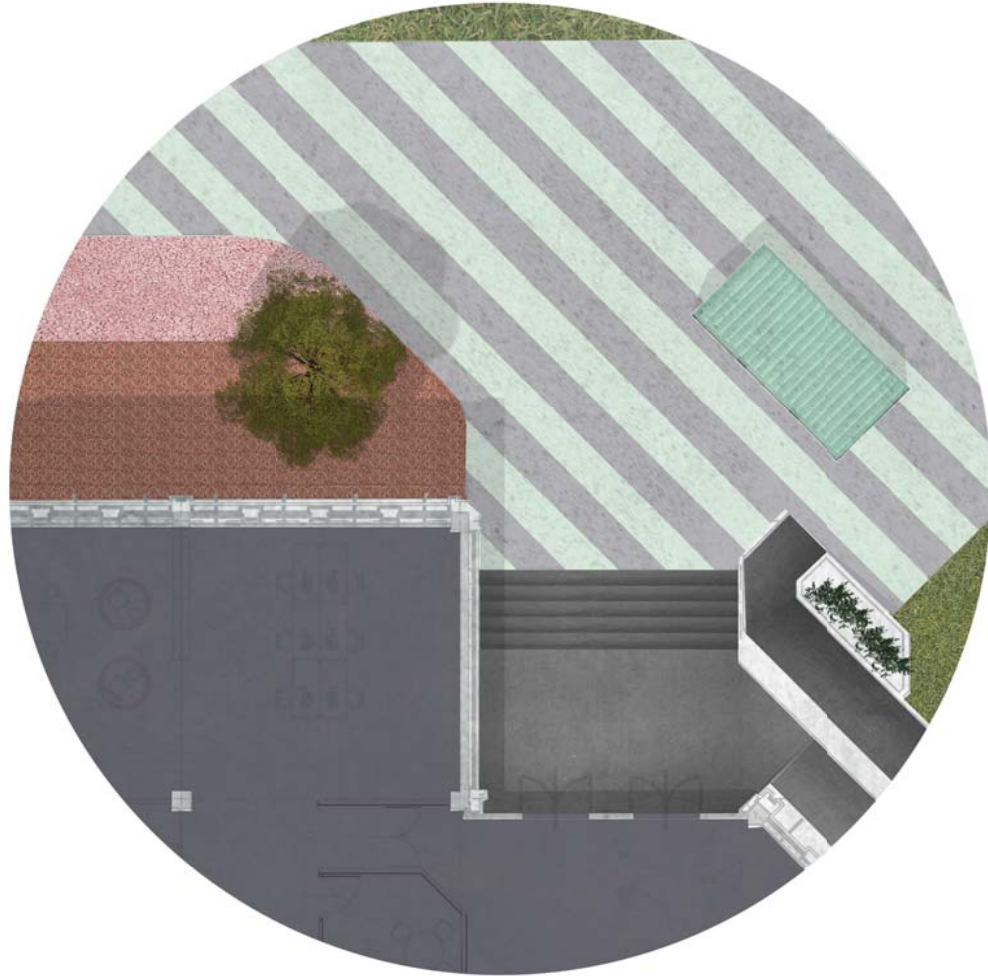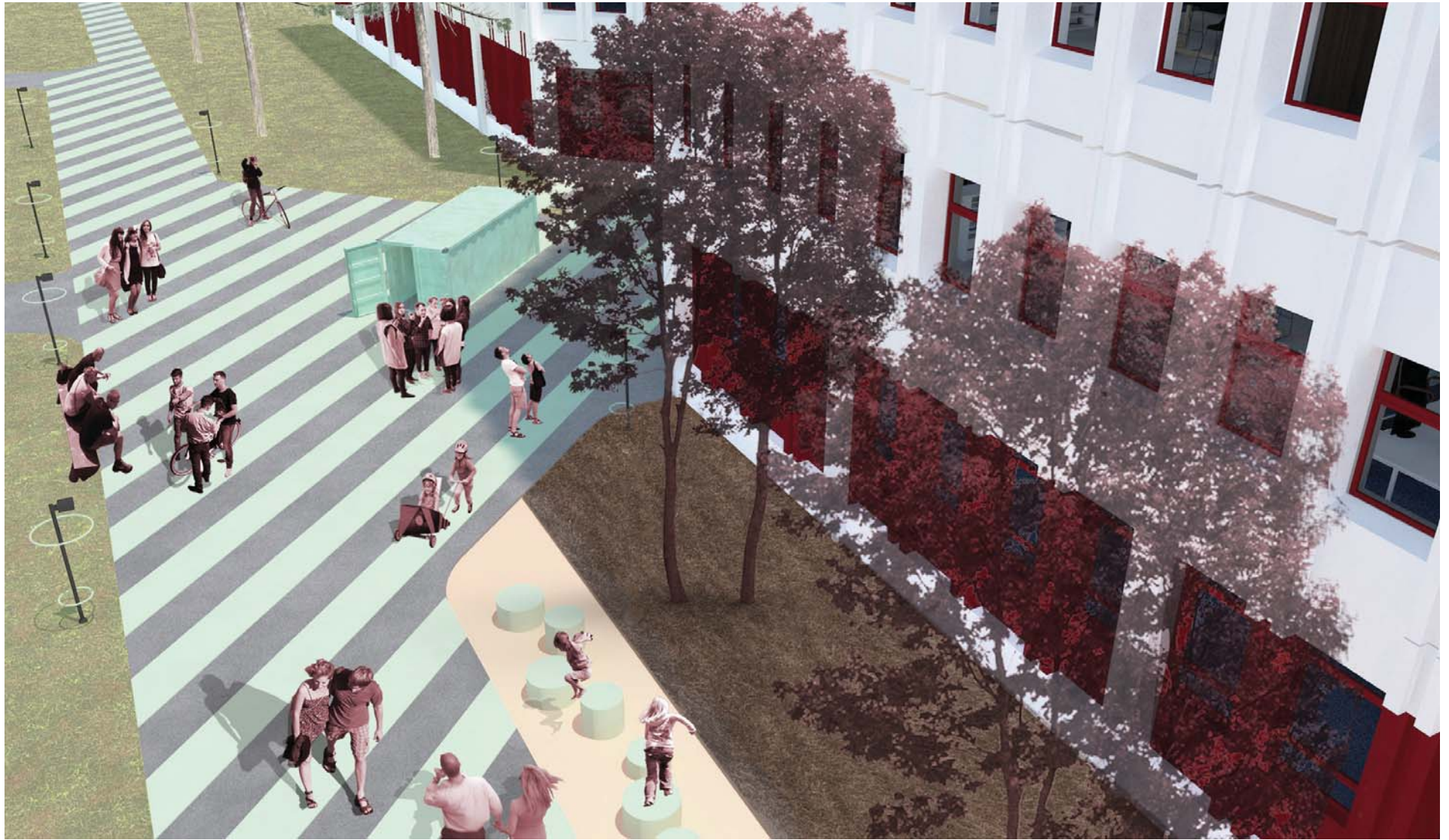
PERSPECTIVE VIEW OF THE EVENT PLATFORM

