The European quarter, a future perspective.

Spatial interventions from a stakeholder perspective in the European quarter in Brussels.

Presentation master thesis - Leanne Reijnen - 10 November 2011
European quarter 1953

Source: Declerck, 2009
European quarter 2011
Introduction

Stakeholder groups

Authorities

European institutions

Private parties

Citizens

Introduction - Theory - Analysis - Vision - Development strategy - Reflection
What **spatial design interventions** can contribute to a solution to the problems and interests of the **stakeholders** in the European quarter in Brussels and how can these be **implemented**?
Introduction

Development strategy

An integral development strategy that combines:

- Development process
- Urban design
- Accommodation EC
Introduction - Theory - Analysis - Vision - Development strategy - Reflection

Theory

Successful urban places

Density
Mixed-use
Human scale
Public space
Accessibility

Flexibility

Security
Theory

Urban change management

- Governance
- Coalitions
- Vision
- Commitment and support
- Process management
- Financial management
- Flexibility

Introduction - Theory - Analysis - Vision - Development strategy - Reflection
Theory

Summary

Successful urban places

- Density
- Mixed-use
- Human scale

- Accessibility
- Public space

- Flexibility
- Security

Urban change management

- Coalitions
- Vision

- Commitment and support
- Process management

- Flexibility
- Financial management

Introduction - Theory - Analysis - Vision - Development strategy - Reflection
Methodology

Theory
- Successful urban places
- Urban change management

Analysis
- Urban analysis
- Stakeholder and process analysis
- Accommodation analysis EC

Vision

Development strategy
- Development process
- Urban design
- Accommodation EC

Reflection
Urban analysis

Europe
Urban analysis

Belgium
Urban analysis
Brussels
## Urban analysis

### Density

<table>
<thead>
<tr>
<th></th>
<th>European quarter (average Brussels)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population density</td>
<td>1830 inh/km² (8460 inh/km²)</td>
</tr>
<tr>
<td>Office density (m²/km²)</td>
<td>2,500,000 m²/km² (100,000 m²/km²)</td>
</tr>
<tr>
<td>Floor area not used for accommodation</td>
<td>94% (37%)</td>
</tr>
<tr>
<td>Height of buildings</td>
<td>4,23 (2,76)</td>
</tr>
</tbody>
</table>
Urban analysis

Mixed-use
Urban analysis

Mixed-use
Urban analysis

Mixed-use
Urban analysis

Mixed-use
Urban analysis

Human scale

European Council

European Commission

European Parliament
Urban analysis
Public space
Urban analysis
Accessibility

Introduction - Theory - Analysis - Vision - Development strategy - Reflection 16
Stakeholder and process analysis

Stakeholders

- Brussels-Capital Region
- European Commission
- Private parties
- Citizens

European Commission
Stakeholder and process analysis

Perceived problems

Consensus about two main problems

- **Accessibility**

- **Livability**
Stakeholder and process analysis

Perceived problems

Consensus about proposed solution

Accessibility

Livability

Mixed-use

Public space

Introduction - Theory - **Analysis** - Vision - Development strategy - Reflection
Stakeholder and process analysis

Perceived problems

Accessibility

Livability

Mixed-use

Public space

NO consensus about execution

Stakeholder and process analysis

Perceived problems

Accessibility

Livability

Mixed-use

Public space

NO consensus about execution
Stakeholder and process analysis

Vision
Stakeholder and process analysis

Mutual dependency

European Commission
“Rationalize portfolio to improve efficiency and reduce costs”

Brussels-Capital Region
“Improve urban environment reintroduce mixed uses, especially housing”

Citizens
“One improve urban environment and communication about the developments”

Private parties
“Clarity about future demand and framework in which can be developed”

Supply of real estate
Promote interests + communication
Clarity about demand + strategy
Trust and votes
Investment power
Regulations and approval of plans
Solution mobility / accessibility
Commitment to plans, clarity about strategy
Image
Communication
Image

Introductions - Theory - Analysis - Vision - Development strategy - Reflection
Stakeholder and process analysis

Process is stuck
Accommodation European Commission

Portfolio

Introduction      -       Theory       -       Analysis       -       Vision       -       Development strategy       -       Reflection
Accommodation European Commission

Critical reflection - future demand

OIB, 2010
Accommodation European Commission

Critical reflection - future demand

- Analysis

Is the euro crisis over or just beginning?

Will the Euro Survive the Greek Crisis?

BBC, 2011; NRC, 2011
Accommodation European Commission

Critical reflection - position

Double message

“They would like to have a mixed neighbourhood, but in practice they oppose it” (Jones Lang Lasalle, 2011).

Commitment

“The EC does not take a clearly position regarding the ambitions of the Region” (OIB-a, 2011).

