



EU DISTRICT POST- COVID REPOSITIONING

Final Report

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For Perspective Brussels Internal use.

Prepared for the EU Quarter Fund





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- II. The future office demand
- III. Interviews and District Evaluation
- IV. Recommended Actions
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I. EU District's Functional Mix

Setting-up the EU district boundaries

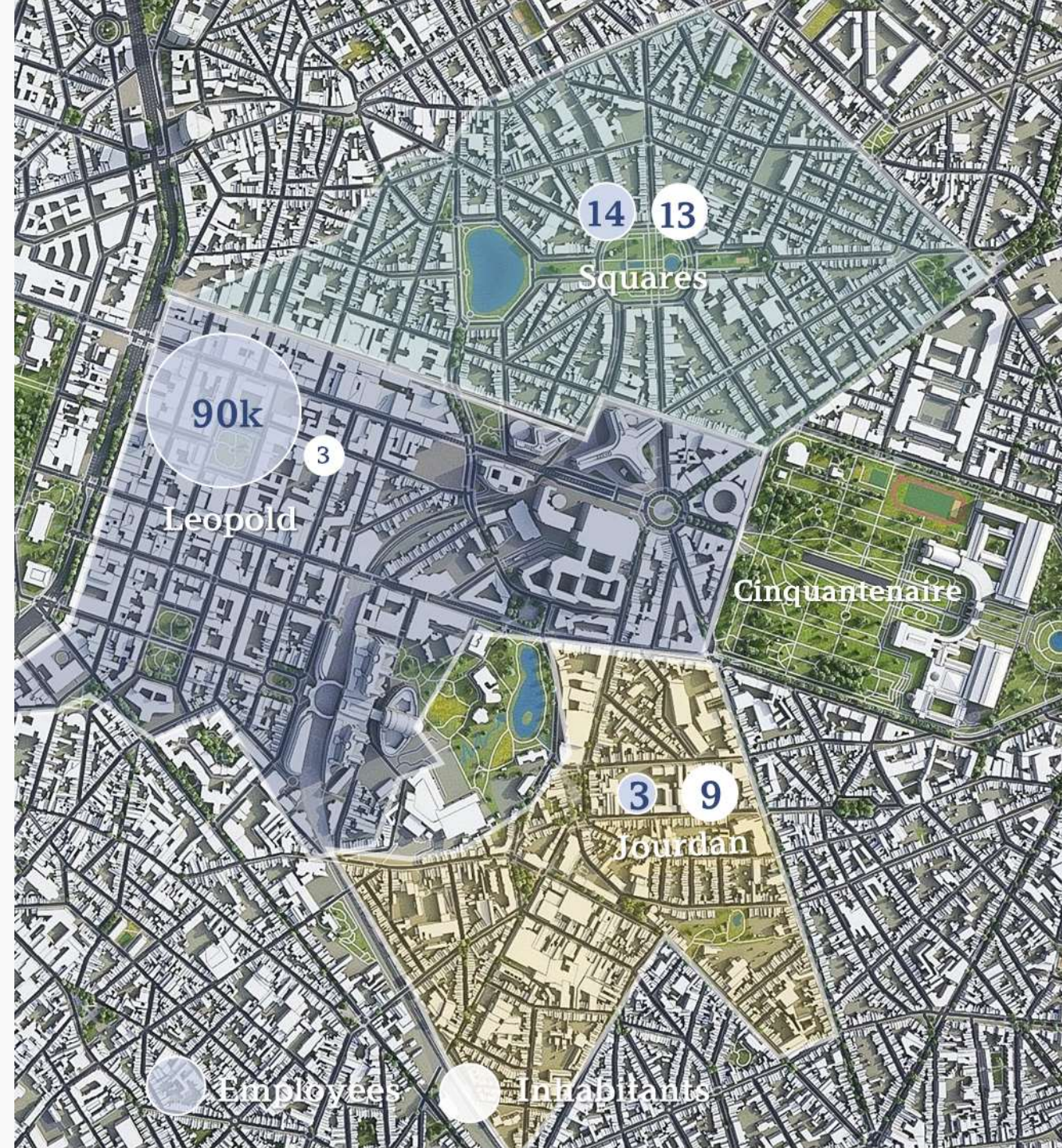
Context – Proposed 4 keys areas of consideration

The EU district lacks definition and boundaries. All agree that it starts at the small ring road on the west and its core is the Leopold district. Its North, South and East limits are subject to interpretations.

We believe it would be artificial to draw concentric lines around the core EU institutions cutting through neighbourhoods with clear sense of belonging. Besides the core Leopold district seat of the key institutions, the Squares and Jourdan, rather residential areas, have very strong connections to the EU urban ecosystem. The Cinquantenaire is also classified as part of the EU district.

These neighbourhoods are also classified by the Monitoring des quartiers and as such have statistical analysis.

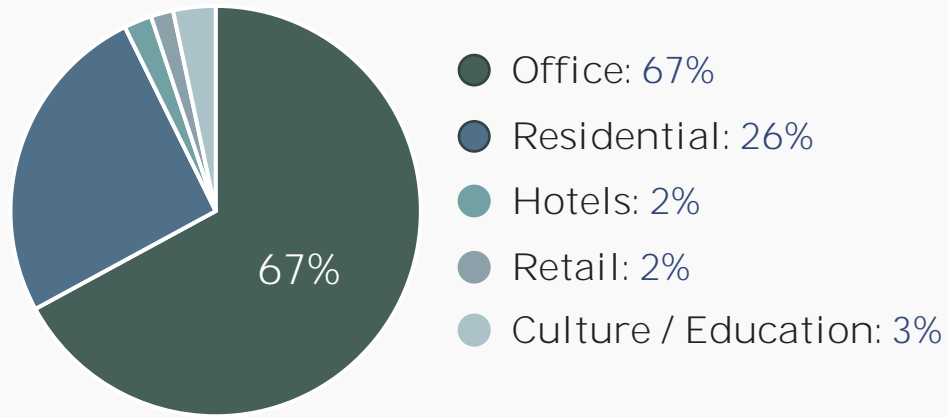
In 2020, these neighbourhoods housed ca 26k inhabitants (I), 2% of the Brussels population only, but more than 100k office workers, or ca. 25 % of the city total (W).



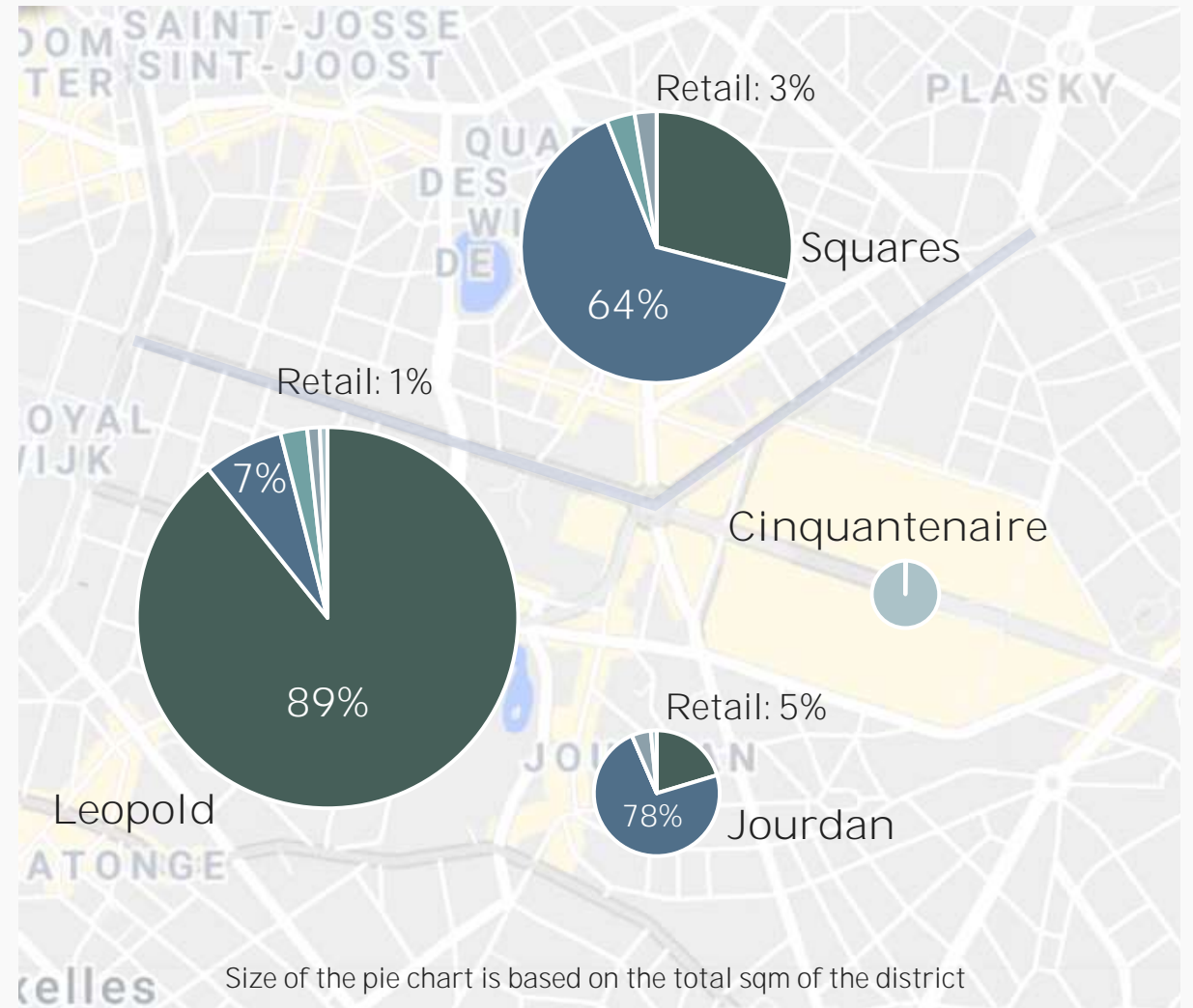
Key figures on EU district

Context – District functional mix

Overall functional mix of the EU district



The EU district is highly dominated by the office, which represents 67% of the total functional mix. This is particularly true in the Leopold district where office represents almost 90% of the functional mix, whereas Jourdan and Squares are dominated by residential (78% and 64% respectively) while the Cinquanteaire is purely composed of cultural assets.