Frame

GROUNDFLOOR PLAN 1:200

-0.45

±0.
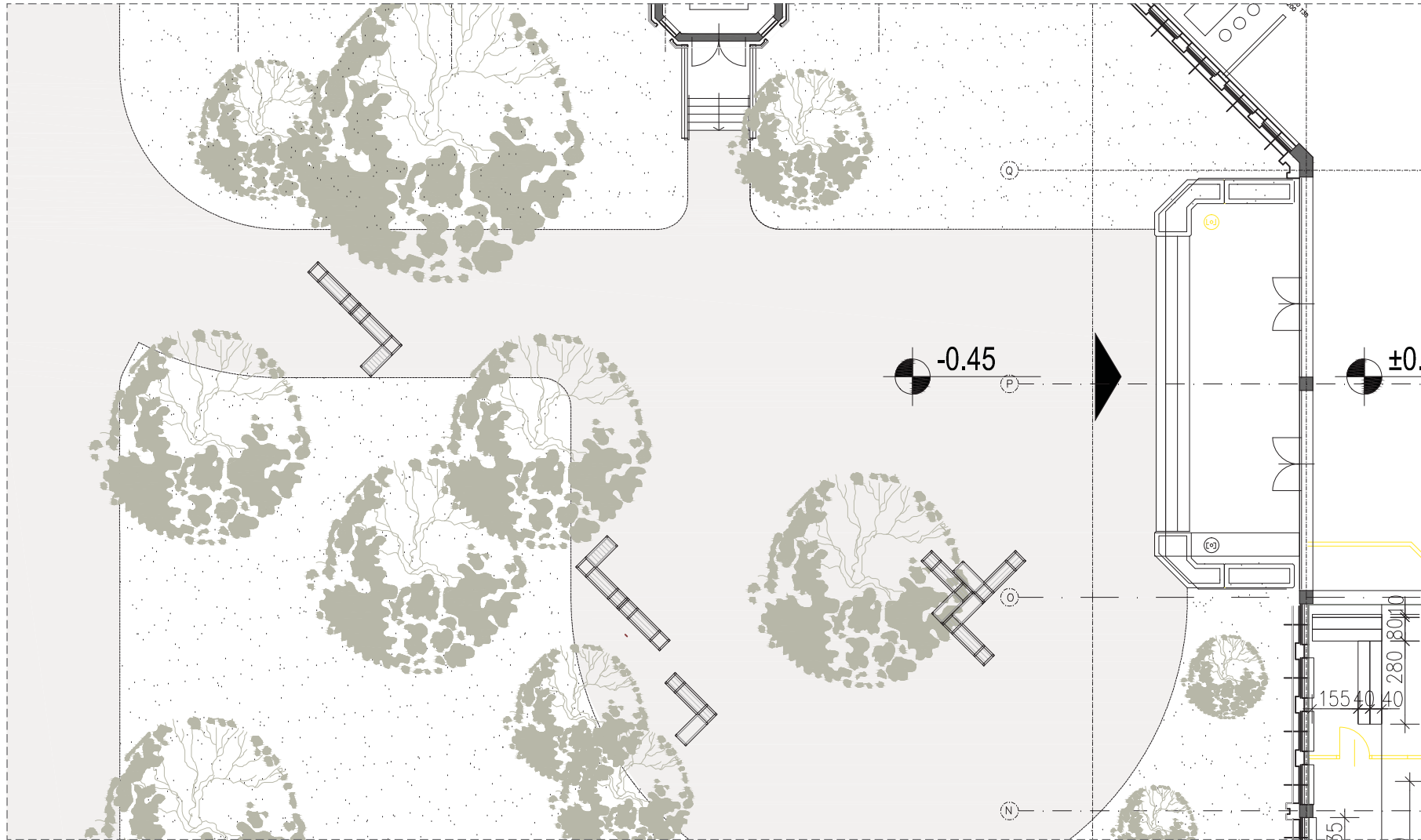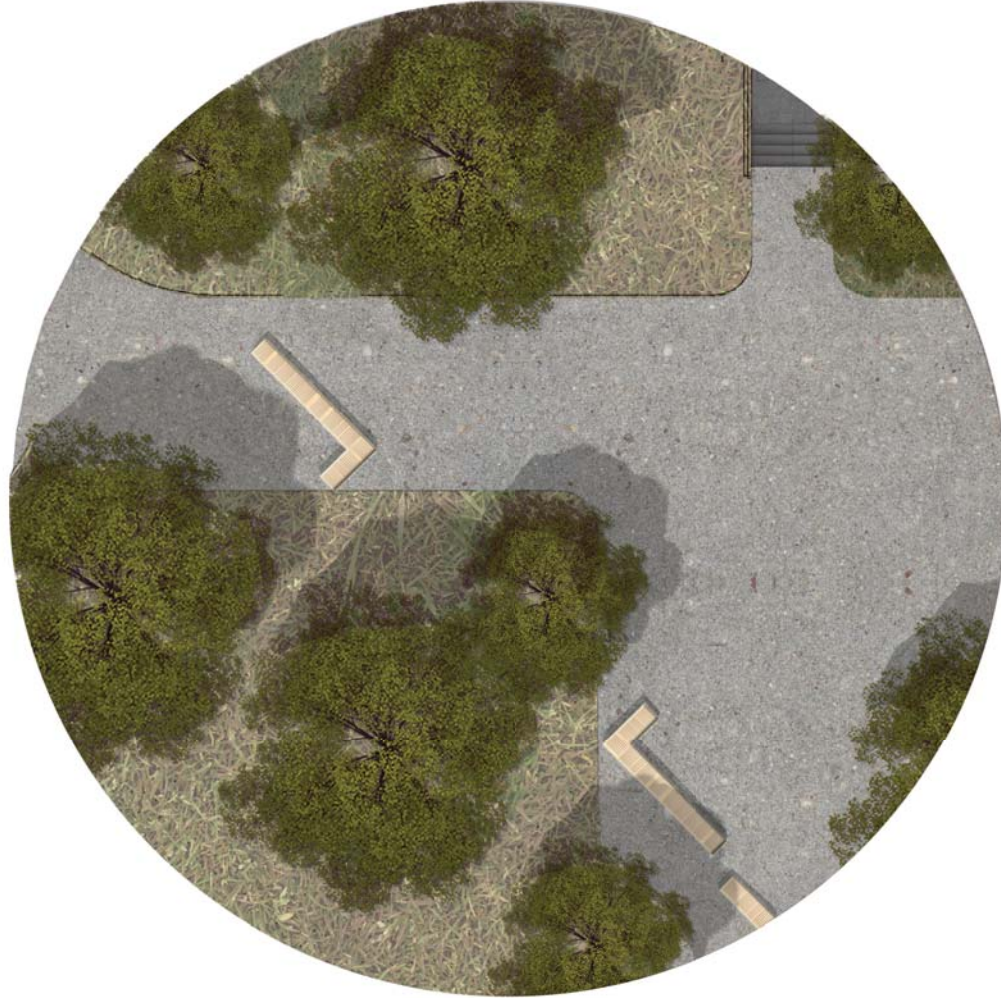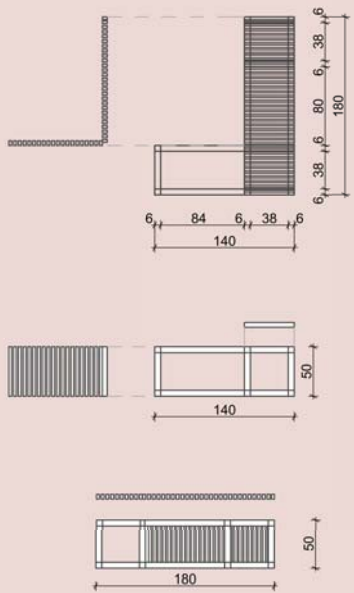
FRAME MODUL