Contribution

“the city is earning a lot of money by the presence of the institutions; it would be good if they show effort to keep us” (DG HR, OIB-a, 2011).
Accommodation European Commission

Critical reflection - walk the talk?
Accommodation: European Commission

Critical reflection - walk the talk?

The 2011 White Paper on transport of the European Commission aims to:
- Halve the use of ‘conventionally fuelled’ cars in urban transport by 2030;
- Phase them out in cities by 2050;

(European Commission, 2011)
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(European Commission, 2011)
Methodology

Introduction - Theory - Analysis - Vision - Development strategy - Reflection

- Successful urban places
- Urban change management
- Urban analysis
- Stakeholder and process analysis
- Accommodation analysis EC

- Development process
- Urban design
- Accommodation EC
Vision

Assignment

Urban environment
- Desolated
- Disconnected
- Quality of place?
- Integration?

Process
- No common vision
- Lack of commitment and leadership
- No recognition of interdependency
- Result: everyone is waiting for everyone

Accommodation EC
- Not efficient and high costs
- Not planning for future uncertainties
- Not responsible
- Against own EU policy
Vision

Possible future

European Commission
Vision

Possible future

Brussels-Capital Region
Vision

Possible future

Private parties
Vision

Possible future

Citizens
Vision
Possible future
Vision

Smart, sustainable and inclusive development

SMART growth

SUSTAINABLE growth

INCLUSIVE growth
Vision

Smart, sustainable and inclusive development
Vision

Smart, sustainable and inclusive development
Vision

Smart, sustainable and inclusive development

European Commission

SMART growth

SUSTAINABLE growth

INCLUSIVE growth
Methodology

- Theory
  - Successful urban places
  - Urban change management
- Analysis
  - Urban analysis
  - Stakeholder and process analysis
  - Accommodation analysis EC
- Vision
- Development strategy
  - Development process
  - Urban design
  - Accommodation EC
- Reflection
Development process
A smart, sustainable and inclusive process

- **smart**
  - Gradual transformation by steering existing and future investment streams.

- **sustainable**
  - A design framework adaptable to changes over time with an independent body to guide decision-making.

- **inclusive**
  - Involvement of parties concerned, creating coalitions and building a common vision.
Development process

Organisation
Development process

Organisation

European Commission
Development process

Organisation

Aim:
- Guide development process and watch the general interest
Development process

Organisation

Aim:
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Development process

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Organisation
**Development process**

**Organisation**

**Aim:**
- Guide development process and watch the general interest

**Power:**
- Local planning authority for the European quarter
- Deciding on development strategy, neighbourhood projects and financing.
Development process

Development approach

Gradual transformation, steering on investment streams

Flexibility

- Very high potential for development
- High potential for development
- Moderate potential for development
Development process

Guiding private initiative

Neighbourhood level - development strategy

Block level - urban design framework

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Development process

Financial management

**Costs**

- Acquisition costs of current buildings
- Costs for demolition and land development
- Building costs
- Interest
- Contribution to development fund
Development process

Financial management

**Costs**
- Acquisition costs of current buildings
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**Revenues**
Revenues from selling and letting:
- Offices
- Commercial functions
- Housing
Development process

Financial management

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Block level fund
Development process

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Block level fund

Urban design framework

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Development process

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Neighbourhood development fund
Development process
Financial management

Costs
• Acquisition costs of current buildings
• Costs for demolition and land development
• Building costs
• Interest
• Contribution to development fund

Neighbourhood development fund
Urban design

A smart, sustainable and inclusive neighbourhood

- **smart**
  - Densifying at strategic points, introducing housing and amenities in small clusters

- **sustainable**
  - Decrease intensity of traffic, give priority to slow traffic and invest in public transport facilities.

- **inclusive**
  - Improve the integration of the neighbourhood and create public space.
Urban design

Two subareas
Urban design

Concept aliens in open space

Disconnected
Urban design

Concept aliens in open space

Disconnected

Opportunity to improve connections
Urban design

Concept aliens in open space

Disconnected

Opportunity to improve connections

Removing traffic barriers
Urban design

Concept aliens in open space

Disconnected

Opportunity to improve connections

Removing traffic barriers

Create public spaces

Development strategy
Urban design

Concept aliens in open space

Disconnected

Opportunity to improve connections

Removing traffic barriers

Create public spaces

Enhance connection with surroundings
Urban design

Concept urban grid

Two-way traffic
Urban design

Concept urban grid

Two-way traffic

Metro line
Urban design

Concept urban grid

Two-way traffic

Metro line

North-south connection
Urban design

Concept urban grid

Two-way traffic

Metro line

North-south connection

Public space
Urban design

Concept urban grid

Two-way traffic

Metro line

North-south connection

Public space

Increase of density

Development strategy
Urban design

Concept urban grid

Two-way traffic

Metro line

North-south connection

Public space

Increase of density

Mixed-use

Introduction - Theory - Analysis - Vision - Development strategy - Reflection
Urban design