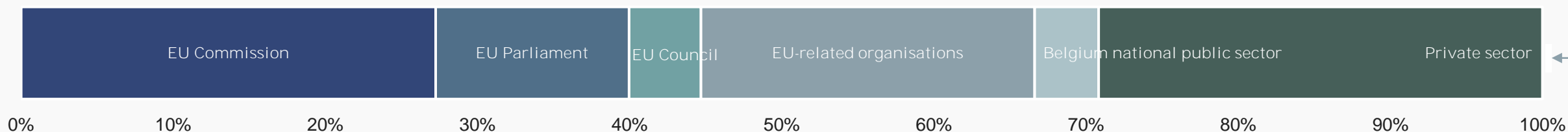


Key figures on EU district

Context – District functional mix

	Office	Retail	Residential	Hotel	Culture	Total
Leopold	2,430,000	30,000	187,000	63,000	18,000	2,728,000
Squares	270,000	23,000	564,000	29,000	<1,000	887,000
Jourdan	64,000	22,000	322,000	<1,000	6,800	415,800
Cinquantenaire	-	<1,000	-	-	115,000	116,000
Total sqm	2,764,000	76,000	1,073,000	93,000	140,800	4,146,800

Distribution of the office sector by key occupier:



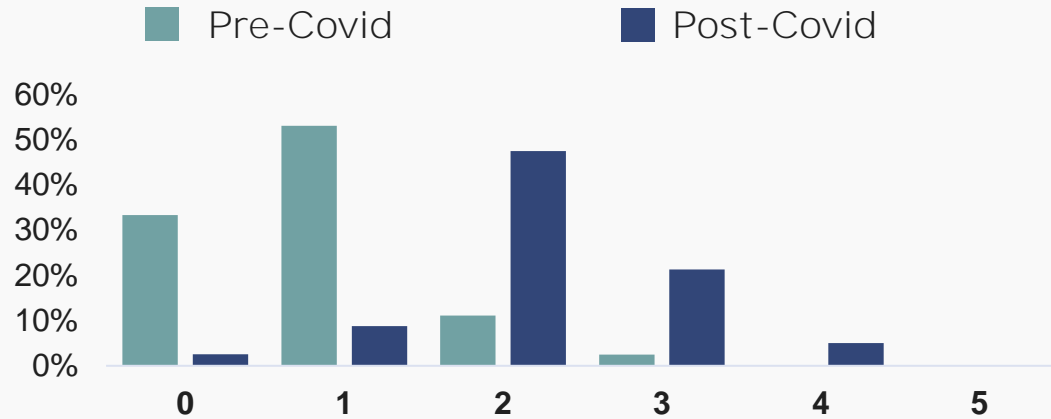
The 3 core EU institutions represent 45% of the total office footprint in the EU district. This percentage even goes up to 67% when adding all the other EU-related organisations. The national public sector occupies another 4%, while the last 29-30% is formed of companies operating in the private sector.

II. The future office demand

The consensus on 2 to 3 days of remote working will further drive adoption of agile workplaces

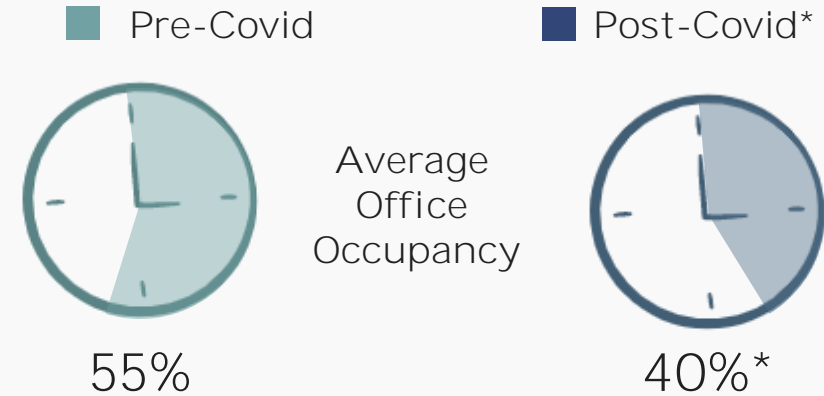
Average remote working allocation post-Covid and estimated office occupancy impact

Pre- & post-Covid remote working allowance per week



Typical remote working allowance # days per week pre- & post-Covid

Average office occupancy pre- & post-Covid*



* Average occupancy estimated with one additional remote working day

Pre- & post-Covid remote working allowance per week



0.8  2.2 # days / week

Pre-Covid Post-Covid

Adoption of agile workplace strategy



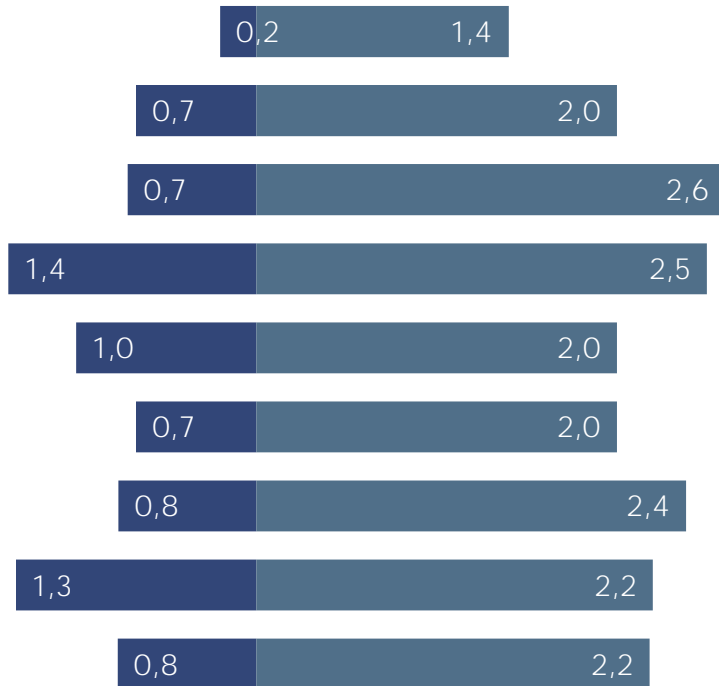
45%  76%

Pre-Covid Post-Covid

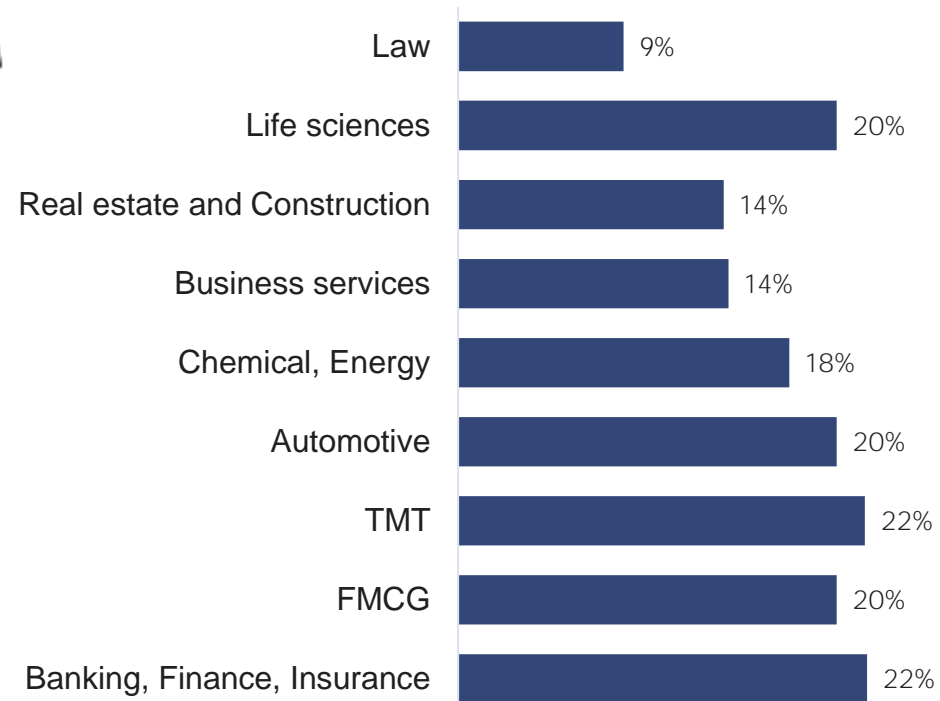
There are significant differences in post-Covid strategies depending on business sector

Large international corporates are planning twice as much space reduction as local SMEs

Remote working pre- & post-Covid



Potential space reduction by sector within the next 5yrs



Respondents want buildings that provide seamless user experience centered on collaboration

Services and amenities required by respondents post-Covid

“We want open and vibrant ground floors”



“More catering options”

“Concierge service”



“53% want Co-working option within building”

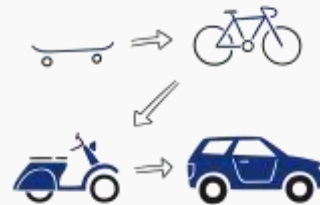
76%

Want more meeting and collaboration space

“Smart building technologies improving user experience”

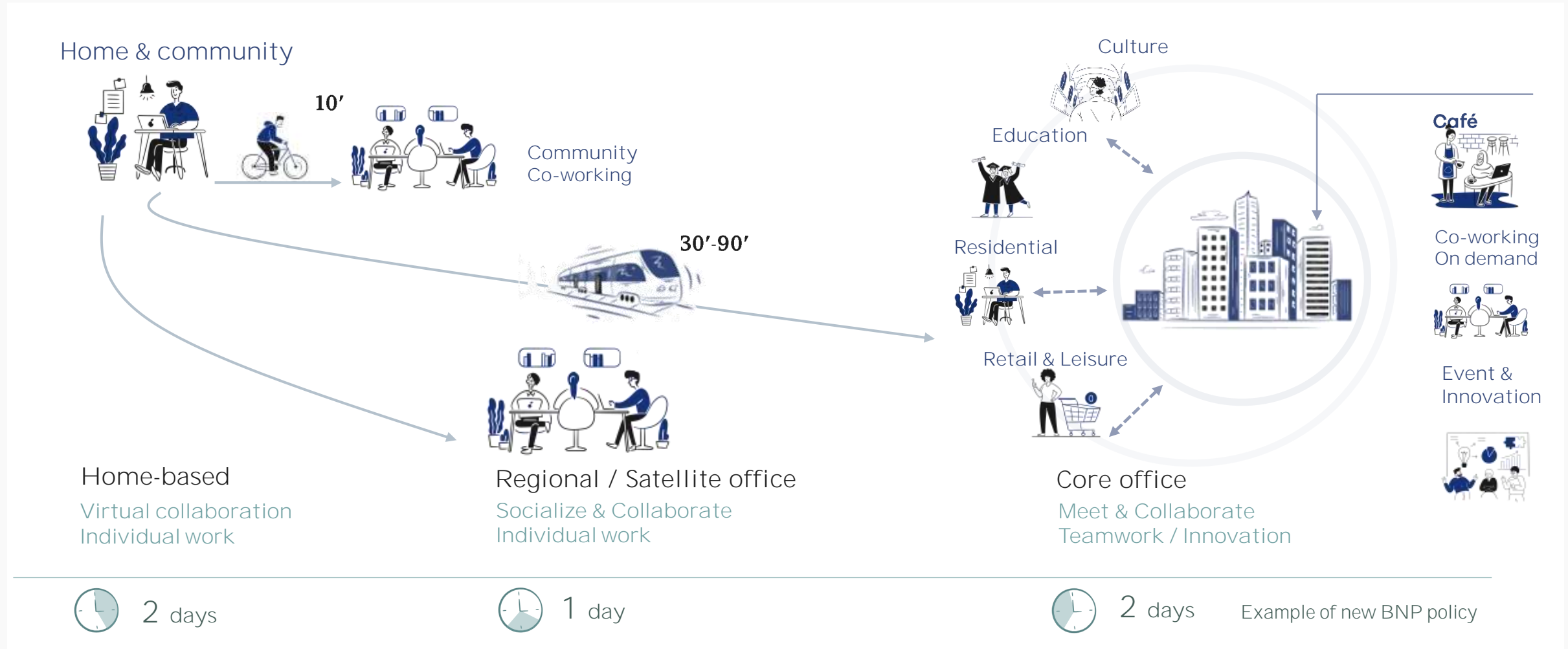


“Shared Mobility”



Choice of place, space and workplace will increasingly be distributed on a wider geography