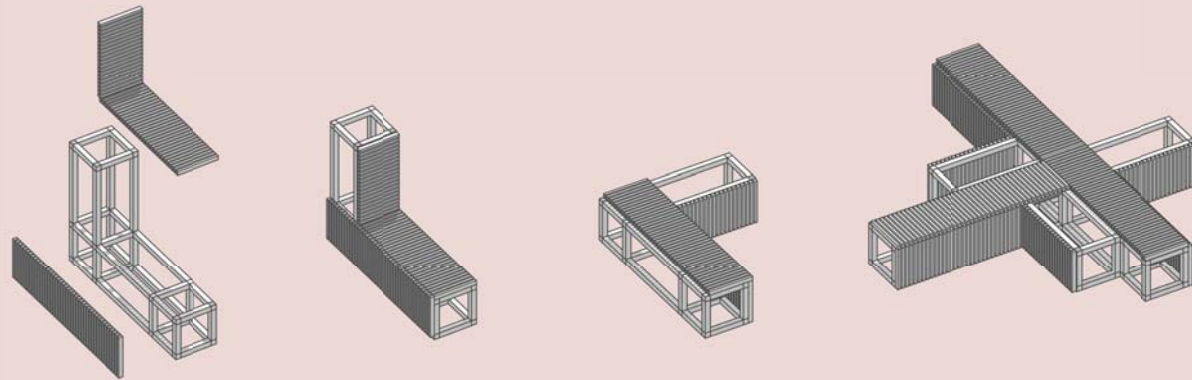
BENCH SCENARIO
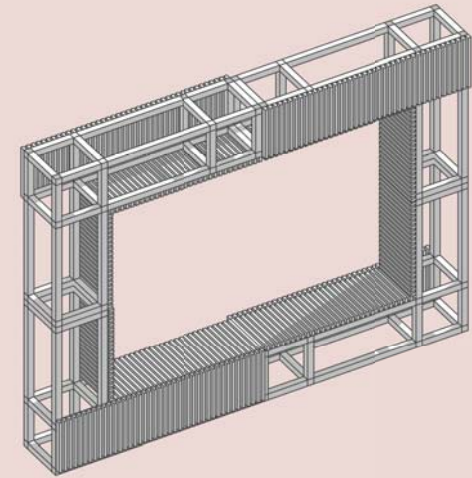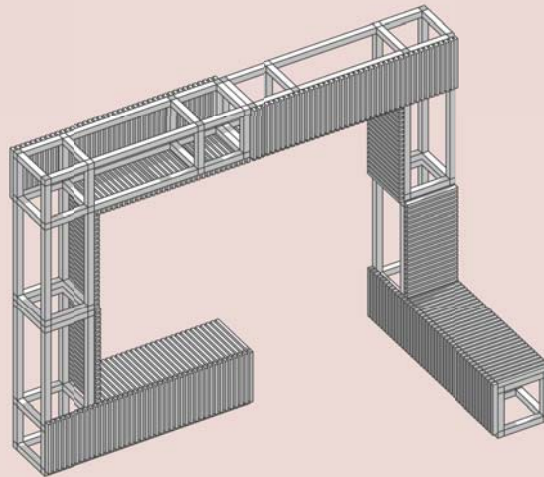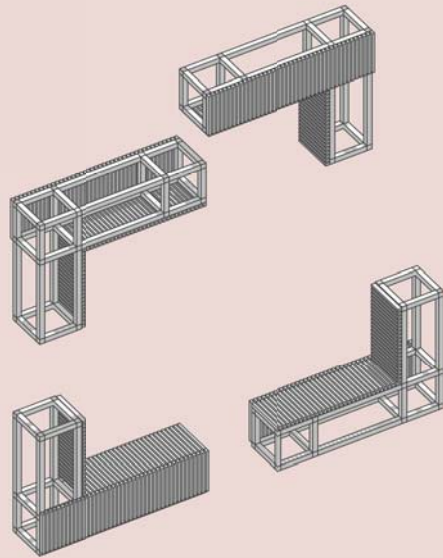
GATE SCENARIO

