

How Brussels  
Environment developed a  
service for condominiums,  
with the help of  
stakeholders and target  
groups



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Bruxelles Environnement

# DÉPARTEMENT TRANSITION DES PROFESSIONNELS



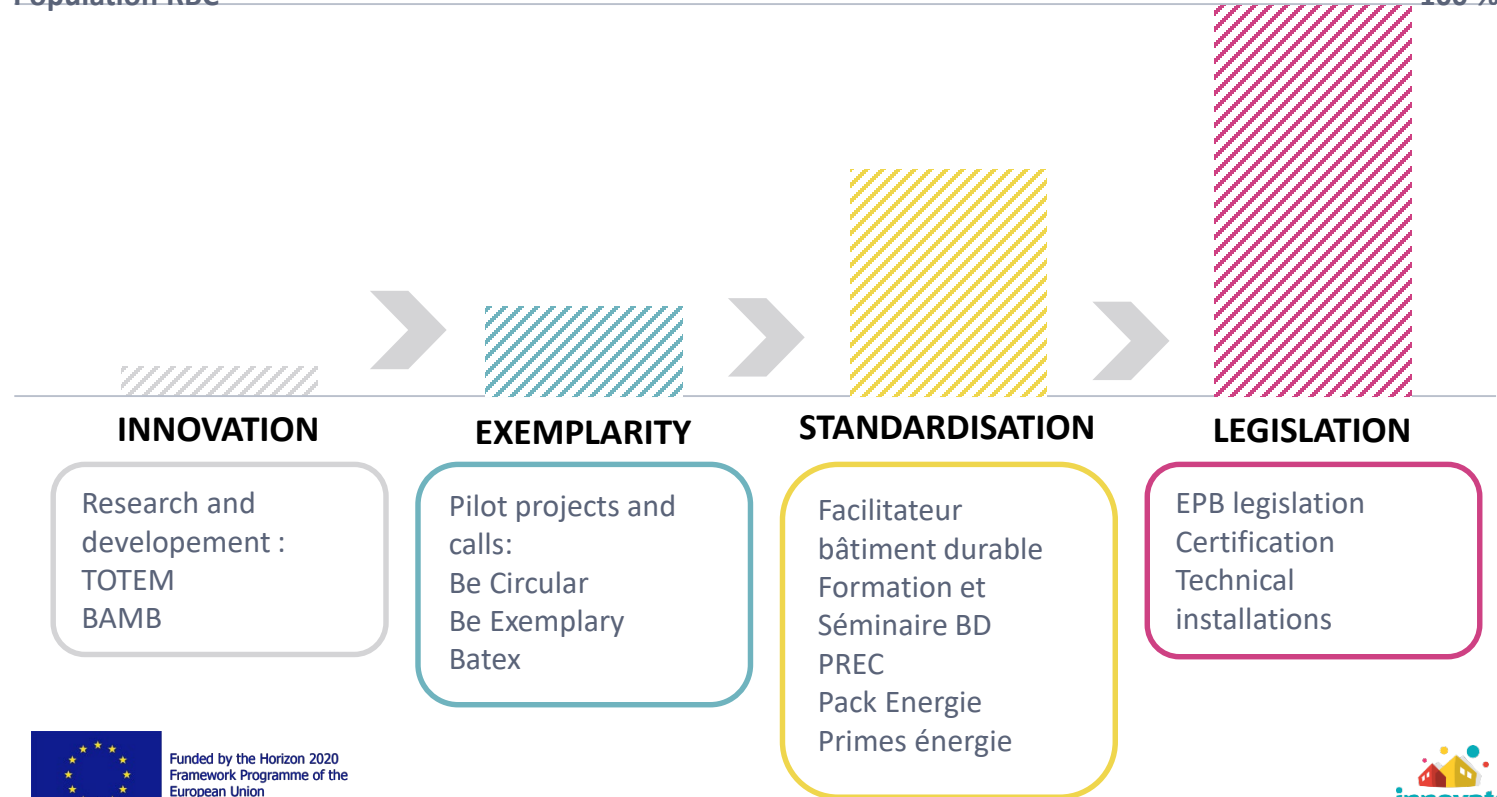
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# « Transition des professionnels »

Population RBC

100 %



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Integrated solutions for home renovations