Providing the right mix of places and workplaces to support the new normal



Prepare for new ways of working and a changing demand for office space

Context – The changing demand for offices post-Covid

Status as seen by stakeholders:

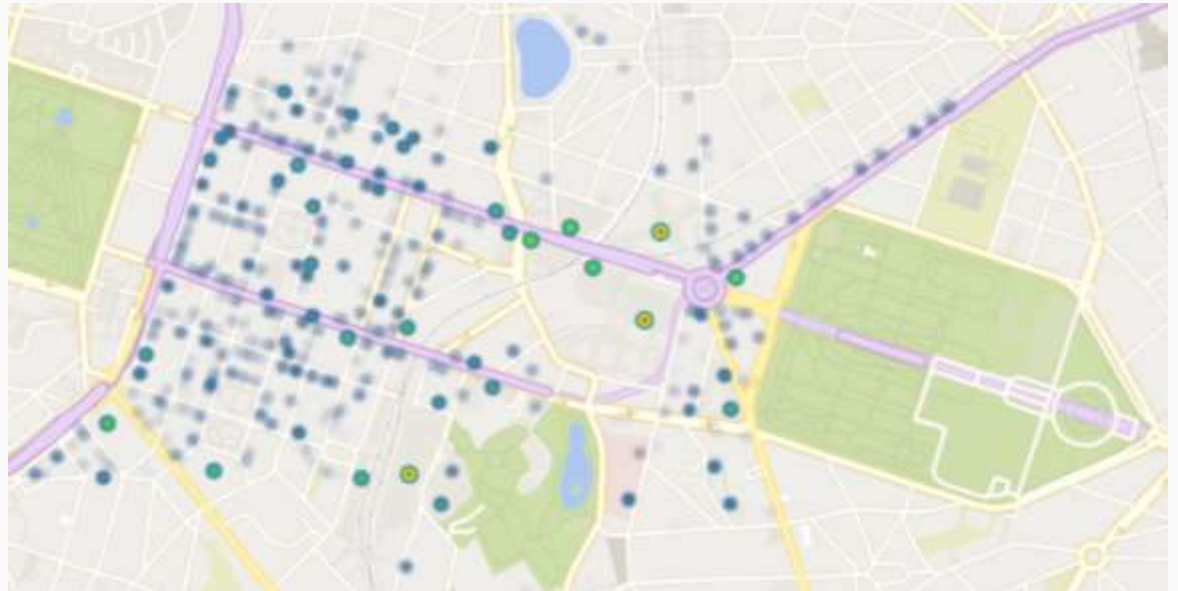
- EU Commission is to reduce office space by 25% (ca. 200k sqm).
- EU Parliament is not changing its (mainly owned) office footprint.
- EU buildings are very isolated and need to be more open.
- Demand for large-scale office space remains strong.

Propositions mentioned by stakeholders:

- Change the perception of the district as a mono-functional “office ghetto”.
- More mixed-use developments with co-working and/or co-living.
- EU Institutions adopt remote working policies allowing from 1-3 days per week whilst revising their footprint needs.
- 18% office space reduction is expected from private companies, impacting ca. 30% of current district occupiers.

Facts:

- 2.7m sqm of total office space, ca. 67% of all space.
- 45% of tot. footprint is occupied by EU institutions.
- 67% of total office footprint can be directly related to EU functions.



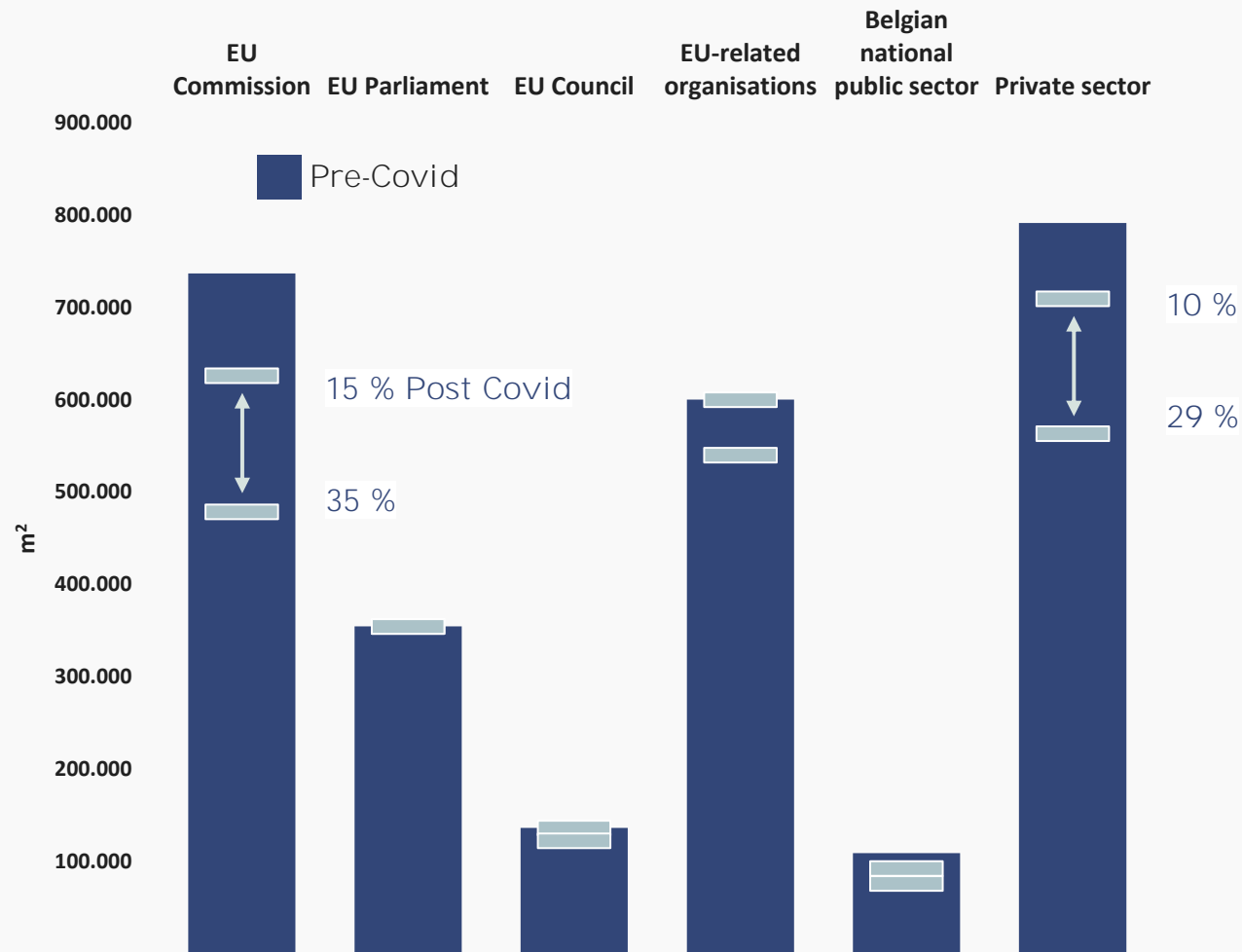
Heat map of office stock in the EU district by sqm

Key influencers: • Investors,
• EU, Office occupiers

Overall importance: ●

Demand from current occupiers will shrink but there is potential to attract new occupiers

Post-Covid office demand from current occupiers and potential impact on the EU district



We foresee a contraction of the current occupiers' office demand of between 8% and 22% in the EU district (c. 200-600k m²) within the next 5-7 years.

Occupiers are increasingly looking to vibrant, Urban and well-connected areas. The Brussels Central District is the most in favor however it has limited availability due to its historic nature.

The EU district has an opportunity to attract new occupiers (especially from outside of Brussels region) that did not find suitable offices in the very city center.

Provided that the district repositioning is started on short term with a good marketing campaign new occupiers can be attract to the district to partly compensate this contraction.

The Loi and Belliard streets will remain highly problematic for private sector occupiers and their remodeling and traffic limitation should start on very short term.

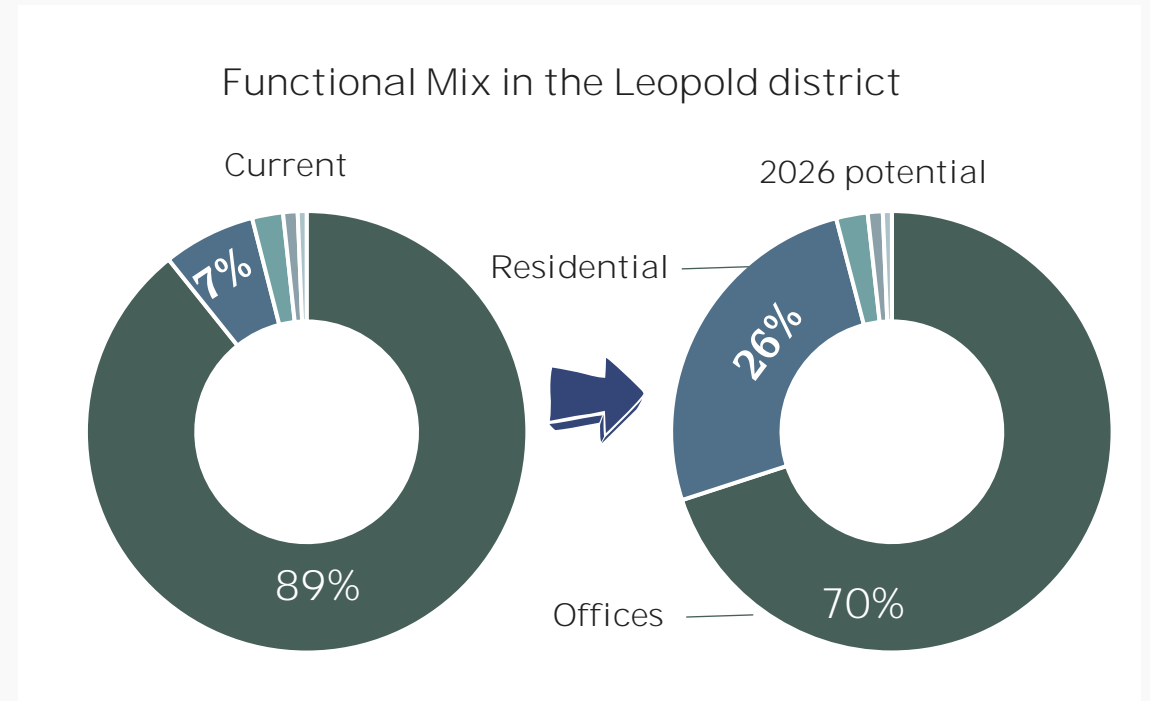
Residential reconversion should focus on core Leopold district

The Leopold sub-district with its 89% office share remains the key issue within the EU district.

Even if a total of 600.000 sqm of office space would be reconverted to residential this would only represent 26% of the total area (from 7% currently).

This would represent ca. 5,000 units residential units (700 p.a. over the next 7 years). Based on residential market demand this amount can be easily absorbed in the district.

The 600.000 sqm however corresponds to the "worst case" office scenario where current occupiers would reduce their space occupation by the highest scenario (-22%) and no new external occupier would compensate this.