PERSPECTIVE VIEW OF THE FRAMES

Tête-à-Tête

GROUNDFLOOR PLAN 1:200

— demolition
— new
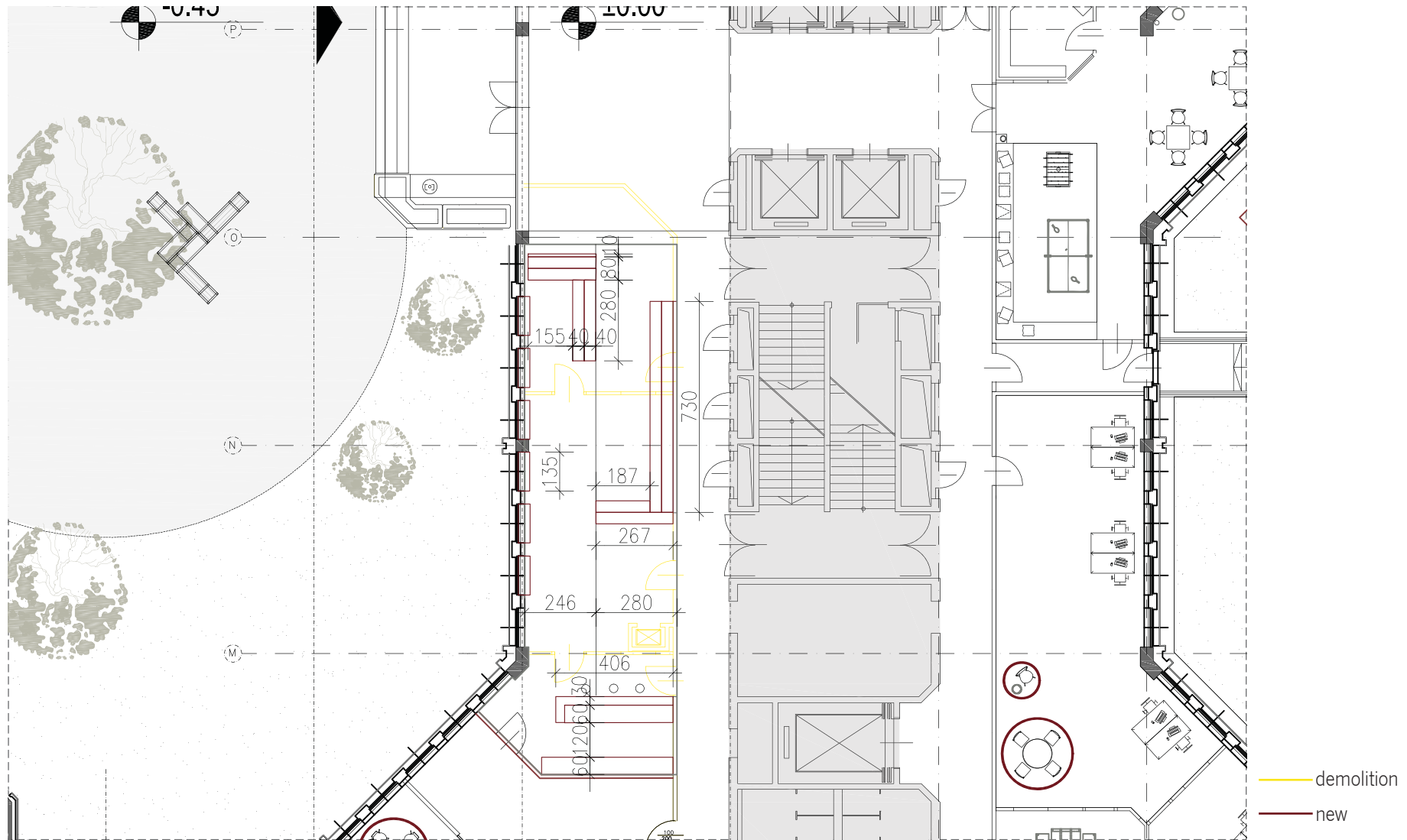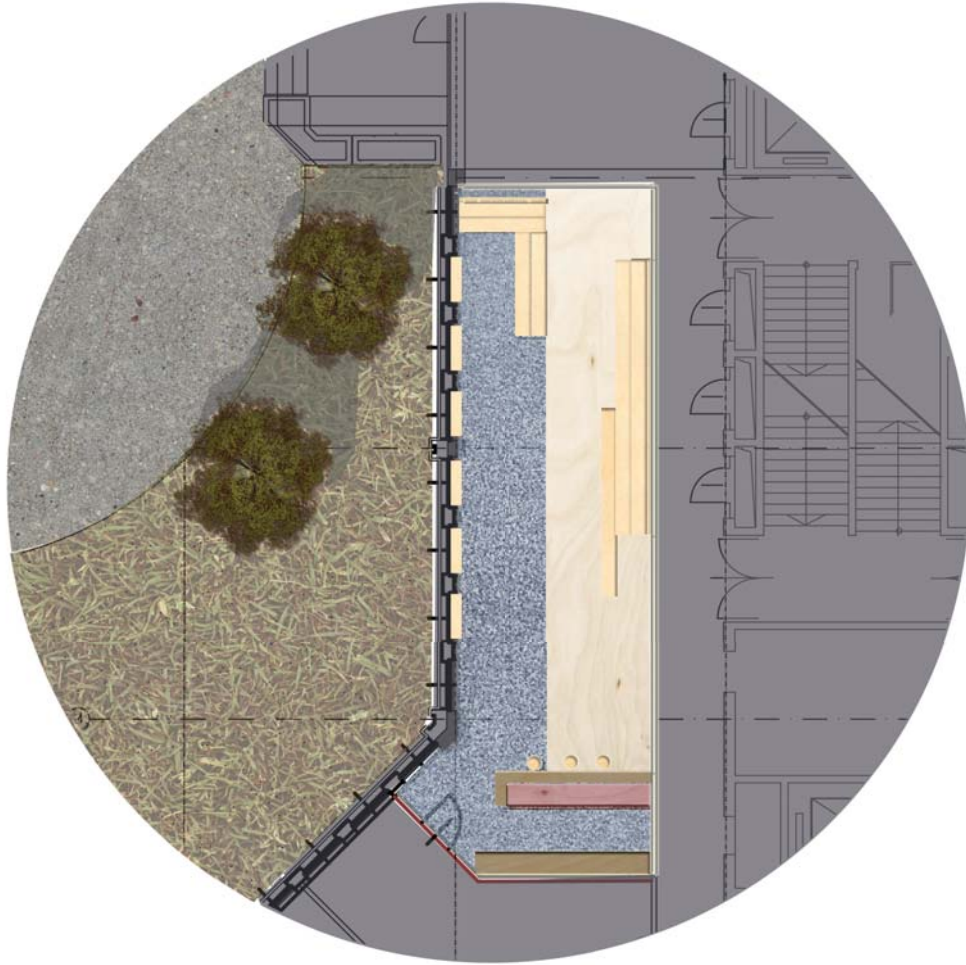
SHELVES
fixed to the existing wall