Development strategy
Urban design

Neighbourhood projects
Urban design
Neighbourhood projects

Financed by:
Neighbourhood development fund
Urban design

Block level: urban design framework

Three subareas

- Central area
- Office area
- Housing area
# Urban design

## Urban design framework

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<td><img src="image13" alt="A3" /></td>
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</table>
**Urban design**

**Urban design framework**

- **D1 - Maximum height**
  - Maximum height
  - < 65 meter

- **MU1 - Ground floor**
  - Offices + housing < 20%
  - Public functions > 80%

- **D2 - Maximum bulk**
  - Maximum development bulk
  - 8-18 m³/m²

- **MU2 - First floor & up**
  - Offices < 60%
  - Housing > 30%
  - Public functions > 10%

- **D3 - Slenderness**
  - Maximum surface of tower (>40m) 750 m²

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Accommodation European Commission
Smart, sustainable and inclusive accommodation

Accommodation EC

- **smart**
  - Be *efficient* by gearing the accommodation to the needs of specific functions.

- **sustainable**
  - Be *flexible* to be able to respond to possible future changes.

- **inclusive**
  - Be *responsible* by promoting cohesion and integration.
Accommodation European Commission

Analysis of demand

- Line head quarters: 69% - 630,000 m²
- Support back office: 10% - 92,000 m²
- Main head quarters: 2% - 18,000 m²
- Business back office: 18% - 165,000 m²
- Parking: 10,000 places - 350,000 m²
- Cafeterias and canteens: (28,400 m²)
- Conference facilities: (60,000 m²)
- Facilities for children: (17,000 m²)
- Workplaces: (19,200 m²)
- Archives: (11,000 m²)
- Leisure: (4,200 m²)
- Commercial: (1,000 m²)

Line head quarters
69% - 630,000 m²

Support back office
10% - 92,000 m²

Main head quarters
2% - 18,000 m²

Business back office
18% - 165,000 m²

Parking
10,000 places - 350,000 m²

Cafeterias and canteens (28,400 m²)
Conference facilities (60,000 m²)
Facilities for children (17,000 m²)
Workplaces (19,200 m²)
Archives (11,000 m²)
Leisure (4,200 m²)
Commercial (1,000 m²)
Accommodation European Commission

Analysis of demand

Required security level

High
- Main head quarters
  - 2% - 18,000 m²

Middle
- Line head quarters
  - 69% - 630,000 m²
- Business back office
  - 18% - 165,000 m²
- Support back office
  - 10% - 92,000 m²
- Archives (11,000 m²)

Low
- Workplaces
  - 19,200 m²
- Cafeterias and cantinees
  - 28,400 m²
- Facilities for children
  - 17,000 m²
- Conference facilities
  - 60,000 m²
- Leisure
  - 4,200 m²
- Commercial
  - 1,000 m²
- Parking
  - 10,000 places - 350,000 m²
Accommodation European Commission

Accommodation strategy

- Increased efficiency and reduction of costs
- More openness to the public
- Stimulation of local economy and liveliness
Accommodation European Commission

Neighbourhood level
Methodology

Successful urban places
- Urban analysis
- Stakeholder and process analysis
- Accommodation analysis EC

Urban change management

Development strategy
- Development process
- Urban design
- Accommodation EC

Reflection
Development strategy

Possible development over time
Development strategy
Possible development over time

2015
Development strategy
Possible development over time
Development strategy
Possible development over time
Possible development over time
Development strategy

Possible development over time
Development strategy
Process, urban design and accommodation

Process
- Gradual development
- Guided by investment streams
Development strategy

Process, urban design and accommodation

Process
- Gradual development
- Guided by investment streams

Urban design
Density

---

Introduction - Theory - Analysis - Vision - Development strategy - Reflection
Development strategy
Process, urban design and accommodation

Process
- Gradual development
- Guided by investment streams

Urban design
Density Mixed-use

Development strategy
Development strategy
Process, urban design and accommodation

Process
- Gradual development
- Guided by investment streams

Urban design
Density  Mixed-use

[Diagram showing density and mixed-use areas]
Development strategy
Process, urban design and accommodation

Process
- Gradual development
- Guided by investment streams

Urban design
Density Mixed-use

Introduction - Theory - Analysis - Vision - Development strategy - Reflection
Development strategy
Process, urban design and accommodation

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- Gradual development
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Urban design
Density  Mixed-use
Public space
Development strategy