SWOT analysis of the EU district

Context – The changing demand for offices post-Covid

STRENGTHS

- Very central and urban area
- Great public transport connections
- International visibility & brand
- Commitment from main office occupier
- Strong local democratic involvement
- 3 major parks

OPPORTUNITIES

- Demand for central urban offices post Covid
- Lack of potential supply in core city center
- New demand for larger residential units in city center
- Stronger EU involvement

WEAKNESSES

- Office dominance in central areas
- Lack of diversity in office and residential use
- Loi/Belliard axis acting as urban barriers
- Area with worst air quality in Belgium
- Local image of the district
- Very mineral environment / lack of green in central areas

THREATS

- Lack of long-term vision and delayed regulatory plan
- Increasing vacancy and image impact
- Decreased footfall
- Lack of critical scale to sustain retail activity

Where to focus attention for the office investment / development

Context – The changing demand for offices post-Covid

The occupiers

Central and accessible location. Over 85% want to locate in urban areas.

Employees will come back by choice and will want to combine work and urban experience.

As for co-working, employees and employers will vote with their feet and micro-locations become critical.

78% of employers want more collaboration space and open and vibrant ground floors.

As for residential, employees are looking for outdoor green spaces.

The investors

Centrality and accessibility by both public transport and soft mobility will be key for the attractiveness of offices.

To remain attractive, the CBD districts need to move away from their monofunctional image to become real places of life.

A mix of functions (offices, shops, services, housing) needs to be available at a neighbourhood level

Ground floors will need to be mixed-use, offering retail.

The quality of public spaces and green areas will be an investment criteria.

The EU district



Most urban and accessible district after pentagon.



District has improved a lot however it lacks cohesiveness (soft mobility) and suffers from a poor image.



The core Leopold district remains extremely monofunctional



Most ground floors are closed and offer no interaction.



The street scape and courtyards are desperately grey.

III. Interviews and District Evaluation

We conducted 18 interviews representing 11 interest groups

Context – Interviewee list

1. EU District 6 Board Members

- a. Jean-Pierre Hanin (CEO, Cofinimmo)
- b. Jacques **Lefèvre** (CEO, BPI Real Estate Belgium)
- c. Sven Lenaerts (Head of CSR, Immobel)
- d. **Jérôme Delaunay** (Country Team Head Benelux, AXA Investment Managers)
- e. **Cédric Mali** (CCO, Befimmo)
- f. Serge **Fautré** (CEO, AG Real Estate)

2. EU institutions

- a. Marc Becquet (Head of OIB)
- b. Christiane Gerlach-Scheerer (Master Architect)
- c. Klaus Welle (Secretary General, EU Parliament)

3. Regional government

- a. Pierre Lemaire (Project Manager Urban Strategy, Perspective Brussels)
- b. Patrick Struelens (Visit Brussels)

4. Association of residents

- a. Michel Van Roye (Coordination Bruxelles-Europe)
- b. **Marco Schmitz** (Association du Quartier Léopold)
- c. Barbara Bentein (GAQNE)

5. Hotel association / representatives

- a. **Frédéric Hill** (General Manager, Stanhope Hotel Brussels, Thon Hotels)

6. Retail association / representatives

- a. Fran Verwimp (Hub.brussels) & 4 local retail associations

7. Cultural associations / players

- a. **Sébastien de Baere** (Autoworld)

8. Mobility players

- a. Philippe Barette (Strategy Director, Brussels Mobility)
- b. Robert Fontaine (Corporate Planning, Reporting & CSR, STIB)

9. Education representative: University Prof.

- a. Simon Boone (VUB - general manager BSI)
- b. Dirk Jacobs (ULB – president BSI)
- c. Emeritus Professor Eric Corijn (VUB)

10. Residential brokers & developers

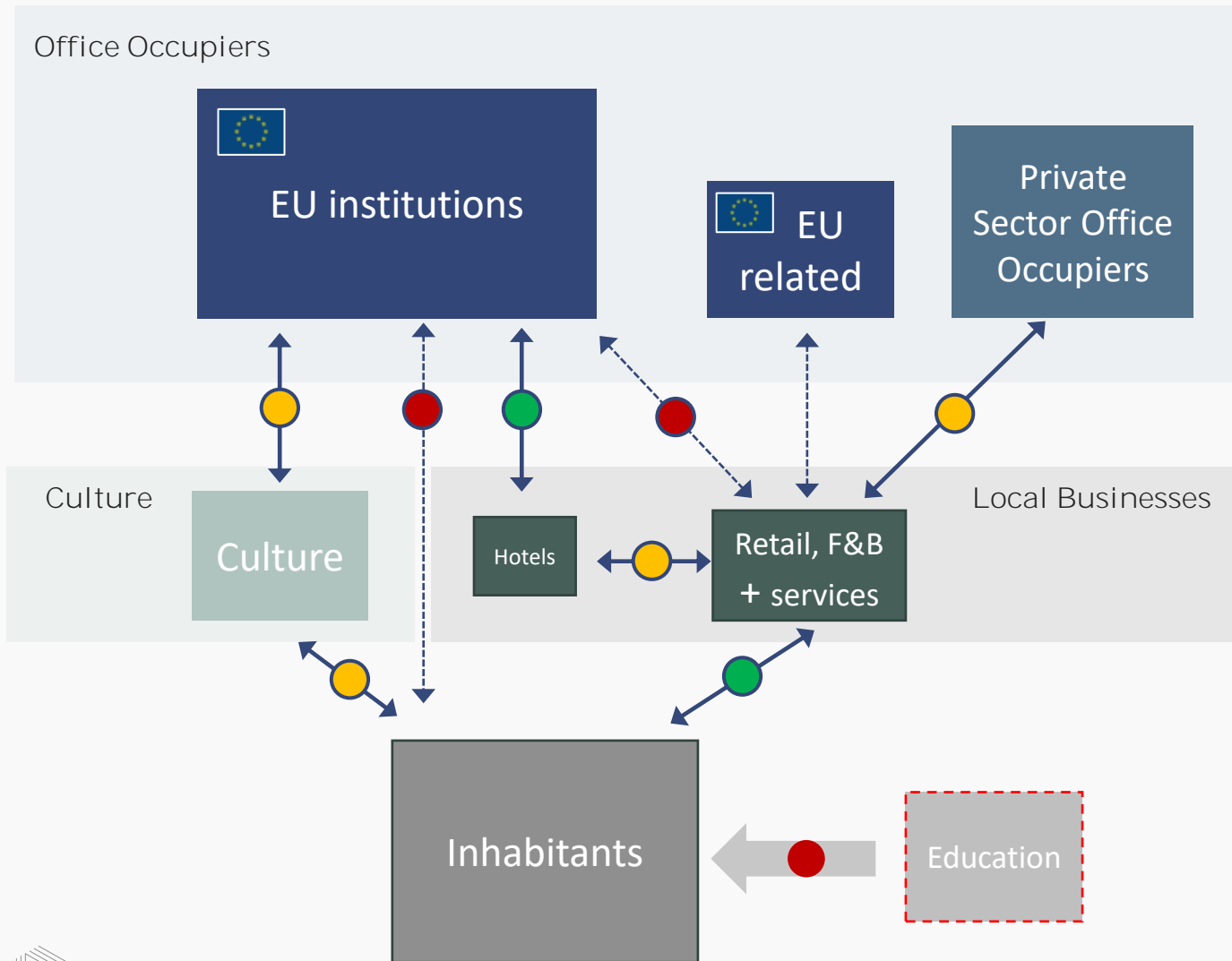
- a. Nicolas Vincent & Adrian Devos (Managing Directors, Buyerside)
- b. Wim Smeets (Urbicoon)

11. Office brokers

- a. Maximilien Mandart (Partner, Cushman & Wakefield)
- b. **Cédric Van Meerbeeck** (Head of Research & Marketing Belgium & Luxembourg, Cushman & Wakefield)

District stakeholders

Key Interactions



- The EU institutions are the largest occupiers of the district, their employees outnumber the inhabitants by a factor close to 2. As such the EU is driving the key interactions with the district other stakeholders and has a major social and urban responsibility.
- Without a direct and supportive cooperation from the EU institutions it will be difficult to change the district.

Type of link

- ↔ Established, strong link
- ⋯ Weak link
- ← Non-established, missing link

Link performance rate:

- Well functioning interaction, fluid cooperation
- Functional interaction but more limited cooperation
- Sub optimal interaction limited cooperation and communication

Whilst there is a consensus on the district's future, there is no alignment on how to deliver change

Interviews – Executive summary

1. The case for change: Covid has exacerbated existing issues

- Remote working: major threat + opportunity to diversify the current functional mix.
- EU institutions & private occupiers will leave significant space in the coming 5 to 10 years.
- Retail/Horeca sectors as well as the EU Parliament seemed the most concerned and prepared to change.

2. A shared vision for the future:

- much more livable and diverse district with more residential
- much greener district where more diverse services can be accessed alongside activated ground floors.
- more cohesive identity: Squares, Jourdan, Leopold & the Cinquantenaire reunited through strong soft mobility; the Loi/ Belliard are not anymore urban walls.

3. Strong agreement on what needs to change:

- urgent need for a clear urban development framework
- quality public space must be delivered with more concertation on local stakeholders and green space
- the automotive pressure must be significantly reduced
- more residential space needs to be delivered, especially to welcome families
- Opening (esp. primary) schools, while higher education to attract new innovative companies

Need for a joined-up and participative implementation plan:

- Despite common vision and goals for the district, stakeholders are not prepared to materially deviate from current approach or perspective amid.
- Each seem to expect change to be driven by someone else
- The stakeholders need to agree on a set of practical actions that enjoy strong consensus, and each agree to invest resources to support its delivery.

Relevance and impact of stakeholder by topic

Interviews – Key topics for Occupiers

Stakeholder	1. Governance & Policies	2. Environment		3. Mobility	4. Functional Mix & Buildings				5. Branding & Marketing
	a. Long-term plans	a. public space	B Green space	Soft mobility	a. Increase Residential	b. Widen Retail, F&B	c. Activate Grd. floors	d. Attract education	a. Perspective shifts
Board members	●	◐	●	◐	●	◐	●	◐	●
City Government	●	●	●	●	●	●	◐	◐	◐
EU	◐	●	●	●	◐	●	○	◐	◐
Office occupiers	○	◐	●	◐	●	●	●	○	●
Hotel	○	◐	●	○	○	●	○	○	●
Retail, F&B	◐	●	◐	◐	●	●	◐	○	●
Culture	◐	●	○	◐	◐	◐	○	○	●
Residents	◐	●	●	●	●	●	◐	●	●

Shape the district's long-term strategy in a government-approved regulatory urban framework

1. Government & Policies: Long-term planning regulation

Status as seen by stakeholders:

- No clear strategy definitions
- Abnormally long and uncertain permitting processes

Propositions mentioned by stakeholders:

- Create a local **stakeholders' alliance**
- Provide key recommendations to government
- Incentivize residential
- Identify land value capture mechanisms
- Increase the involvement of the EU

Main objectives for the regulation:

1. Foster and incentivize the delivery of more residential
2. Reunite the district North-South soft mobility paths
3. Maintain the existing urban block fabric
4. Deliver quality public spaces
5. Open the inner court yards and create pocket parks
6. Increase green / vegetal presence
7. Reduce automotive pressure / increase soft mobility.,
8. New parking strategy including sharing principles
9. Activate ground floors
10. Limit demolitions with exception for residential reconversion

Key influencers:

- Government
- Investors
- Associations

Overall importance:



Create more qualitative public and green spaces

2. Public infrastructure: Quality of public spaces and more green spaces

Propositions mentioned by stakeholders:

- Link the key parks through green pedestrian axis.
- The Commission could establish a presence in the Cinquantaire. This could be creating the embryo of an EU democratic mall.
- Many parking spaces should be converted into green areas
- **Transform “Belliard” into an urban green corridor:**
- Green space is not used enough (not even Parc Leopold) and should be activated.
- Co-creation of social and environmental impacts will be more important.