BAR
wood paneled

WOODEN FRAMES
inserted in window niche

BLEACHERS
birch plywood boards
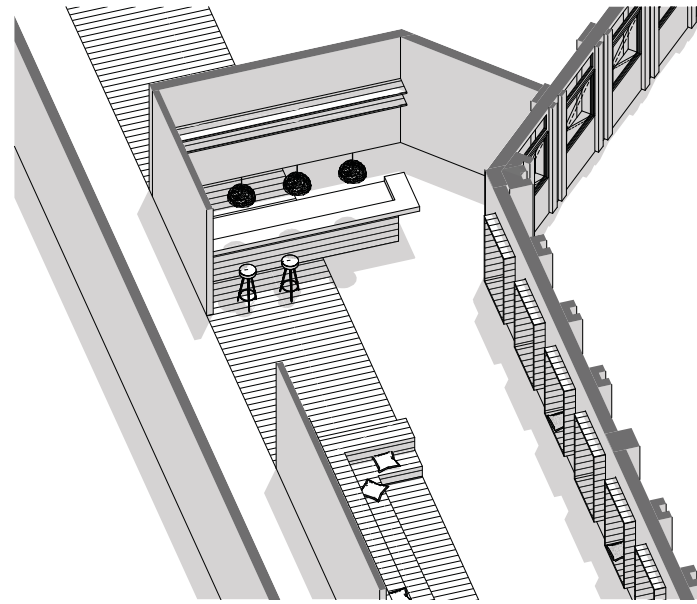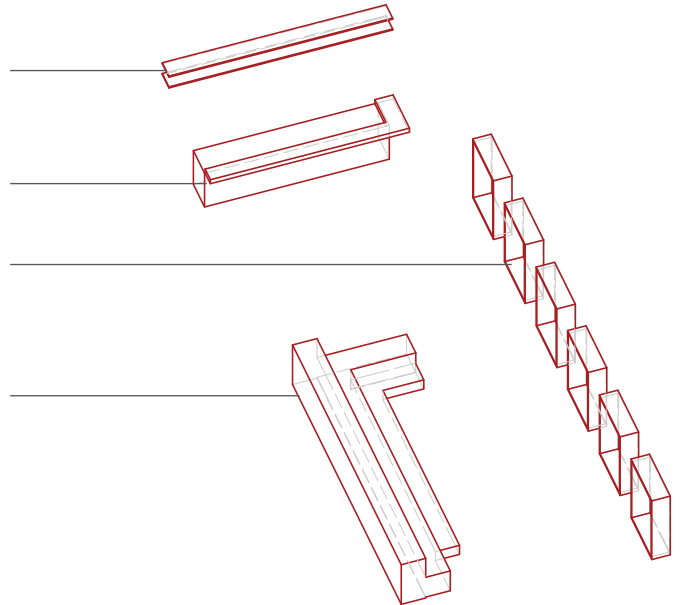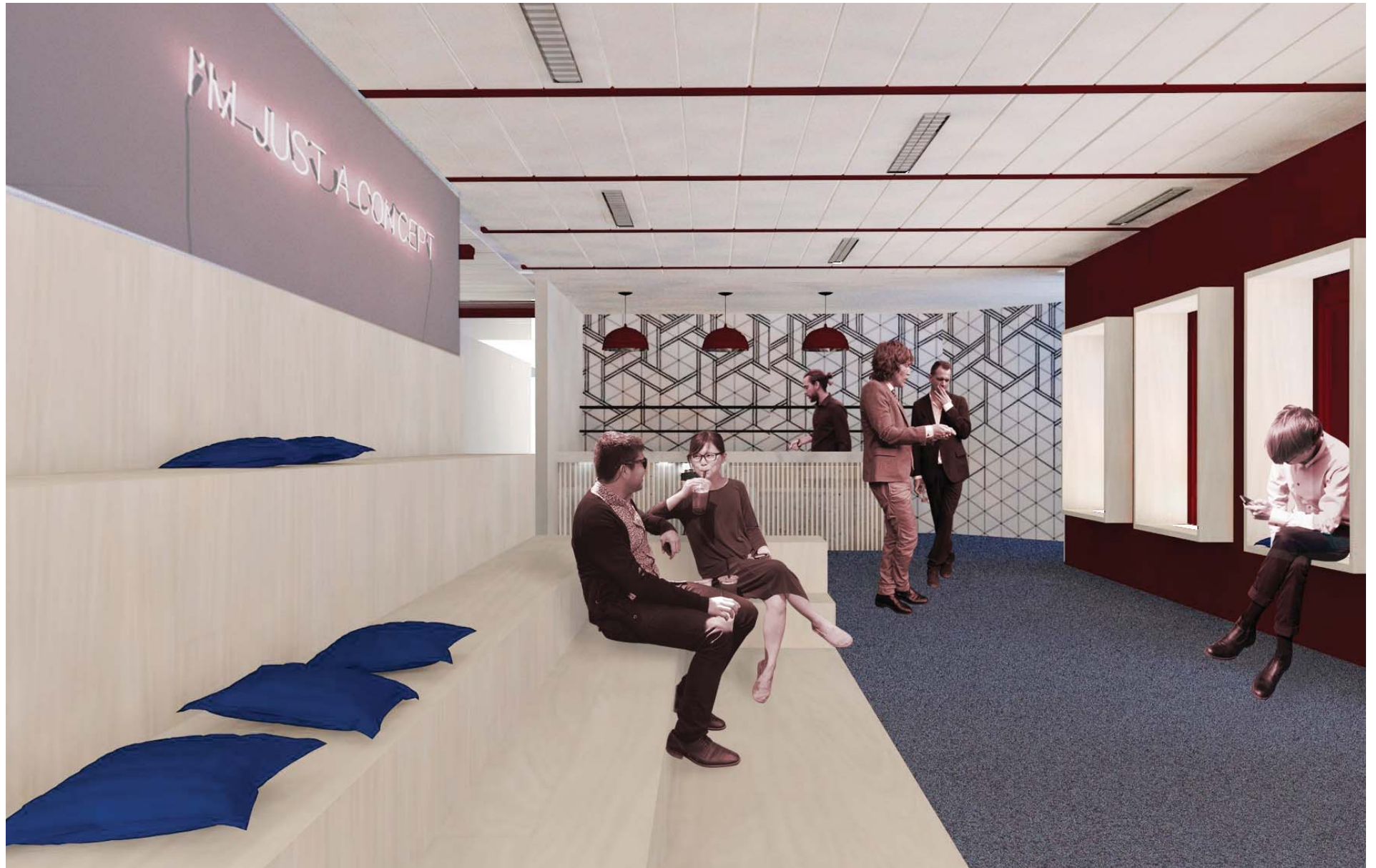
PERSPECTIVE VIEW OF THE CAFE