Process, urban design and accommodation

Process
- Gradual development
- Guided by investment streams

Urban design
Density  Mixed-use

Public space

Accommodation EC
- Office clusters
Development strategy
Process, urban design and accommodation
Development strategy

Block level

Current situation

Density
- Total gross floor area 136,000 m²
- Floor space index 5.7

Mixed-use
- Offices (100%) 136,000 m²
- Housing (0%) 0 m²
- Public functions (0%) 0 m²

Public space
- Outside 0 m²
- Inside 0 m²

Future situation

Density
- Total gross floor area 190,000 m²
- Floor space index 7.9

Mixed-use
- Offices (68%) 129,200 m²
- Housing (17%) 32,300 m² (private 75%, social 25%)
- Public functions (15%) 28,500 m² (commercial 80%, social 20%)

Public space
- Outside 6,000 m²
- Inside 2,300 m²
Development strategy

Financial feasibility
## Development strategy

### Financial feasibility

<table>
<thead>
<tr>
<th>Costs phase 1 (t=2011)</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Acquisition costs of current buildings</td>
<td>€ 87,400,000</td>
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<tr>
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## Development strategy

### Financial feasibility

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**Contribution to neighbourhood development fund:**

11.7 million euro
## Development strategy

### Financial feasibility

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**Contribution to neighbourhood development fund:**

11.7 million euro

**Estimation of total resources:**

Neighbourhood development fund

150 - 225 million euro
Development strategy
Impression Rue de la Loi 2011
Development strategy
Impression Rue de la Loi 2025
Development strategy
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Development strategy
Impression Rue de Trèves 2011
Development strategy

Impression Rue de Trèves 2025
Development strategy
Impression Rue de Trèves 2025

Mixed-use

Pharmacie
SUPERMARKET

Café - Rest
Development strategy
Impression Rue de Trèves 2025
Development strategy

Impression central square 2025

[Diagram of central square with buildings and pedestrians]
Development strategy

Impression central square 2025
Development strategy

Impression central square 2025
Development strategy

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Development strategy
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Development strategy

Impression central square 2025
Methodology

Introduction - Theory - Analysis - Vision - Development strategy - Reflection

Successful urban places
Urban change management

Theory

Analysis

Urban analysis
Stakeholder and process analysis
Accommodation analysis EC

Vision

Development strategy

Development process
Urban design
Accommodation EC

Reflection
Reflection

Effects for stakeholders

Brussels-Capital Region

+ Integrated, balanced development
+ Introduction of housing and amenities
+ Stimulation of local economy

- Share power and competences
Reflection

Effects for stakeholders

Brussels-Capital Region

+ Integrated, balanced development
+ Introduction of housing and amenities
+ Stimulation of local economy
- Share power and competences

European Commission

+ Increased efficiency and cost reduction
+ Flexibility
+ Responsible attitude and better image
- DG’s not one building, but one cluster
Reflection

Effects for stakeholders

Brussels-Capital Region

+ Integrated, balanced development
+ Introduction of housing and amenities
+ Stimulation of local economy

- Share power and competences

European Commission

+ Increased efficiency and cost reduction
+ Flexibility
+ Responsible attitude and better image

- DG’s not one building, but one cluster

Private parties

+ More certainty about future
+ Clear but flexible guidelines
+ Many development possibilities

- Need for corporation with other parties
Reflection
Effects for stakeholders

Brussels-Capital Region

+ Integrated, balanced development
+ Introduction of housing and amenities
+ Stimulation of local economy
- Share power and competences

European Commission

+ Increased efficiency and cost reduction
+ Flexibility
+ Responsible attitude and better image
- DG’s not one building, but one cluster

Private parties

+ More certainty about future
+ Clear but flexible guidelines
+ Many development possibilities
- Need for corporation with other parties

Citizens

+ Better inclusion in the process.
+ More openness of the institutions
+ New local facilities and housing
- No equal division of housing and offices
Reflection

Recommendations

Further research is needed to:

Process
- Position neighbourhood development corporation
- Translation of urban design framework in legal rules
- Financial structures

Urban design
- Validate proposed guidelines
- Interventions in traffic system
- ‘In between’ situations

Accommodation European Commission
- Possibilities for outsourcing and sharing
- Possibilities for implementing innovative office concepts
- Financial yield of strategy
A realistic, integral development strategy that combines:

- Development process
- Urban design
- Accommodation EC

To make the European quarter an *attractive* place for residents and workers, offering *efficient accommodation* and contributes to showing the *value of the EU*
The European quarter, a future perspective.

Spatial interventions from a stakeholder perspective in the European quarter in Brussels.

Presentation master thesis - Leanne Reijnen - 10 November 2011