Source: environment Bruxelles

Green axis

Key influencers: • Government
• Investors

Overall importance: ●

Encourage the use of public transport and increase soft mobility offering

3. Soft Mobility

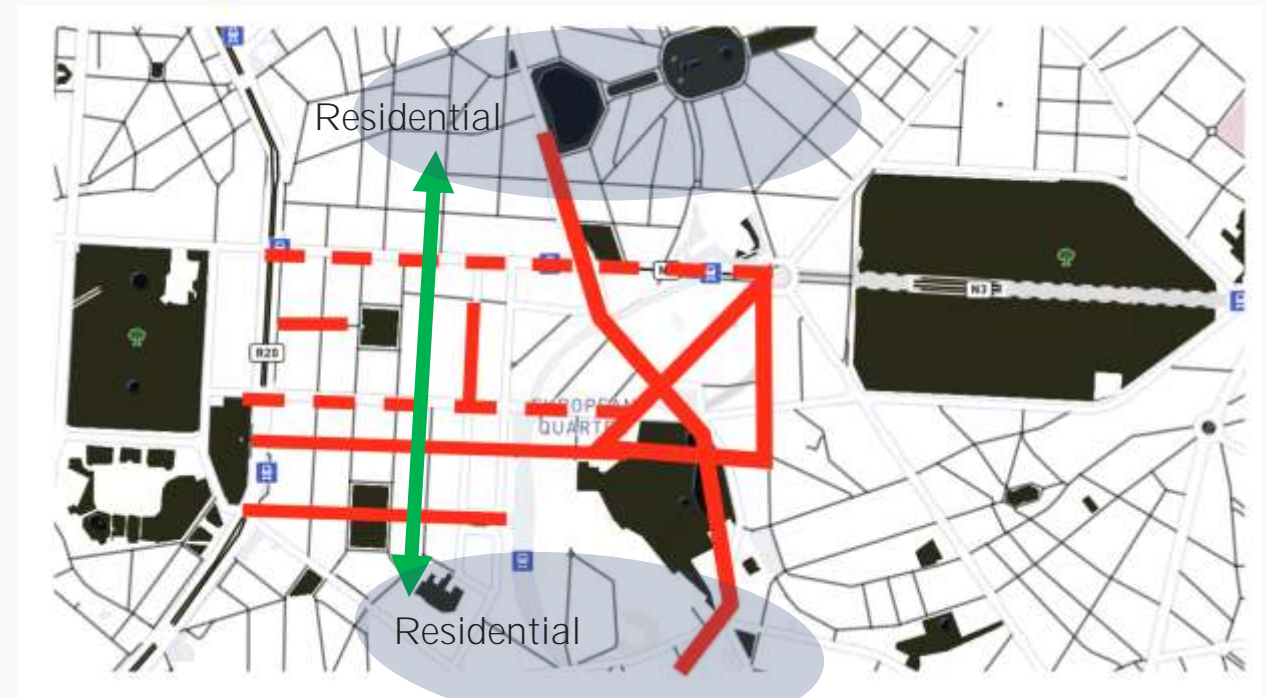
Status as seen by stakeholders:


- Car transit is an issue in the district.
- Local offices generate significant traffic. (50% EU)
- Little to no encouragement from companies to switch to public transport or other soft mobility options.
- Main metro line (1-5) is congested at peak hours

Propositions mentioned by stakeholders:


- Mutualize parking spaces, opening a bicycle hub (EU).
- There are plans to remove car parking from the streets.
- Open a district-based mobility team to support companies to change mobility patterns.
- Temporary soft mobility measures must be finalized

North-South soft mobility axis need to be implemented to reunite the district



 Recommended new soft mobility axis

Source: cyclo-pedestrian connection between European Parliament and European Commission

 Proposed soft mobility axis by Brussels Region

Key influencers:

- EU, Office occupiers
- Residents
- Government

Overall importance: 

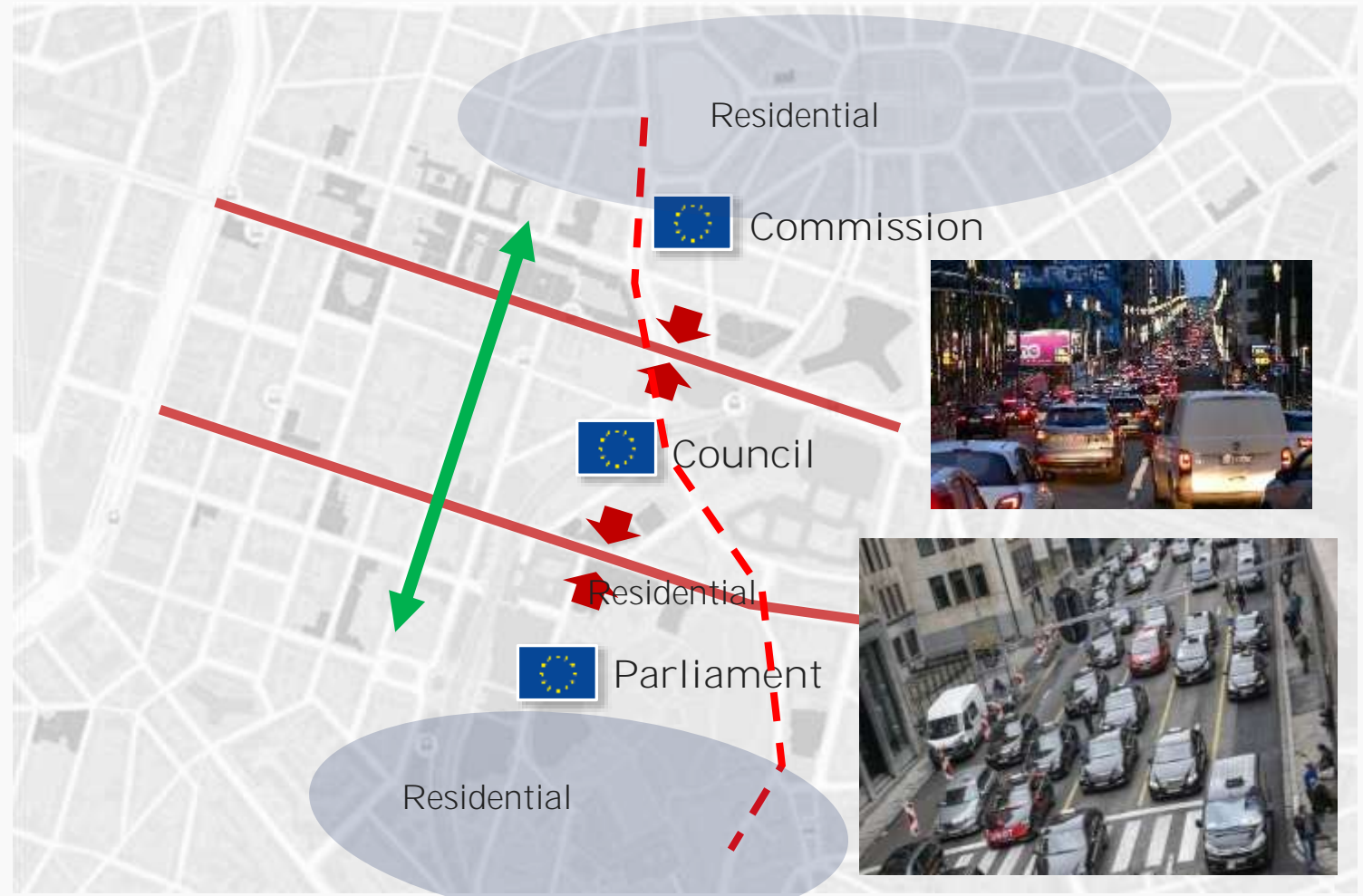
Bridge the urban barrier of the Loi / Belliard axis

3. Soft Mobility

The Loi / Belliard axis is cutting the district into 3 areas.

This axis urgently needs to be bridged with reinforced soft mobility crossing, reducing crossing times.

In that regard new north-south cyclo-pedestrian axis and crossing are critical to bridge the Loi/ Belliard axis.



- Potential new soft mobility axis
- Proposed soft mobility axis
- Congested main roads (R. Belliard & R. de la Loi)

Increase the residential function in the district with a diverse offering and larger apartments

4a. Functional Mix & Buildings: Increase Residential

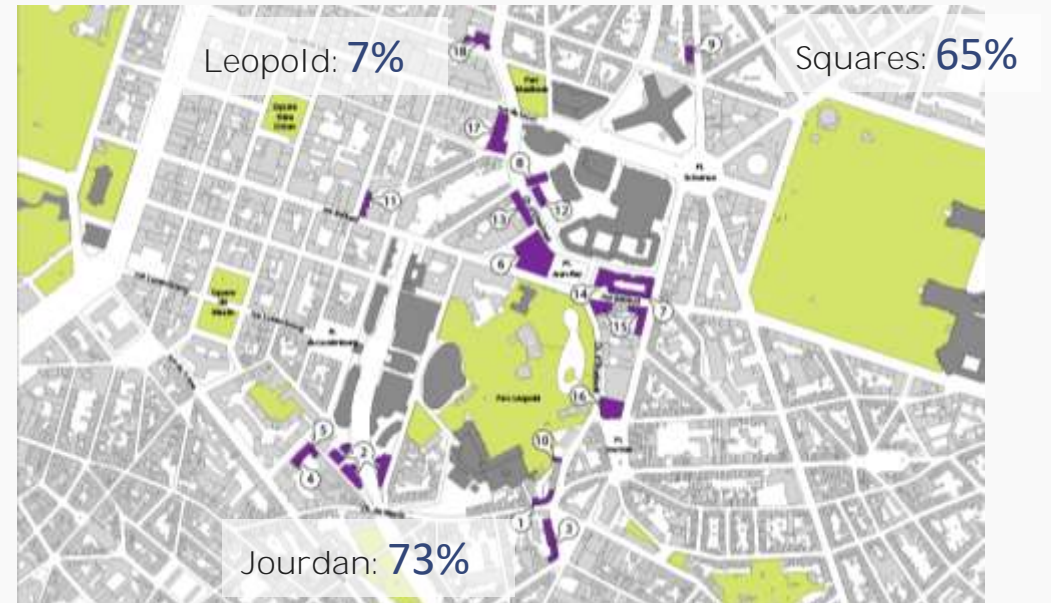
Status as seen by stakeholders:

- The district gained a lot of vibrancy as upmarket offering.
- Demand for new residential has **“no limit” in central Brussels.**
- There is a need for larger apartments.
- Young expatriate residents **don't settle**
- Lack of public stimulus for residential.

Propositions mentioned by stakeholders:

- Reconvert small buildings into residential.
- EU should offer exited buildings for residential reversion.
- Provide primary and secondary schools in the district (EU or Local).
- Increase the size of the residential units
- Improve public space and increase green surfaces.
- Improve the quality and diversity of retail offering.
- Develop residential in proximity of existing residential nodes and avoid spreading residential in difficult locations (Loi or Belliard).