Inversion+Aura
GROUNDFLOOR PLAN 1:200

724

180

332

362

demolition

new
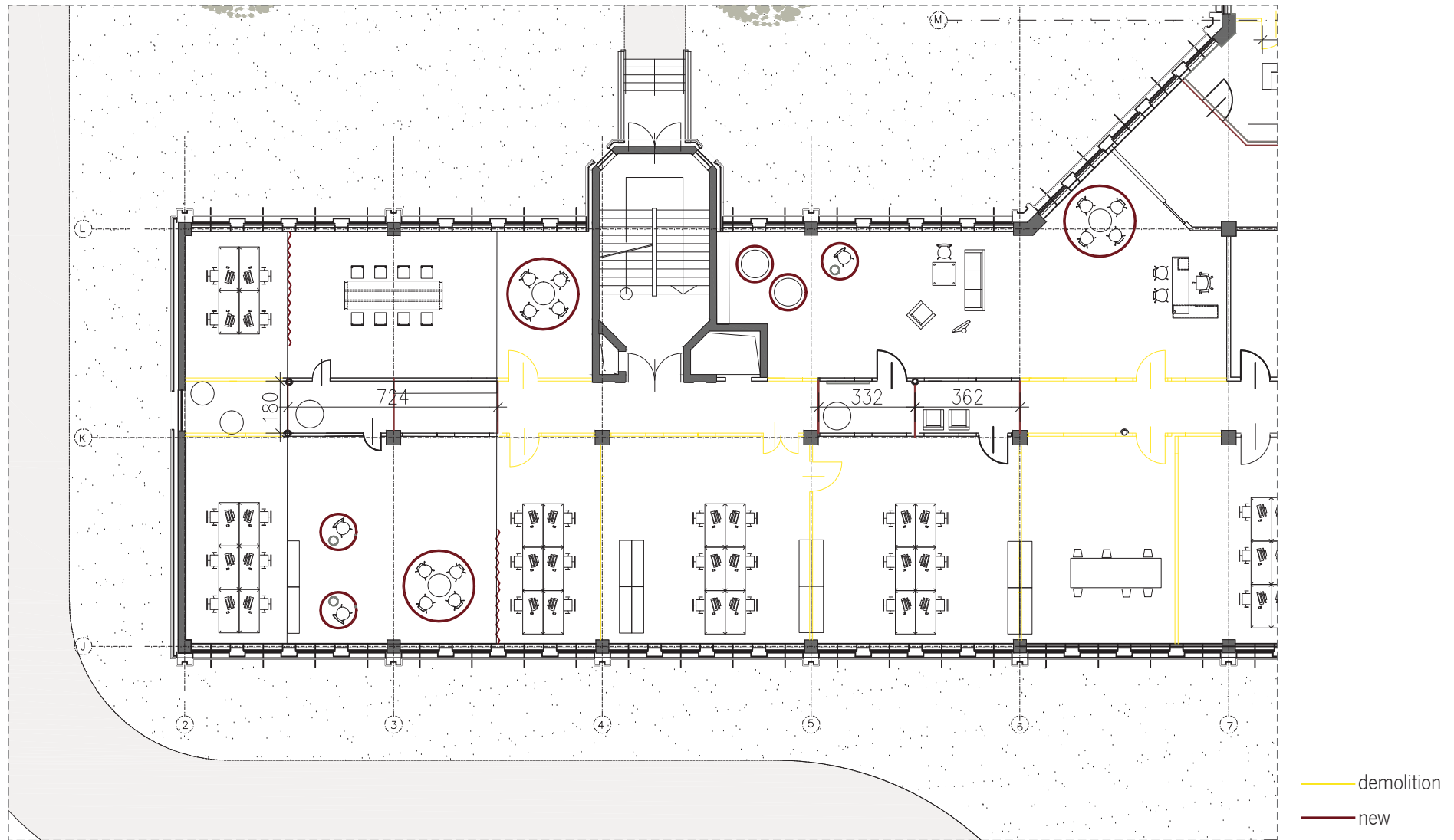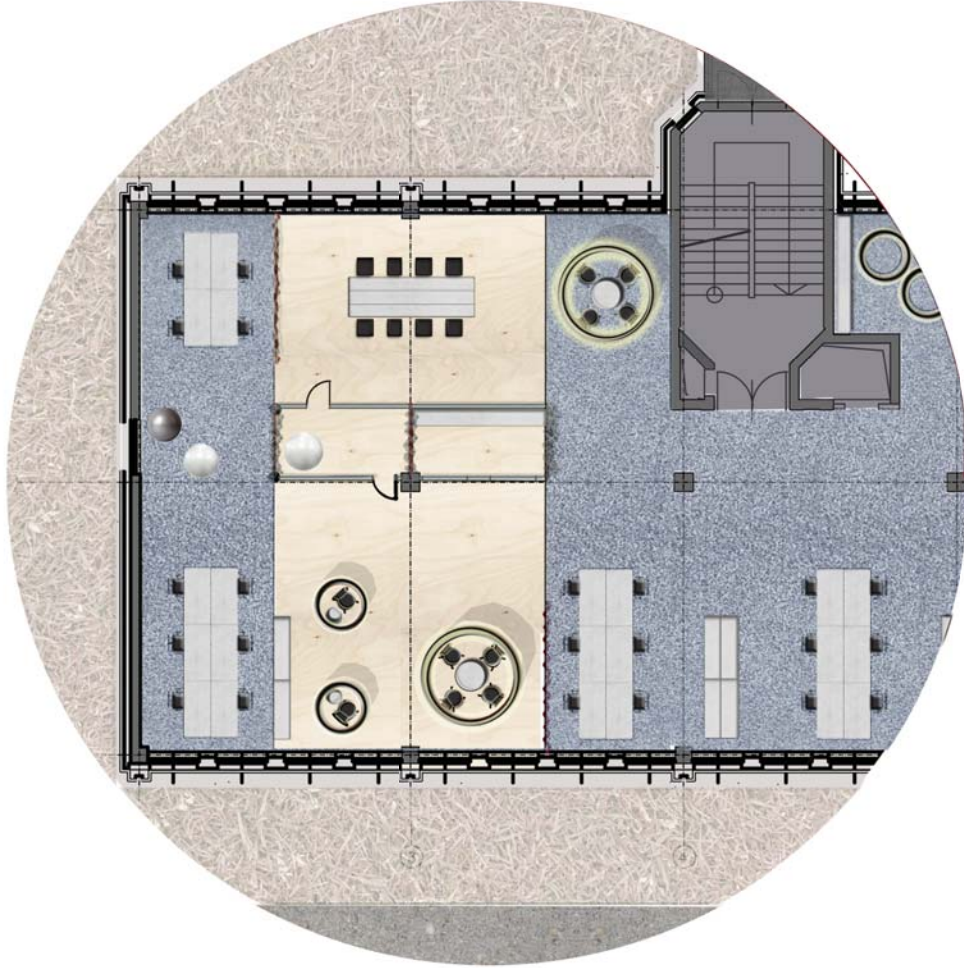
Inversion
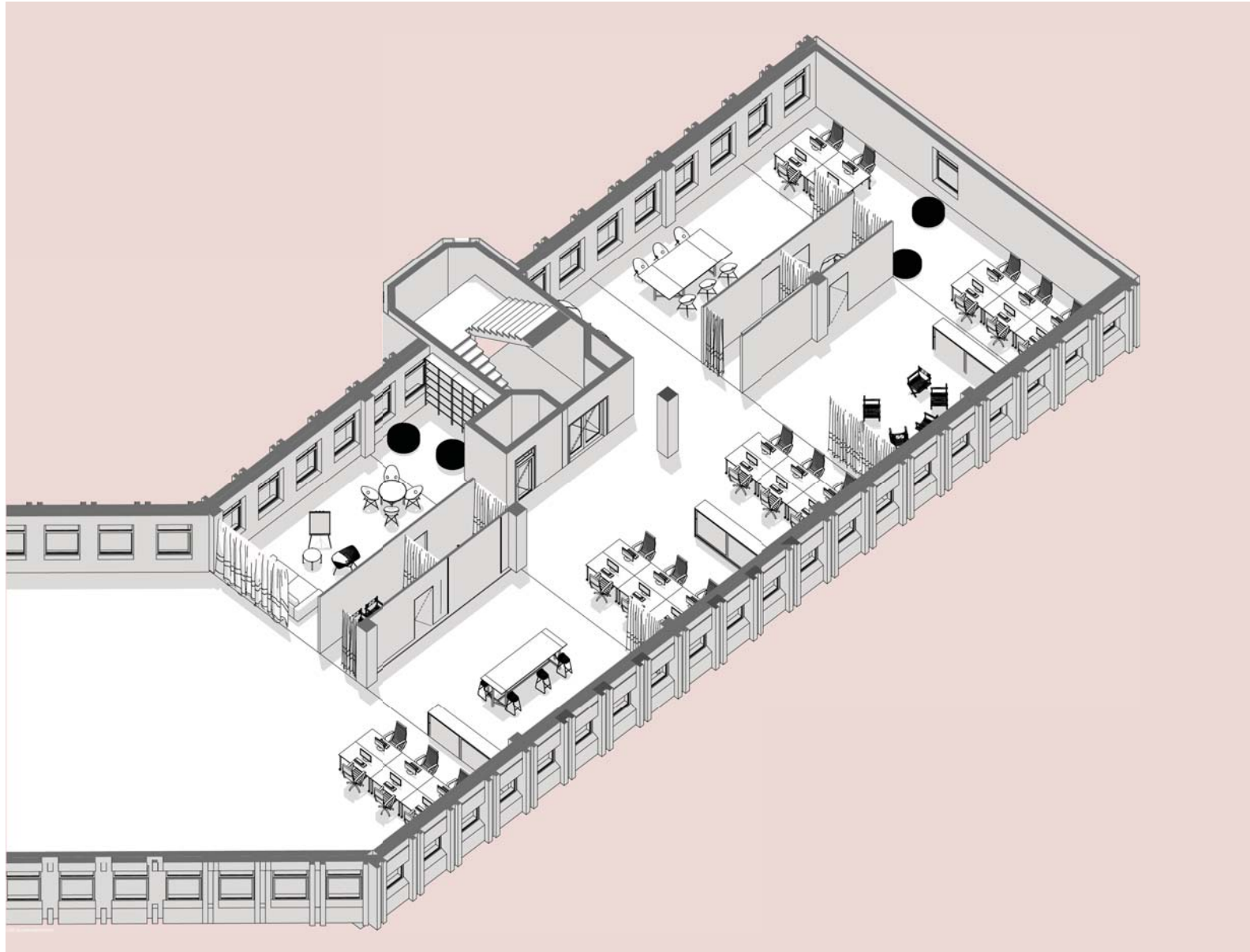
AXONOMETRY

PERSPECTIVE VIEW OF THE OFFICE AREA

Aura

AXONOMETRY

R120

CONCRETE SLAB
SUSPENDED CEILING

240

260

HANGER

LED STRIPE LIGHTS IN
CLEAR POLYCARBONATE TUBE Ø 30/1.5mm

SEMI TRANSPARENT WHITE FABRIC

MODUL 1 (group)