**INNOVATE**

**TARGET IN BRUSSELS : CONDOMINIUMS**

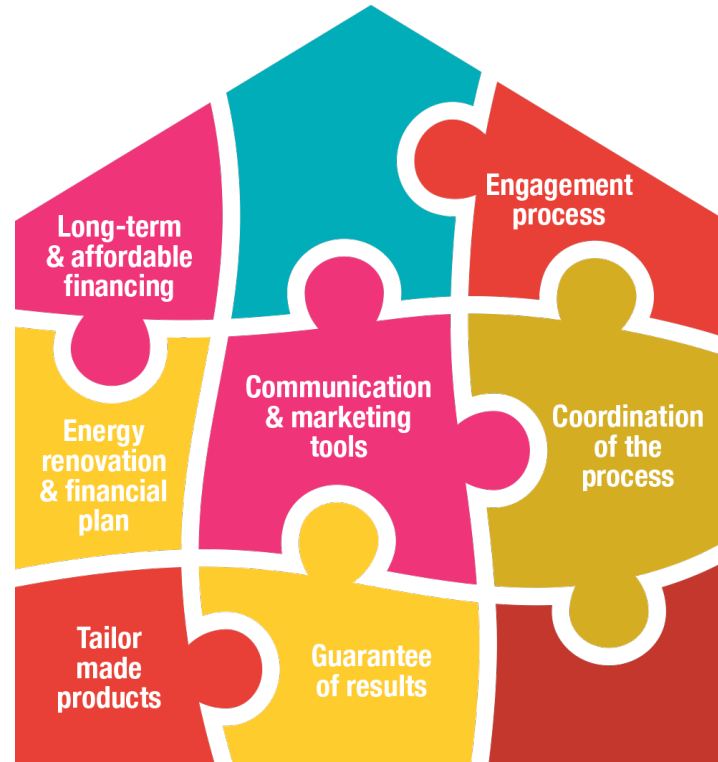


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# Innovate solution

Develop and roll out attractive **energy retrofit packages**, ideally offered in one location – a **one-stop-shop**

Started 2017



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# Innovate partners

**Coordinator** Energy Cities

## Expertise

Vesta Conseil & Finance aka  
Energies Demain (FR)

## Experienced partners:

- ✓ Brussels Environment (BE)
- ✓ Parity Projects (UK) > London Boroughs
- ✓ Riga Energy Agency (LV)
- ✓ KAW (NL) > 6 Dutch cities
- ✓ Frederikshavn Municipality (DK)

## Learning partners:

- ✓ Heerlen Municipality (NL)
- ✓ Linnaeus University (SE) > Municipality of Växjö
- ✓ Litoměřice Municipality (CZ)
- ✓ Mantova Municipality (IT)
- ✓ AGENEX (ES)
- ✓ Aradippou Municipality (CY)



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# Development steps Brussels

- Baseline analysis and & condominium renovation market gap analysis
- = Desk review and benchmark study
- + Interviews and surveys with renovation support professionals and experts
- Development business model 1 (theoretical)
- Collaboration with CoopCity: adaptation of business model through consultation of target groups
- Pilot project
- Business model V2



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# FIRST STEP: BASELINE AND MARKET GAP ANALYSES

Results:

- Many players in the Brussels Capital Region (market and non-profit)
- Target groups not well known to Brussels Environment
- First interesting contacts with experts and stakeholders



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## Our priority contacts:

 Administrations

 Federations and associations

 Services

 Consultance

 Projets

 Instituts

 Coopératives

- Professional support services and experts, to start research by establishing guidelines for the development
- Representatives of building managers and co-owner associations to adapt the development and have concrete answers on needs and feedback on ideas
- Target groups: Co-owners and building managers as focus groups, to know their needs and to test ideas on the actual future 'clients'

### Legend

-  consulting
-  copro
-  finance
-  formation
-  information
-  service
-  supply
-  syndics



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# STEP 2: DEVELOPMENT OF A BUSINESS MODEL

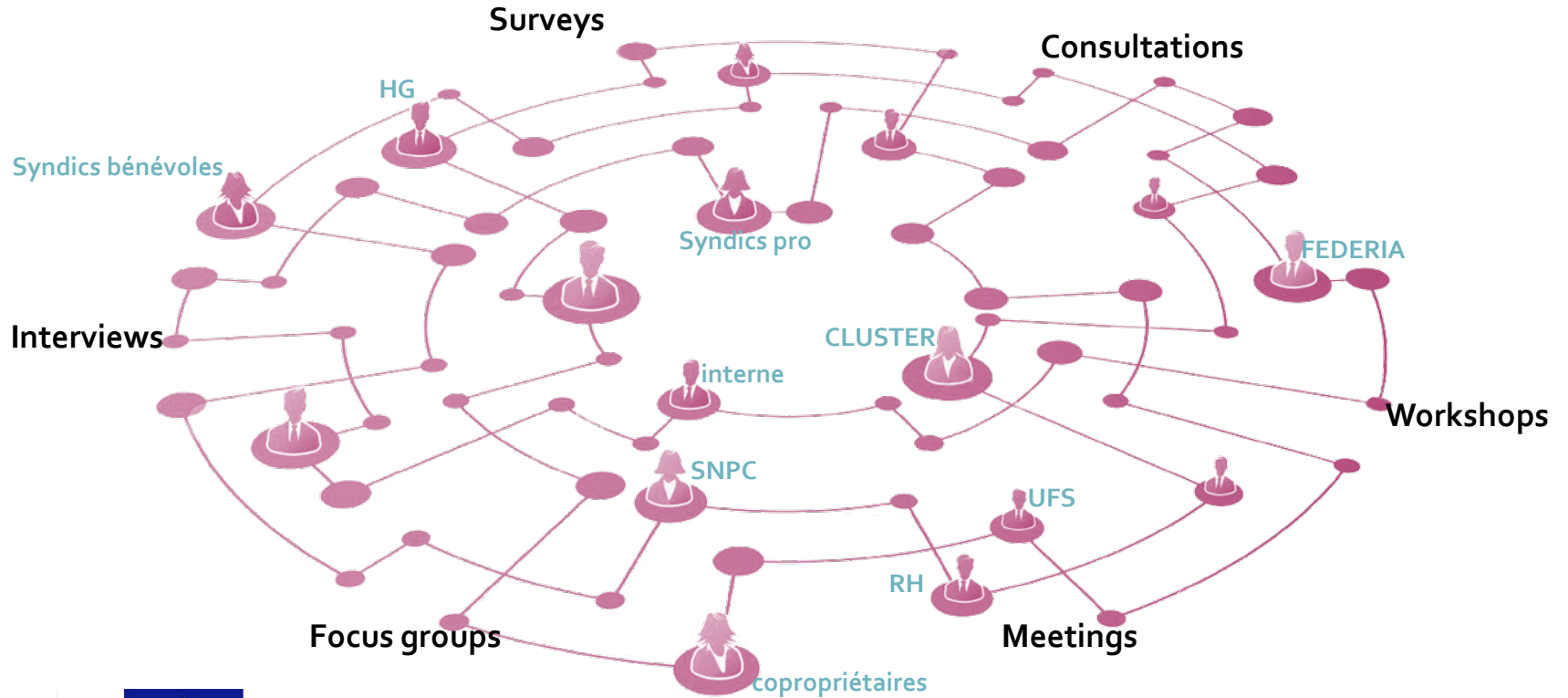
Supported by COOPCITY



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# Innovate Brussels



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**Online survey (co-owners)**

~ 500 responses



**Focus group WORKSHOPS  
(co-owners and  
building managers)**

~25 participants/session, 3  
sessions  
(2x barriers et 1x  
solutions/drivers)



**Interviews and group meetings (int/ext)**

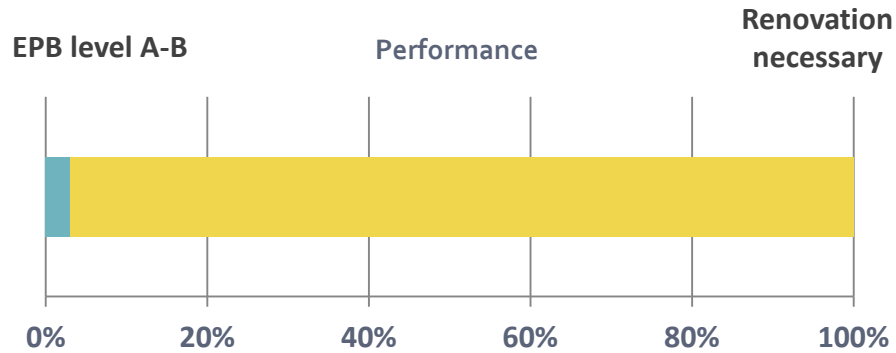
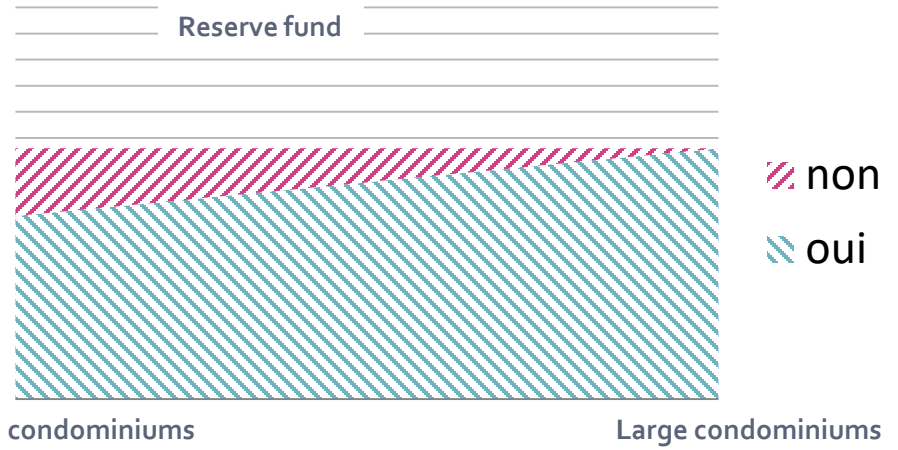
~25 sessions



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# Results



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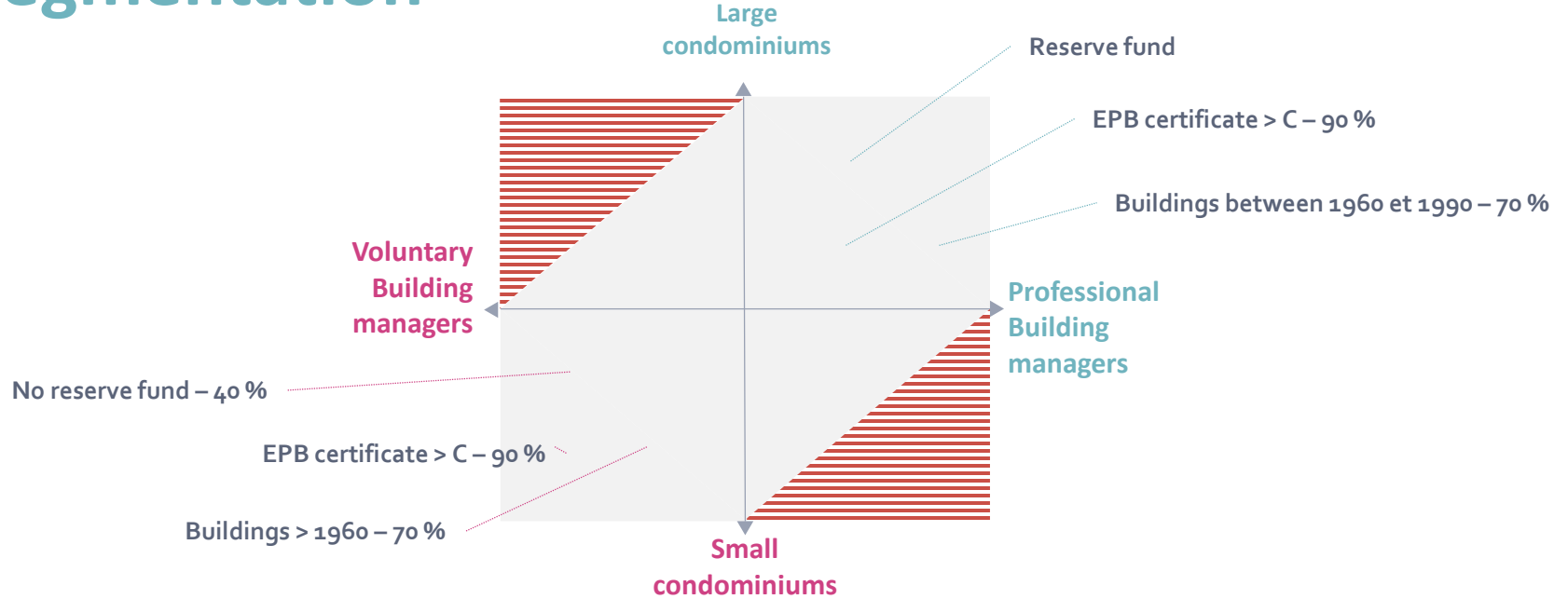


# Results : segmentation

	Condominiums Less than 10 units	Condominiums 10 to 50 units	+ 50 units
<b>Building manager</b>	Mostly voluntary	Mostly professionals	Esco opportunities
<b>Situation financière</b>	Small reserve fund (80% - 10.000€) 35% : au moins un mauvais payeur	More than 90% have a reserve fund (50% + 10.000€)	
<b>Type of building</b>	70% from before 1960) +95% EPB > C or unknown	70% built between 1960-1990 Higher EPB but not well known	
<b>Apprehensions</b>	Decision making process and financing	Decision making	
<b>Difficulties</b>	<ol style="list-style-type: none"> <li>To find a contractor</li> <li>To find the financial means</li> <li>To get the right technical advice</li> </ol>	<ol style="list-style-type: none"> <li>To find a contractor</li> <li>To find the financial means</li> <li>To get the right technical advice</li> </ol>	



# Segmentation

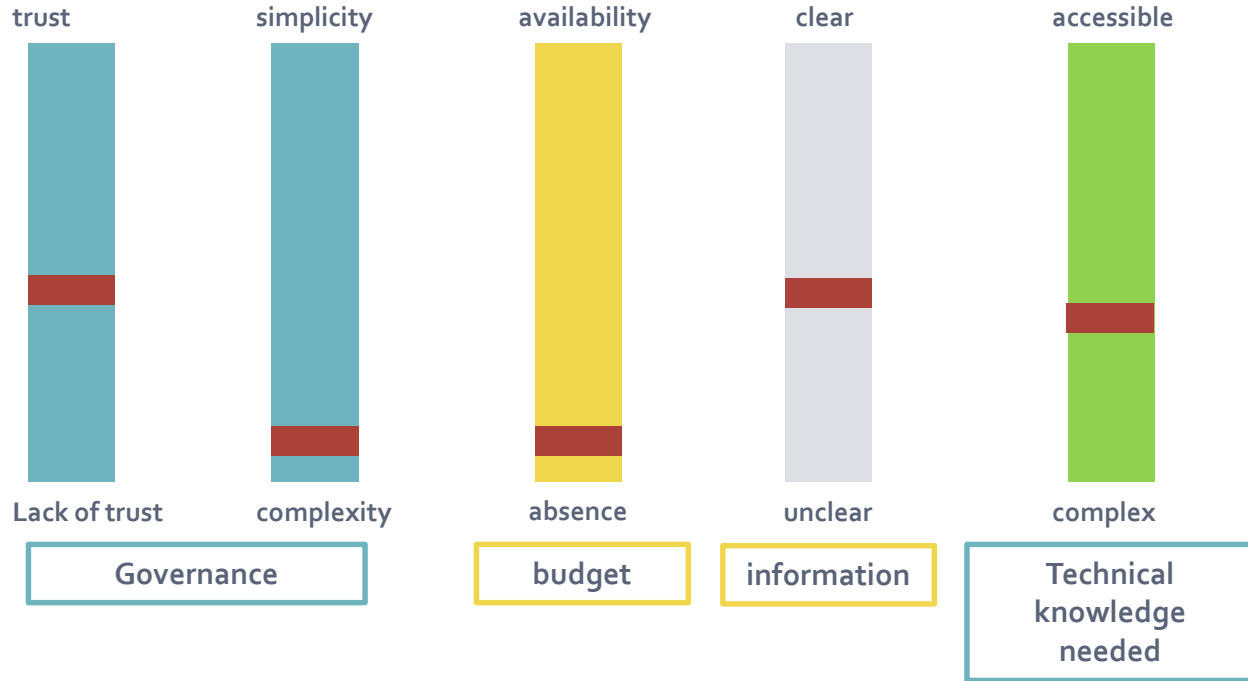


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# Issues to be addressed through the OSS



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# To be integrated in the OSS

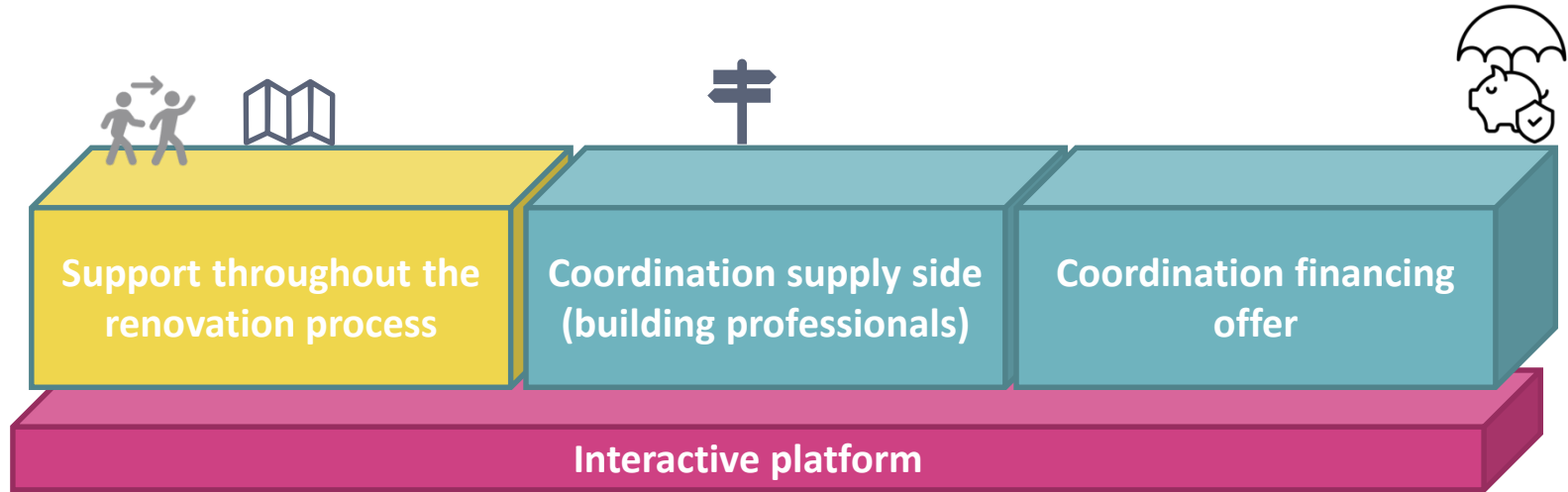
- Posture
  - Neutrality and trust = important
  - Combine 3 profiles: Technical + Social + Financial
  - Importance of mobilizing skills to present the elements in general assembly and to convince of the positive aspects
  - Proactive approach
  - Close collaboration with market and professionals
- Financial solutions
  - To be adapted to condominiums and their apprehensions to make them attractive
- Professionals
  - Training and coordination to build community
- Monitoring
  - Necessary for confidence



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# For Brussels: coordination model



Coming in 2021 under the name Sustainable Building Facilitator (to be changed for better notoriety)



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# Customer journey scenarios

Preparation stage:  
decision

Analysis

Project

Financing

Works

Monitoring

With professionals

audit

planning

€ solutions

quotes

Information, tools

« Feuille de route »

Specifications

Follow-up

OSS help

quicksan

planning

€ solutions






quotes

Information, tools

« Feuille de route »

Specifications

Follow-up

-  contractor
-  architect
-  expert
-  Building manager
-  OSS Retrofitting coach



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# Capacitating environment

+ Awareness raising, communication and pro-active approach



For:

- Increasing the demand
- Increasing awareness
- Increasing impact
- Reducing barriers
- Creating a coherent context



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# So, what did we learn?

That a OSS service is needed to activate condominiums for renovations

Who the stakeholders players are and what they do

What the barriers and drivers

That we need the market and its players and want to work together, to make the OSS effective

The best way to put everything together



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# Levels of collaboration

1. To analyse the existing situation:  
**renovation support professionals and experts** – interviews
2. To know the needs and realities of condominiums and test ideas and measures to be taken: **target group representatives** – interviews and group meetings
3. To understand the market: **professional associations/representatives** – regular contacts, interviews and group meetings
4. **Target groups** for a direct contact with the field



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# Future collaborations – a network!

1. Internal condominium task force: transversal work group to build capacitating environment
2. External group of experts and target group representatives: work group to evaluate and adapt measures and projects
3. Target group representatives for specific questions (legal transpositions, adaptation of tools, ...)
4. Bilateral developments for the stimulation of the supply side – contractors and providers
5. Bilateral developments for the stimulation of the financial market
6. Training for professionals
7. Target groups: co-owners and building managers: regular meetings, to be determined



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# Thank you, your help has been very much appreciated



Centre d'Etudes Economiques et Sociales de l'Environnement



FEDERIA



And many others! 😊



# Thank you for your attention And take care!

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