New residential projects in the district



- New residential projects
- % Share of residential space

Source: Perspective Brussels

Increase between 2006-2020

- Key influencers:
- Investors
 - Government

Overall importance: ●

Develop a district-wide retail strategy, attract wider offering and activate ground floors

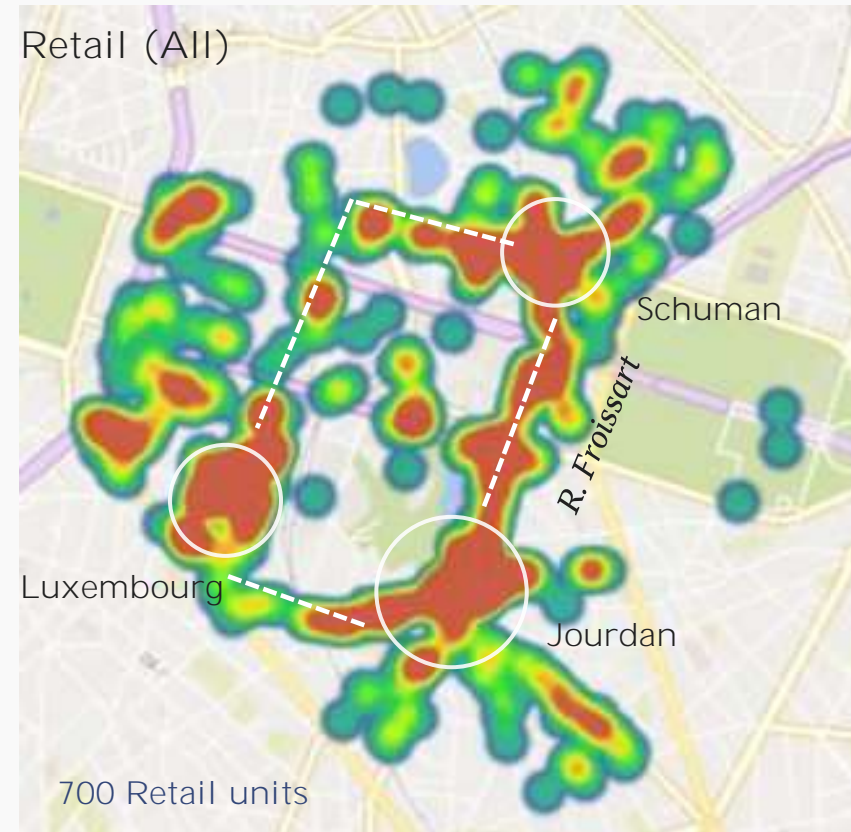
4b. Functional Mix & Buildings: Widen Retail and F&B

Status as seen by stakeholders:

- Mostly made of proximity shopping and bars & restaurants.
- Quality of the F&B offering has especially increased.
- There is still a lack of wider offering beyond F&B.

Propositions mentioned by stakeholders:

- Limit the presence of larger chains.
- Improve public space and pedestrian access by creating thematic promenades for example.
- Increase residential functions
- Attract higher quality and more diverse offering
- EU should stop subsidizing internalized canteens.
- Set-up a local F&B ticket to boost local spending.
- Encourage limited traffic zones (super blocks)



- Key influencers:
- Investors
 - Hotel, Retail, F&B
 - Residents

Overall importance:



Open an EU school, accessible to all residents, as a precondition to attracting residents

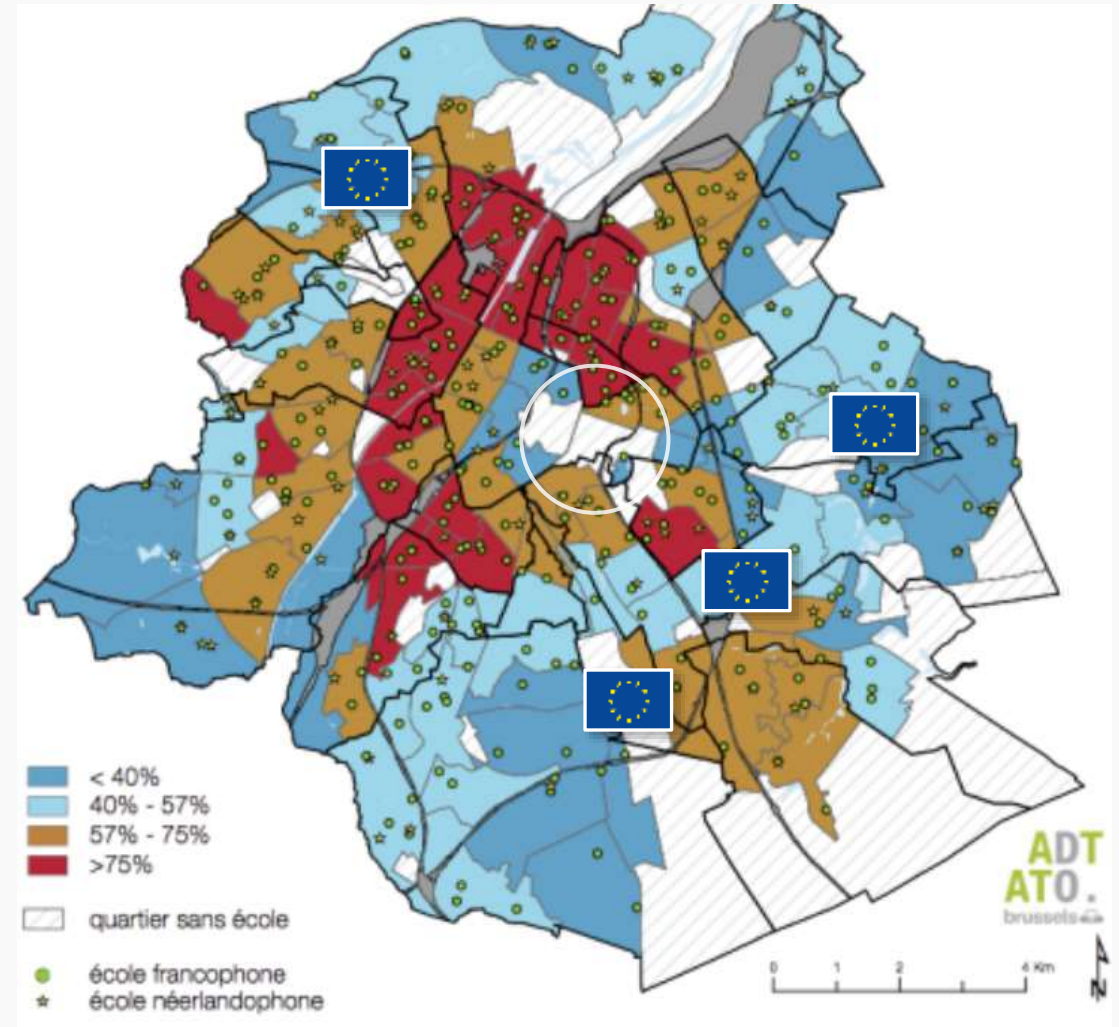
4d. Functional Mix & Buildings: Attract education

Status and issues:

- Schools are vital facilities when it comes to attracting and retaining inhabitants in a neighborhood. This is especially crucial in Brussels where the access to schools is linked to the parent's place of residence.
- For many EU personnel, the need to drop the kids in remote decentralized locations not only generates significant commute time loss but significant negative environmental impact.

Future plans:

- Attracting families to live in the district is crucial to change its perception and generate more service offering. This absolutely requires a school. This ideally should be an EU school, open to all residents.



- Key influencers:
- EU
 - Government
 - Investors

Overall importance: 

Main highlighted topics by the interviewees / stakeholders

Mostly external topics

1. Governance & Policies



Clear, long-term regulation is required

The lack of long-term planning framework is a hinder for future investment .

- Implement long-term urban planning framework to provide stability and improve permitting processes.
- Improve concertation with local stakeholders for key local projects.
- Identify financial and planning mechanisms (land value capture?) * to incentivize residential investment and invest in public infrastructure.

2. Environment



Drastically increase green and public spaces

The district street scape is very much grey and concrete.

- Deliver more quality public space to foster outdoor activities and retail is essential.
- 1** More green spaces are required both in the public realm as well as inside the courtyards or on rooftops.

3. Mobility



Mobility shift and reduce transit traffic

The district suffers from traffic and is cut into 3 areas by 2 Urban motorways.

- Support employers to shift commute from car to other means of transport. Create a mobility desk for the district
- 2** Implement shared mobility solutions.
- North & South soft mobility paths with focus on Loi/ Belliard crossings must be developed.
- Regional government must act to divert the transit traffic.
- A comprehensive parking strategy to reduce on-street parking.



Main highlighted topics by the interviewees / stakeholders

Interviews – Key topics



4. Functional Mix & Buildings

Increased residential and retail offering, provide better services to tenants

- 3** a. Increase Residential:
 - Identify the buildings that would be suitable for residential or mixed use.
 - Focus on Leopold district.
 - Deliver **large apartments** with significant green features and very large terrasses.
- 4** b. Widen the retail offer:
 - Attract new retailers by releasing ground floor space and limiting food chain expansion.
 - Incentivize office workers to spend in local retails. Set-up a **local currency** to encourage sales in local retail units.
- 5** c. Ground floor activation program involving the EU, food chains, as well landlords and users.
- d. Towards hospitality-grade offices:
 - Radically improve the **services content** focusing on shared meeting spaces and events.
 - Implement more flexible office solutions.
- 6** e. Attract Education:
 - Help finance a new **primary school** in the district, ideally an open EU school.

Main highlighted topics by the interviewees / stakeholders

Interviews – Key topics



5. Culture

Better coordinate and promote cultural offer

7 Support an EUD culture association

- Promote the set up of an EU wide cultural association to better coordinate and promote cultural offer between EU and National institutions.

8 Promote an EU mall:

- Federate key players around the concept of an EU culture and democracy mall (Washington Mall) incorporation EU functions towards the **50're park**.

9 Pop Up exhibitions

Use the newly activate ground floors and receptions areas to organize pop up art exhibitions promotion the local museums.



6. Branding & Marketing

Change perception, promote brand

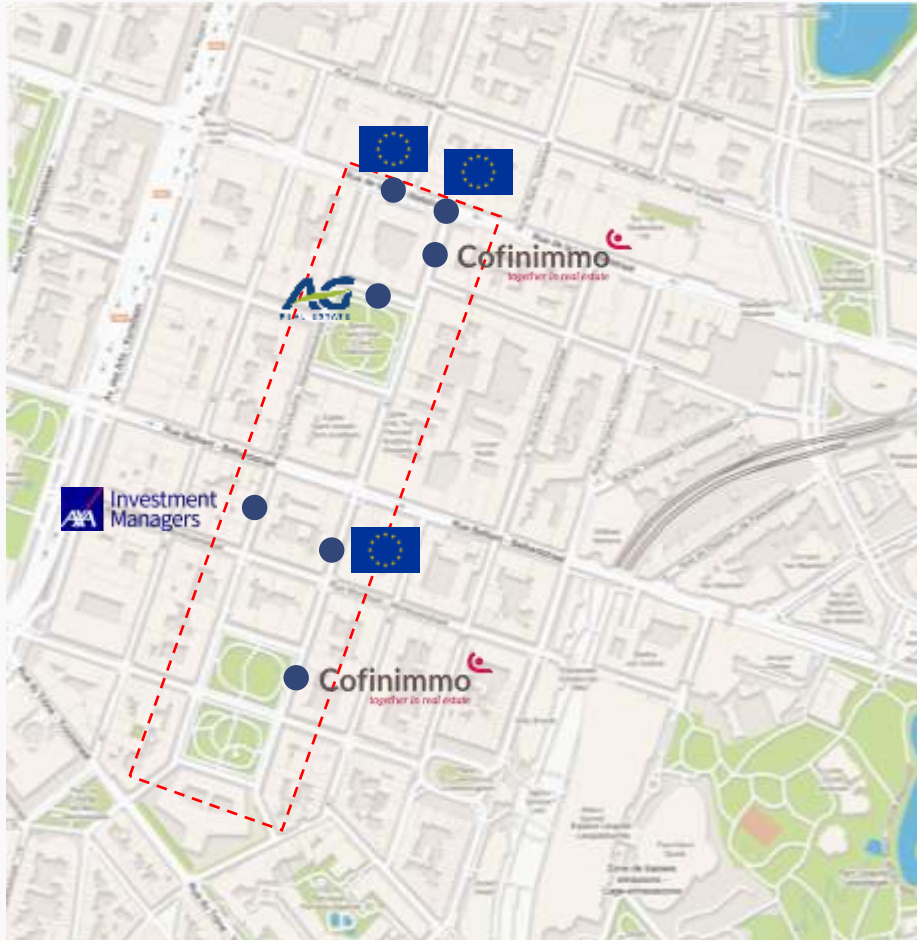
10 Create branded North/South soft mobility signage re-uniting the district.

- Define the district core neighborhoods and identity.
- Increase EU visibility.
- Create a district logo, website and marketing materials.

IV. Recommended Actions & Pilot area feasibility

Defining the boundaries of the proposed pilot project area

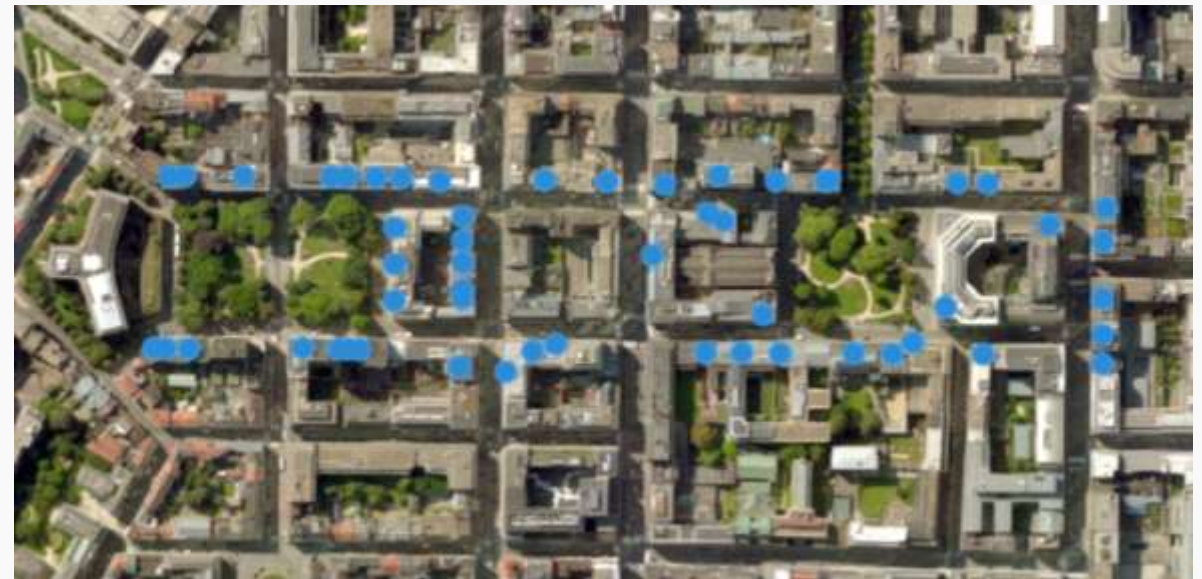
Testing the feasibility of the recommended actions on a pilot area during Q1 2022



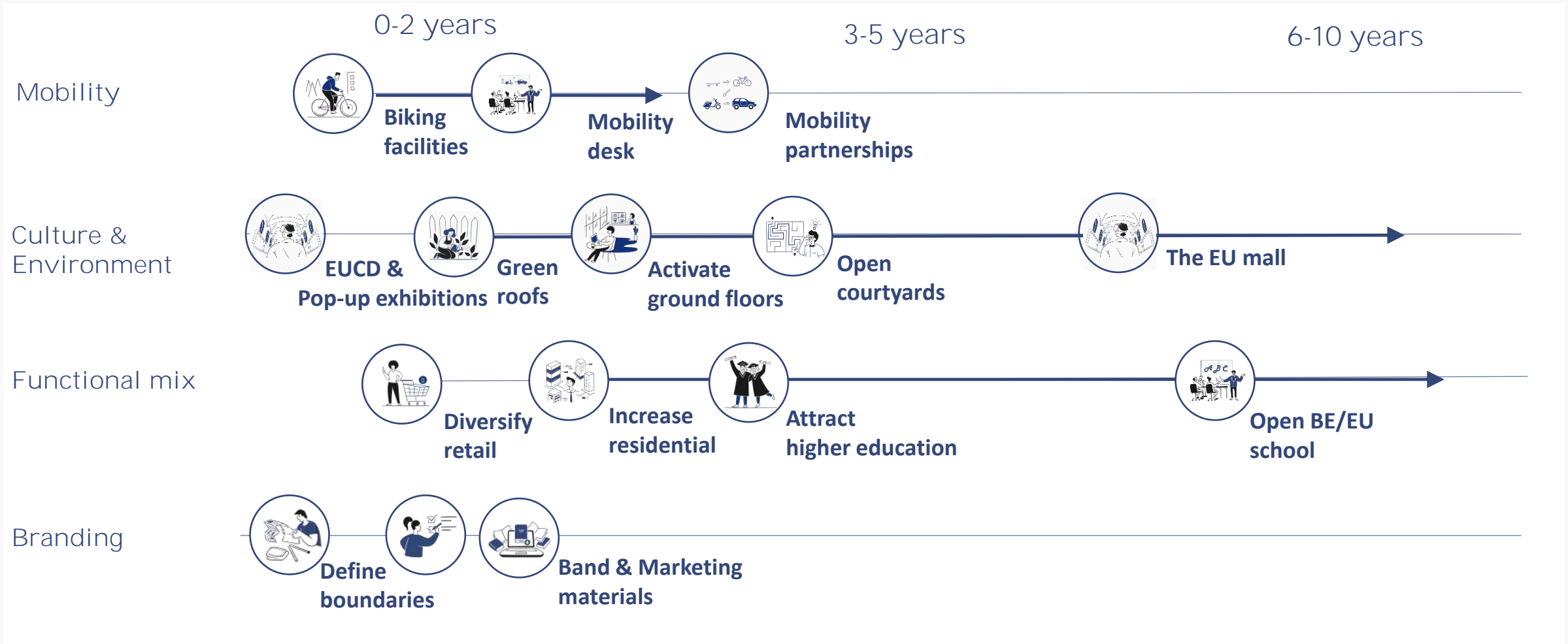
Defined pilot area:

In the South, starting from Square de **Meêus** connecting Square **Frère-Orban** axis, including blocks along Rue de **l'Industrie** and Rue de la Science.

The project area includes 50+ office buildings, totalling c. 350k sqm (c. 13% of the total office footprint of the EU district).



Overview of key actions proposed



Grd floor activation: existing glass frontage hidden by stickers or prison-like architecture



Most of *the EU's ground floors are visually blocked with stickers*

Blocked EU occupied ground floors with stickers:



The architecture of some ground floors blocks the potential activation and would imply remodeling:



Grd floor activation: examples through art

Art enables short to medium-term activation of ground floors



Corporate Art collection

Companies organizing open exhibitions with their own collections.



Small lobby exhibit

Small scale art display at reception via collaboration with museums (for example Cinquantenaire) and/or other art players.



Corporate history

Showing company history or products on the ground floor.



Pop-up theme exhibition

Providing space for pop-up exhibitions via collaboration with museums and/or other art players.

Greening roofs

Green the roofs where possible, open to occupiers



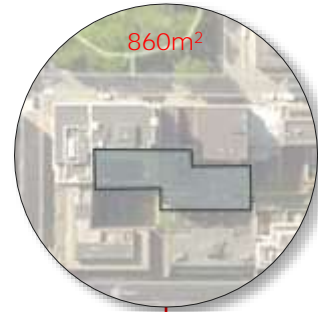
Action impact:

40+ buildings

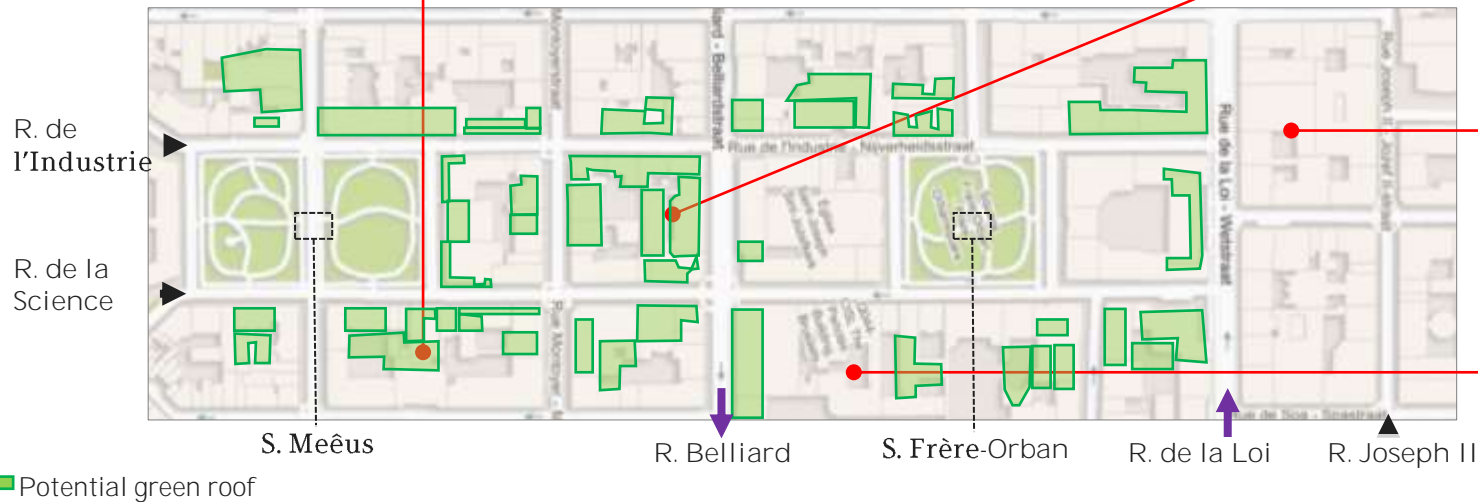
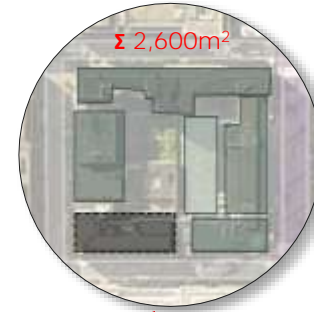
+2.3ha green surface

-213t CO₂ per year

Buildings within block
Large surface, visibility
from surrounding buildings



High impact blocks
Blocks with multiple green roof
opportunities



Good examples (in pilot area):



Green roof within block (R. de la Loi)



Green roof within block (R. de la Science)

Courtyards

Open inner courtyards to the public

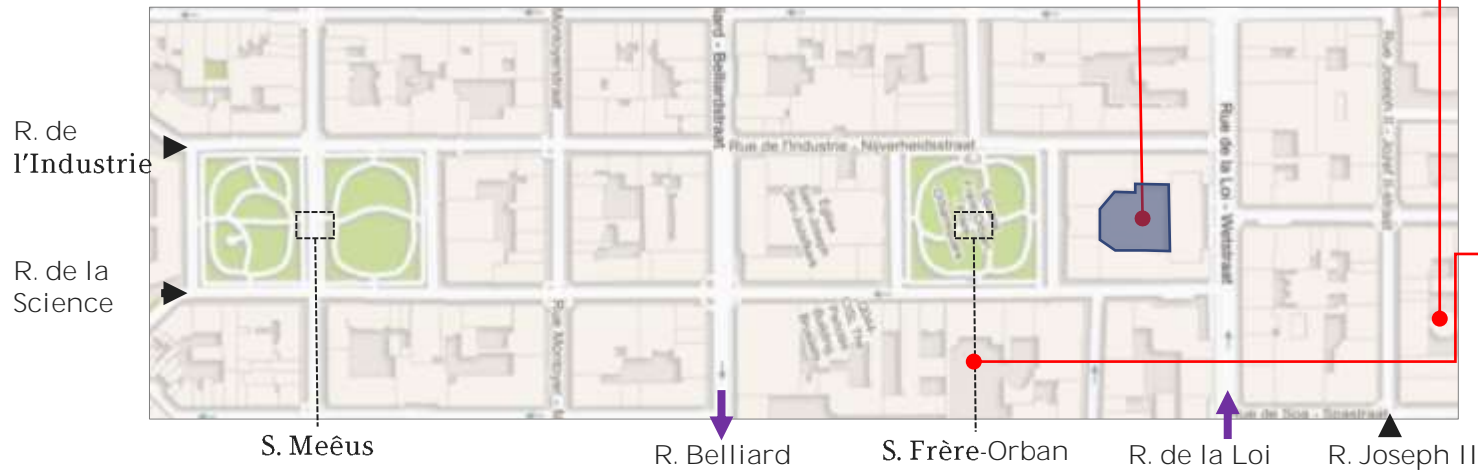


Potential courtyard
Interesting courtyard potential



Closed yards

Some have potential to be opened-up with limited required investment



Good examples:



Arts 56 new open courtyard



Green Courtyard example (R. Science)

Bike friendly neighborhood and offices

Improve biking experience for occupiers and visitors



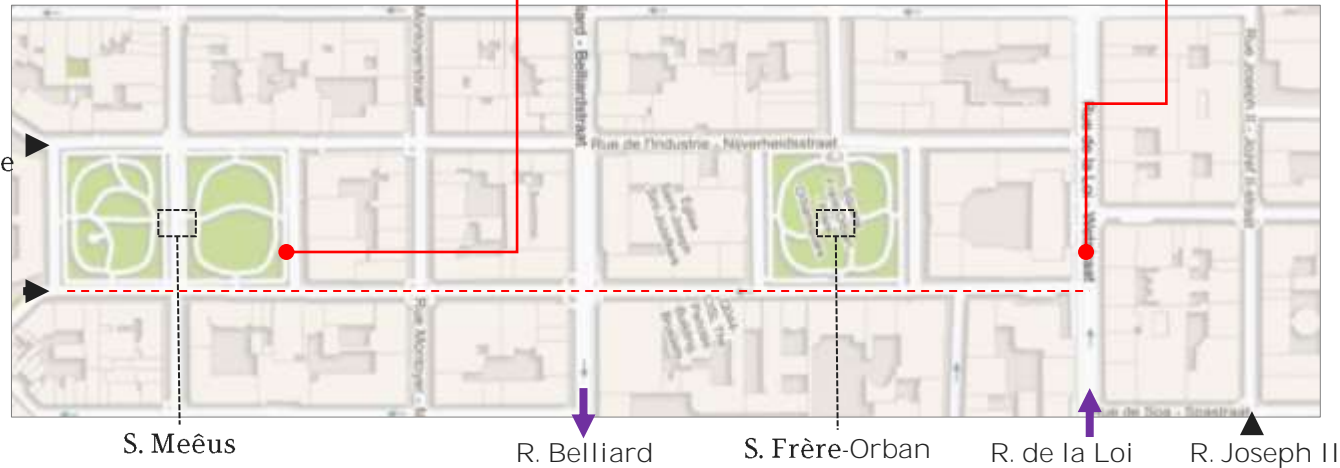
Key Issues:

- Lack of east-west soft mobility paths
- **Non-existent visitors' bike facilities**
- Usual lack of suitable shower facilities
- Lack of repair infrastructure
- Unfriendly tenant bike parking
- Lack of bike charging facilities

Coworking SQ Europe
No visitor bike access or parking



Crossing R. de la Loi
Crossing by bike amid high car traffic.



Good examples:



EU – Bike parking with maintenance hub



Intersection remodeled for biking

Biking facilities: international best practices

High quality and visibility bicycle entrance and visitor parking are critical



Visible & easy access

Clear and convenient entrance path with highly visible signage.



Clear route

Demarcated internal route



Visitor friendly

Easy & visible visitor bike parking facility



Equality

Clear signage and equal importance of each access mode

Shared mobility: The City Hub (Tri-City, Poland)

Skanska development full shared mobility provision



Bike sharing

Shared bikes and bike parking self operated.



E-Scooter sharing

E-scooter sharing via external operator in open system.



Car Sharing

Shared electric cars for the building users in closed community operated by external partner.



Single app access

Single tenant user experience app to book and pay for all mobility services.

Attract higher education: the VUB has a significant presence in the area but is at risk of leaving the district



Context:

- VUB occupies a complete office building owned by Upgrade Estate
- Possible opening of block to connect R. de La Science and Joseph II.
- Activated public surrounding places by students
- VUB would like to stay and expand in the area

VUB
Temporary campus plans to leave district



Active public space
Students activate public spaces in Joseph II.



Possibility to open-up and cross



Office building complex section plan

Most Critical & Important proposed actions: results from the EU Quarter fund members' survey

EU Quarter Fund members have selected actions with strong impact and feasibility

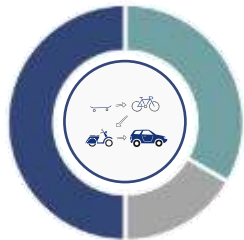
Critical actions



1. Activate Ground Floors
Critical or Important for 100% of respondents



2. Bike-Friendly Buildings
Critical or Important for 85% of respondents



3. Shared Mobility
Critical or Important for 85% of respondents



4. Diversify Retail
Critical or Important for 85% of respondents

Important actions



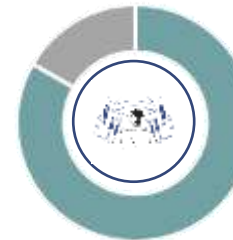
5. Increase Residential
Important or Critical for 100% of respondents



6. Attract Higher Education / Open EU School
Important or Critical 85% of respondents





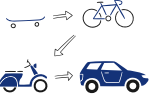

7. Green Roofs / Open Courtyards
Important or Critical for 85% of respondents






8. Set-up Cultural Association
Important for 85% of respondents

V. KPIs


Enablers: change inter district mobility and reduce transit

Action	Description	KPI	Impact	Next steps
	<p>Biking facilities Improve biking experience for occupiers and visitors.</p>	<p>All office buildings rated “bikes welcome” at least Good!</p>	<ul style="list-style-type: none"> • Attractiveness • Accessibility • Retail • Environment • Image 	 <p>Appoint consultant to audit buildings and identify actions (entry, visitor bikes, parking, repair, showers, etc.). Potential to work with certification as “Active Score”</p>
	<p>Mobility partnerships Implement shared mobility solutions.</p>	<p>Larger buildings > 20k m² should include shared mobility offering.</p>	<ul style="list-style-type: none"> • Attractiveness • Accessibility • Environment • Image 	<p>Explore partnerships and business model.</p>
	<p>Mobility desk Provide a central support to shift mobility.</p>	<p>A single district-based desk set up.</p>	<ul style="list-style-type: none"> • Attractiveness • Accessibility • Environment • Image 	<p>Set-up a mobility desk for the EU district funded by the Brussels Government (cf. Good Move, The Regional Mobility Plan 2020-2030).</p>





Enablers: bring live and green back to the core of the district

Action	Description	KPI	Impact	Next steps
	Greening roofs Green the roofs where possible, open to occupiers.	6-10 % of green covering	<ul style="list-style-type: none">• Attractiveness• Environment• Image• Energy efficiency	Appoint consultant to audit buildings and identify most suitable roofs.
	Open courtyards Open inner courtyards to the public	4 new courtyards / year	<ul style="list-style-type: none">• Attractiveness• Image	Appoint consultant to audit buildings and identify most suitable courtyards.
	Ground floor activation Open ground floor to the street	75% of gdfi activated (at least passive)	<ul style="list-style-type: none">• Attractiveness• Image	Appoint consultant to audit buildings and identify most suitable ground floors to activate.




Enablers: bring live and green back to the core of the district

Action	Description	KPI	Impact	Next steps
	<p>EU District Culture Association</p> <p>Coordinate the cultural offer</p>	<p>Functioning district culture assoc. covering</p>	<ul style="list-style-type: none">• Attractiveness• Image	<p>Lobby to federate the cultural players into a local association.</p>
	<p>Pop-up Exhibitions</p> <p>Use ground floor for pop up exhibitions or promote museums</p>	<p>5 exhibitions / year</p>	<ul style="list-style-type: none">• Attractiveness• Image	<p>Appoint consultant to audit buildings where GF exhibitions are possible and identify museums and artists to partner with.</p>
	<p>The EU mall</p> <p>Promote the emergence of an EU mall including the 50're.</p>		<ul style="list-style-type: none">• Attractiveness• Image	<p>Convince key players on the importance of including the 50're into a wider democracy EU mall.</p>

Functional Mix of Buildings:

Action	Description	KPI	Impact	Next steps
	Increase residential Reconvert offices, including larger units	30 % in Leopold	<ul style="list-style-type: none"> • Social control • Attractiveness • Retail scale 	For each redevelopment analyse the feasibility for residential reconversion.
	Diversify Retail Attract missing retail offer.	Attract new units in district	<ul style="list-style-type: none"> • Attractiveness • Retail • Image 	Agree with Hub Brussels and local retail on target segments.
	Open BE/EU school	1 BE / 1 EU school	<ul style="list-style-type: none"> • Attractiveness • Sustainability 	Identify a building for potential school reconversion.
	Attract higher education institution	1 Uni facility	<ul style="list-style-type: none"> • Attractiveness • Retail scale 	Engage discussions with key university to attract EU-related master courses. Try to maintain the VUB in the district

Brand & Marketing:

Action	Description	KPI	Impact	Next steps
	Boundaries Agree on boundaries	Boundaries agreed	<ul style="list-style-type: none"> Image 	Agree within board on proposed area and discuss with key stakeholders.
	Define brand & identity Attract missing retail offer	Nb of new units established	<ul style="list-style-type: none"> Attractiveness Image 	Work with hub brussels and local associations to define target. Agree on marketing plan.
	Marketing materials Develop a reference document with all key sales information & projects	Docs delivered	<ul style="list-style-type: none"> Attractiveness Image 	Agree on key content and subcontract the development of the document.



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