R60

120

200
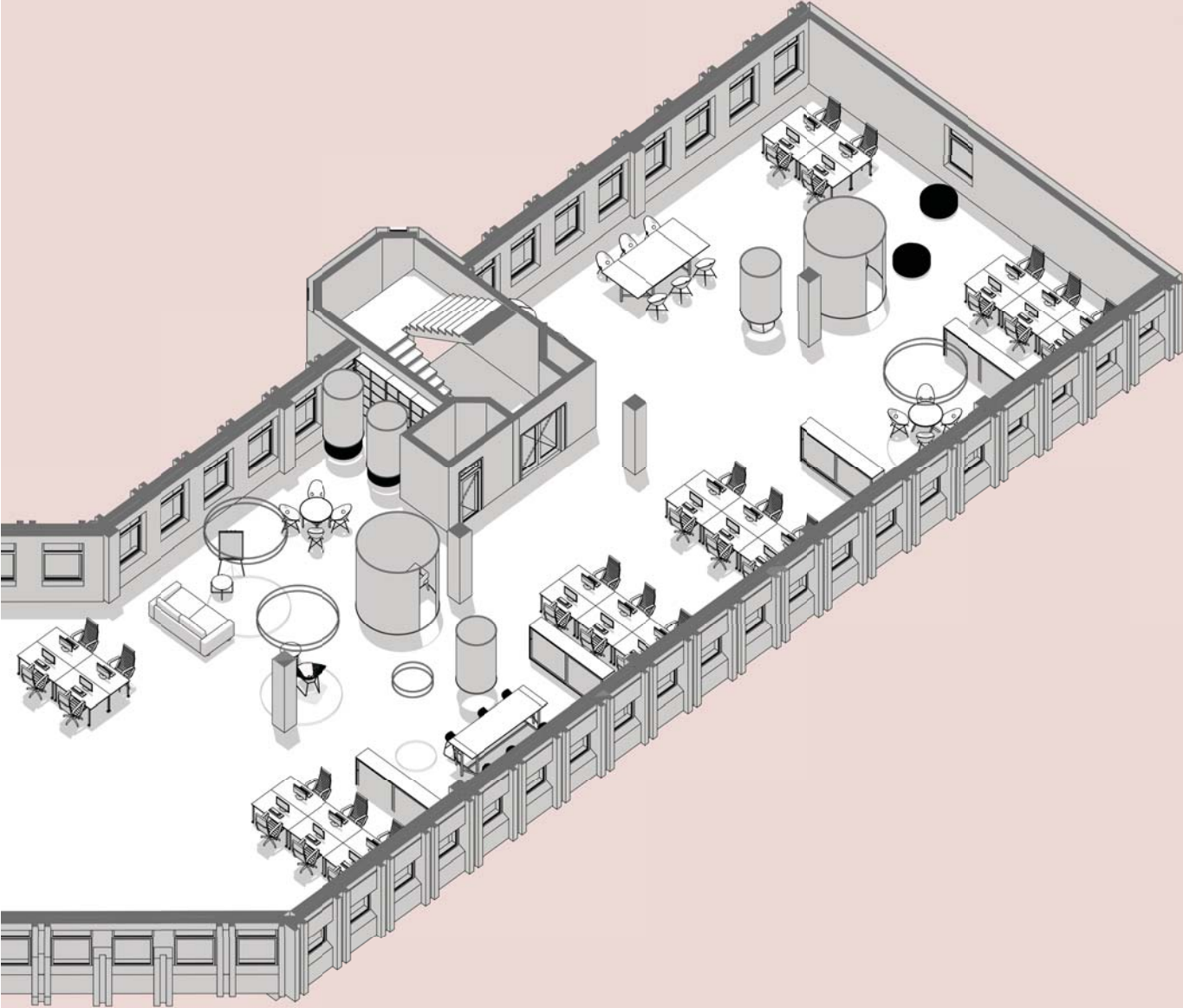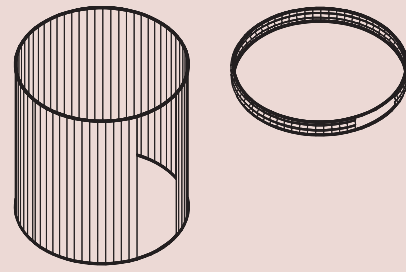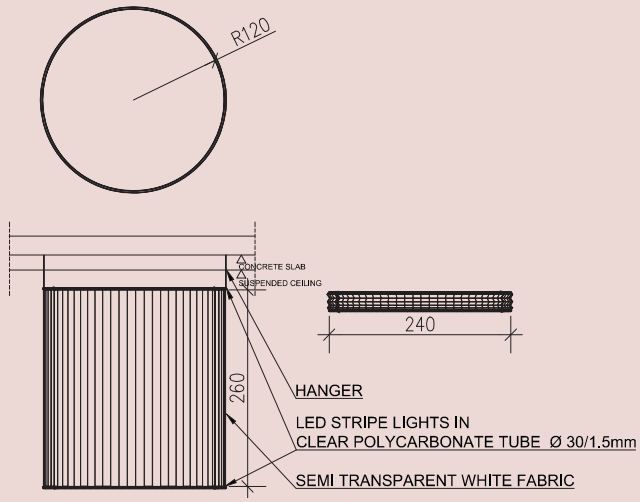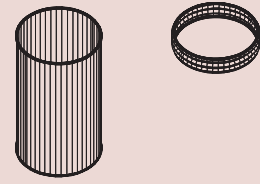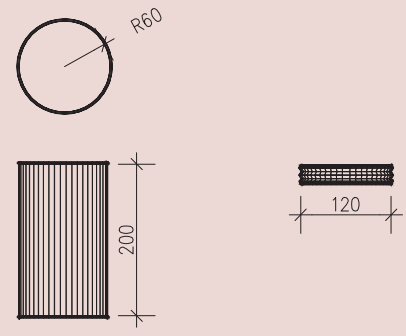
MODUL 2 (individual)

AURA MODUL ELEMENTS

PERSPECTIVE VIEW OF THE OFFICE AREA

Imagine now, reason later!

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List of figures

All figures by author, except: